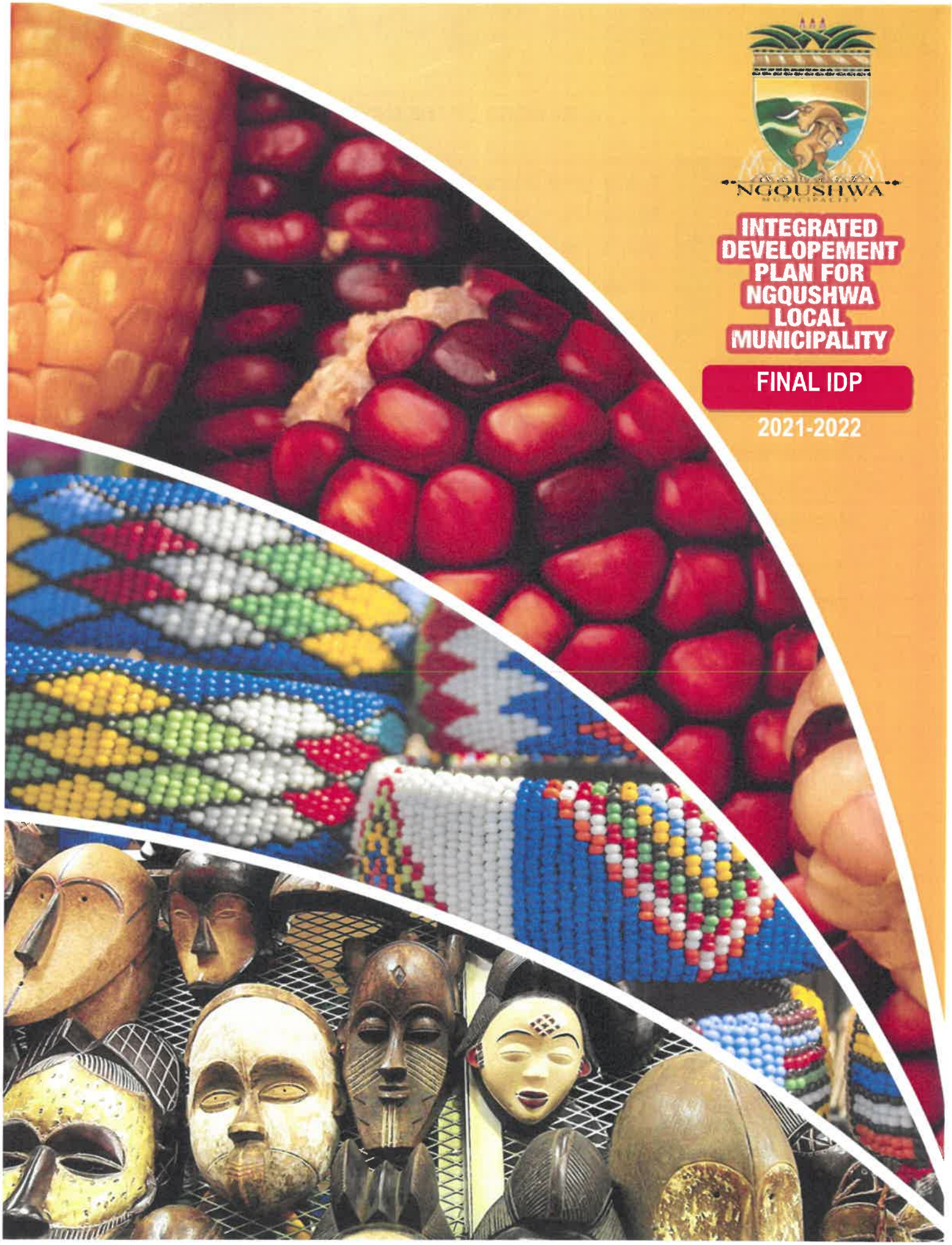


NGQUSHWA
MUNICIPALITY

INTEGRATED DEVELOPEMENT PLAN FOR NGQUSHWA LOCAL MUNICIPALITY

FINAL IDP

2021-2022

FOREWORD BY THE MAYOR



It is a great honour for me as the Mayor of Ngqushwa Local Municipality to submit our final IDP for 2021/22 financial year. This plan is informed by the National and Provincial government development goals and priorities, socio-economic trends, the ever-increasing demand and social cry of the people.

The IDP for 2021/22 financial year is particularly significant in that, it is a strategic plan prepared by the leadership of Ngqushwa Local Municipality. It lays bare the challenges that we face – social and economic exclusion, services under stress and other societal ills – but also provides hope. It sets out a plan for creating a better Ngqushwa Local Municipality for all.

The municipality have set out to create conditions for decent living through the following programmes and many others:

1. Council to ensure that the municipality continues towards building and inclusive economy with sustainable work opportunities for all,
2. Increase the number of participants and beneficiaries of Expandend Public Works Programme(EPWP) and Community Works Programme(CWP),
3. Strengthen the Municipal Public Accounts Committee, Audit and Risk Management Committee,
4. Continue to provide indigent household with free basic services,
5. Enhance community participation,
6. Local Economic Development.

Public participation processeses were conducted via adio, social media platforms and virtual meetings taking into consideration the **COVID 19 regulations.** Council invites everyone to our own space to ensure that we optimally utilise all the expertise and resources available to us.Together, we need to think about how we can make our communities better and safer. We have to work together, off the same plan.

Cllr. D.Nncanywa

Mayor

EXECUTIVE SUMMARY BY MUNICIPAL MANAGER



The Local Government Municipal Sysytems Act No.32 of 2000 mandates municipalities to undertake developmental oriented planning to ensure that Constitutional obligations are achieved. In line with the aforementioned legislations; it gives me a great pleasure as the Accounting Officer to make the submission of the Final 2021/22 Integrated Development Plan (IDP). This plan serves as a strategic framework that guides the municipality's planning and budgeting, and it is the results of the ever-changing societal condition under which services are delivered. It also allocates resources in a strategic manner to get the greatest benefit from their use and an attempt to continue with a process of providing development and service delivery for our communities.

The municipality maintains a culture of Good Governance and Public Participation by ensuring continuous engagement with internal and external stakeholders. The institution also creates a culture of performance that contribute efficiently and effectively to the developmental needs of our communities, which will afford the municipality to achieve clean administration. We remain committed to the realisation of the five National Key Performance Areas of the Municipalities, being the following:

- Institutional Development and Design
- Quality Basic Services and Infrastructure Development
- Local Economic Development and Spatial Development
- Financial Viability and Management
- Good Governance and Public Participation

We are confident that all the set milestones will be achieved as the institution has a capable workforce and visionary leadership that will ensure the institution performance is properly managed.

The municipality further acknowledges the ongoing support and the financial interventions towards realisation of its targeted development prioroties made by other

spheres of government in our municipal space as well as initiatives and good work done by our community organisations.

Finally, Ngqushwa Local Municipality would like to thank each and every individual who has shown their willingness to participate in this crucial planning processes and contributed positively.

"Sikhula Simanyane"

Mr. N Mgengo
Municipal Manager

COUNCIL MEMBERS



Cllr Sanga Siyabulela Maneli
Speaker



Cllr. Daniswa Ncanywa
Mayor



Cllr Fumanekile Phumaphi
Chief Whip



PR Cllr Mnikelo Siwisa
Portfolio Head:
Coporate Services



PR Cllr Zuziwe Regina Nduneni
Porfolio Head:
Community Services



Cllr Libele Kolisi
Porfolio Head:
Infrastructure Development
(Ward 10 Councillor)



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MPAC Chairperson



Cllr Nondyebo Mildred Jako
PR Councillor



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PR Councillor



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Cllr Phumeza Sithole
Ward Councillor
(Ward 2)



Cllr Bulelani Benson Ntabeni Ward Councillor
(Ward 3)



Cllr Thethiswa Thelma Skweyiya Ward Councillor
(Ward 4)



Cllr Ntombethemba Lawu Ward Councillor
(Ward 5)



Cllr Nzuzo Mquqo
Ward Councillor
(Ward 6)



Cllr Mlungiselo Luzipo
Ward Councillor
(Ward 7)



Cllr Lungephi Helman Moyeni Ward Councillor
(Ward 8)



Cllr Nomzamo Mtati
Ward Councillor
(Ward 9)



Cllr Nozuko Brandon Fulani Ward Councillor
(Ward 11)



Cllr Daniswa Ncanywa
Ward Councillor
(Ward 12)



Cllr Robyn Coleen Taylor
PR Councillor



Cllr Siphosethu Stephan Gwavu
PR Councillor



Cllr Nontsikelelo Felicia Majamani
PR Councillor

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ACRONYMS AND ABBREVIATIONS

Act no. 56 of 2003	(now Department of Water Affairs)
ADB	African Development Bank
ADM	Amathole District Municipality
AG	Auditor General
AGOA	African Growth Opportunity Act
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
ARI	Acute Respiratory Infection
ASGISA	Accelerated Shared Growth Initiative of South Africa
ASP	Application Service Provider
ATM	Asynchronous Transfer Mode
AU	African Union
BSD	Basic Service Delivery
BTP	Build Together Programme
BUM	Business Unit Manager
CBD	Central Business District
CBI	Cross Border Initiatives
CBNRM	Community-Based Natural Resource Management
CBO	Community Based Organisation
CBS	Central Bureau of Statistics
CBT	Community-Based Tourism
CET	Common Excise Tariff
CFO	Chief Financial Officer
CITP	Comprehensive Integrated Transport Plan
CMA	Common Monetary Area
COGTA	Department of Cooperative Governance & Traditional Affairs
COMESA	Common Market for Eastern and Southern Africa
COSDEC	Community Skills Development Centre
CSO	Civil Society Organisation
CWDM	Cape Winelands District Municipality
DAFF	Department of Agriculture Forestry & Fisheries
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism

DFA	Development Facilitation Act
DFID	Department for International Development
DGDS	District Growth and Development Strategy
DIP	Decentralisation Implementation Plan
DMA	District Management Area
DoARD	Department of Agriculture and Rural Development
DoE	Department of Education
DoE	Department of Energy
DoH	Department of Health
DoHS	Department of Human Settlement
DoL	Department of Labour
DoLG	Department of Local Government
DoLRD	Department of Land Reform & Rural Development
DoMR	Department of Minerals Resources
DOS	Department of Social Development and Special Programs
DOTS	Directly Observed Treatment Short course
DPLG	Department of Provincial & Local Government
DPSA	Department of Public Service and Administration
DRAMs	Dynamic Random Access Memories
DSRAC	Department of Sport Recreation Arts and Culture
DTI	Department of Trade and Industry
DWA	Department of Water Affairs
DWAF	Department of Water Affairs and Forestry
EA	Environmental Assessment
ECD	Early Childhood Development
ECDC	Eastern Cape Development Corporation
ECOMOG	ECOWAS Military Observer Group
ECOWAS	Economic Community of West African States
EDA	Economic Development Agency
EDF	European Development Fund
EHO	Environmental Health Offices
EIA	Environmental Impact Assessment
EIF	Environmental Investment Fund
EISA	Electoral Institute of Southern Africa

EMP	Environmental Management Plan
EPI	Expanded Programme on Immunisation
EPLs	Exclusive Prospecting License
EPWP	Expanded Public Works Programme
EPZ	Export Processing Zone
ES	Equitable Share
EU	European Union
EXCO	Executive Committee
EF	Expenditure Framework
FBS	Free Basic Services
FDI	Foreign Direct Investment
FET	Further Education and Training
FIFA	Federation Internationale de Football Association
FPRM	Foreign Policy Response Model
FTA	Free Trade Area
FV & M	Financial Viability and Management
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product in Rand
GEAR	Growth, Employment and Redistribution
GFCF	Gross Fixed Capital Formation
GG & PP	Good Governance and Public Participation
GGP	Gross Geographic Product
GIPF	Government Institutions Pension Fund
GIS	Geographic Information System
GNP	Gross National Product
GRAP	Generally-recognised Accounting Practices
GSM	Global System for Mobile Communications
GSP	Generalised System of Preferences
GVA-R	Gross Value-Added in Rand
HDI	Human Development Index
HH	Households
HIS	Health Information System
HIV	Human Immune Virus

HPI	Human Poverty Index
HR	Human Resources
IATCP	Inter Agency Technical Committee on Population
ICJ	International Court of Justice
ICT	Information and Communication Technology
ICZMP	Integrated Coastal Zone Management Plan
ID & OT	Institutional Development and Organisational Transformation
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IGR	Inter-Governmental Relations
IHSP	Integrated Human Settlement Plan
ILO	International Labour Organisation
IMATU	Independent Municipal Allied Trade Union
IMESA	Institute for Municipal Engineers South Africa
IMF	International Monetary Fund
IMR	Infant Mortality Rate
HIS	Integrated Human Settlements
ISO	International Standards Organisation
ISRDP	Integrated Sustainable Rural Development Programme
ICT	Information and Communication Technology
ITP	Integrated transport Plan
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LAN	Local Area Network
LED	Local Economic Development
LGSETA	Local Government SETA
LGTAS	Local Government Turnaround Strategy
LHA	Lanquedoc Housing Association
LM	Local Municipality

LUMS	Land Use Management System
MAG	Monitor Action Group
MAP	Millennium African Recovery Plan
MARPOL	International Convention on the Prevention of Pollution from Ships
MDGs	Millennium Development Goals
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act No 56 of 2003
MIG	Municipal Improvement Grant
MIGA	Multilateral Investment Guarantee Agency
MIIF	Municipal Infrastructure Investment Framework
MM	Municipal Manager
MMR	Maternal Mortality Rate
MOD	Ministry of Defense
MOF	Ministry of Fisheries
MOHA	Ministry of Home Affairs
MOHSS	Ministry of Health and Social Services
MOJ	Ministry of Justice
MOL	Ministry of Labour
MOU	Memorandum of Understanding
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MTAS	Municipal Turnaround Strategy
MTI	Ministry of Trade and Industry
MTREF	Medium-Term Revenue and
MTSF	Medium-Term Strategic Framework
NACHE	National Advisory Council for Higher Education
NAI	New African Initiative
NATO	North Atlantic Treaty Organisation
NCC	National Communications Commission
NDF	National Defense Force
NDP	National Development Plan
NEACB	National Examination, Assessment and Certification Board

NEPAD	New Partnership for African Development
NEPLs	Non-exclusive Prospecting Licenses
NGO	Non-Governmental Organisation
NIED	National Institute for Educational Development
NLM	Ngqushwa Local Municipality
NLTPS	National Long-term Perspective Studies
NMT	Non-motorised Transport
NPCS	National Planning Commission Secretariat
NPO	Non-Profit Organisation
NSDP	National Spatial Development Perspective
NTA	National Training Authority
NTCP	National Tuberculosis Control Programme
OECD	Organisation for Economic Co-operation &Development
OHS	Occupational Health and Safety
OPEC	Organisation of Petroleum Exporting Countries
OPM	Office of the Prime Minister
PC	Personal Computer
PEAC	Presidential Economic Advisory Council
PGDP	Provincial Growth and Development Plan
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
RSA	Republic of South Africa
SADC	Southern Africa Development Community
SADCC	Southern Africa Development Co-ordination Conference
SALGA	South African Local Government Association
SAMWU	South African Municipal Workers Union
SAPS	South African Police Services
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDR	Special Drawing Rights
SEA	Strategic Environmental Assessment
SLA	Service Level Agreement
SLA	Sustainable Livelihood Approach
SME	Small Micro Enterprises

SOP	Standard Operating Procedure
SSC	Social Security Commission
STATSSA	Statistics South Africa
STDs	Sexually Transmitted Diseases
TACs	Total Allowable Catches
TAS	Turnaround Strategy
TB	Tuberculosis
ToR	Terms of Reference
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCED	United Nations Conference on Environment and Development
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNTAG	United Nations Transitional Assistance Group
USSR	Union of Soviet Socialist Republics
VAT	Value Added Tax
VET	Vocational Education and Training
VTB	the Vocational Training Broad
VTC	Vocational Training Centre
WASP	Water and Sanitation Programme
WB	World Bank
WCED	World Commission on Environment and Development
WCU	World Conservation Union
WDM	Water Demand Management
WSA	Water Services Authority
WSDP	Water Services Development Plan
WtE	Waste to Energy
WTO	World Trade Organisation
WTO2	World Tourism Organisation
ZERI	Zero Emission Research Initiative

IDP AND DOCUMENTATION

STRUCTURE

The review of our 5th generation IDP takes the form of a "package" of documents and instruments, each serving a different purpose but working interdependently. This document, titled "Ngqushwa Local Municipality Integrated Development Plan 2021/2022" forms the main document. Other documents and instruments that support the main document are:

The following documentation should be read with the IDP:

- IDP Guide Pack, with specific reference to Guide 3 and Guide 6
- District IDP Framework Plan
- ADM IDP/PMS/Budget Process Plan
- Various sector plans and programmes
- Amathole (7) Category B IDP's (2012 - 2017)
- ADM Performance Management Framework
- District Spatial Development Framework (SDF)
- Provincial Growth and Development Plan (PGDP) (2004-2014)
- Provincial Spatial Development Plan (PSDP)
- National Spatial Development Plan (NSDP)
- National Development Plan
- The Ngqushwa Local Municipal budget
- The Top Layer SDBIP (Service Delivery and Budget Implementation Plan) as derived from the iMAP
- The Service Delivery Business Implementation Plans of the different directorates of the Municipality which outline detailed programmes, projects, and associated resource allocation and performance targets
- Various sector plans to support and direct the work of different functional areas of the Municipality e.g. the Spatial Plan (WSDP)
- Ward Plans
- Local Government Legislation

ALIGNMENT WITH NATIONAL AND PROVINCIAL PROGRAMS

The following National programs informed the IDP process:

- State of the Nation Address (SONA)
- State of Local Government in South Africa
- Municipal Demarcation Board Reports
- COGTA: Local Government Turnaround Strategy (LGTAS)
- COGTA: Operation Clean Audit 2014
- Municipal Powers & Functions
- ANC Manifesto
- ANC January 8th Statement
- King IV Report & Code on Good Governance for South Africa
- 12 Outcomes of Government – Role of Local Government

Key Challenges

- The equitable share from national focus (Equitable Share Formula/Model) is not favourable to rural municipalities.
- High dependency on national grants to implement capital & catalyst projects.
- Low revenue base due to high level of indigents as a result of the rural nature of the municipality
- Inability to implement strategic projects due to financial constraints.
- Limited institutional capacity to manage strategic and complex projects.
- Dilapidated buildings and strategic pockets of vacant land that belong to Public Works and Rural Development.
- Ageing roads infrastructure (provincial and municipal roads) and poor storm water drainage system in Peddie and Hamburg.
- Infrastructure backlogs due to the rural nature of the municipality
- Natural endowment of the municipal area presents sustainable economic opportunities.

- Proximity to N2 and R72 with R345 dissecting the two national roads.
- Proximity to both East London airport and IDZ and Port Elizabeth airport and Coega IDZ.
- Upgrading of R72 by Sanral presents the area with an economic opportunity.
- Construction of R345 from R72 to Hamburg (R30m) by Public Works presents the area with an economic opportunity.
- Blue Flag status in Hamburg Beach.

Chapter 1	Background and Legalities for Ngqushwa Local Municipality
Chapter 2	Ngqushwa Local Municipality Geographic Profile and Situational Data
Chapter 3	KPA 1: Institutional Development and Design
Chapter 4	KPA 2: Quality Basic Service Delivery and Infrastructure Development
Chapter 5	KPA 3: Local Economic Development and Spatial Development
Chapter 6	KPA4: Financial Viability and Management
Chapter 7	KPA 5: Good Governance and Public Participation
Chapter 8	Projects and Programmes for Ngqushwa Local Municipality

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

We are officially known as the Ngqushwa Local Municipality and this is our legal description.

In order to stress our inclusiveness, as a municipality that presides over two towns , villages and the areas between them, all with our own treasured historic names and histories, all inhabited by people cherishing local hopes and aspirations, we make every effort to refer to the "greater" Ngqushwa area or Municipality. We are not responsible for only one, albeit significant, Peddie town in this larger constellation. We unequivocally pledge an equal commitment to all areas that make up for the greater Ngqushwa Local Municipality. The MSA requires municipalities in South Africa to prepare a five-year strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the provincial and national government. It is the principal planning instrument that guides and informs the municipal budget and all actions.

1.1.1 Legal Framework for the revision of the IDP

The IDP comprises a package of documents. The document, titled Ngqushwa Local Municipality. Other documents and instruments that support the main document include the municipal budget, the SDBIP of the Municipality (containing detailed programmes, projects, and associated resource allocation and performance targets), various sector plans to support and direct the work of different functional areas of the Municipality, and Ward plans (currently under preparation). The IDP further outlines:

- The long term Visioning Planning for Ngqushwa towards 2057;
- An analysis of the Greater Ngqushwa area today, and current trends and issues;
- The national and regional policy context for preparing IDPs (including a spatial footprint of Provincial- and National Government's budgetary intent);

- Citisens' needs for service delivery as expressed through various engagements;
- The findings of various medium and longer term sector plans, required by law and supporting and directing the work of different functional areas of the organisation;
- The Ngqushwa Local Municipality 's overall strategy and way of work for the next five-years, including focus areas, predetermined objectives and activities,
- The Ngqushwa Local Municipality 's broad financial plan and planned allocation of resources; and
- Related monitoring and evaluation activities over the year ahead.

1.2. WHY A LONG-TERM VISION FOR NGQUSHWA LOCAL MUNICIPALITY?

The Government has, since Independence in 1994 established a planning system based on medium to term plans, for promoting sustainable socio-economic development in the Republic of South Africa. There is, however, a National Development 2030 Plan within which the short and medium development goals are to be based and coordinated.

Based on policy orientated research on key national strategic issues, and on a process of discussion and dialogue (involving the private sector, civil society and the donor community) on the long-term goals and future of the Ngqushwa Local Municipality , Vision 2057 provides long term alternative policy scenarios on the future course of development in Ngqushwa up until the target year 2057. The Vision provides guidance to planning questions such as the following:

- Given the past and current conditions, what would development in the region portray by the year 2057?
- What do the people want Ngqushwa to depict by these future points in time?
- What should Ngqushwa Local Municipality do, between now and year 2057, to elevate Ngqushwa to the level of a developed society? It is clear that the dynamic process in the long-term future is more important for planning at the end point of the process. Perspective thinking is particularly relevant for the short –and medium-term implementation of long-term planning targets.

Long-term perspective plans are therefore useful for anticipating changes, and for understanding events that are likely to happen. For example, given the current level of development, what would education scenario look like by the year 2057? What would happen if dropouts from schools decreased if our Government succeeded in eradicating illiteracy by the year 2030? What would happen if the current and planned HIV/AIDS activities succeeded in eradicating the decrease by the year 2025, for example?

These are pertinent questions, particularly because they directly influence development and investment decisions, expenditure and all the allocation of funds. They are directly linked to public policies and decision-making. Therefore, Ngqushwa 2057 will create policy synergies, which will effectively link long-term perspectives to short-term planning. Long-term perspectives are needed to understand the future repercussions of the past and current policies and planning activities.

1.3. STRATEGIC FRAMEWORK OF THE IDP

OUR VISION

To be the preferred, vibrant, socio-economically developed municipal area that embraces a culture of human dignity, good governance, and characterised by good quality of service for all.

OUR MISSION

Ngqushwa Local Municipality will strive to become a benchmark institution in the country in respect of good quality and affordable services, through efficient resource mobilisation and management, stimulation of economic growth and good governance practices.

CORE VALUES

Linked to the mission the municipality also identified the following CORE VALUES to be adhered to by the Councillors, management and the officials of the Municipality:

COMPETENCY

We commit to attract and retain a competent workforce to service our customers

HONESTY AND INTEGRITY

We will demonstrate complete honesty and integrity in everything we do

DILIGENCE

We will demonstrate caution, commitment and due diligence in discharging our duties

TRANSPARENCY

We will be transparent and fair in all our dealings for utmost accountability

ACCOUNTABILITY

We will create an environment to be held to account by our stakeholders and customers

PROFESSIONALISM

We will always uphold and maintain a professional behaviour in executing our mandate and individual responsibilities for the furtherance of service delivery

VALUE FOR MONEY

We commit derive value for money as return on investment in all business engagements with service providers

1.3.1 Our overarching strategy

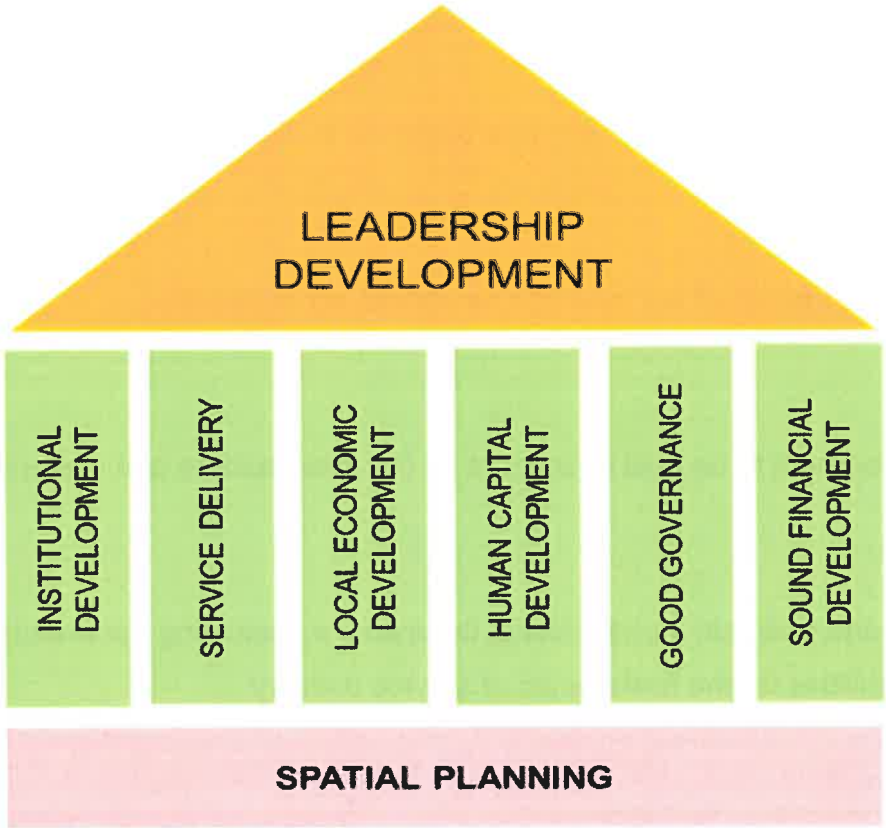


Figure : Strategic Eight KPA's

1.4. THE ROLE AND PURPOSE OF THE IDP

The definition of the IDP is as follows: "A participatory approach to integrating economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and the marginalised." An IDP is, therefore, a plan that guides the activities and decisions of a Municipality for the next 5 years in terms of Chapter 5 of the Municipal Structures Act, 2000. It is subject to a review process that shall be followed annually to ensure the improvement of service delivery and the effectiveness of the administration of the Municipality.

The MSA requires each municipality in South Africa to prepare a strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the provincial and national governments.

This IDP is then the principal planning instrument that guides and informs the municipal budget.

The focus of the IDP is varied and includes the provision of basic municipal services, measures for building and transforming municipal capacity, measures to assist in expanded livelihood opportunities for citisens, enterprise development, building dignified and safe living environments, and, crucially, exploring new ways of working and living together. In terms of the core components of IDPs, Chapter 5 and Section 26 of the MSA indicate that:

- The municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The Council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- The Council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of Section 41.

The IDP is informed by a leadership agenda, as contained in national and provincial policy documents, as well as the needs of local citisens and public, private and community organisations. It directs and is informed by, different aspects of the municipality 's work, including how the municipality is structured politically and administratively, the municipal

budget, the sector plans and service delivery and budget implementation plans of different municipal services, and how the municipality manages its performance. Integrated Development Planning, therefore, would mobilise Ngqushwa Local Municipality to focus itself, develop a future-directed vision and proactively position itself in a changing environment. Furthermore, it would enable Ngqushwa Local Municipality to gain a better understanding of the challenges it encounters and to identify effective methods to deal with it. By analysing the future, Ngqushwa Local Municipality, its leaders, other stakeholders and civil society can anticipate future opportunities and threats. We can develop the ability to optimise opportunities while controlling and minimising the threats. By identifying problems before they occur, Ngqushwa Local Municipality can avoid being trapped in a cycle of crises management, which consumes valuable financial and human resources – resources which could have been used to take advantage of opportunities.

One of the key components of the IDP process is an internal organisational audit or analysis. Such an analysis allows Ngqushwa Local Municipality to know and understand our own internal operations. On the basis of this understanding, Ngqushwa Local Municipality is in a better position to manage the changes that will be required to bring about the desired future. The aim of this analysis is to identify Ngqushwa Local Municipality's strengths and weaknesses, including its structures, staff composition, and deployment, financial situation and culture. The purpose is not to defend outdated and impractical structures, procedures and practices, but rather to establish an open-minded view of the organisation, to recognise problems, shortcomings, limitations and imbalances and to identify ways to overcome it. The institutional audit also focuses on exposing the vulnerability of the municipality in terms of identified threats. It highlights the capacity of the municipality to optimise opportunities and be proactive and future-directed.

Integrated Development Planning also provides an opportunity to establish and prioritise the needs to be addressed by a municipality. It grants Ngqushwa Local Municipality the opportunity to inform the community and all stakeholders about available resources, and to involve them in prioritising services and service levels. It will enable Ngqushwa Local Municipality to allocate resources – human and financial – in order of priority. It also

allows for the design of alternative service delivery mechanisms, such as public/private partnerships.

The IDP may, therefore, be defined as a holistic plan – the final product of the IDP process. It contains a range of projects, all designed to achieve specific development objectives. The IDP sets measurable development objectives and targets. For each of these objectives and targets, Ngqushwa Local Municipality assigns tasks, with set target dates and budgets, to specific persons or task teams. Ngqushwa Local Municipality is then able to monitor the course of each action and makes adjustments where necessary to ensure that the intended objective is achieved. The IDP also sets clear development objectives and targets and provides direction to improve performance. It sets key performance indicators (KPI's) and the criteria for measuring performance – both for the overall IDP and for specific projects. As such it enables management to align actions with set objectives. "Customer satisfaction" also serves as a performance measure. External stakeholders (the "customers" of the municipal services) are involved in identifying and prioritising needs, they are able to judge whether the objectives and targets have been successfully achieved as planned. They are therefore and integral part of the monitoring process.

By involving all stakeholders in the planning process and empowering them with knowledge about the municipality's strengths and weaknesses, and its resources and responsibilities, the municipality is then able to develop a realistic, achievable plan for future development. Stakeholders are also more likely to prioritise their needs and expectations realistically when they are involved in the planning process. Integrated Development Planning, therefore, provides an opportunity for stakeholders with different needs, priorities, and agendas to learn from each other and to negotiate and compromise around their established viewpoints. The process is not without disagreement and conflict but, if well managed, it can promote consensus and allow compromises and agreements on common development objectives for Ngqushwa Local Municipality to be reached. Through this process, Ngqushwa Local Municipality Councillors and officials also gain a better understanding of the municipality and the respective roles they must fulfil. This can enhance teamwork and promote commitment toward achieving the development and operational objectives contained in the IDP.

Integrated Development Planning can also be termed "participative planning" because it involves the participation of all stakeholders. In terms of the Constitution, all spheres of government – national, provincial and local – are required to promote "co-operative governance" – that is, a government which actively seeks to involve all those who have an interest in or a contribution to make. This is the cornerstone of our new democracy and for local government, granting the client base, the citisens and affected stakeholders and groups, an opportunity to be involved in decision-making that affects them. However, meaningful participation entails that Ngqushwa communities and stakeholders have to be empowered with the necessary information and knowledge about all the issues that have to be addressed. This will ensure constructive, practical and achievable objectives. The IDP process is the medium through which such knowledge is channelled to Ngqushwa stakeholders, and through which they are empowered to participate in planning for the future. Informed participation also enables the Ngqushwa community to take shared responsibility for the destiny of the municipality and provides the benefit of greater commitment by stakeholders towards the IDP.

The IDP process, on the other hand, facilitates budgeting in accordance with planning as it enables the budget to be linked to the IDP as required by the Municipal Systems Act, 2000. In particular, it provides for strategic management based on a budget, driven by the key development priorities. Stringent financial control and sound financial management are not possible unless there is a focused budget, based on specific objectives with no "fat reserves" and unallocated resources. Integrated Development Planning, if correctly carried out, ensures that realism dictates the budget.

Planning for future development also means planning for change. This new IDP provides a tool for managing the change which automatically comes with development. Through the IDP process, the mind-sets of people are changed to address the realities of the present and to embrace the opportunities the future holds. The process requires a new approach to management and planning and determines the rules with which a municipality's structure and people must comply to develop a culture of change management. An IDP once adopted, remains effective for a five-year period in terms of Chapter 5 of the Municipal Structures Act, 2000, but shall be reviewed annually. This will ensure that priorities that have changed since the adoption of the plan are reflected and

incorporated. It also ensures the continuous alignment of the IDP and its strategies with that of national and provincial sector departments.

The IDP is a fully-fledged elaborate process that involved the participation of all relevant stakeholders. Approach was followed by Ngqushwa Local Municipality in that the Executive Mayor had meetings with different sectors of the community e.g. youth, churches, businesses and traditional healers. It is driven by officials and Ward Councillors. It is more a process through which municipalities prepare a strategic development plan. It intends to formulate a long-term common vision, development objectives and strategies for Ngqushwa Local Municipality. In order to achieve this, the following stages of the process were introduced and used as a guideline to maximise community participation"

1.4.1 Analysis phase:

- Consolidated picture of the current reality (scan existing IDPs/Land Development Objectives), in line with the municipality;
- Service backlogs (housing, sanitation, water, electricity, roads, and waste);
- Institutional capacity (number of professionals per department, staff structure, existing committees, structures, and forums);
- Revenue potential;
- Expenditure pattern (capital and operational, and include the status of projects); and o Key development priorities.

1.4.2 Strategy phase:

- Long term Visioning of Ngqushwa towards 2057 (40-year prognosis);
- IDP Development Objectives;
- IDP Strategies;
- IDP Projects identified; and
- Link Key Performance Areas (KPAs) and objectives to sectoral functions.

1.4.3 Project phase:

- Foundation of Program Management Consultant
- Formation of project task teams;
- Preliminary budget allocation to projects; and
- Designing project proposals.

1.4.4 Integration:

- Screening/revision of projects; and
- Compilation of integrated programmes/plans.

1.4.5 Approval:

- Discussion by Council;
- Public comments;
- District alignment; and
- Final approval.

The review process of the IDP requires Public Participation through public meetings. These meetings are advertised through notices placed on Council's notice boards, and the local newspapers, Short Message System (SMS) to residents in our 12 wards and the use of loud hailing encouraging participation to discuss the draft reviewed IDP.

1.5. REVISING THE 2020-2021 IDP FOR 2021-2022 IDP

Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000 prescribes that a municipal Council:

- must review its Integrated Development Plan-
- annually in accordance with an assessment of its performance measurements in terms of section 41; and
- to the extent that changing circumstances so demand; and
- may amend its IDP in accordance with a prescribed process

The legislative framework provides an opportunity for Council, together with its Administration and the community, to take stock of progress made, identify areas of improvement and reprioritise resources in line with the changing needs of Communities.

1.5.1 IDP Revision Framework

The revision has been undertaken within the parameters of the following framework:

1.5.1.1 Assessment Issues

- The comments on the 2020/21 (Revised) IDP provided by the MEC for Local Government in accordance with Sections 31 and 32 of the Municipal Systems Act;
- LGMTEC 3 Report by Provincial Treasury and the Provincial Department of Local Government assessing the Draft IDP and Budget during 2020/21; and
- Shortcomings and weaknesses identified through self-assessment.

1.5.1.2 Review of the Strategic Elements of the IDP in terms of priorities of Council and the objectives of Management

- Review of the Strategic elements of the IDP and integrating the strategic intent throughout the budget process and the finalising of the Service Delivery and Budget Implementation Plan; and
- Review of elements of the Spatial Development Framework.
- Update of Master Plans and Sector Plans

1.5.1.3 Inclusion of New Information where necessary

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the compilation of the 2020-2021 IDP (i.e. MFMA Regulatory Circulars);
- Review of the Strategic Elements of the IDP, particularly in the context of Organisational Redesign;

- The ongoing alignment of the Ngqushwa Local Municipality's Performance Management System (PMS) Policy Framework, in terms of Chapter 6 of the MSA, with the IDP;
- The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework;
- Revision of the Performance Management System: Five-year IDP Implementation Map (i-MAP) which will ensure closer alignment between the IDP, Budget and Service Delivery and Budget Implementation Plan (IDP/BUDGET/SDBIP Alignment)
- Joint intergovernmental planning platforms and a clearer reflection of provincial and national government's investment footprint in the municipal space;
- Update of the Socio-Economic Profile;
- Public Participation Input and revision of Ward Plans; and
- Medium to Long-term Strategies and its alignment with the IDP, Long-term Budget and Performance Management System

1.5.1.4 Key Elements for review

- Envisioning of Ngqushwa towards 2057
- Socio-economic profile
- Public participation input
- Update on sector plans, e.g. SDF and LED Strategy, Disaster Management Framework
- Performance Management: five-year IDP Implementation Map (i-MAP) which will ensure closer alignment between the IDP, Budget and Service Delivery and Budget Implementation Plan (IDP/BUDGET/SDBIP Alignment)
- Institutional planning and Financial planning
- Report on the consideration and responses to 2019 MEC letter issues
- Joint intergovernmental planning platforms and a clearer reflection of
- Provincial and National Government's investment footprint in the municipal space
- Increased efforts to achieve better alignment between sector plans internally and with those of Local
- Municipalities, Provincial and National government.

1.5.2 Comments provided by the MEC for Local Government

The annual assessment of municipal Integrated Development Plans (IDP's) and budgets by Provincial Governments is essential. The importance of this assessment is stipulated in Chapter 5 of the Local Government Municipal Systems Act 32 of 2000 (MSA), the MSA Regulations and the Local Government Municipal Finance Management Act No 56 of 2003 56 of 2003 (MFMA). Provincial assessments afford the provincial sphere of government an opportunity to play its monitoring and support role to municipalities as stipulated by the Constitution. In addition, the assessments provide an indication of the ability and readiness of municipalities to deliver on their legislative and constitutional mandates. The final 2021/2022 IDP and budget will be assessed against the following key areas:

- Outstanding findings from previous LG MTEC 3 engagements with the Municipality;
- Conformance with the Municipal Budget and Reporting Regulations (MBRR);
- Responsiveness of draft IDP and budget; and
- Credibility and sustainability of the budget.

1.6 THE HIGH-LEVEL PREPARATION PROCESS FOR THE NEW IDP

The high-level preparation process and timeline for the 5TH Generation IDP are reflected in Table 1.2 below.

2021/2022 IDP/PMS & BUDGET PROCESS PLAN				
PHASE 1: DEVELOPMENT OF 2021/2022 IDP/PMS & BUDGET PROCESS PLAN FROM JULY – SEPTEMBER 2020 *Tabling and Approval of 2021/2022 IDP/PMS & Budget Process Plan.*				
NO	**DATE**	**ACTIVITY**	**MODE OF COMMUNICATION**	**RESPONSIBLE PERSON'S**
1.	18 August 2020	IDP/PMS& Budget Steering Committee *(2021/2022 Process plan)*	*Audio, Print and Electronic media*	Mayor/Municipal Manager/HOD's
2.	18 August 2020	IDP/PMS& Budget Rep Forum Meeting *(2021/2022 Process plan)*	*Audio, Print and Electronic media*	Mayor/Municipal Manager/HOD's
3.	31 August 2020	Council Meeting *(Approval 2021/2022 Process plan*	*Virtual Meeting*	Mayor/Speaker/Councillors/Municipal Manager and HOD's
4.	6 September 2020	Budget Circular providing guidance on compilation of staff budgets (initiate the budget process)	Audio, Print and Electronic media	CFO
5.	17 September 2020	Inter-Governmental Relations Forum (IGR)	*Virtual Meeting*	Mayor/Municipal Manager/HOD's
PHASE 2: SITUATIONAL ANALYSIS FROM OCTOBER –DECEMBER 2020 *Conduct Situational Analysis for 2021/2022)*				
NO	**DATE**	**ACTIVITY**	**MODE OF COMMUNICATION**	**RESPONSIBLE PERSON'S**
6.	13 November 2020	IDP/PMS& Budget Steering Committee *(Situational analysis)*	*Virtual Meeting /Contact Meeting*	Mayor/Municipal Manager/HOD's
7.	20 November 2020	IDP/PMS& Budget Rep Forum *((Situational analysis)*	*Audio, Print and Electronic media/Contact meeting*	Mayor/Municipal Manager/HOD's
8.	27 November 2020	Inter-Governmental Relations Forum (IGR)	*Virtual Meeting/Contact Meeting*	Mayor/Municipal Manager/HOD's
9.	29 November 2020	Submission of Operating Budget and Capital Estimates to the Finance and Budget Office	Audio, Print and Electronic media	HOD's

		Draft or review budget related policies such credit control and indigent policy, tariff policy, budget policy etc.	Print and Electronic media	CFO
PHASE 3: STRATEGIES FROM JANUARY -MARCH 2021 ***(Conduct Strategic Planning Session, 2019/20 Annual Report Roadshows, Tabling and Adopting Draft 2020/2021 IDP/Budget)***				
NO	**DATE**	**ACTIVITY**	**MODE OF COMMUNICATION**	**RESPONSIBLE PERSON'S**
10.	28-29 January 2021	Technical Strategic Planning	*Virtual planning session/Contact planning session*	Municipal Manager/HOD's/IDP & PMS Manager
11.	16 -19 February 2021	Institutional Strategic Planning	*Virtual planning session/Contact planning session*	Mayor/Speaker/Council/Municipal Manager and HOD's
12.	26 February 2021	2021 Mid-Year Engagement with Provincial Treasury	*Contact session*	Municipal Manager/HOD's
13.	28 February 2021	Tabling of a revised budget through adjustment budget	*Virtual session*	Mayor/Speaker/Council/Municipal Manager and HOD's
14.	1 March 2021	Consolidate and prepare proposed budget and plans for next financial years considering previous year performance as per audited financial statements	*Virtual Meeting Audio, Print and Electronic media*	Municipal Manager/HOD's
15.	3/4/5 March 2021	Tabling of 2019/20 Annual Report (MPAC Annual Report Roadshows)	*Audio, Print, Electronic media/Contact meetings*	Mayor/Speaker/MPAC Chairperson/Municipal Manager and HOD's
16.	12 March 2021	IDP/PMS& Budget Steering Committee ***(Draft 2021/2022 IDP)***	*Virtual Meeting/Contact Meeting*	Mayor/Municipal Manager/HOD's
17.	17 March 2021	IDP/PMS& Budget Rep Forum *(Draft 2021/2022 IDP)*	*Audio, Print ,Electronic media/Contact meeting*	Mayor/Municipal Manager/HOD's
18.	31 March 2021	Special Council Meeting ***(Draft 2021/2022 IDP/Budget/SDBIP)***	*Virtual Meeting/Contact Meeting*	Mayor/Speaker/Councillors/Municipal Manager and HOD's
PHASE 4: INTERGRATION OF SECTOR PLANS AND APPROVAL OF IDP & BUDGET FROM APRIL – JUNE 2021 ***(Align Sector Plans and Final Approval of 2021/2022 IDP and Budget)***				

NO	DATE	ACTIVITY	MODE OF COMMUNICATION	RESPONSIBLE PERSON'S
17.	14 April 2021	Drafts IDP/ Budget publicized for public comments	*Audio, Print and Electronic media*	Municipal Manager/ CFO
18.	20 -21 April 2021	IDP/Budget Roadshows **(Final 2021/2022 IDP/Budget)**	*Audio, Print, Electronic media/Contact meeting*	Mayor/Councillors/Municipal Manager/HOD's
19.	30 April 2021	Draft Budget Benchmark and Engagement Date 2022	*Contact Session*	Mayor/Councillors/Municipal Manager/HOD's
20.	4 May 2021	Prepare the final budget documentation for approval considering any other new information of a material nature	*Print and Electronic media*	Municipal Manager /CFO
21.	6 May 2021	IDP/PMS& Budget Steering Committee ***(2021/2022 IDP/Budget/SDBIP)***	*Virtual meeting/Contact meeting*	Mayor/Municipal Manager/HOD's
22.	19 May 2021	IDP/PMS& Budget Rep Forum ***(2021/2022 IDP/Budget/SDBIP)***	*Audio, Print, Electronic media/Contact meeting*	Mayor/Municipal Manager/HOD's
23.	26 May 2021	Inter-Governmental Relations Forum (IGR)	*Virtual Meeting/Contact Meeting*	Mayor/Municipal Manager/HOD's
24.	27 May 2021	Council Meeting ***(Final 2021/2022 IDP and Budget)***	*Virtual Meeting*	Mayor/Speaker/Councillors/Municipal Manager and HOD's
25.	4 June 2021	Approved IDP Review and Budget published/advertised	*Print and Electronic media*	Mayor/Councillors/Municipal Manager/HOD's
26.	30 June 2021	1. Submit annual budget reports to National & Provincial Treasuries and District Municipality. 2. Notify department of Local Government in the province about the budget approval.	*Print and Electronic media*	*Municipal Manager*

Table: 2021/2022 IDP/Budget PMS Process Plan Calendar

ADOPTION OF PROCESS PLAN

2021/22 IDP/PMS and Budget process plan was adopted by the Council on the **18th August 2020.**

1.7 LEGAL CONTEXT

According to Section 27(2) of the Municipal Systems Act, the framework plan binds both the district municipality and the local municipalities. The Act states that the framework plan must at least cover the following:

- Identify plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality;
- Identify matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- Determine procedures;
- For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans; and
- To effect essential amendments to the framework.

The Municipality Finance Management Act (MFMA) is very clear in respect to time-frames for the IDP and the budget. The MFMA requires the budget and IDP schedule (or the IDP Process Plan) to be adopted by Council by the end of August, the budget and IDP to be tabled before the Council 31st March and Budget and IDP to be adopted by the Council in May (section 21 and 24).

1.7.1 Elements of IDP Development

The review of the IDP process is mainly geared towards picking up on the early-warning sign for corrective action whenever it is required. The performance indicators are flowing from the IDP and constitute the heart of the Performance Management System. The above lay the basis for the review of the Integrated Development Plan.

Apart from the statutory imperative, it is necessary for Ngqushwa Local Municipality to review its IDP in order to:

- Ensure the IDP's relevance as the municipality's strategic plan;
- Inform other components of the municipal business processes, including institutional and financial planning and budgeting;
- Inform the cyclical inter-governmental planning and budget processes.

In the IDP review cycle changes to the IDP may be required from these main sources:

- Comments from the MEC, if any;
- Incorporation of the most recent descriptive data;
- Review and refinement of the objectives and strategies;
- Review and refinement of the projects;
- Amendments in response to changing circumstances and;
- Improving the IDP process and content.

1.7.2 IDP Process

This process describes a continuous cycle of planning, implementation, and review as can be seen in the figure below. During the year new information becomes available and unexpected events may occur. Some of the information can make immediate changes to the planning and the implementation of the IDP. After the reviewed IDP has been adopted, implementation as well as situational changes will continue to occur, which is again monitored throughout the year and evaluated as indicated in Diagram 1 for consideration the next IDP .

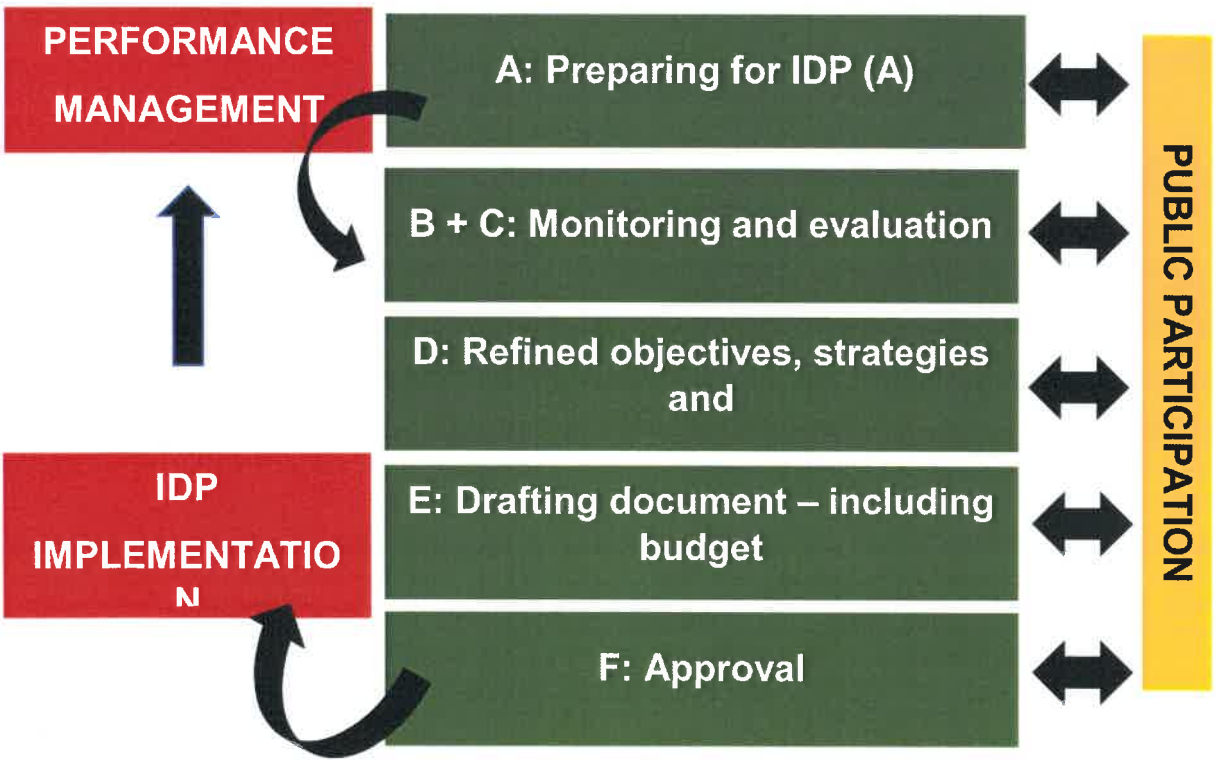


Figure 1.2: Summary of the IDP Process.

1.7.3 Organisational Arrangement

The following arrangement has set out to institutionalise community participation and also to enable the municipality to manage the drafting output.

1.7.3.1 The Council

Terms of reference of the Council

- Considers and adopts the process plan;
- Is also responsible for adopting the IDP.

1.7.3.2 Municipal Manager

The Municipal Manager will manage the Ngqushwa Local Municipal IDP.

1.7.3.3 IDP Manager

Terms of reference of IDP Manager

The IDP Manager shall, in accordance with the provisions of the IDP legislation framework:

- Ensure that the local framework is drafted and approved by Council;
- Manage the IDP by ensuring that all daily planning activities are performed within an efficient consideration of available time; financial and human resources;
- Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements, planning process and compliance with action programme;
- Ensure that the planning process outcomes are clearly documented;
- Chair the IDP Technical Steering Committee;
- Will coordinate with various government departments and the district IDP manager to ensure that all projects, strategies, and objectives of the local municipality are

shared and distributed amongst government departments so that they might incorporate them in their planning process and visa versa;

- Responds to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the Council;
- Ensure that annual business plans and municipal budget are linked and based on the IDP;
- Adjust the IDP in accordance with the proposals issued by the MEC responsible for the Local Government as per the provision of Section 32(2) (a) of the Municipal Systems Act.

1.7.3.4 IDP/Budget and PMS Steering Committee

The IDP/PMS and Budget Steering Committee will consist of:

- Mayor Chairperson;
- Municipal Manager;
- Senior Management;
- Chief Whip of Traditional Leaders
- Ward Councillors;
- Community Development Workers.

Terms of Reference of the IDP/Budget and PMS Steering Committee

- Provides terms of reference for the various planning activities;
- Compile departments operational and capital information;
- Commissions research studies;
- Consideration and making comments on inputs from role players and sub-committees;
- Makes content recommendations;
- Prepares, facilitates and document meeting outcomes;
- Meet regularly to consider issues to be tabled before the IDP/Budget and Representative Forum;
- Ensure integrated budgeting;
- Monitors implementation of the municipal IDP;

- Review stakeholders' list;
- Considers comments from the Eastern Cape Department of Cooperative Governance and Traditional Affairs and take corrective measures.

1.7.3.5 IDP/Budget and PMS Representative Forum

The forum will consist of:

- The Mayor (convene and chair meetings);
- IDP/Budget and PMS Technical Steering Committee;
- IDP/Budget and PMS Steering Committee;
- Ward Committees;
- Community – based organisations;
- Advocates for unorganised groups;
- Civil society;
- Business People;
- Organised labour;
- Sector Departments.

Terms of Reference of IDP/Budget and PMS Representative Forum

- Represent the interests of their constituencies;
- Provide organisational mechanism for discussion, negotiation and decision making between the stakeholders;
- Ensure adequate communication amongst all the stakeholders' representative;
- Monitor the performance of the planning and implementing

1.7.4 Municipal Structures participation and involvement

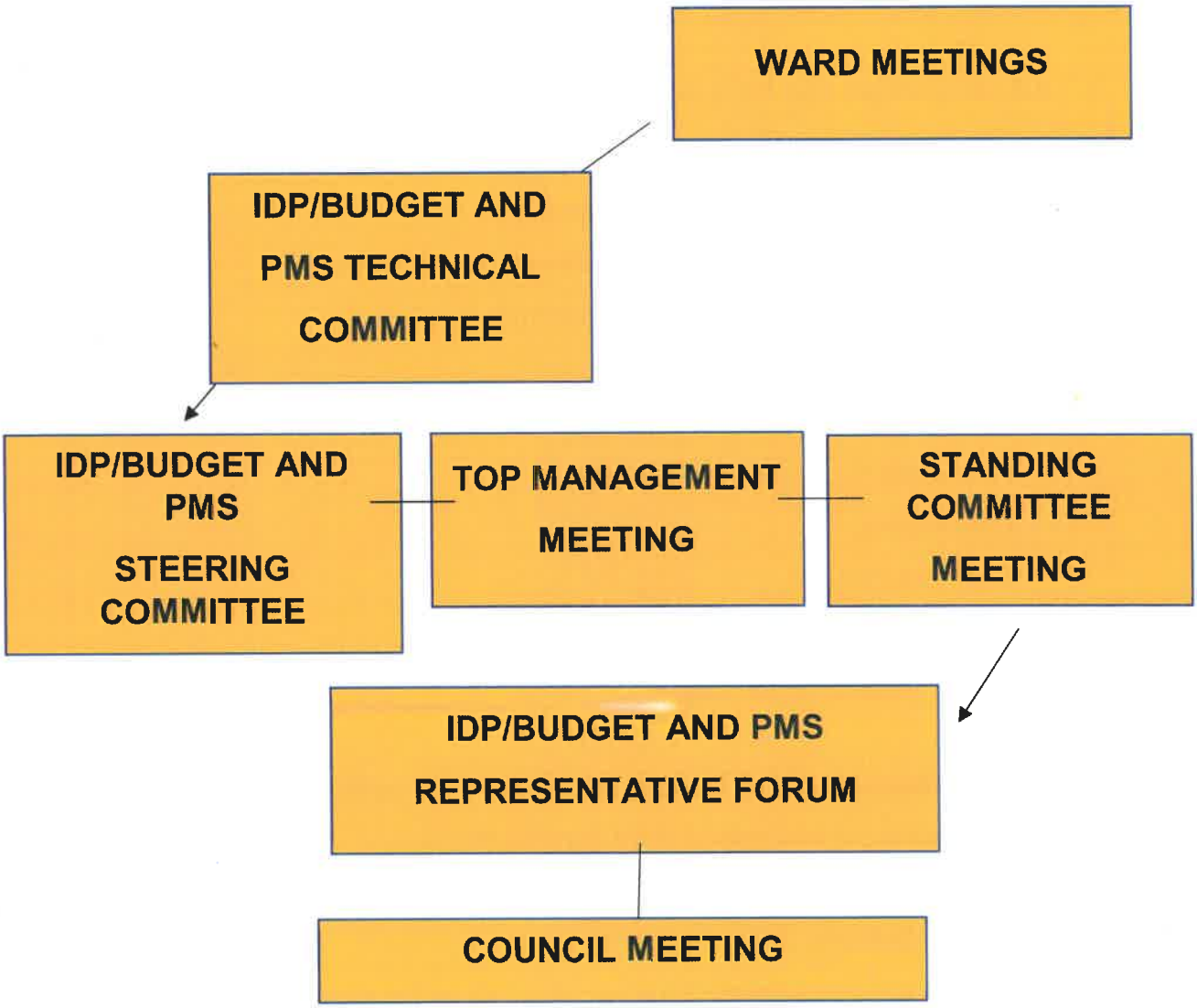


Figure: Ngqushwa Local Municipal Structures participation and involvement

The formula of structures co-operation will definitely lead to the Council for approval and consideration, it's down to the top approach.

1.7.5 Procedures for community and stakeholder's participation

Ngqushwa Local Municipality advocates for the promotion of "Active Citisenship" within its municipal jurisdiction. The municipality also advocates for a people-centered municipality that ensures that Batho Pele Principles are promoted and adhered to. The

IDP and Budget Processes demand the involvement of community and stakeholder organisations in the process. This ensures that the IDP addresses the real issues that are being experienced by the citisens within the municipality.

1.7.5.1 Participation Procedures

Provision of MSA Chapter 4 Section 17 provide for mechanisms for participation;

- IDP Representative Forum to verify and add data;
- District Municipality's Representative Forum to ensure that local priorities are adequately reflected in the District's IDP;
- Use Ward Councillors to call meetings to keep communities informed about the IDP Progress (including Ward Committees and CDWs);
- Publish annual reports on municipal progress;
- Advertise in local newspapers;
- Making the IDP document available to all units and public places for public comments;
- Making use of the municipal website.

1.7.5.2 Appropriate Language Use and Communication Mechanisms

English will be used as a medium of communication. However, in community meetings languages that are spoken in that community will also be used. The municipal website, newsletter, Isolezwe newspaper and daily dispatch will be utilised for publication of the following Council events;

- IDP/Budget and PMS Representative forum;
- Publication of IDP/Budget and PMS Process Plan;
- Mayoral Imbizo/IDP/Budget road show.

In adherence to **COVID 19** regulations, the municipality is using Virtual platforms and Audio media for communications.

1.7.5.3 Appropriate venue and transport

- Officials will be responsible for arranging venues and transport for all wards;
- Transport will be arranged for Designated Groups and Ward Committees;
- Ngqushwa Municipality will be responsible for the cost of these meetings.

1.7.6 Mechanisms and Procedures for Alignment

The Municipal Manager of Ngqushwa Municipality will be responsible for ensuring smooth coordination of the IDP process and its alignments with the District's IDP through bilateral discussions with affected sector departments and neighbouring municipalities. Inter-Governmental Forums will also be used to ensure that beneficial alignment of programmes and projects do occur.

1.7.7 The Budget Process

The budget proposals for the 2021/2022 financial year should be informed by Council's Integrated Development Planning process, particularly in terms of objectives, outputs, and targets envisioned for the next financial year. In this way, budget proposals and the Integrated Development Plan will be linked directly to each other.

Quality budgeting enhances service delivery. This is the main message underlying recent reforms that Council has been subjected to. In particular, integrated planning, budgeting and monitoring of service delivery performance give. The performance management systems give effect to the emphasis on improved transparency and accountability for the management and use of public resources. The budget process allows Council to:

- Revise its policy priorities, macroeconomic framework and resource envelope;
- Evaluate departmental plans and allocate available resources in line with policy priorities;
- Obtain the required authority from Council to spend.

1.7.7.1 Matching policy priorities and resources

Deciding and agreeing on the best allocation of scarce resources to fund Council's many social, economic and political goals is the main purpose of the budget process. The budget process starts early in the year with a review of the IDP budget processes of the previous year and the budget parameters. The Budget process starts early in the year with a review of the IDP and budget processes of the previous year and the budget parameters. Additional resources for funding new priorities arise from a review of the overall budget framework, including fiscal policy considerations, overall spending growth, inflation assumptions, and debt interest projections. The budget and IDP are to be presented for approval on or before 31 May 2021 as indicated in Table below:

July – August 2020	Review previous IDP and budget process plans
September 2020	Set parameters and establish the budget task team
October 2020	Consider the revision of Council's establishment plan – meeting the HR capacity needs and the cost application of such capacity (functions to be considered)
November 2020 – February 2021	Align the budget to Council's policy priorities
February 2021	Consolidate the budget and macro summary
March 2021	Table the draft budget in Council for approval
April – May 2021	Consult the public on the IDP and budget
May 2021	Table the final budget in Council for adoption
June 2021	Submit adopted budget to National Treasury

Table: Budget Process Plan timeline

1.7.7.2 Policy priorities and public expenditure

Strengthening the link between Council policy priorities and expenditures is at the core of budgeting. Expenditure allocation translates policy priorities into the delivery of services to communities and is, therefore, a key tool for accomplishing Council's goals.

1.7.7.3 Political oversight of the budget process

The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. The Mayor should establish a Budget Steering

Committee that is chaired by the portfolio Councillor for finance, with the committee consisting of the chairpersons of each of the standing committees.

1.7.7.4 Political oversight of the budget process is essential to ensure that:

- The political executive is responsible for policy and prioritisation;
- Policy priorities are linked to cluster spending plans and the delivery of quality services.

The budget process commences with parameter and policy assessment and formulation. Budgeting is primarily about the choices and trade-offs that Council has to make in deciding how to meet the agreed set of policy objectives through better service delivery. Political oversight of the budget process allows Council to manage the tension between competing for policy priorities and fiscal realities.

1.7.7.5 Budgeting for service delivery

Strengthening the link between Council's priorities and spending plans is not an end in itself. The goal is to improve delivery of services and ultimately the quality of life of people throughout the municipal area.

Sound budgeting as mentioned in the introduction leads to enhanced service delivery. In particular, integrated planning, budgeting and monitoring of service delivery performance strengthen the link between the services that departments provide and the benefits and costs of these services. It is important to emphasise the role of performance management, which serve to monitor performance against measurable performance objectives that are informed by service delivery targets as captured in the various sector plans.

1.8 SUSTAINABLE DEVELOPMENT GOALS (SDGS)

GOALS	TARGETS
• **End poverty in all its forms everywhere**	2. By 2030, eradicate extreme poverty for all people everywhere, 3. By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty 4. Implement nationally appropriate social protection systems and measures for all, 5. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, 6. By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events
• **End hunger, achieve food security and improved nutrition and promote sustainable agriculture**	3. By 2030 end hunger and ensure access by all people, in particular the poor and vulnerable 4. By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets 5. By 2030, double the agricultural productivity and incomes of small-scale food producers, 6. By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, 7. By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species

• **Ensure healthy lives and promote well-being for all at all ages**	4. By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births; 5. By 2030, end preventable deaths of newborns and children under 5 years of age; 6. By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases; 7. By 2030, reduce by one third premature mortality from non-communicable diseases; 8. Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol; 9. By 2020, halve the number of global deaths and injuries from road traffic accidents; 10. By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education; 11. Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all; 12. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
• **Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**	5. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education 6. By 2030, ensure that all girls and boys have access to quality early childhood development care and pre-primary education; 7. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university; 8. By 2030, increase by [x] per cent the number of youth and adults who have relevant skills, 9. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education 10. By 2030, ensure that all youth and at least [x] per cent of adults, achieve literacy and numeracy 11. By 2030, ensure that all learners acquire the knowledge and skills needed to promote development,

•Achieve gender equality and empower all women and girls	6. End all forms of discrimination against all women and girls everywhere; 7. Eliminate all forms of violence against all women and girls in the public and private spheres, 8. Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation; 9. Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies 10. Ensure women's full and effective participation and equal opportunities for leadership at all levels 11. Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development
•Ensure availability and sustainable management of water and sanitation for all	7. By 2030, achieve universal and equitable access to safe and affordable drinking water for all; 8. By 2030, achieve access to adequate and equitable sanitation and hygiene for all; 9. By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, 10. By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially; 11. By 2030, implement integrated water resources management at all levels, including through transboundary; 12. By 2020, protect and restore water-related ecosystems, include mountains, forests, wetlands, rivers, aquifers and lakes
•Ensure access to affordable, reliable, sustainable and modern energy for all	8. By 2030, ensure universal access to affordable, reliable and modern energy services; 9. By 2030, increase substantially the share of renewable energy in the global energy mix; 10. By 2030, double the global rate of improvement in energy efficiency

•**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**	9. Sustain per capita economic growth in accordance with national circumstances 10. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, 11. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, (SMMEs); 12. Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation. 13. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value; 14. By 2020, substantially reduce the proportion of youth not in employment, education or training; 15. Take immediate and effective measures to secure the prohibition and elimination of the worst forms of child labour, eradicate forced labour and, by 2025, end child labour in all its forms, I 16. Protect labour rights and promote safe and secure working environments for all workers, By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products; 17. Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
• **Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**	10. Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure 11. Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product; 12. Increase the access of small-scale industrial and other enterprises, in particular in developing countries 13. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater

	adoption of clean and environmentally sound technologies and industrial processes, 14. Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries;
• **Reduce inequality within and among countries**	11. By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average 12. By 2030, empower and promote the social, economic and political inclusion of all, 13. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices 14. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality; 15. Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation 16. Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions; 17. Facilitate orderly, safe, regular and responsible migration and mobility of people,
• **Make cities and human settlements inclusive, safe, resilient and sustainable**	12. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums 13. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, 14. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries; 15. Strengthen efforts to protect and safeguard the world's cultural and natural heritage; 16. By 2030, significantly reduce the number of deaths and the number of people affected and decrease by [x] per cent the economic losses relative to gross domestic product caused by disasters, 17. By 2030, reduce the adverse per capita environmental impact of cities, including by

	paying special attention to air quality and municipal and other waste management; 18. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
• **Ensure sustainable consumption and production patterns**	13. Implement the 10-year framework of programmes on sustainable consumption and production; 14. By 2030, achieve the sustainable management and efficient use of natural resources; 15. By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses; 16. By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, 17. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 18. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle; 19. Promote public procurement practices that are sustainable, in accordance with national policies and priorities; 20. By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
14. **Take urgent action to combat climate change and its impacts**	• Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change. • Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries;

	• Integrate climate change measures into national policies, strategies and planning; • Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
15. **Conserve and sustainably use the oceans, seas and marine resources for sustainable development**	• By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution; • By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans; • Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels • By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing; • By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information; • By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, • By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism,

16. **Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss**	• By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and dry-lands, in line with obligations under international agreements; • By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and increase afforestation and reforestation by [x] per cent globally; • By 2020, combat desertification, restore degraded land and soil, including land affected by desertification, drought and foods, and strive to achieve a land-degradation-neutral world; • By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development; • Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species; • Ensure fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources; • Take urgent action to end poaching and tracking of protected species of flora and fauna and address both demand and supply of illegal wildlife products; • By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species;

	• By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts
• **Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**	Significantly reduce all forms of violence and related death rates everywhere; 17. End abuse, exploitation, tracking and all forms of violence against and torture of children 18. Promote the rule of law at the national and international levels and ensure equal access to justice for all 19. By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime; • Substantially reduce corruption and bribery in all their forms; • Develop effective, accountable and transparent institutions at all levels; • Ensure responsive, inclusive, participatory and representative decision-making at all levels; • Broaden and strengthen the participation of developing countries in the institutions of global governance

	• By 2030, provide legal identity for all, including birth registration; • Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
• **Strengthen the means of implementation and revitalize the global partnership for sustainable development**	• Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection; • Developed countries to implement fully their official development assistance commitments, including to provide 0.7 per cent of gross national income in official development assistance to developing countries, of which 0.15 to 0.20 per cent should be provided to least developed countries; • Mobilize additional financial resources for developing countries from multiple sources; • Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress; • Adopt and implement investment promotion regimes for least developed countries

Table: Sustainable Development Goals (SDGs)

1.9 NATIONAL DEVELOPMENT PLAN 2030

The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. Processes in the implementation of the plan:

- The NDP and its proposals will need to be implemented in the right order over the Next 13 years. Three phases have been identified.
- Government has already started a process to align the long-term plans of Departments with the NDP and to identify areas where policy change is required to ensure consistency and coherence.
- The NDP is a plan for the whole country. The government will engage with all sectors to understand how they are contributing to implementation, and particularly to identify any obstacles to them fulfilling their role effectively.
- The Plan will also shape budget allocation over the next 13 years.
- The Plan identifies the task of improving the quality of public services as critical to achieving transformation. This will require provinces to focus on identifying and overcoming the obstacles to achieving improved outcomes, including the need to strengthen the ability of local government to fulfil its developmental role.
- Planning and implementation should be informed by evidence-based monitoring and evaluation.
- The President and Deputy President will be the lead champions of the Plan within Cabinet, in government and throughout the country. Premiers and Mayors will need to be visible and active champions of the Plan, with their offices being the catalytic agencies to drive implementation at provincial and municipal levels.

1.9.1 National Government Priority Areas

The National Government has committed itself to make a difference in the lives of people by addressing five key priority area being education, fighting crime, health, employment

and rural development. The government is moving with speed to ensure that the aims of its five key priorities are met.

- Improved Healthcare Services

  Plans were already in place to set up a National Health Insurance (NHI) by 2013. This will ensure that all South Africans, even those who are not on medical aid, will have access to affordable quality healthcare.

- Rural Development

  On rural development, government, through the Department of Rural Development and Land Reform started the Comprehensive Rural Development Programme in provinces that were hardest hit by under-development. This has seen government's War on Poverty Programme being the central point of the Rural Development Programme. It involves various other departments including Social Development, Agriculture, and Water Affairs.

- Job Creation through New Growth Path

  During 2016, the National Government through the Department of Economic Development announced its plan to create more than 50 000 jobs every year. The plan is known as the New Growth Path (NGP) and all government stakeholders need to play a role towards the realisation of the national government approach towards creation of decent jobs. This approach will assist in reducing high dependence on social security grants.

- Fighting Crime

  The government has recently strengthened its crime-fighting programmes with more resources. These include equipment and vehicles, as well as more staff for the South African Police Force.

- Improved quality of basic Education

  On the education front, the Department of Higher Education and Training announced that government would begin fulfilling its promise of providing free education to poor

students at institutions of higher learning. These include universities, universities of technology and colleges of Further Education and Training (FET).

1.9.2 The South African Government Outcome Based Approach

The Cabinet Lekgotla adopted 12 Outcomes Approach that strategically addresses the main strategic priorities for government and these strategic outcomes and outputs will be the strategic focus for of government going forward. As Local Government Sphere, Ngqushwa Local Municipality will put more emphasis in realising within its planning and implementation of IDP outputs (Output 7-Single Window of Coordination where local government is the entry point of coordination of government programmes) for Outcome 9 and that does not exclude other Outcomes, however the municipality can play a coordinating role in relation to other Outcomes.

1.9.3 New Growth Path

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions requires hard choices and a shared determination as South Africans to see it through. The Government is committed to forging such a consensus and leading the way by Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally. Developing a policy package to facilitate employment creation in these areas, above all through:

- A comprehensive drive to enhance both social equity and competitiveness;
- Systemic changes to mobilise domestic investment around activities that can create sustainable employment, and Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable

economy and society over the medium term, in the context of sustained growth. The strategy sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long run. To that end, it combines Macro-economic and microeconomic interventions.

The shift to a new growth path will require the creative and collective efforts of all sections of South African society. It will require leadership and strong governance. It takes account of the new opportunities that are available to us, the strengths we have and the constraints we face. We will have to develop a collective national will and embark on joint action to change the character of the South African economy and ensure that the benefits are shared more equitably by all our people, particularly the poor. Achieving the New Growth Path requires that we address key trade-offs. Amongst other decisions, the government must prioritise its own efforts and resources more rigorously to support employment creation and equity; business must take on the challenge of investing in new areas, and business and labour together must work with the government to address inefficiencies and constraints across the economy and partner to create new decent work opportunities.

It is, therefore, imperative for Ngqushwa Local Municipality to outline our 5-year strategic development plan with the legislative framework as summarised above. Chapter 6 & Chapter 7 Objectives and Strategies, Projects of the IDP directly link the National Priorities, Provincial Priorities with Ngqushwa Local Municipality Strategic Priorities.

1.9.4 National Spatial Development Perspective

A number of initiatives have been launched over the past couple of years, one of which, the National Spatial Development Perspective (NSDP), was launched by the Presidency in May 2003. The NSDP describes the national spatial development vision of government and the normative principles that underpin this vision. The basic principles of the NSDP underpinning this vision are:

- Economic growth as a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment,

- Efforts to address the past and current social inequalities should focus on people, not places.

In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centers.

1.9.5 Accelerated and Shared Growth Initiative for South Africa

The following are the highlights that will be considered in the municipal IDP:

- Expanding women's access to economic opportunities.
- Improve budgeting in government, particularly at the micro level where they tend revenue and overestimate expenditure.
- Ensure improvement in expenditure management particularly in government capital investment.
- Address human capacity issues including skills development.

1.10 THE PROVINCIAL DEVELOPMENT PLAN

The NDP sets out nine key challenges, which are also addressed in detail in the Eastern Cape's Diagnostic Overview. These challenges are summarised below, with details relevant to the Eastern Cape:

- **Too few people work**. Unemployment statistics for the Eastern Cape – at 27.8 percent (narrow rate) and 43.5 percent (expanded rate including discouraged work-seekers) – fall below the national averages of 24.1 percent and 34 percent respectively The situation is worse still in the economically depressed rural regions where the majority of the province's population resides – a stubborn inheritance from the colonial and apartheid era.

- **The standard of education for most black learners is poor**. The Eastern Cape has fared worse than other provinces, despite its early history of educational leadership. Over the period 2000 to 2011, about 22 percent of learners who

entered Grade 1 progressed to Grade 12 within the 12 - year period, with only 14 percent successfully completing the National Senior Certificate examination Children from poor backgrounds perform significantly worse than their richer counterparts in reading, writing, and maths, and there is an uneven regional distribution of resources and infrastructure.

- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth and spatial transformation. Despite efforts to address backlogs, infrastructure needs remain high, especially in rural regions. The road network is severely stressed and deteriorating. There is inadequate bulk infrastructure for services due to persistent underinvestment and poor maintenance. Energy transmission and distribution networks are under-maintained and undercapitalised. While the province's infrastructure budget has increased, Municipal Infrastructure Grant allocations to municipalities have also increased, these allocations are inadequate to address historical backlogs and needs.

- Spatial patterns exclude the poor from development. Development patterns still reflect the inherited structure of the colonial, apartheid and Bantustan economies. Historically unequal land ownership patterns persist and exacerbate stresses on the land. In the west of the province, freehold white-owned farms still make up the bulk of the province's agricultural output. In the centre are the border patchwork of quitrent, white-owned farms, marginal black-owned freehold farms, colonial and apartheid expropriations, and a trickle of restitutions. In the east, customary tenure continues, while land administration and planning in the former Ciskei and Transkei is still governed by old-order proclamations and ordinances dating back to 1921 – a situation exacerbated by patrilineal patterns of inheritance and leadership.

- The province's two metropolitan areas together account for 65.5 percent of gross value added (GVA) to the provincial economy (42.5 percent in Nelson Mandela Bay Municipality and 23.0 percent in Buffalo City Municipality). A further seven municipalities contribute 17.6 percent

- The economy is overly and unsustainably resource intensive. A different challenge confronts the Eastern Cape – an over-reliance of the provincial economy on the motor manufacturing industry and small manufacturing sector. The province has the smallest primary sector in the country (both absolute and as a percentage of the provincial gross domestic product [GDP]), a relatively small agricultural sector, and the largest tertiary services sector of all the provinces. Despite its infrastructure backlogs, the province has smaller utilities and construction sectors than the country as a whole (as a percentage of GDP). The contribution of government services to the provincial economy is significantly higher than the national average.

- A widespread disease burden is compounded by a failing public health system. Low life expectancy and high infant and maternal mortality are clear indications of a dysfunctional health system, as well as a symptom of poverty and other adverse socioeconomic conditions. Other critical challenges faced by the health system in the province include instability in leadership at all levels; inadequate financial resources; poor financial management; a low-ethos of care among those who should care for the sick; and dilapidated health infrastructure. Some parts of the population seek healthcare either in the private health sector or outside the province. The rural nature of the Eastern Cape, with dispersed settlements, poor infrastructure, and inaccessibility in some areas, also contributes to the complexities of providing health care services.

- **Public services are uneven and often of poor quality**. The province's civil service is unprofessional and underperforms across all spheres. It is characterised by poor administration, a poor work ethic, and weak consequence management. Central coordination mechanisms are weak and systems of accountability for both political representatives and public officials need to be revisited and consolidated.
- Corruption is widespread. Corruption in the public service continues, including fruitless and wasteful expenditure and unaccounted-for funds. This is further exacerbated by low levels of the closure of cases referred to the province by the National Anti-Corruption Hotline. But systemic corruption in the private sector also deserves attention. Tighter regulatory mechanisms led by the state serve as an

important check on corrupt practices if they are diligently applied. Corruption must be tackled in the province as a societal matter, and there is a need to build a social compact and active programmes involving all key stakeholders in combating corruption. This calls for a holistic and integrated approach with a balanced mix of prevention, investigation, prosecution, Public Participation, education and awareness-raising, joint campaigns between government, civil society and the private sector, and societal shaming of corruption.

- South Africa remains a divided society. The landlessness of dispossessed black citizens in the province and across the rest of the country, the slow pace of land reform and other forms of redress, and the stresses of continued exclusion from the economy still pose significant hurdles to social stability and cohesion. The pace of movement towards the creation of a new society that the provincial primary sector GVA in 2010 was R4.3 billion. The next-smallest primary sector GVA was the Western Cape at R14.7 billion – more than three times larger.

1.10.1 Provincial Growth and Development Plan

The Provincial Growth and Development Plan underline the strategic key focus areas for intervention which are:

- The systematic eradication of poverty
- The transformation of the agrarian economy.
- Developing and diversifying our manufacturing and tourism sectors.
- Building our human resources capabilities.
- Infrastructure, including eradication of backlogs and the development of enabling infrastructure for economic growth and development.
- Public sector and institutional transformation in support of improved service delivery.

1.10.2 Eastern Cape Provincial Spatial Development Plan

In order to plan and manage the spatial implementation of development in the Province, it is crucial that all core values of the province are seriously considered by all

stakeholders. The core values are intended to achieve integration between stakeholders through better linkages between sectoral programmes, aligned infrastructure, social services, government spending, private sector investment and economic development. The core values or broad development codes for the Eastern Cape Province are recommended to be the following:-

- Environmental integrity and sustainability through achieving a balance between safeguarding natural resources, optimising the livelihoods of communities and developing a flourishing economy;
- Optimum use of existing resources including agriculture, forestry, renewable energy potential, already impacted land (brown field areas) minerals, bulk infrastructure, roads, transportation and social facilities;
- Reduced settlement sprawl and more compact formalised settlement through densification and diverse, mixed land uses;
- Economy and efficiency of development clustered along strategic transport routes;
- Integration, synergy, and linkages between urban and rural areas supported by appropriate infrastructure;
- Community-based spatial planning and enforceable land use management based on agreed sustainable community development codes with unified provincial legislation; and
- Correction of the historically distorted spatial patterns of settlement with optimum use of existing infrastructure, integration of residential and employment opportunities in close proximity to each other;
- Achieving integrated development at community level;
- Moving towards sustainable communities in our province will require adaptation of the way we plan and focus our resources to address seven major components of sustainability (Governance, transport and connectivity, appropriate and adequate services, environmental quality, a flourishing and diverse economy, a quality built and natural environment and finally vibrant harmonious and inclusive communities).

1.10.3 Community Based Planning and Sustainable Livelihoods

Ngqushwa Local municipality is engaged in community-based planning and promotion of sustainable livelihoods approach. All IDP projects to be implemented will be the results of the above approach.

1.10.4 Expanded Public Works Programme

Programmes like the Expanded Public Works Programme (EPWP) are already being Implemented through the implementation of different projects within Ngqushwa jurisdinction. EPWP policy is in place and has been approved accordingly by the Council. Ngqushwa Local Municipality through EPWP has created 398 job opportunities in 2020/21 financial year.

1.10.5 Community Development Workers Programmes

Community Development Workers (CDWs) are a key programme of the South African government emanating from the president's 2003 state of the nation address aimed at bridging the gap between government and communities. CDWs are community-based resource persons who liaise, coordinate, inform, and assist communities with access to services provided by the government with the aim of learning how to progressively meet their needs, achieve goals, realise their aspirations and maintain their well-being. They are participatory change agents who work with and within communities in which they live, to foster the implementation of Government's programmes. The CDWs are accountable to Government and supported financially and functionally by a range of government spheres and departments.

1.11 MUNICIPAL POWERS AND FUNCTIONS

1.11.1 PART A

- A municipality has executive authority in respect of and has the right to administer-

  (a) The local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and

(b) Any other matter assigned to it by national or provincial legislation.

- A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
- A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of it's functions."

1.11.2 PART B

The following local government powers and functions are performed by Amathole District Municipality under the extent set out in section 155 (6)(a) and (7) of the Local Government: Municipal Structure Act:

- Air pollution
- Fire-fighting services
- Municipal airports
- Municipal health services
- Municipal public transport
- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto Stormwater management systems in built up areas
- Water and sanitation services

1.11.3 PART C

The following local government powers and functions are performed by Ngqushwa Local Municipality under the extent set out in section 155(6) (a) and (7) of the Local Government: Municipal Structures Act:

- Beaches and amusement facilities
- Building regulations
- Billboards and the display of advertisements in public places
- Cemeteries, funeral parlours, and crematoria
- Child care facilities

- Control of public nuisances
- Control of undertakings that sell liquor to the public
- Facilities for the accommodation, care, and burial of animals
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sport facilities
- Local Economic Development
- Municipal abattoirs
- Municipal parks and recreation
- Municipal internal roads
- Noise pollution
- Pounds
- Public places
- Refuse removal, refuse dumps and solid waste disposal
- Street trading
- Street lighting
- Municipal spatial planning
- Traffic and parking

1.12 ENVISIONING NGQUSHWA 2057

Since Independence in 1994, the South African government has adopted planning as a management tool to help ensure effective decision-making. South Africa's NDP for the period 2030, are at the heart of this strategy. This section provides a summary of the National Development Plan for 2030, the main objectives and broad strategies for the implementation of envisioning towards 2057.

1.12.1 Incorporating the role of the Republic of South Africa's National Development Plan 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and

promoting leadership and partnerships throughout society. South Africa has made remarkable progress in the transition from apartheid to democracy. This transition has been peaceful despite South Africa's history of violent conflict and dispossession. In nearly every facet of life, advances are being made in building an inclusive society, rolling back the shadow of history and broadening opportunities for all. South Africa has been able to build the institutions necessary for a democratic and transformative state (NPD, 2030).

The Constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to its entire people. Healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion are constitutional imperatives. Access to services has been broadened, the economy has been stabilised and a non-racial society has begun to emerge. Millions who were previously excluded have access to education, water, electricity, health care, housing and social security. About 5 million more people in South Africa are working today than in 1994, the poverty rate has declined and average incomes have grown steadily in real terms. Twenty-three years into democracy, South Africa, however, remains a highly unequal society where too many people live in poverty and too few works. The quality of school education for most black learners is poor. The apartheid spatial divide continues to dominate the landscape. A large proportion of young people feels that the odds are stacked against them. The legacy of apartheid continues to determine the life opportunities for the vast majority. These immense challenges can only be addressed through a step change in the country's performance. To accelerate progress, deepen democracy and build a more inclusive society, South Africa must translate political emancipation into economic wellbeing for all. It is up to all South Africans to fix the future, starting today. The NDP 2030 plan envisions a South Africa where everyone feels free yet bounded to others; where everyone embraces their full potential, a country where opportunity is determined not by birth, but by ability, education and hard work. Realising such a society do however require a transformation of the economy and focused efforts to build the country's capabilities. To eliminate poverty and reduce inequality, the economy must grow faster and in ways that benefit all South Africans. In particular, young people deserve better educational and economic opportunities, and focused efforts are required to eliminate gender inequality. Promoting gender equality on the after hand and

greater opportunities for young people are integrated themes that run throughout the NDP 2030 document.

National Planning Commission was appointed in May 2010 to draft a vision and national development plan. The Commission had an advisory body consisting of 26 people drawn largely from outside government, chosen for their expertise in key areas. The Commission's Diagnostic Report, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

- Too few people work
- The quality of school education for black people is poor
- Infrastructure is poorly located, inadequate and under-maintained
- Spatial divides hobble inclusive development
- The economy is unsustainably resource intensive
- The public health system cannot meet demand or sustain quality
- Public services are uneven and often of poor quality
- Corruption levels are high
- South Africa remains a divided society.

South Africans from all walks of life welcomed the diagnostic as a frank, constructive assessment. This led to the development of the draft National Plan, released in November 2011. Building on the diagnostic, the plan added four thematic areas: rural economy, social protection, regional and world affairs, and community safety. The Commission consulted widely on the draft plan. Their public forums drew in thousands of people; they met with parliament, the judiciary, national departments, provincial governments, development finance institutions, state-owned entities and local government formations; and they held talks with unions, business, religious leaders and non-profit organisations. South Africans have broadly supported the draft plan, proposing modifications and making suggestions to implement it effectively. Their input has informed the NDP 2030.

National development has never been a linear process, nor can a development plan proceed in a straight line. Accordingly, they proposed a multidimensional framework to bring about a virtuous cycle of development, with progress in one area supporting advances in others. How will this work in practice? South Africa's principal challenge is to roll back poverty and inequality. Raising living standards to the minimum level proposed in the plan do involve a combination of increasing employment, higher incomes through productivity growth, a social wage and good-quality public services. All of these challenges were interlinked. Improved education, for example, will lead to higher employment and earnings, while more rapid economic growth will broaden opportunities for all and generate the resources required to improve education. The graphic below was proposed and demonstrates the close link between capabilities, opportunities and employment on social and living conditions. It indicates how leadership, an active citizens and effective government can help drive development in a socially cohesive environment.

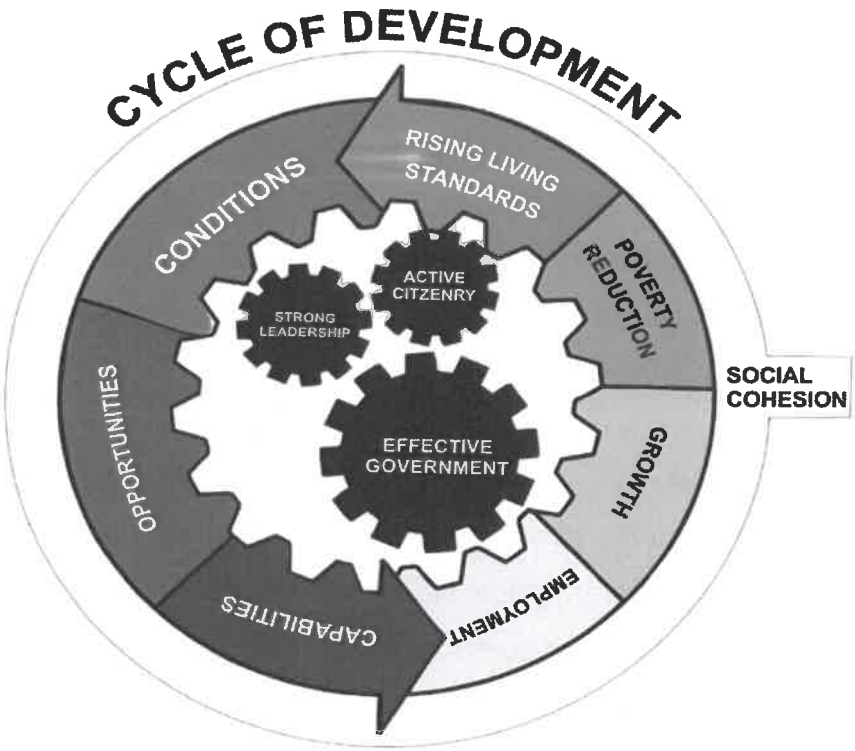


Figure : Cycle of development in South Africa towards 2030

Source: NDP 2030

The NDP 2030 focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and impatience suggest

that time is of the essence: failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities. Progress over the next two decades means doing things differently. Given the complexity of national development, the NDP 2030 sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizens to strengthen development, democracy and accountability;
- Bringing about faster economic growth, higher investment and greater labour absorption;
- Focusing on key capabilities of people and the state;
- Building a capable and developmental state;
- Encouraging strong leadership throughout society to work together to solve problems.

The National Development Plan 2030 also provided a broad strategic framework to guide key choices and actions. Its success will depend on all South Africans taking responsibility for the plan, led by the President and Cabinet. Following publication of the plan, the Commission focused on:

- Mobilising society to support the plan, and exploring a social compact to reduce poverty and inequality through investment and employment;
- Conducting research on critical issues affecting long-term development;
- Advising government and social partners on implementing the plan;
- Working with relevant state agencies to report on the progress of the objectives.

1.12.2 Growth and jobs, education and skills, and a capable developmental state.

The Commission believed that to build a better South Africa, we must start today. While the achievement of the objectives of the National Development Plan 2030 required progress on a broad front, three priorities stood out:

- Raising employment through faster economic growth;
- Improving the quality of education, skills development and innovation;
- Building the capability of the state to play a developmental, transformative role.

A sustainable increase in employment will, however, require a faster-growing economy and the removal of structural impediments, such as poor-quality education or spatial settlement patterns that exclude the majority. These were seen as essential to achieving higher rates of investment and competitiveness, and expanding production and exports. Business, labour, communities and government will need to work together to achieve faster economic growth.

Social cohesion, on the other hand, needs to anchor the strategy. If South Africa registers progress in deracialising ownership and control of the economy without reducing poverty and inequality, transformation will be superficial. Similarly, if poverty and inequality are reduced without demonstrably changed ownership patterns, the country's progress will be turbulent and tenuous. The National Development Plan draws extensively on the notion of capabilities. Key capabilities that emerge from development literature include:

- Political freedoms and human rights;
- Social opportunities arising from education, health care, public transport and other public services;
- Social security and safety nets;
- An open society, transparency, disclosures and a culture of accountability;
- Economic facilities, work, consumption, exchange, investment and production.

Alongside hard work and effort, capabilities and the opportunities that flow from development enable individuals to live the lives to which they aspire. A developmental state builds the capabilities of people to improve their own lives, while intervening to correct historical inequalities. Neither government nor the market can develop the necessary capabilities on their own. Citizens have the right to expect government to deliver certain basic services, and to hold leaders accountable for their actions. They also have responsibilities to other citizens, including mutual respect, tolerance and abiding by

the laws of the land. Leaders throughout society have to balance the power they hold with responsibility, including listening to and tolerating different and diverse views, promoting social cohesion and working together to resolve problems. Making the plan work will require a complex interplay of actors and actions, and progress in any one area is almost always dependent on progress in another. The plan does provide a common focus for action across all sectors and sections of South African society.

To accelerate development, South Africa needs the active support of all citizens, leadership in all sectors that puts the country's collective interests ahead of narrow, short-term goals, and radically improved government performance. In some instances, a policy change may be necessary, but in most areas it is about getting the basics right, implementing government programmes, holding people accountable for their actions and finding innovative solutions to complex challenges.

1.12.3 Direct and immediate measures to attack poverty

The NDP 2030 presented a long-term strategy to increase employment and broaden opportunities through education, vocational training and work experience, public employment programmes, health and nutrition, public transport and access to information. While there are "quick wins" to be achieved in each of these areas, the strategies will, however, take time to have a large-scale effect on poverty. To reduce the acute effects of poverty on millions of South Africans over the short term, the plan proposes to:

- Introduce active labour market policies and incentives to grow employment, particularly for young people and in sectors employing relatively low-skilled people;
- Expand public employment programmes to 1 million participants by 2015 and 2 million by 2020. As the number of formal- and informal-sector jobs expands, public work programmes can be scaled down;
- Strengthen primary health-care services and broaden district-based health programmes, such as the community health worker and midwife programmes, and health education;

- Expand welfare services and public employment schemes, enabling the state to service and support poor communities, particularly those with high levels of crime and violence;
- Introduce a nutrition programme for pregnant women and young children and extend early childhood development services for children under five;
- Improve the quality of education in underperforming schools and further education and training colleges;
- Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities;
- Invest in public transport, which will benefit low-income households by facilitating mobility.

1.12.4 Demographic Trends

South Africa's development is affected by what happens in the region and the world. Success does, however, depend on the country's understanding and response to such developments. In addition to a detailed scan of demographic projections, the NDP 2030 discussed five notable trends: global economic shifts, technology, globalisation, climate change and African economic growth.

What will South Africa look like in 2030? The country has reached a stage in its demographic transition where birth rates are falling and the population is stabilising (NDP, 2030). This transition has profound implications for population structure, the rate of growth of the labour force, and demand for services such as education and health. During 2012 the labour force (those aged 15 to 64) made up 64 percent of the population, with the proportion of children and the elderly comprising smaller shares. Internationally, demographic profiles such as these are often associated with rising incomes, faster productivity growth, higher savings and rising living standards. Alternatively, they can lead to a frustrating and destabilising environment where young people cannot get work, contributing to violence, crime, alcohol abuse and other social ills. The determinant of success is whether a country can harness the advantage of having a large number of young people who are able and willing to work. To do so means providing those with education and skills, and helping school leavers find work that is stimulating and through which they can fulfil their aspirations.

Birth rates for white South Africans began to fall in the 1950s and 1960s, while birth rates for Africans began falling in the late 1970s and early 1980s. In both cases, rising urbanisation and better educational standards were decisive factors. During 2012, South Africa's population was growing at 1 percent a year and by 2030, it is projected to grow by 0.5 percent a year.

1.12.5 NDP 2030 observations included the following:

- The proportion of South Africans living in rural areas has fallen by about 10 percentage points since 1994. During 2012, about 60 percent of the population lives in urban areas. In line with global trends, the movement of people from the countryside to the cities is expected to continue, and by 2030 about 70 percent of the population will live in urban areas. Gauteng and the cities of eThekwini and Cape Town are the fastest-growing city-regions, with implications for planning and delivery of basic services;
- Immigration was projected to add between 0.1 percent and 0.2 percent a year to the rate of population growth in the period to 2030;
- HIV/AIDS has had a profound effect on the population, raising overall deaths significantly since 2000 and reducing the proportion of women of child-bearing age. There are signs that the country has begun to turn the corner in response to an effective education and treatment campaign. The HIV infection rate has stabilised at about 10 percent. New infections among young people have fallen and life expectancy is rising. Despite these gains, there will still be a sizeable number of AIDS orphans and children requiring concerted support from the state and communities for decades to come.

To maximise the benefits of this "demographic dividend" the country requires better nutrition and health care, improved educational standards, increased access to further and higher education, easier entry into the labour market and greater labour mobility (the ability to move to where jobs are on offer). All of these factors need to be taken into account in national planning.

According to the NDP 2030, South Africa has an urbanising, youthful population. This does, however, present an opportunity to boost economic growth, increase employment and reduce poverty. The Commission recognised that young people bear the brunt of unemployment, adopted a "youth lens" in preparing its proposals, which include:

- A nutrition intervention for pregnant women and young children;
- Universal access to two years of early childhood development;
- Improve the school system, including increasing the number of students achieving above 50 percent in literacy and mathematics, increasing learner retention rates to 90 percent and bolstering teacher training;
- Strengthen youth service programmes and introduce new, community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes;
- Strengthen and expand the number of FET colleges to increase the participation rate to 25 percent;
- Increase the graduation rate of FET colleges to 75 percent;
- Provide full funding assistance covering tuition, books, accommodation and living allowance to students from poor families;
- Develop community safety centres to prevent crime and include youth in these initiatives;
- A tax incentive to employers to reduce the initial cost of hiring young labour-market entrants;
- A subsidy to the placement sector to identify, prepare and place matric graduates into work. The subsidy will be paid upon successful placement;
- Expand learnerships and make training vouchers directly available to job seekers;
- A formalised graduate recruitment scheme for the public service to attract highly skilled people;
- Expand the role of state-owned enterprises in training artisans and technical professionals.

1.12.6 Policy in a dynamic global environment

International and regional developments affect South Africa in complex ways. NDP, 2030's view is that on balance, global trends can have positive implications for South Africa's development, notwithstanding several notable risks. Understanding and responding appropriately to complex global challenges is the first task of planning. A changing global economy long-term shift in global trade and investment are reshaping the world economy and international politics (NDP, 2030). Chief among these developments is the emergence of rapidly growing economies, particularly China, India and Brazil. After nearly three centuries of divergence, inequality between nations is decreasing. Urbanisation and industrialisation in China and India are likely to keep demand for natural resources relatively high for a decade or more.

The emergence of more consumers in developing countries will broaden opportunities for all economies. In decades to come, as emerging economies increase their share of world trade and investment, the relative decline in the economic weight of the United States, Europe and Japan will have concomitant effects on their political and military influence. This could lead to a reorganisation of the international diplomatic and governance architecture, reflecting new centres of influence. South Africa can benefit from rapid growth in developing countries that leads to increased demand for commodities and expanding consumer markets. At the same time, these trends pose challenges for middle-income countries as a result of greater competition in manufacturing and certain information technology-enabled services.

The rise of emerging markets also increases international competition, placing downward pressure on the wages of low-skilled workers in tradable sectors. Since 2008/2009, South Africa's exports to advanced economies have slowed in response to lower demand. This decline has been offset by increased demand from Asia and higher prices for commodities. While South Africa has maintained a reasonably sound trade balance, owing largely to high commodity prices, it is of concern that high value-added and labour-intensive exports are slowing. In the medium term, South Africa has to respond to this trend by bolstering competitiveness and investment in high value-added industries and increasing the volume of mineral exports.

Over the longer term, South Africa has to do more to enhance competitiveness in areas of comparative advantage that can draw more people into work (NDP, 2030). By

improving the skills base and increasing competitiveness, the economy can diversify, offsetting the distorting effects of elevated commodity prices on the rand. It is likely that world economic growth over the next decade will be lower than it was during the previous one. This will require greater policy focus, effective implementation of industrial policies and improved skills development.

1.13 ISSUES OF VISION 2057 FOR NGQUSHWA

In formulating this Vision, the process called for identification and careful analysis of our problems as a region. These issues were addressed by the Vision 2057 formulation process through opinion surveys, futures research, regional consultations and dialogue. The major elements of our issues identified are the following: Inequalities and social welfare; Peace and political stability; Human resources, institutional- and capacity-building; Local economic developmental issues; Population, health and development; Natural resources and environment; Knowledge, information and technology; and factors of the external environment. The vision formulation process was based on careful analyses and reviews of Ngqushwa's past and current experience in development, given its natural, material and financial resources, and it's cultural, regional and its place in the national context.

1.14 THE NGQUSHWA VISION 2057

The development issues listed above were carefully analysed and, based on research findings and an analysis of the aspirations expressed by the people, in doing so an overall long-term Vision has been formulated. The appropriate scenario selected was derived from the broad objectives of this Vision, and has served to guide identification of strategic ideas, which would form the basis for development planning for Ngqushwa towards 2057.

TABLE 1.4: NGQUSHWA VISION 2057

Ngqushwa in 2057 will be a cultural community of neighborhoods, within two vibrant prosperous and industralised towns, developed by our own human capital, where we choose to live, work and play in harmony.

1.14.1 Long-term Mission

It is our mission to develop Ngqushwa's quality of life for current and future generations by serving the public interests through leadership, innovation, foresight, sustainability and a focus on community priorities and strengths.

1.14.2 Long-term Values

Ngqushwa's long-term values will form the foundation for Ngqushwa Local Municipality 's decision making framework and relationships with its stakeholders, employees and customers. Ngqushwa Local Municipality will strive to be recognised for its excellence in governance and employee, citizen and customer relations by living its values. As Ngqushwa Local Municipality, we will:

- Treat People Fairly,
- Build Organisational and Community Capacity,
- Inform, Involve and Inspire,
- Innovate and through Collective Foresight, Sustain community Quality of Life.

1.15 WHAT WE HOPE TO ACHIEVE

The following terms, as used in the long term Vision, are elaborated upon; abundant prosperity; interpersonal harmony; peace and political stability.

1.15.1 Prosperity

It pertains to existence of a condition of sustained economic growth that places Ngqushwa in an 'income' category of regions, eliminates duality in the economy and ensures equity in the pattern of economic growth. Ngqushwa workers earn a decent wage that allows them to live a life well above the poverty level; and for the disadvantaged, the social security support guarantees a decent quality of life. All Ngqushwa, who are able and willing, have the opportunity of being gainfully employed, or have access to productive resources. There is equity in income distribution across all and the disparity between rural and town living, in terms of social and economic conditions, is at its lowest.

Ngqushwa are healthy, empowered, innovative, and confident and determined to succeed; everyone has a role to play, and the playing field is level, unhindered by gender, age, ethnicity, religious affiliation or political inclination.

1.15.2 Industrialised Region

As an industrialised region, Ngqushwa income per capita base has to grow to be equivalent to that of the other income regions, resulting in a change in status from a low-income region to an income region. Manufacturing and the service sector constitute about 80 percent of the region's gross domestic product. The region largely exports processed goods, which account for not less than 70 percent of total exports locally and internationally. This has given rise to a significant reduction in the import of raw material. Ngqushwa has an established network of modern infrastructures such as rail, road and telecommunication facilities. The region has a critical mass of knowledge workers and the contribution of the small and medium-size enterprises to GDP is not less than 30 percent. Unemployment has been significantly reduced to less than 8 percent of the work force.

1.15.3 Harmony

A community of Ngqushwa people living and working together in harmony, and sharing common values and aspirations as a region, while enjoying the fruits of unity in diversity. Men and women marry (as provided for in the South African Constitution) and enjoy marital love and stability of union, and families extend compassion and love to those who are widowed or in one or the other form of marital disharmony.

The family is upheld as sacred and the most fundamental institution in the society. Parents (mothers, fathers, guardians) are well aware of and fulfil their responsibilities to their children, while children remain disciplined and have an inalienable right to survival, development, protection and participation in society. Families are available and willing to accommodate orphans and are assisted, where necessary, by the government/community through a well-managed public orphanage programme. Such a programme allows these disadvantaged children to be supported to live a meaningful life which prepares them adequately for the future. People living with disabilities and other

vulnerable persons are well integrated into the mainstream of society. They have equal rights under the law and are facilitated to participate actively in the economy and society.

Ngqushwa society respects and upholds the right of every person to enjoy, practice, profess, maintain and promote his/her culture, language, tradition or religion in accordance with South African Constitution. Although Ngqushwa remains a secular society, Christianity is the most popular religion, which holds promise for the moral upbringing of our children, and shapes the moral basis of our interpersonal dynamics, harmony and peaceful co-existence. Above all, the fear of God guides decision-making in Ngqushwa and provides the driving force for the maintenance of a just and morally upright society.

1.15.4 Peace and political stability

There exists in Ngqushwa true freedom of expression, speech and association, compatible with the letter and spirit of the Constitution of South Africa; the political environment is conducive to voluntary formation or dissolution of political parties; and every individual is recognised as an important element in the system, which provides level playing field for all players. The people of Ngqushwa make their own decisions and do so at their own level in terms of political, cultural, economic and social development matters; they set their own priorities, plan, implement and monitor their development programmes.

Ngqushwa creates an enabling environment in terms of sustainable social and economic advancement which could be defined as a "condition free from all possible impediments to actualising development". It embodies peace, security, democratic politics, and availability of resources, appropriate legal instruments, cooperative private sector, and a supportive public service. In essence, we consolidate and maintain peace and political stability. All people in Ngqushwa enjoy a safe environment (to a great extent free from violence and crime), share and care for those in need and are prepared to face and respond to any man-made and or natural calamities. Ngqushwa is a fair, gender responsive, caring and committed region in which all citizens are able to realise their full potential in a safe and decent living environment.

The democratic principle of popular participation is well entrenched in the Ngqushwa society; the political parties are active; the civil society is vibrant, and a mature, investigative and free media is in operation. There are independent 'watch-dog' institutions that ensure the implementation of anti-corruption programmes, and monitor activities of government, the private sector and civil society organisations and agencies. The Ngqushwa Local Municipality is there to promote social welfare, social profitability and public interest; and the action of officials are being constantly checked to see if they are in line with these cherished social values. Public officials maintain ethical standards with regard to trust, neutrality, probity, professional honour, confidentiality and fairness. There is also constant checking to determine continued adherence to these values.

Ngqushwa thrives on an environment of regional and national peace and security. Development cooperation with all regions and municipalities is strong, and is based largely on trade and mutual exchange of opportunities; foreign development aid is seeked. Ngqushwa is part and parcel of organised regional structures, in which it can contribute to the political, economic and social wellbeing of the people.

1.16 OBJECTIVES OF VISION 2057

The major objectives of this Vision are to:

- Transform Ngqushwa into an industrialised region of equal opportunities, which could be regionally, and nationally competitive, realising its maximum growth potential on a sustainable basis, with improved quality of life for all in Ngqushwa.
- Ensure that Ngqushwa is a fair, gender responsive, caring and a committed region, in which all citizens are able to realise their full potential, in a safe and decent living environment.
- Sustain and consolidate a legitimate, effective and democratic political system (under the South African Constitution), and an equitable, tolerant and free society, that is characterised by sustainable and equitable development of an effective institution, which guarantees peace and political stability.
- Develop a diversified, competent, and highly productive human resources institution, fully utilising human potential, and achieving efficient and effective delivery of customer-focused services which are competitive.

- Ensure a healthy, food-secured and breastfeeding region, in which all preventable, infectious and parasitic diseases are under secure control, and in which people enjoy a high standard of living, with access to quality education, health and other vital services, in an atmosphere of sustainable population growth and development.
- Ensure the development of Ngqushwa's 'natural capital' and it sustainable utilisation, for the benefit of the region's social, economic and ecological well-being.
- Accomplish the transformation of Ngqushwa into a knowledge-based, competitive, industrialised and eco-friendly region, with sustainable economic growth and a high quality of life.
- Achieve stability, full regional integration and national relations; the transformation from an aid-recipient region to that of a provider of development assistance.

1.17 BROAD STRATEGIES FOR VISION 2057

In order to realise the objectives of Vision 2057, the following strategic elements should be considered in the long-term perspective plan for Ngqushwa:

- Develop a local economy that is sustainable, efficient, flexible and competitive;
- Operating a dynamic and accessible financial sector;
- Achieving full and gainful employment;
- Providing excellent, affordable health care for all;
- Mainstreaming HIV/AIDS into development policies, plans and programmes;
- Creating access to abundant, hygienic and healthy food, based on a policy of food security;
- Providing full and appropriate education at all levels;
- Leveraging knowledge and technology for the benefit of the people;
- Promoting interpersonal harmony among all people;
- Operating a morally upright and tolerant society that is proud of its diversity;
- Ensuring an atmosphere of peace, security and hope for a better life for all;
- Maintaining stable, productive and diverse ecosystems managed for long-term sustainability;

- Establishing and sustaining business standards of competence, productivity, ethical behaviour and high trust;
- Upholding human rights and ensuring justice, equity and equality in the fullest sense for all, regardless of gender, age, religion, ethnicity, ability or political affiliation;
- Maintaining a low-level, responsive bureaucracy;
- Encouraging a land- and natural resource policy that ensures fair access by all to the means of production;
- Encouraging and operating a fiscal policy that distributes wealth fairly, and encourages production, employment and development of wealth in a stable and sustainable economic climate;
- Operating a responsive local government that is truly representative to the people, and able to adhere to transparent, accountable systems of governance, proactively;
- Achieving collaboration between public, private and civil society organisations, in policy formulation, programming and implementation;
- Maintaining sound policies that ensure effective cooperation, favourable trade relations, peace and security.

1.18 MILESTONES

The major challenge of our long-term Vision is for all of us (local government, private sector, civil society as well as individuals) to make a determined effort to concentrate on resolving, not just addressing, our very important regional problems. As we march forward in implementing the strategies of this Vision, we should be prepared to ask ourselves, from time to time if, indeed, we are on course. The programmes of Vision 2057 have specific targets and, periodically, through our National Development Plan 2030 and related programme instruments, we will evaluate the Vision programme performance.

Milestones are interval targets or indicators and are very useful for monitoring progress towards the achievement of a desired objective. Following the approval of Vision 2057, it is planned that a regional strategy implementation workshop will be convened to reach an agreement on the way forward in translating the objectives of the Vision into reality.

This will set the stage for the formulation of an Action Plan for Vision implementation, including the determination of programme targets.

To this end, milestones are provided in this Vision document, which are indicated as 'targets', to give an overall impression of where we are going and how the assumed future region would develop step by step. It is, however, difficult to construct quantitative indicators for some of the objectives of the Vision, such as peace and political stability; good governance; popular participation; knowledge-based society; etc. In such cases, as illustrated with aspects of Information Technology and Natural Resources/ Environment, simple descriptions are provided to indicate the anticipated direction of progress. The scenario box for each Sub-Vision provides information on 'Where we want to be in 2057' and these items should also be read as targets. At a later stage, when programming for Vision implementation, each objective will have corresponding programme targets, including interval targets, apart from the empirical indicators shown in this Vision document.

By the year 2057, Ngqushwa in 2057 will be a community of neighbourhoods, within two vibrant prosperous and industrialised towns, developed by our own human resources, where people choose to live, work and play in peace, harmony and political stability.

1.19 DEVELOPMENTAL LOCAL GOVERNMENT AND THE LOCAL GOVERNMENT TURNAROUND STRATEGY

1.19.1 INTRODUCTION

One of the main elements of the developmental state is that of development planning. In South Africa context, this is seen as a form of technical or rational planning, following in the footsteps of most of the developmental states. The July 2009 Medium Term Strategic Framework includes mention of the need to improve the capacity of the state, the need for medium-and long-term planning, and also makes liberal use of the popular concepts of 'accountability', 'transparency' and 'effectiveness', but provides no details on how these will be achieved.

Pro-active planning, as opposed to ad hoc, crisis management, is indeed an important element of promoting sustainable development. This requires a longer-term view of problems of the future, as we unknowingly shift problems from one part of the system to another. We also need to start addressing the structural causes of non-sustainability instead of dealing with the symptoms.

Sustainable development, therefore, is about change and transformation at various levels, including changes in municipalities, urban form, having to adapt to change, management and the need to change our behaviour in relation to consumption, planning and land development. Planning and policy-making processes are crucial to this change in South Africa but must take note of complexity thinking. For Ngqushwa a well-respected, 9-step transformation process requires:

- the creation of a sense of urgency;
- The establishing of a Program Management Office (PMO);
- building a powerful guiding coalition or team;
- getting the vision right;
- communicating the vision for buy-in and teaching new behaviour by example of the guiding coalition;
- empowering others to act on our visions;
- planning for and creating short-term wins;
- consolidating and creating more improvements; and
- Institutionalising these new approaches as part of Ngqushwa's turnaround culture.

These elements are very important for Ngqushwa transformation processes, but the vision and guiding coalition should be shared by the Ngqushwa community, civil society organisations, and the business sector, as well as the various elements of Ngqushwa Local Municipality.

The South African Government's strategy to date has been to provide a range of social services, including social security. However, because of the uneven capability of the state, South Africa has excelled at doing the things that are easier, such as paying grants and providing water and electricity and faltered at doing the difficult things, such as

improving education, promoting employment, and building houses close to jobs. A capable state, in partnership with communities, must build on the platform of social services and social security and contribute towards a more balanced approach by developing the capabilities of people. Developing and upgrading capabilities to enable sustainable and inclusive development requires a new approach and a new mind-set.

Indeed, most aspects of the proposed long-term Vision for Ngqushwa towards 2057 are aimed directly at improving the life chances of today's children and youth. A region with a future orientation is a region that develops the capabilities of its youth. Whether they are still in school or not, Ngqushwa's strategy must improve the life chances of young people. This should include creating jobs and livelihoods; expanding infrastructure; transitioning to a low-carbon economy; transforming urban and rural spaces; providing quality education, training and health care; building a capable state; fighting corruption; and uniting the people of Ngqushwa.

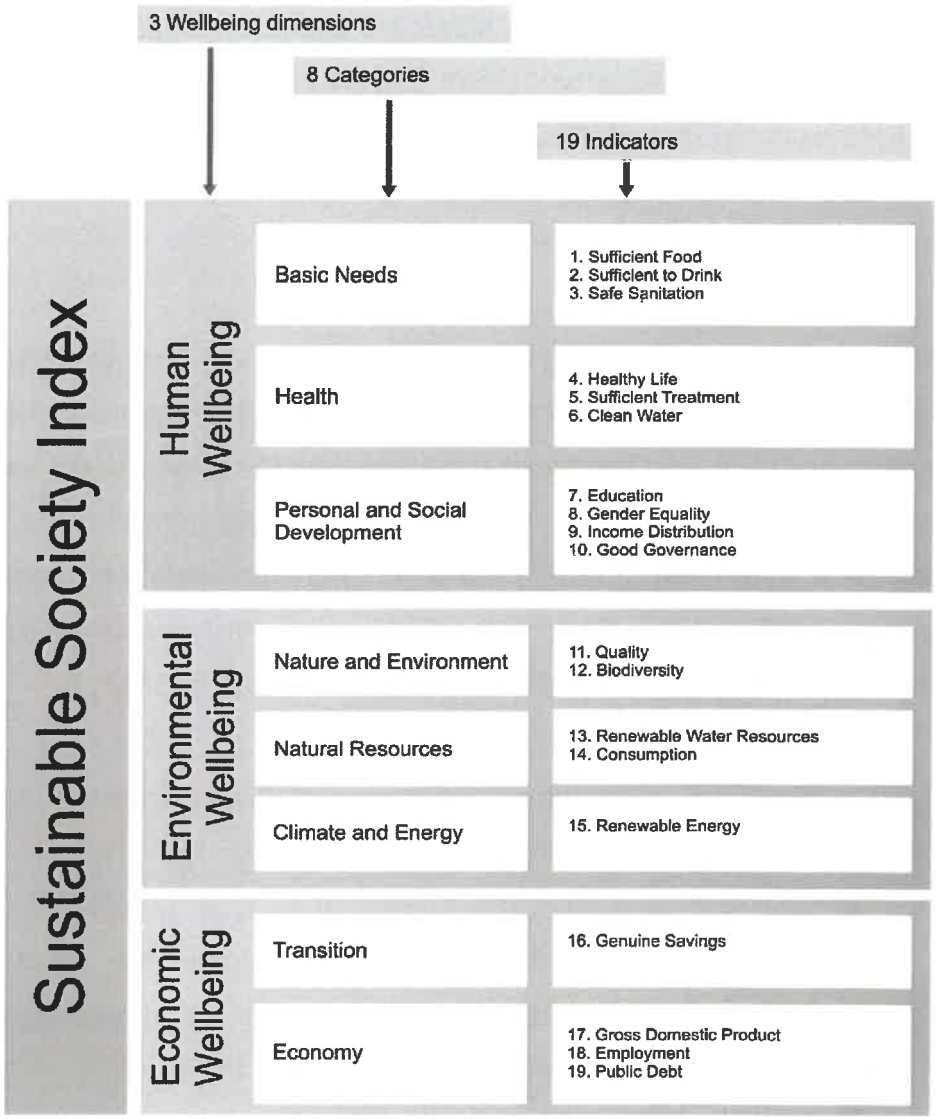


Figure 1.5: Framework for the Sustainable Society Index

Leadership is required to win broad agreement for our turnaround strategy, to implement it, and to make sacrifices for a better future. A capable, efficient, and fair Ngqushwa Local Municipality is also needed to support the effort. Partnerships, based on mutual trust are therefore vital. Unless Ngqushwa's work together, sacrificing short-term gain for longer-term prosperity, no single part of Ngqushwa's society can achieve its objectives.

A vital stage in the development of strategies is for Ngqushwa Local Municipality to identify strategic Turnaround issues. Together these strategic Turnaround issues create the opportunities between today and the preferred future and become the foundation for forming appropriate strategies, programmes, action plans, and projects for Ngqushwa towards 2022.

In line with legislation, specifically, the Municipal Systems Act (2000) requires that each elected Council should develop and adopt Development Plans in its term of office and should include its developmental priorities, key performance indicators and targets, and operational strategies. The actual Strategic Planning Framework for Ngqushwa Local Municipality is detailed below.

Ngqushwa Local Municipality's long term 2057 Strategy identifies various key outcomes, and a number of related outputs, that intend to realise the long-term vision. Ngqushwa Local Municipality's five-year turnaround strategy then translates these desired outcomes into medium-term programmes for implementation in that term of office. On an annual basis, the IDP is then reviewed and business plans are developed, detailing short-term operational plans. These are linked to annual budgets for Ngqushwa Local municipality annual Service Delivery and Budget Implementation Plans (SDBIP).



Government priorities and focus are set at national, provincial and district levels.

Long-term strategy for Ngqushwa Local Municipality, informed by government planning, emerging trends and other development issues towards 2057.

5-year plan linked to long-term goals i.e. breaking down Ngqushwa Local Municipality 's long-term objectives into 5-year turnaround strategic planning.

The Annual IDP then outlines an overview of planning for a specific year against high-level strategic plans outlined in the IDP and reports on progress against those high-level goals on an annual basis.

Business Plans and SDBIPs	Annual planning by departments and municipal entities linked to achieving objectives outlined in IDP as well as Turnaround plan and alignment towards long term strategy.

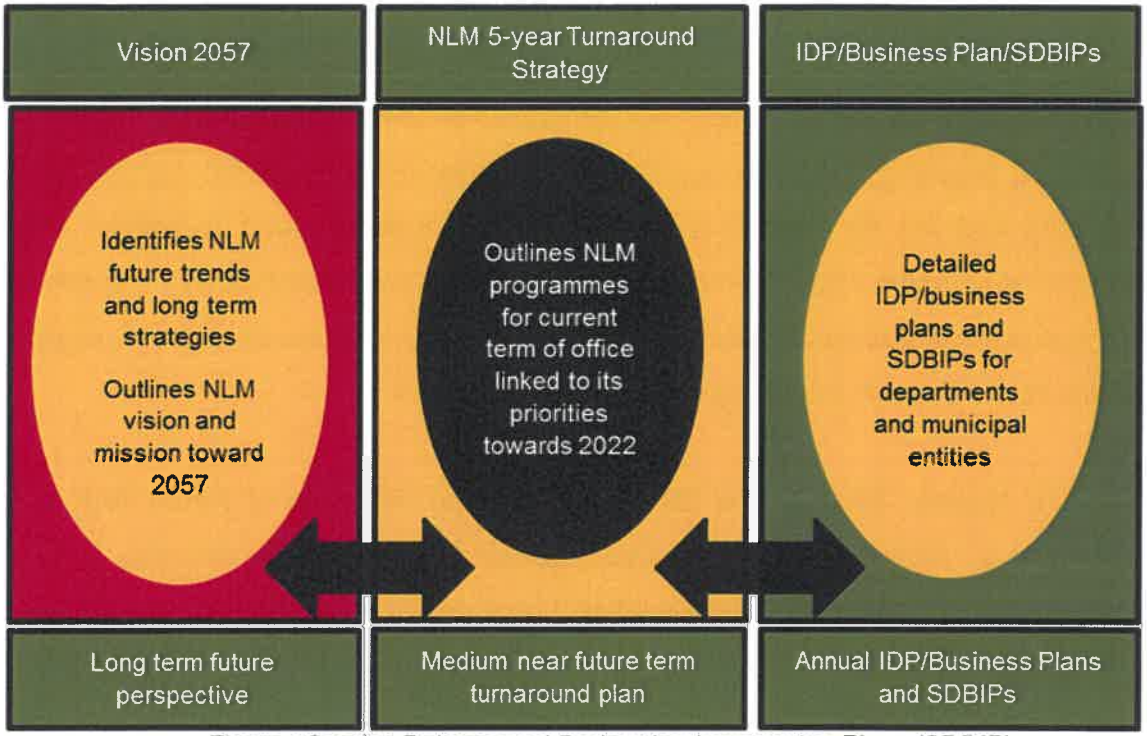


Figure : Service Delivery and Budget Implementation Plans (SDBIP)

As required by the Municipal Systems Act, Ngqushwa Local Municipality should revise its IDP on an annual basis, to ensure that it remains relevant to its specific operating environment including political, socio-economic or other changes that may occur. This annual review also enables Ngqushwa Local Municipality to update its IDP, based on its overall performance.

The Roadmaps process allows Ngqushwa Local Municipality to review and finalise its priorities for the decades ahead as well as the remainder of the current term of office, building on the flagship projects detailed in previous IDPs. These priorities include:

- Financial Sustainability and Resilience;
- Development of Sustainable Agriculture;
- Sustainable Human Settlements;
- SME and Entrepreneurial Support;
- Engaged Active Citizens;
- Resource Sustainability;

- Smart Town Development;
- Investment Attraction, Retention and Expansion;
- Green Economy; and a
- Safer Ngqushwa Local Municipality.

In order to ensure efficient planning, Ngqushwa Local Municipality, as part of the 2017 – 2022 review, should commit a budget investment over a 5-year period. Ngqushwa Local Municipality also for the first time has a 5-year turnaround plan to further enhance planning in Ngqushwa Local Municipality. Ngqushwa Local Municipality is committed to the empowerment of its residents. Therefore, all revised plans are communicated with its communities through a thorough consultation process.

In terms of Section 40(1) of the Constitution of the Republic of South Africa, 1996, government is constituted into national, provincial and local spheres, which are distinctive, interdependent and interrelated. Local government is governed by the rules and principles laid down in the 1996 Constitution, with a mandate to provide services, meet the basic needs of the poor and promote economic and social development. In terms of Section 152 of the Constitution, the objects of local government are to provide democratic and accountable government for local communities; to ensure the provision of services to communities in a sustainable manner; to promote social and economic development; to promote a safe and healthy environment and to encourage the involvement of communities and community organisations in the matters of local government.

It is argued that Local government is therefore regarded as the government closest to communities and should it fail, South Africa faces risks in meeting its developmental mandate (developmental local government). There are numerous challenges, which need to be addressed as a result of the inequalities inherited from the former apartheid era (separatist rule whereby the minority whites ruled South Africa based purely on the colour of one's skin). In the recent months, basic services were crippled throughout the country by increased service delivery protests, which were marred by violence. The latter created significant challenges in economically weak local municipalities that are poorly governed and managed. Some of the bigger challenges facing most municipalities in

South Africa is the lack of universal access to water and electricity, sanitation, refuse removal systems and local economic development. In terms of Section 151 of the Constitution of the Republic of South Arica, 1996, local government should provide services to communities in an efficient and sustainable manner. According to the Department of Constitutional Development municipalities must lead, manage and plan for development, their task together with national and provincial government is to eradicate poverty, boost local economic development, job creation, and carry forward the process of reconstruction and development." The democratisation of South Africa has proposed a framework for change to permit municipalities to execute service delivery and economic developmental initiatives aimed at improving the welfare of local communities (Local Government: Municipal Systems Act 32 of 2000). A number of stubborn service delivery and governance problems have been identified in municipalities over a number of years. The 10 priority areas are identified as significant service delivery and backlog challenges, for example: housing, water and sanitation; poor communication and accountability relationships with communities; problems with the political administrative interface; corruption and fraud; poor financial management, for example: negative audit opinions; Number of (violent) service delivery protests; weak civil society formations; Intra - and inter-political party issues negatively affecting governance and service delivery and Insufficient municipal capacity due to scarce skills .

Despite national government having injected significant financial resources to promote social and economic development, provide basic infrastructure and services, many municipalities have failed to meet the basic needs of their communities. The sad and recent wave of violent service delivery protests in many municipalities is a source of concern. In response to these service delivery protests, the Department of Co-operative Governance and Traditional Affairs (CoGTA) commissioned a national study on the state of local government. Recent waves of service delivery protests include dissatisfaction with the delivery of basic municipal services, such as running water, electricity and high levels of unemployment high levels of poverty, poor infrastructure, lack of housing, and empty and unrealistic political promises made prior to the build-up of elections. As a result, South African municipalities are perceived to have significant backlogs in addressing these challenges. It is against this background that an assessment of the Local Government Turnaround Strategy (hereafter referred to as the LGTAS) with specific reference to Ngqushwa Local Municipality, will be undertaken.

The South African Cabinet approved a comprehensive Local Government Turnaround Strategy (LGTAS) with emphasis on the following to restore the confidence of the majority of people in their municipalities, as the primary delivery machine; and to re-build and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government. According to the LGTAS, municipal-specific turnaround strategies and implementation plans need to be developed by each municipality in South Africa. In this regard, all municipalities were expected to have developed their individual Municipal Turnaround Strategy Plans by 2010 based on the principle of 'a one size fits all' approach not being practical. The primary aim of the LGTAS is to ensure that all municipalities and their communities embark upon a concentrated effort to deal with the root causes undermining the country's municipalities and to restore good performance and effective service delivery. The LGTAS provides an opportunity for all municipalities in the country to reflect on their own performance and concentrate on removing constraints. In this regards a LGTAS should strive to set the standards by which municipalities will be held to account (to their communities) for their performance and actions and set the standards by which various parties will hold each other to account for: support, monitoring and evaluation, constructive participation in municipal affairs and planning. LGTAS approved by the South African Cabinet also identified five strategic objectives namely to ensure that municipalities meet the basic needs of communities; to build clean, effective, responsive and accountable local government; to improve functionality, performance and professionalism in municipalities; to iimprove national policy, oversight and support to local government.; and to strengthen partnerships between local government, communities and civil society.

The new Local Government system is already operating in the third decade. In South Africa, the LGTAS has been distilled into a local government 10-point plan, which includes:

- Improving the quantity and quality of basic services for all people in term of water, sanitation, electricity, waste management, roads and disaster management;
- Enhancing local job creation and sustainable livelihoods through LEDs, and utilizing cooperatives in every ward;

- Deepening democracy through a refined ward committee system that will be based on the will of the people;
- Ensuring that municipalities have and implement reliable and credible integrated development plans (IDPs);
- Building and strengthening the administrative, institutional and financial capacity of municipalities;
- Creating a single window of coordination, support, monitoring and intervention to deal with uncoordinated interaction by other spheres of government with municipalities, including unfunded mandates;
- Rooting out corruption, nepotism and maladministration in the system of local government;
- Developing a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system;
- Developing and strengthening a stable system of municipalities; and;
- Restoring the institutional integrity of municipalities

The LGTAS has been introduced to address the need for a number of adjustments and reforms in the leadership, policy, regulatory and oversight environments of municipalities. It is assumed that the 10-point plan will, to a large extent reduce the ongoing challenges faced by many municipalities. This will form the basis for Ngqushwa Local Municipality Turnaround Strategy Plan.

1.21 AIMS AND OBJECTIVES OF THE TURNAROUND STRATEGIC EFFORT FOR NGQUSHWA LOCAL MUNICIPALITY TOWARDS 2022

Local government, and in particular the Ngqushwa Local Municipality, is confronted with a wide range of challenges. As each municipality faces its own but different economic and social challenges and different support needs, the key challenges facing the Ngqushwa Local Municipality are to provide a solid foundation for municipality 's Turnaround Strategy. The objectives of this strategy will include such as the restoration of confidence in the Ngqushwa Local Municipality as a primary service delivery arm of government that is effectively addressing community concerns; the universalization of service delivery to all communities of Ngqushwa Local Municipality ; addressing the key socio-economic challenges in Ngqushwa Local Municipality , especially unemployment

and poverty; ddeveloping a shared agenda for the growth and development of Ngqushwa Local Municipality ; understanding and managing institutional risks; eensuring a fraud- and corruption-free municipality; eensuring good corporate governance and an accountable and performance driven institution, which is focused on service delivery; eensuring that all municipal planning, budgeting and decision-making processes are embedded in Public Participation and community involvement; rrestoring the human dignity of the residents of Ngqushwa Local Municipality , especially in the disadvantaged areas/wards; eensuring sound financial management and sustainability; and eensuring a joint intergovernmental approach to implementing the Ngqushwa Local Municipality 's Turnaround Strategy .

Despite these objectives being identified, the vast majority of communities and wards served by the Ngqushwa Local Municipality remain in poverty with very limited or no access to basic services. Numerous environmental scanning efforts have been conducted on service delivery within Ngqushwa Local Municipality. However, upon scrutiny of reviewed surveys, it is noted that limited work has been conducted on the effectiveness and efficiency of the LGTAS within the Ngqushwa Local Municipality. There are significant service delivery and backlog challenges, an increasing number of service delivery protests and poor channels of communication between municipalities and communities in South Africa. This has hindered the development of Ngqushwa Local Municipality. The primary aim of the situational analysis was to assess the implementation of the LGTAS in addressing service delivery challenges in the Ngqushwa Local Municipality from a governance perspective.

Our municipality has faced numerous challenges in recent months, which can be attributable to a number of factors. Changes in the core positions of the municipality resulted in leadership challenges within the municipality. The major challenges that have confronted the Ngqushwa Local Municipality recently include: Poverty and unemployment; Elimination of the bucket system and digester tanks; High prevalence of TB, HIV and AIDS; Illegal dumping; Universal access to basic services and maintenance of infrastructure; Basic service delivery and infrastructure development; Municipal transformation and development; Municipal financial viability and management; and Intergovernmental co-ordination across spheres of government. This document will, therefore, assess the LGTAS in terms of reaching strategic objectives by the Ngqushwa

Local Municipality. This will be done from a governance perspective with the Municipal Manager and Councillors as the policy-makers and officials as the implementers of such policy.

It is argued that one of the objectives of local government is to encourage the involvement of communities and community organisations in the matters of local government. In terms of the White Paper on Local Government (1998), local government is grounded in the vision of the state with society co-operating at all levels to advance economic growth and sustainable development. This constitutional prescription is endorsed in terms of the *White Paper on Local Government*, 1998 (Republic of South Africa, 1998:37), which defines developmental government as local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve their lives. The White Paper on Local Government (2008:23) further argues that millions of South Africans still live in dire poverty, isolated from services and opportunities. Municipalities are therefore required to execute service delivery mandates through the appointment of office bearers and public officials who should be effective, efficient, accountable and responsive. Amongst the interventions/actions that have been prioritised include, *inter alia,* to establishment of Rapid Response Teams to enable quicker and more targeted responses to community needs and complaints; review of the Supply Chain Management Policy, structures, systems and processes; launching an Intergovernmental Relations Forum to strengthen intergovernmental relations; re-establishing and strengthening the ward committee system; addressing the issues of the audit opinion received from the Auditor-General and introducing corrective measures towards obtaining a clean audit towards 2022; vigorously instilling a culture of performance within the institution; promoting financial discipline and management; and addressing fraud and corruption in the institution through roadshows and workshops targeted at employees and Councilors.

Ngqushwa Local Municipality proposed that all critical stakeholders as well as legislative frameworks need to be consulted to provide a comprehensive understanding of the challenges faced by the Ngqushwa Local Municipality. The Constitution of 1996 also stipulates that local government should give priority to the basic needs of all and promote the social and economic development of the community. However, over the past months South Africa has been faced with increased service delivery protests marred by violence.

It is, therefore, important that developmental local government plays a pivotal role in protecting human rights and meeting basic needs. This situational analysis aimed to assess the LGTAS in addressing service delivery challenges in local government with specific reference to the Ngqushwa Local Municipality. Lack of transparency, inadequate accountability, poor Public Participation, insufficient funds and inadequate qualified public officials are some of the shortcomings experienced before the new dispensation at the Ngqushwa Local Municipality that could have led to the collapse of local government.

If the Ngqushwa Local Municipality can adequately manage available resources towards 2022 in order to implement transparent and effective service delivery, it can alleviate the notion of non-coherent service delivery within the municipality. Recent protest actions in the Ngqushwa Local Municipality area indicates clearly that there is a dire lack of adequate service delivery in certain areas. Many communities still do not have access to the most basic of services and much of the blame for this situation is ascribed to the previous political in-fighting between Councillors as well as interference by certain Councillors in the municipality's administration. There also remains a chronic shortage of skilled technocrats in certain key positions and departments, which has a further negative impact on service delivery and implementation of the LGTAS by the Ngqushwa Local Municipality. Despite the priorities that have been identified by the Ngqushwa Local Municipality and the new Municipal Manager it appears that a fair amount still needs to be done to effectively deal with the challenges of basic service delivery, unemployment, poverty and social inequality. The LGTAS applies predominantly to those areas undermining local government, including municipalities who have not improved on their governance, legislative compliance and financial management and discipline. This document further aims to formulate recommendations in respect of any shortcomings that have been identified based on the responses and environmental scanning efforts by the Turnaround Strategy Team and the new Municipal Manager. This document is also based on the assumption that the Ngqushwa Local Municipality, like any other municipality in South Africa, could become more effective and efficient if the Ngqushwa Local Municipality Turnaround Strategy is implemented in accordance with the identified objectives.

The State of Local Government in South Africa Overview Report (2009), argue that local government is struggling to fulfil the developmental mandate of meeting the basic needs

of the poor and involving citizens in local affairs. Many municipalities are therefore failing due to ineffective municipal governance, which has had serious consequences for the country. Millions of poor citizens remain trapped in life-threatening poverty (http://www.info.gov.za). As previously indicated, the proposed Turnaround Strategy Plan will provide an assessment of the implementation of the Turnaround Strategy of the Ngqushwa Local Municipality and in future to facilitate and to assist, *inter alia,* the municipality to make any progress in terms of the objectives identified by this document.

A current status review is "based on the assumption that knowledge accumulates and that we learn from and build on what others have done". Unless we "walk the talk" of a planning exercise, future success will once again be postponed.

A nexus search has revealed that a Turnaround Strategy Plan for Ngqushwa Local Municipality has not been previously researched. An analysis of legislation provides a framework with appropriate guidelines and procedures that will enable the successful implementation of the Ngqushwa Local Municipality Turnaround Strategy Plan. The document endeavours to undertake an intense review of legislation, journal articles, newspaper reports and directives to assess the LGTAS 10 point-plan on the proper functioning of municipalities. The review has presented, in detail, the literature that was consulted and reviewed in relation to this document. A wide range of sources have been researched that give a background, purpose, significance and importance of the LGTAS in the municipal context. The Ngqushwa Local Municipality's Turnaround Strategy is also underpinned by the following:

- African National Congress (ANC) Local Government Manifesto (2006);
- Annual and Oversight Reports ;
- Biannual input from National Treasury;
- Constitutional mandate of South African Local Government;
- Local Government Turnaround Strategy adopted by Cabinet on 3 December 2009;
- Management and audit reports from the Office of the Auditor-General;
- Ngqushwa Local Municipality ANC Region's Operations;
- Ngqushwa Local Municipality 's Management Reports;

- Ngqushwa Local Municipality's Mayoral and Oversight Community Outreach Reports;
- Reports of Internal Audit Services;
- Reports of the Audit Committee (http://www.mfma.treasury.gov.za).
- Service Delivery Protests Reports;
- Standing Committee Retreats;
- Various Ngqushwa Local Municipality's Mayoral Committee Reports; and
- IDP/Budget consultations.

1.21.1 Constitution of the Republic of South Africa, 1996: Developmental Mandate

The first fully democratic local government elections in South Africa took place on 5 December 2000. During those elections, apartheid segregation was abolished and new municipal boundaries were determined. The adoption of a new Constitution for the Republic of South Africa, 1996, marked the constitutional demise of apartheid. Section 2 of the Constitution of the Republic of South Africa, 1996, (hereinafter referred to as the Constitution) states that the Constitution is the supreme law of the Republic, to the extent that any law or conduct inconsistent with it is invalid and the duties imposed by it must be performed. Local government in South Africa, like any other sphere of government, is governed by the principles and rules laid down in the Constitution.

1.21.2 White Paper on Local Government, 1998: Developmental Local Government

Since the transformation of local government in 1998, numerous changes have taken place within local government. The new South African local government system, the constitutional and legal framework, established municipalities to contribute towards building a developmental state. According to the White Paper on Local Government (1998:23), developmental local government is primarily "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. "

1.21.3 White Paper on Transforming Public Service Delivery (Batho Pele)

The *Batho Pele White Paper* on Transforming Public Service Delivery published on 18 September 1997, indicates that "a transformed South African Public Service will be judged by one criterion above all: its effectiveness in delivering services which meet the basic needs of all South Africans. Improving service delivery is the ultimate goal of the Public Service transformation programme"

1.21.4 Local Government: Municipal Systems Act 32 of 2000

The Local Government: Municipal Systems Act 32 of 2000 defines how a municipality should provide municipal services to its citizens. The Act argue that a municipality should ensure that all members of the local community have access to at least the minimum level of basic municipal services (Section 73.1(c)).

1.21.5 Local Government: Municipal Structures Act 117 of 1998

The Municipal Structures Act further defines a municipality as the structures, political office bearers and administration of the municipality; a geographic area; and the community of the municipality. In other words, a municipality consists of a municipal institution (political and administrative structures), and the people who live in the local area. The term can also be used to refer to a local area which falls within a municipal boundary (http://www.pmg.org.za).

1.21.6 Local Government: Municipal Finance Management Act No 56 of 2003 56 of 2003

According to the Constitution and the White Paper on Local Government (1998), it was apparent that since the status of local governments has changed dramatically, it is essential for the finances of a new local government system to be managed effectively and efficiently. To facilitate this transition, new legislation was passed, namely, the Local Government: Municipal Finance Management Act No 56 of 2003 56 of 2003 (hereinafter referred to as MFMA). The MFMA is a key component of the broader legislative framework governing municipalities, and forms a major part of the reform package to bring about financial management reforms in municipalities.

1.21.7 Environmental Scanning efforts

Since the turnaround Strategy effort will be reviewing, *inter alia,* legislation, previous research efforts journal articles, newspaper reports relevant to the environmental scanning efforts, previous academic research, study and directives to assess the LGTAS and official documents have served as the primary sources for the document study. Official documents imply those that are compiled and maintained on a continuous basis by large organisations such as government institutions and mass media refer to the category of documents that includes all information that is freely available to the public and thus to any individual. The primary purpose of this environmental scanning effort is therefore to establish a sound theoretical framework for the Turnaround Strategy. It should be noted that a significant amount of information pertinent to the topic under investigation have been sourced from, *inter alia*, applicable Acts of Parliament and policy documents for the Turnaround Strategy implantation by the Ngqushwa Local Municipality.

With apartheid, urban settlements were skewed, with blacks being relegated to so-called 'township' residential areas, located long distances from towns and places of employment. On 27 April 1950, the former nationalist government passed the Group Areas Act 41 of 1950. This Act enforced the segregation of the different races to specific areas within the urban locale. It also restricted ownership and the occupation of land to a specific statutory group. This meant that Blacks could not own or occupy land in White areas. The Group Areas Act, (1966), restricted the permanent presence of Africans in urban areas through the pass system, and reserved a viable municipal revenue base for white areas by separating townships and industrial and commercial development. Apartheid then aimed to limit the extent to which affluent municipalities would bear the financial burden of servicing disadvantaged black communities through creating spatial separation and influx control. Separate residential areas were created for the different population groups. The former government developed cities along unequal social, spatial and economic lines, with the white minority reaping the benefits and privileged over all the other race groups. In fact, the primary role of local government under apartheid was to create and perpetuate local separation and inequality. The then crisis in local government was a major force leading to the national reform process which began in 1990. The Local Government Transition Act, (1993) was essentially a locally-negotiated transition and resulted in a wide diversity of forms of local government.

Since South Africa's legacy of apartheid, the ANC government launched its Reconstruction and Development Programme (RDP) following the first ever democratic general elections in 1994. The RDP was drawn up by the African National Congress (ANC) led alliance in consultation with other key mass organisations and a wide range of non-governmental organisations (NGOs) and research organisations assisted in the process. The ANC government indicated that "The RDP is an integrated, coherent socio-economic policy framework which seeks to mobilise all our people and our country's resources towards the final eradication of apartheid and the building of a democratic, non-racial and non-sexist future". In an attempt to redress the wrongfully apartheid legacies, the new government reformed previous legislation and policies to address issues pertaining to segregation, inequity, inequality, discrimination, poverty and to establish new transitional local authorities.

The first fully democratic local elections in South Africa were held on 5 December 2000, the old apartheid system was thankfully demolished, and new municipal boundaries were drawn to include every part of the country. According to the Municipal Structure Act (Act 117 of 1998), three categories of municipalities were established, namely: Category A (metropolitan municipalities), Category B (local municipalities) and Category C (district municipalities). The Municipal Infrastructure Investment Framework (MIIF), uses the legal categorisations of municipalities and further disaggregates them into particular typologies based on spatial characteristics, size of institution and budget, population and percentage urban population. These categories are described in the table below.

Category A: Metropolitan municipalities	A municipality that has exclusive municipal executive and legislative authority in its area.

Category B: Local municipalities	A municipality that shares municipal executive and legislative authority in its area with a Category C municipality within whose area it falls
Category C: District municipalities	A municipality that has municipal executive and legislative authority in an area that includes more than one municipality
• A: Metropolitan municipalities • B1: Local municipalities with largest budgets, also referred to as the secondary cities • B2: Local municipalities with large towns at their core • B3: Local municipalities with small towns and relatively small populations • B4: Local municipalities which are mainly rural with communal tenure • C1: District municipalities which are not water service authorities • C2: District municipalities which are water services authorities	

Table: Categories of Municipalities in South Africa.

According to the White Paper on Local Government, 1998, the new democratic government had a vision to "work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives." This referred in particular to those members and groups within communities that are most often marginalised or excluded, such as women, the disabled and the very poor. This policy document introduced a new vision of developmental local government whereby communities, together with local government would find sustainable ways to meet their needs and improve the quality of their lives.

The November 1995 local government elections were aimed at facilitating the transition from apartheid "structures" to a democratic system of local government. The first chapter in the democratisation of South Africa was brought to a satisfactory conclusion with the 1995 local government elections. The December 2000 local government elections completed the local government transitional process, putting new local government democratic structures and Councils in place. This process was undertaken in terms of

what is known as the "pre-interim," "interim" and "final" phases of the restructuring of local government in South Africa. The Local Government Transition Act, 209 of 1993 explicitly mapped out three phases of transition for local government in South Africa namely the pre-interim phase, 1993-95; the interim phase, 1995-99 and the final phase, 1999 to the election of 5 December 2000.

In addition, the Constitution of 1996 obligates local government to take on a developmental role. The principles of local government define the status underlying developmental local government as, inter alia that llocal government is no longer a site for the delivery of services only, but a crucial site for social and economic development. This requires local government to have a strong developmental focus; local government is a key arena for the democratic participation of ordinary citisens; mmunicipalities constituting the new local government system have to be financially viable and sustainable, and the Constitution grants local government original powers. It has now become a sphere of government in its own right.

According to Section 151 (3), Chapter 7 of the Constitution 1996, 'a municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided in the Constitution'.

The scars left by the former apartheid system among the majority of disadvantaged communities are still visible, despite the progress made by the ANC in correcting the inequalities of the past. Many communities are still geographically divided and live in poverty, the previous local government system failed to address the greatest needs of the majority of the South Africans and the current system has not yet been able to reverse these long-standing patterns of inequality and unmet human needs.

1.22 LEGAL FRAMEWORK FOR LOCAL GOVERNMENT

1.22.1 Constitution of the Republic of South Africa, 1996: Developmental Mandate

The Oxford Dictionary of Law indicates that a Constitution can be written or unwritten, and if written, it may only be amended through a special procedure, as is the case with

the South African Constitution, which can only be amended by a two-thirds majority. One of the most important objectives of a constitution is to defend the rights of the state's citizens, by ensuring that government authority is not exercised arbitrarily. The relationship between government and the governed is normally determined by the constitution, a Constitution prescribes:

- The method by which the various organs of government are to be organized;
- The range or powers allocated to each organ of government; and
- The way in which these powers are to be exercised.

Section 2 of the Constitution of the Republic of South Africa, of 1996, also indicates that the South African Constitution is the supreme law of the Republic, to the extent that any law or conduct inconsistent with it is invalid and the duties imposed by it must be performed. Local government in South Africa, like any other sphere of government, is governed by the principles and rules laid down in the Constitution. South Africa's Constitution is widely recognised as one of the most progressive in the world.

Chapter 2 of the Constitution, which incorporates the Bill of Rights, has had the greatest influence on South Africans. The Bill of Rights is a cornerstone of democracy in South Africa. It enshrines the rights of all people in the country and affirms the democratic values of human dignity, equality and freedom. All citizens should be treated as equal as possible so as to promote the rights enshrined in the Bill of Rights (Chapter 2) in the Constitution, which reflects the nation's values.

The South African Constitution obliges local government to take on a development role. The Constitution indicates in Section 151(1) that, the local sphere of government as a result, municipalities are obliged to ensure the following:

- Provide a democratic and accountable government for local communities and be responsive to the needs of the local community;
- Encourage the involvement of communities and community organisations in the matters of local government;
- Ensure the provision of services to communities in a sustainable manner;

- Assign clear responsibilities for the management and co-ordination of these administrative tasks;
- Facilitate a culture of public service and accountability amongst its staff. Promote social and economic development; and
- Promote a safe and healthy environment

Sections 152 and 153 of the Constitution indicates that the objects of local government are, among others, "to provide democratic and accountable government for local communities and to encourage the involvement of communities and community organisations in the matters of local government". The broad principles underlying the new system of local government are as follows:

- Become a sphere of government in its own right. It is part of a system of co-operative government and governance;
- No longer a site for the delivery of services only;
- Appropriately contribute to both economic growth and social redistribution; to both economic growth and social redistribution;
- A key arena for the democratic participation of ordinary citizens;
- Be financially viable and sustainable; and
- Over time, through appropriate negotiations, more powers and functions can be devolved to local government.

The impact of apartheid was felt most harshly at the local sphere since local government is regarded as the sphere of government closest to the people. Municipalities face great challenges in promoting human rights and meeting human needs, addressing backlogs and problems caused by apartheid planning, and planning for a sustainable future. Municipalities can only meet these challenges by working together with local citizens, communities and businesses, and adopt a developmental approach. A municipality is not, as in the past, a "creation of statute," but an integral part of the government of South Africa by virtue of it being entrenched in the Constitution also regards local government as the context of the everyday lives and the only level of government that has constant impact on the physical and human social environment within which humans live. A discussion on developmental local government will now follow. The review will commence

with a synopsis on the most pertinent prescriptions pertaining to the topic under investigation as Ngqushwa Local Municipality derives in part from the past and retains some of the characteristics of the past.

1.22.2 Development of Local Government

With the publication of the White Paper on Local Government (March 1998), the focus on local government shifted from transition to transformation. In order to facilitate the transformation of local government, the Constitution of 1996 mandated national government to enact laws in order to facilitate the new municipal dispensation. The legacy of apartheid impacted on the transition from a racial to a non-racial dispensation, heralding the start of a transformation era within local government. That transformation requires an understanding of the impact of apartheid on society, so that appropriate responsive systems and structures may be established to deal with its legacy. The transformation of local government into a developmental sphere also advocates community involvement from 1998 onwards, the focus shifted from transition to transformation. Since the transformation of local government in 1998, numerous changes have taken place within local government. The new South African Local Government system, the constitutional and legal framework, established municipalities to contribute towards building a developmental state. According to the White Paper on Local Government (1998:23), developmental local government is primarily "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. "Developmental local government has four inter-related characteristics as identified in the White Paper on Local Government (1998:38-42) namely the maximizing social development and economic growth; Municipalities should provide services that meet basic needs of the poor communities in the most affordable manner so as to ensure the maximum social development of an area; the Integrating and Co-coordinating.

Developmental local government must, therefore, provide a vision and leadership for all those who have a role to play in achieving local prosperity. Poor coordination between service providers could severely undermine the development effort. Ngqushwa Local Municipality should actively develop ways to leverage resources and investment from

both international courters, the South African public and private sectors to meet development targets towards 2022.

Municipalities should promote the participation of citizens and community groups in planning and service delivery processes. Ideally, municipalities should support individual and community initiatives, and to direct community energies into projects and programs which benefit the area as a whole. A central principle of the Reconstruction and Development Programme (RDP) is the empowerment of poor and marginalised communities. According to the White Paper on Local Government (1998) developmental local government is uniquely placed to combine empowerment and redistribution in a number of concrete programs, For example:

- Service subsidies are a focused mechanism for providing services to the poor at below cost, and thereby provide an opportunity for low-income households to improve their circumstances;
- Support to community organisations in the form of finances, technical skills or training can enhance the ability of the poor to make their needs known and to take control of their own development process and
- Socio-economic development and community empowerment are mainly directed at poverty eradication.

Socio-economic development and community empowerment are mainly directed at poverty eradication. The majority of the poor are women and empowerment strategies, which focus on women, are the most effective and inclusive. According to the White Paper on Local Government (1998), municipalities need to develop their capacity to understand the diverse needs of women in the community and address these needs in planning and delivery processes to enhance their impact on poverty eradication. Developing Ngqushwa Local Municipality, therefore, requires to be strategic, visionary and ultimately influential in the way we function. Due to rapid changes at global, regional, national and local levels, local communities need to constantly ensure that economies are sustained, communities are uplifted and poverty is eradicated. It is indicated in the White Paper on Local Government, that in practical terms, municipalities can build social conditions favourable for development through:

- Building a political leadership that is able to bring together coalitions and networks of local interests that cooperate to realise a shared vision;
- Responsive problem-solving and a commitment to working in open partnerships with business, trade unions and community-based organisations;
- Ensuring that knowledge and information are acquired and managed in a way that promotes continuous learning which can be accessed easily;
- Enhancing local democracy through raising awareness of human rights issues and promoting constitutional values and principles;
- Building an awareness of environmental issues and how the behaviour of residents impacts on the local environment. Encourage citizens to utilize scarce natural resources in a prudent and careful manner;
- Investing in youth development as a key resource for the future, and building on their creativity and motivation through involvement in civic and development programs;
- Actively seeking to empower the most marginalized groups in the community and encourage their participation; and
- Empowering ward Councillors as community leaders who should play a pivotal role in building a shared vision and mobilize community resources for development.

As discussed above of the many challenges faced by municipalities, one of the major concerns is the serious leadership and governance deficiency in municipalities, including weak accountability to communities and responsiveness. According to the White Paper on Local Government (1998), national government, provincial governments, and the nation as a whole have an interest in ensuring that administrative transformation equips municipalities to better meet development challenges. Municipalities need to strategically assess and plan the most appropriate forms of service delivery for their areas that will promote human rights and provide social and economic development. Local government, in its new role, is arguably at the "coal-face" of South African society – a society, in which substantial levels of impoverishment and poor standards of service delivery have persisted, perpetuating racial polarities and inequality

1.22.3 White Paper on Transforming Public Service Delivery, 1997 (Batho Pele Principles)

The concept Batho Pele (People First in Sesotho) was devised by a former Minister for Public Service and Administration in South Africa. It is an initiative to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple and transparent mechanism, which allows citizens to hold public servants accountable for the level of services they deliver. The *Batho Pele White Paper on Transforming Public Service Delivery* published on 18 September 1997, indicates that a transformed South African Public Service will be judged by one criterion above all: its effectiveness in delivering services which meet the basic needs of all South Africans. The eleven service delivery Batho Pele Principles that should be implemented are:

- **Consultation**. Citizens should be consulted about the quality of the services they receive.
- **Service standards**. Communities should be informed what level and quality of service they will receive so that they know what to expect.
- **Access**. All citizens should have equal access to the services they are entitled to.
- **Courtesy**. All members of the community should be treated with courtesy and consideration.
- **Information**. Communities should be given full and accurate information about the public services they are entitled to.
- **Openness and transparency**. Citizens should be informed on how local authorities function and the information they are entitled to.
- **Redress and handling of complaints**. If community members do not receive promised services, they should be entitled to a full explanation and also to a speedy remedy.
- **Value for money**. Services should be provided economically and efficiently in order to provide citizens with the principle of best value for money.
- **Encouraging Innovation and Rewarding Excellence**. Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen.

- **Customer impact.** Impact means looking at the benefits we have provided for our customers both internal and external , displays the link of the principles together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.
- **Leadership and strategic direction.** Good leadership is one of the most critical ingredients for successful organisations. Organisations who do well in serving their customers can demonstrate that they have leaders who lead by example, who set the vision, and ensure that the strategy for achieving the vision is owned by all and properly deployed throughout the organisation. They take and active role in the organisation's success.

These Batho Pele principles were developed to serve as acceptable policy and legislative framework regarding service delivery in the public service. These principles are aligned with the Constitutional ideals of promoting and maintaining high standards of professional ethics; pproviding service impartially, fairly, equitably and without bias; utilising resources efficiently and effectively; responding to people's needs; the citizens are encouraged to participate in policy-making and rendering an accountable, transparent, and development-oriented public administration (Batho Pele Handbook – A Service Delivery Improvement Guide). The Batho Pele Principles have been summarised by the slogan: "We belong, we care, we serve." Batho Pele aims to ensure that all public officials put people first, and adhere to the following overarching framework:

- We belong: we are part of the Public Service and should work together and respect fellow colleagues
- We care: caring for the public we serve – our customers
- We serve: all citizens will get good service from public servants

If communities are aware of their rights, the actual implementation of the Batho Pele Principles will ensure that all citizens receive the services they are entitled to. The Batho Pele Principles should instil a culture of accountability by public officials, which will ultimately result in service excellence and continuous service delivery improvement.

1.22.4 Local Government: Municipal Systems Act 32 of 2000

The Local Government: Municipal Systems Act 32 of 2000 is the most important of all local government legislation, as it establishes the framework for planning, performance management systems, effective resources utilisation and organisational change. It provides for the core principles, mechanism and processes that are necessary to work in partnership with the community. The Local Government: Municipal Systems Act 32 of 2000 defines how a municipality should provide municipal services to citizens. In terms of Section 73.1(c) of the Systems Act a municipality should ensure that all members of the local community have access to at least the minimum level of basic municipal services. The preamble to the above-mentioned Act confirms the importance of local government in ensuring universal access to essential services by citizens, specifically the poor and disadvantaged who were neglected under the former apartheid regime. The organisational structuring of local government is explicitly prescribed in the Municipal Systems Act 32 of 2000 and specifically in Section 51 which provides that "A municipality must, within its administrative and financial capacity, establish and organise its administration in a manner that would enable the municipality to:

- Be responsive to the needs of the local community;
- Facilitate a culture of public service and accountability amongst its staff;
- Be performance orientated and focused on the objectives of local government set out in Section 152 of the Constitution and its developmental duties as required by Section 153 of the Constitution;
- Ensure that its political structures, political office bearers and managers and other staff members align their roles and responsibilities with the priorities and objectives set out in the municipality 's integrated development plan;
- Establish clear relationships, and facilitate co-operation, co-ordination and communication, between:
    - its political structures, political office bearers and its administration
    - its political structures, political office bearers and administration and the local community
- Organise its political structures, political office bearers and administration in a flexible way in order to respond to changing priorities and circumstances;

- Perform its functions:
  - through operationally effective and appropriate administrative units and mechanisms, including departments and other functional or business units; and when necessary, on a decentralised basis;
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms; and
- Hold the municipal manager accountable for the overall performance of the administration".

1.22.5 Local Government: Municipal Structures Act 117 of 1998

The Local Government: Municipal Structures Act 117 of 1998 is part of a series of legislation which aims to empower local government to fulfil its Constitutional objectives as well as define the structures of local government. The Municipal Structures Act defines a municipality as the structures, political office bearers and administration of the municipality; a geographic area; and the community of the municipality. In other words, a municipality consists of a municipal institution (political and administrative structures), and the people who live in the local area. The term can also be used to refer to a local area which falls within a municipal boundary. The Local Government: Municipal Structures Act 117 of 1998 is designed to regulate the internal systems, structures and office bearers of municipalities. In terms of Section 56 of the Municipal Structures Act 117 of 1998, certain duties and powers are placed on the leadership of Ngqushwa Local Municipality to ensure that effective and efficient services are delivered to communities and municipal programs are arranged to accommodate local circumstances.

1.22.6 Local Government: Municipal Finance Management Act No 56 of 2003

In terms of the 1996 Constitution and the White Paper on Local Government, 1998, the status of local governments has changed significantly and it is essential for the finances of local government to be managed effectively and efficiently. To facilitate this transition, new legislation was passed, namely, the Local Government: Municipal Finance Management Act No 56 of 2003 56 of 2003(hereinafter referred to as MFMA). The MFMA was adopted by Parliament on 26 November 2003, and assented to by the State

President on 9 February 2004, as published in Government Gazette 26019. The MFMA applies to all municipalities and municipal entities.

The MFMA is a key component of the broader legislative framework governing municipalities and forms a major part of the reform package to bring about financial management reforms in municipalities. The afore-mentioned Act aims to strengthen financial management to support municipalities in moving towards an even more sustainable future as well as clarifying and separating the roles and responsibilities of political office bearers. The main purpose of this local government piece of legislation is to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. The overall purpose of this Act is to enable proper and transparent financial management. Good financial management is the key to local delivery. Corruption, financial mismanagement and non-compliance with financial legislation are common in most municipalities. While there are many examples of exceptional efforts and remarkable successes by individual municipalities, the local government system does not, at present, appear to be responding to these challenges effectively. However, many municipalities are unable to leverage the funds they need for even moderate municipal functionality. Consequently, this has resulted in the delivery of social services being severely compromised.

There are 4 underlying principles in the MFMA, which form the basis of the key reforms envisaged namely promoting sound financial governance by clarifying roles; strategic approach to budgeting & financial management; modernisation of financial management and promoting co-operative governance.

The MFMA, therefore, guides municipalities with how to keep, raise and spend public finances by enforcing sound public financial management at local government level .The State of Local Government in South Africa Report, 2009, also indicates that "the national government may have created expectations that local government cannot fulfil, or placed a burden on municipalities that perhaps only the strongest amongst them can carry". The State of Local Government in South Africa Report 2009, further notes that the "distribution of the equitable share always favours metros over local municipalities and that the national government has failed to devise a sustainable strategy for supporting municipalities that are inherently different and confronting unique problems that are linked

to their location in a distorted spatial economy". Hence, despite the powers devolved to local government through various policies and pieces of legislation, the municipalities have been unable to meet their performance standards. In terms of the State of Local Government in South Africa Report 2009, the failure of performance standards in municipalities has had adverse implications on local service delivery.

1.23 LEGISLATIVE PRESCRIPTIONS PERTAINING TO PUBLIC CONSULTATION AND PARTICIPATION

International experience has shown that citisen and community participation are an essential part of effective and accountable local governance in South Africa also indicated that the third sphere of government in South Africa can be regarded as being the closest to communities and in terms of the new developmental mandate assigned to it, public consultation and participation are of particular importance. The following legislations is of importance in this regard. However, a brief overview will be provided on selected Acts for purposes of the ngqushwa local municipality task:

- The Freedom Charter adopted by the Congress of the People in Klip Town, near Johannesburg in 1955;
- The Constitution of the Republic of South Africa Act 108 of 1996;
- The White Paper on Local Government, 1998;
- The Local Government: Municipal Structures Act, 117 of 1998;
- The Local Government: Municipal Demarcation Act, 27 of 1998;
- The Local Government: Municipal Electoral Act, 27 of 2000;
- The Local Government: Municipal Systems Act, 32 of 2000 and
- The Local Government: Municipal Finance Management Act No 56 of 2003, 56 of 2003.

1.23.1 Public Participation Provisions Contained in the White Paper on Local Government, 1998.

The White Paper on Local Government, 1998 (Government Gazette, Vol. 18739, 13 March 1998) is based on the following premise that apartheid had fundamentally damaged the spatial, social and economic environments in which people live, work, raise

families and seek to fulfill their aspirations; and that local government consequently has a critical role to play in rebuilding local communities and environments, as the basis for a democratic, integrated, prosperous and truly non-racial society. As such, the White Paper on Local Government, 1998, examined the state of local government at the time (1998) and made several recommendations. Amongst these recommendations was the need to promulgate legislation that would promote a new mandate for local government through public consultation and participation. In terms of Section B of the White Paper on Local Government, 1998, developmental local government is defined as local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. In order to realise the concept of developmental local government, Section B of the White Paper, 1998, stipulates the following key components of Characteristics of developmental local government; Developmental outcomes of local government and Tools and approaches for developmental local government. The characteristics of developmental local government are prescribed as Maximising social development and economic growth; Integrating and coordinating; Democratising development, empowering and redistributing and Leading and learning.

With regard to democratising development, the White Paper on Local Government, 1998, requires that municipal Councillors should promote the involvement of citizens and community groups in the design and delivery of municipal programs. It can, therefore, be argued that developmental local government hinges on public consultation and participation. The White Paper on Local Government, 1998, prescribes the provision of household infrastructure and services, creation of liveable, integrated cities, towns and rural areas and promotes local economic development as the outcomes expected of local government, in the context of a developmental state. The White Paper further provides for the following tools and approaches for developmental local government:

- Integrated Development Planning (IDP), budgeting and performance monitoring;
- Performance management, and
- Working together with local citizens and partners

One of the strengths of integrated development planning is that it recognises the linkages between development, service delivery and democracy. The White Paper on Local

Government, 1998, requires municipalities to enhance public consultation and participation at four levels, namely:

- As voters, to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote;
- As citizens who express, via various stakeholder associations, their views before, during and after the policy development process in order to ensure that policies reflect community preferences as far as possible;
- As consumers and end-users, who expect value-for-money, affordable services and courteous and responsive service; and
- As organised partners involved in the mobilisation of resources for development via for-profit businesses, non-governmental organisations (NGOs) and community-based institutions.

It is clear from the above that Public Participation takes place on four levels: the public as voters; as citizens, as consumers and as organised partners in development. It can be argued that as The White Paper on Local Government, 1998, was not an Act of Parliament it did not have the full force of law required to enforce its provisions. Public Participation structures such as ward committees could not be established on the strength of the White Paper alone. As a result, additional developmental legislation had to be promulgated to give effect to, inter alia, strengthening community consultation and participation.

1.23.2 Public Participation in terms of the municipal demarcation act, 27 of 1998

The Local Government: Municipal Demarcation Act, 27 of 1998, was promulgated on 3 July 1998 to provide for criteria and procedures for the determination of municipal boundaries by an independent authority. The Act can be seen as developmental legislation that gives effect to provisions contained in the White Paper on Local Government, 1998, published on 13 March 1998. The Act also gives effect to the provisions of Chapter 7 of the Constitution of the Republic of South Africa, 1996. In terms of Section 24(a) (i), one of the objectives of the Municipal Demarcation Act is the provision of democratic and accountable government for local communities. Sections 26(1) (b) and 28(1) both provide for the involvement of the public in the demarcation process. As such,

it is evident that the Municipal Demarcation Act is "developmental" legislation as it encourages public consultation and participation in matters of local government. It should, however, be noted that the Act is not clear or specific as to the role of ward committees in the demarcation process. The Act also makes it optional, in terms of Section 28(1) for the Demarcation Board to hold public meetings during the municipal demarcation process. After the public demarcation unrest experienced in Khutsong Township during the period leading up to the local government elections of 1 March 2006, it was recommended that government should consider amending the Act to make it mandatory for the Demarcation Board to consult with the public prior to the demarcation of a particular municipality.

1.23.3 Public Participation provisions in terms of the municipal structures act, 117 of 1998.

Because local government is regarded as the sphere of government closest to communities, the core of related legislation is to establish measures to ensure that citizens give input into the decisions that local municipalities make. The Local Government: Municipal Structures Act, 117 of 1998, was the first developmental legislation that dealt in specific terms with the structures and processes required to effect public consultation and participation in the Republic of South Africa.

In terms of Section 72 of Act 117 of 1998, only metropolitan and local municipalities of certain types may have ward committees. This means that there are a number of municipalities that need to develop Public Participation mechanisms other than the ward committee participatory system. In terms of Section 72(3) of the Act, the object of a ward committee is to enhance participatory democracy in local government. This, in practice, is carried out through Public Participation and consultation. According to Section 72(1) of the Act, only metropolitan and local municipalities of the types mentioned in Sections 8(c), (d), (g), (h) and 9(b), (d), (f) of the Act may have ward committees.

Four important deductions related to ward committees can be made, namely:

- The object of ward committees is to enhance Public Participation and consultation in matters of local government;
- Ward committees are structured communication channels between local government and its communities;
- Ward committee members, with the exception of the ward Councillor, are community representatives who perform their duties on a voluntary basis; and
- Although the Act empowers the metro to dissolve a ward committee that fails to fulfill its objectives, it does not provide for a monitoring and evaluation system required to measure performance indicators.

1.24 SERVICE DELIVERY CHALLENGES AS REGARDED IN LOCAL GOVERNMENT

Local government is defined as the sphere of government closest to the people and is at the realm of public service delivery. We can reiterate this viewpoint by indicating that local government is often the first point of contact between an individual and a government institution. The term "challenges" are defined within the concept of the African Renaissance as, the revival or revitalisation of any impediments which could constitute an obstacle towards development and innovation. Before a problem can be properly addressed, it is imperative that the root causes are identified. According to the Local Government Turnaround Strategy: Municipal Guidelines, January 2010, numerous root causes of municipal problems were identified, which included:

Root Causes of Municipal Problems	
Legislative Factors	Inappropriate legislation; over –and under- regulation
Accountability Systems	Lack of performance management systems; poor oversight; poor community participation mechanisms
IGR support & oversight	Fragmented national and provincial support; weak oversight

Figure : Root causes of municipal problems.

(Source: Local Government Turnaround Strategy: Municipal Guidelines, January 2010)

The above figure indicating the root causes, appear to correlate with the findings of the Local Government in the Eastern Cape that it has shown to be a potential hotspot for violent service delivery protests after emerging as a province with one of the highest levels of dissatisfaction among residents, according to a national poll. The 1996 Constitution prescribes that every person has a right to better life, shelter (house), food, water and sanitation and any aspect that will enhance the quality of life of communities. Despite South Africa taking a significant and positive stride towards the promise of developmental local government, most municipalities are still plagued by significant challenges which have sparked a wave of national service delivery protests.

1.25 LOCAL GOVERNMENT TURNAROUND STRATEGY (LGTAS)

The critical question facing local government is: *"What must be done to restore the confidence of people in this sphere of government?* "

In an attempt to address this question, nine province-wide assessments of each of the 283 municipalities were carried out in 2009 by the Minister of Cooperative Governance and Traditional Affairs (CoGTA), together with the respective Members of the Executive Council (MECs) responsible for local government. The purpose of the provincial assessments was to determine the key problem statement in different thematic areas and to establish the root causes for poor performance, distress or dysfunctional municipalities. From these assessments, the consolidated State of Local Government Report, 2009, was compiled and widely consulted with stakeholders. Following the analysis of the results of these assessments and from the issues covered, the framework known as the Local Government Turnaround Strategy (LGTAS) was established and published in November 2009. One of the main aims of the Turnaround Strategy is to renew the vision of developmental local government. To do this the LGTAS seeked to improve the organisational and political performance of municipalities and in turn improve delivery of services. The goal is to improve the lives of citizens, and progressively meet their social, economic and material needs, thereby restoring community confidence and trust in government. The LGTAS applies largely to those forces undermining Local Government including those municipalities who have evidence of performance failures, or difficult

social and economic circumstances to manage. The LGTAS is premised on key assumptions:

- **Local Government is everyone's business.** The Strategy extends beyond government and must be owned across society. Municipalities can be made to work better for everyone by everyone.
- **The structure of local government system remains.** Notwithstanding certain changes that may have to be effected, the overall architecture of the system of local government is still sound. Certain policy and legislative reforms have been proposed by the Policy Review on Provincial and Local Government (COGTA 2009), and these are connected to the longer-term proposals in the LGTAS. Other proposals are still under consideration.
- **The local government system is still new and is evolving.** The new system of local government was always intended to be phased in over time and the current problems must be seen as part of an effort to learn and correct as we continue with implementation. The Turnaround Strategy identifies 5 strategic objectives as illustrated in Figure below, namely:
  - Ensure that municipalities meet basic needs of communities.
  - Build clean, effective, responsive and accountable local government
  - Improve functionality, performance and professionalism in municipalities
  - Improve national policy, oversight and support
  - Strengthen partnerships between local government, communities and civil society





Figure: Strategic objectives of the LGTAS. (Source: Local Government Turnaround Strategy).

According to CoGTA (2010a:3-4), the LGTAS was underpinned by two important considerations:

- **The first is that a *"one size fits all"* approach to municipalities is not useful or acceptable.** Each municipality faces different social and economic conditions and has different performance levels and support needs. Thus a more segmented and differentiated approach was required to address the various challenges of municipalities.
  - The *(second)* and twin over-arching aim of the Turnaround Strategy is to: (i) Restore the confidence of the majority of people in their municipalities, as the primary delivery machine and (ii) re-build and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government.

The LGTAS has different focus areas: Firstly, the focus was on the immediate priorities prior to the 2011 elections. Secondly, the focus from March 2011 until 2014 will be on medium-term or post-election priorities. The immediate priorities prior to the 2011 elections consisted of four phases that commenced at the end of January 2010 and concluded in March 2011. The first phase can be seen as a pilot project in which selected municipalities per province developed their respective Municipal Turnaround Strategies (MTAS), followed by the second phase in which all municipalities followed the same process before incorporating their MTAS in their Integrated Development Plans (IDP). The third phase includes the budgeting and approval of each municipality's IDP, while the fourth phase involves implementation, monitoring and evaluation CoGTA (2010a:3-4).

Some of the immediate implementation priorities of the LGTAS prior to the 2011 municipal elections were the following:

- Addressing the immediate financial and administrative problems in municipalities;
- Promulgating regulations to stem indiscriminate selection and dismissal within municipalities;
- Promoting a transparent municipal supply chain management system;
- Ensuring that the programs of national and provincial government sectorial departments are reflected in municipal IDP; and
- Overcoming the "one size fits all" approach by simplifying IDP (CoGTA).

In order to provide concrete and viable recommendations for the municipal Turnaround Strategy, it is imperative that the strengths and the weaknesses of the Local Government Turnaround Strategy (LGTAS) are identified and considered.

1.25.1 Strengths of the LGTAS

The Report on The Local Government Turnaround Strategy outlined that the strategy has certain salient recommendations to commend, such as:

- Understanding differences between various categories of municipalities which in turn should assist municipalities to reflect on their respective strengths and weaknesses and to take responsibility for identifying and managing appropriate interventions;
- Recognising that a "one fits all" approach is neither realistic nor desirable;
- To implement a comprehensive but differentiated programs of action that will reach the objective of ensuring that all municipalities meet the basic service needs of communities;
- Proposes enhanced support interventions from the national and provincial spheres of government with further assistance from other well- performing municipalities;
- Aims for clean and effective governmental structures;
- Requires that partnerships between local government, communities and civil society be strengthened;

- Aims for prompt service delivery, financial viability, local economic development and good governance, especially at the local sphere of government;
- Aims at eradicating backlogs relating to service delivery and to facilitate improved local economic growth; and
- Encourages innovative ways and more lateral thinking on how to do things. This implies a strategy of "thinking out of the box" at times.

The Ngqushwa Local Municipality is regarded as a Category B4 municipality in terms of Section 155(1) (a) of the Constitution of the Republic of South Africa, 1996, namely: a municipality that is mainly rural with communal tenure. The LGTAS has abandoned the approach of "one size fits all," in understanding municipal differences and this is intended to assist municipalities to reflect on their respective strengths and weaknesses and to take responsibility for identifying and managing appropriate interventions. The adoption of a different approach means that the governance of metropolitan areas which are the engine rooms of the South African economy as well as areas of growing poverty and unemployment can finally be taken seriously.

1.25.2 Weaknesses of the LGTAS

In identifying the weaknesses of some the LGTAS, has provided perspective, and at best revealed connections and areas for action.

Potential weaknesses of the LGTAS:

- The implementation of the strategy will require resources, flexibility and innovative thinking, which many municipalities are lacking;
- Poor generic work ethics amongst certain government officials;
- Structures such as ward committees and community development workers, to enhance community participation, could pose a problem to the strategy because they are often not encouraged or enforced;
- Intolerance of opposition by certain local municipalities could impact negatively on the proposed strategy;
- Leadership and bureaucratic insecurity and the inexperience of many public functionaries could pose a serious threat to its effective implementation;

- Poor capacity enhancement programs at the sphere of local government; and
- Lack of a dedicated resource base and adequate capacity building programs.

By identifying the strengths (positives) and the weaknesses (negatives) of the LGTAS, all Ngqushwa Local Municipality are in more powerful position for action as future issues can be identified and action plans can be created towards 2022.

1.26 NGQUSHWA LOCAL MUNICIPALITY - SPECIFIC LGTAS GUIDELINES

Numerous programs were intended to enable municipalities to fulfil the 'ideal' for local government as envisaged in the 1996 Constitution and the White Paper on Local Government. Ngqushwa Local Municipality will strive to contribute to building the Developmental State in South Africa and draw from the constitutional and legal framework established. An ideal municipality would:

- Provide democratic and accountable government for local communities;
- Be responsive to the needs of the local community;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment;
- Encourage the involvement of communities and community organisations in the matters of local government;
- Facilitate a culture of public service and accountability amongst its staff; and
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

The guidelines for LGTAS should include:

- The Turnaround Strategy should provide opportunities for all municipalities in the country to reflect on their own performance and concentrate on removing constraints.
- Each municipality should define its improvement areas in consultation with the province. The critical thing is for there to be ownership by municipalities of the

process. It should not be compliance driven. The use of consultants in this process is necessary.

- Municipalities are expected to develop their own turnaround strategies working together with communities. All municipalities are required to develop their individual Turnaround Strategies. This needs to be based on each municipality 's priorities, local circumstances, financial and administrative capacities, but taking into consideration the relevant plans of national and provincial departments.
- The local strategies are, however, to be guided by the strategic objectives of the national strategy. To this effect, it would be expected of municipalities to review weaknesses in their policies, systems, structures approaches and operations and seek ways to improve and advance national aims and objectives.
- Institutional Maps should be distributed to national and provincial sector departments, state-owned enterprises, statutory bodies, stakeholder groupings and ward committees. These groupings should be required to provide input on their responsibilities and commitments into these maps, which needs to inform the respective Turnaround Strategies.

According to the LGTAS, one of the main aims of the Turnaround Strategy is that Ngqushwa Local Municipality is to renew the vision of developmental local government for its citizens. To achieve this, the LGTAS seeks to improve the organisational and political performance of Ngqushwa Local Municipality and in turn the improved delivery of In light of the above guidelines for municipality -specific LGTAS's the Ngqushwa Local Municipality turnaround strategy is aimed at, "restoration of confidence in the Ngqushwa Local Municipality as a primary service delivery arm of government that is effectively addressing our community concerns".

1.27 PROPOSED NGQUSHWA LOCAL MUNICIPALITY TURNAROUND STRATEGY

Ngqushwa Local Municipality should be committed to deliver services within the framework of the *Batho Pele* principles, as previously discussed in this chapter. The Ngqushwa Local Municipality Annual Report 2015/2016 also stipulates that challenges confronting the institution include high prevalence of TB, HIV and AIDS; elimination of the bucket system and digester tanks; illegal dumping; universal access to basic services and maintenance of infrastructure; intergovernmental co-ordination across spheres of

government; service delivery protests; scarce skills; and. global economic meltdown and its impact on the Municipality 's revenue base; and increased unemployment levels.

The Ngqushwa Local Municipality's Turnaround Strategy also needs to be underpinned by the following:

- ANC Local Government Manifesto (2006);
- Annual and Oversight Reports;
- Biannual input from National Treasury;
- Constitutional mandate of South African Local Government;
- IDP/Budget consultations;
- Local Government Turnaround Strategy adopted by Cabinet on 3 December 2009;
- Management and audit reports from the Office of the Auditor-General;
- Ngqushwa Local Municipality Management Reports;
- Ngqushwa Local Municipality Mayoral and Oversight Community Outreach Reports;
- Ngqushwa Local Municipality Mayoral Committee Reports;
- Reports of Internal Audit Services; and
- Reports of the Audit Committee.
- Service Delivery Protests Reports;
- Standing Committee Retreats;

Documentation and processes as indicated above, did assist political and administration leadership to identify and understand the challenges currently facing the Ngqushwa Local Municipality. These documents and processes have also, therefore, provided a solid foundation for the successful development of Ngqushwa Local Municipality MTAS. The following chapter will provide a brief overview of the Ngqushwa Local Municipality in terms of the geographic and demographic profile as well as situational data. The trends will aid in the identification of areas where the problem of service delivery remains rife. Furthermore, this chapter did analyse and assesses the Ngqushwa Local Municipality MTAS, specifically in the areas as identified by the Turnaround Strategic Team. Through the turnaround strategy, Ngqushwa Local Municipality will have the opportunity to indicate

what their needs are and to endeavour to take the necessary action to address these needs towards 2022.

However, what forms a crucial component of this equation is the role to be played by both Councillors, the advisors and officials in meeting prescriptions contained in the national LGTAS as well as the Turnaround Strategies of Ngqushwa Local Municipality. It is in this context that the Ngqushwa Local Municipality has selected a solutions based turnaround strategy for purposes of making a difference towards 2022 and beyond. This turnaround strategy will aim to restore the confidence of our local community and Ngqushwa Local Municipality's to deliver services as part of a developmental approach. Any strategy has resource implications and therefore the impending Ngqushwa Local Municipality turnaround directives has no exception. For our proposed strategies to be effective, we need to implement resources that one aimed at boosting income. Financial viability cannot be divorced from vigorous revenue in the form of local rates. It is against this rationale that Ngqushwa Local Municipality Turnaround Strategy will possibly face our biggest challenge in meeting our vision, aims and objects.

CHAPTER 2

NGQUSHWA LOCAL MUNICIPALITY GEOGRAPHIC PROFILE AND SITUATIONAL DATA

2.1. MUNICIPAL GEOGRAPHICAL INFORMATION

Ngqushwa Local Municipality falls within the jurisdiction of the Amathole District Municipality which is situated in the Eastern Cape Province. Amathole District Municipality covers an area of 23 573km² and the Ngqushwa Local Municipal area covers 2245 square kilometres which amounts for 10% of the district. The administrative seat of the Ngqushwa Local Municipality finds itself in Peddie and the municipal area is divided into 12 wards. Ngqushwa is located in the west of the Amathole district and consists of two towns Peddie and Hamburg and a portion of King Williams Town villages. It is one of the eight municipalities that fall within the Amathole District Municipality. Ngqushwa Local Municipality consists of 108 villages. Ngqushwa is bordered by the Great Fish River to the west and the Keiskamma River to the East. The southern boundary of 42km comprises a part of the coastline of the Indian Ocean and provides for some very interesting and exciting developmental prospects.

2.2. WARD VILLAGES OF NGQUSHWA LOCAL MUNICIPALITY

Ward	Villages
1	Zalara, Mtati, Tyeni, Ngqwele, Bhele, Gobozana, Nxopho
2	Upper & Lower Mthombe, Thyatha, Zondeka, Qugqwala, Dlova, Nquthu, Tildin, Tapushe, Rode, & Mavathulana.
3	Qawukeni, Mabongo, Khalana, Shushu, Ntsinekana, Mqwashu, Bongweni A, Gcinisa North, Hlosini, Bongweni B, Nqwenerhana, Crossman/ Mgwangqa, Nomonti & Torr,Tamara
4	Machibi, Upper & Lower Dube, Madliki, Phole, Moni, Ngxakaxha & Mdolomba
5	Tyityaba/Ferndale, Bodium, Bell, Lover's Twist, Crossroads, Tuku A, B & C, Wooldridge, Hoyi, Leqeni, Begha,
6	Cisira, Feni, Dam-dam, Makhahlane,Celetyuma,Mahlubini/Nyaniso
7	Ndlambe, Ndwayana, Glenmore, Maqosha, Qamnyana, Gwabeni, Mankone, Horton, Luxolo & Rura, Baltein

8	Peddie Town, Peddie Extension, Power, Luxolweni, German village, Durban Location
9	Runletts, Woodlands, Pikoli, Nobumba, Ntloko, Mgwalana, Lewis, Paradise & Lower Mgwalana
10	Mtati, Ngqowa, Upper Gwalana, Mabaleni, Ntshamanzi, Newtondale, Maxhegweni, Upper Qeto, Lower Qeto, eSigingqini
11	Mpheko, Mgababa, Prudhoe, Mkhanyeni
12	Hamburg, Benton, Gcinisa-South, Wesley, Bhingqala/Soweto, Mqheleni, Tarfield/Nier, Qobo-qobo/Nuloets, Daninge

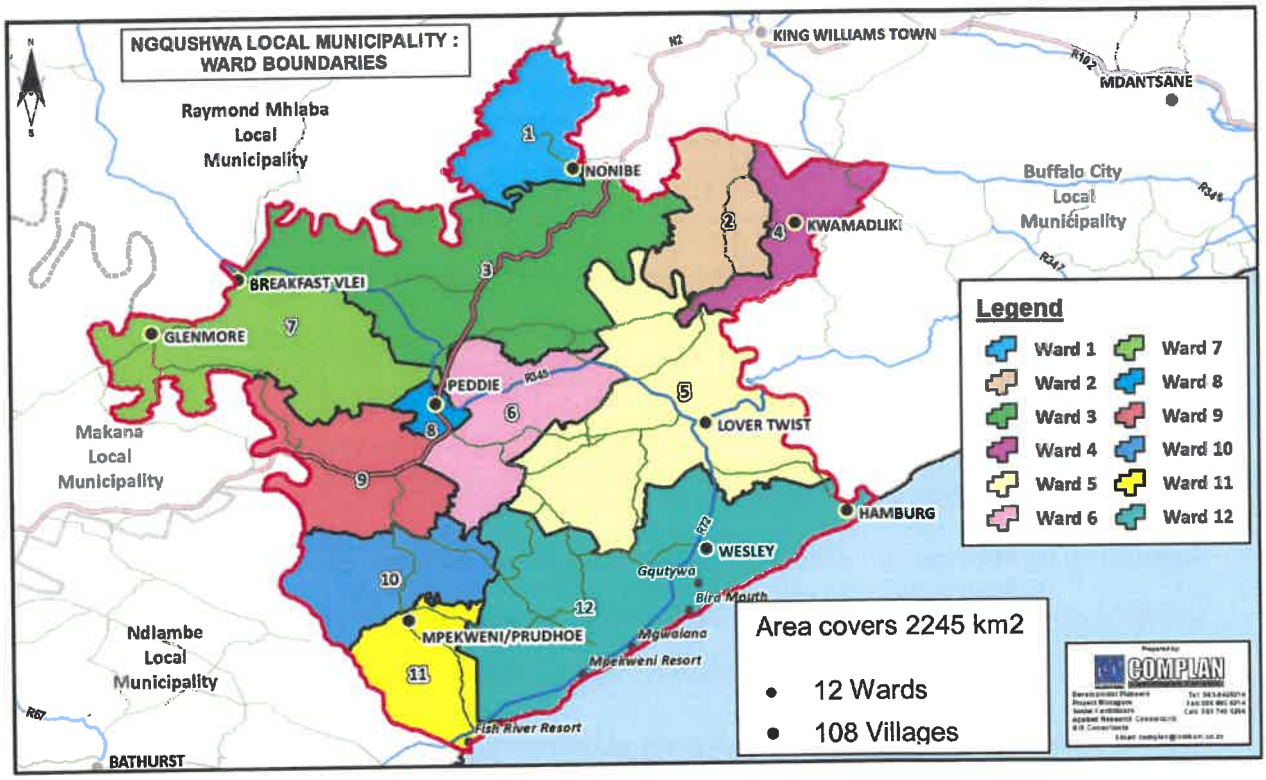


Figure 2.1: Map of Ngqushwa Local Municipal:2017

2.3 Demographic Profile

Ngqushwa Local Municipality has an estimated population of 66 227 (Stats SA: 2016). Compared to the previous census figures before 2011 the number of Ngqushwa population has decreased by 8.1%. Table in 2.2.2.1 shows a summary of key statistics by gender from Stats SA (2016):

2.3.1 Population by Ward

WARD	POPULATION BY WARD		
	MALE	FEMALE	TOTAL
1	2 593	2 962	5 555
2	2 899	3 166	6 065
3	2 658	2 902	5 560
4	2 789	3 041	5 830
5	2 798	3 167	5 965
6	2 531	2 812	5 343
7	2 543	2 847	5 390
8	2 323	2 688	5 011
9	2 322	2 574	4 896
10	2 658	3 120	5 778
11	2 180	2 603	4 783
12	2 827	3 224	6 051
GRAND TOTAL	**31 121 47% MALES**	**35 106 53% FEMALES**	**66 227 OVERALL**

Table: The latest figures according to Stats SA CS for 2016 is 66 227

According to information above from Stats SA 2016 census, the population of Ngqushwa Local Municipality was estimated at 66 227. The population is unevenly distributed among 12 wards. The number of household was estimated at 17 149.

The majority of the Ngqushwa Local Municipality resides at Ward 2 (6065) followed by Ward 12(6051). The two Wards with smallest number is Ward 11 and Ward 9.

2.3.2 Sex and Age

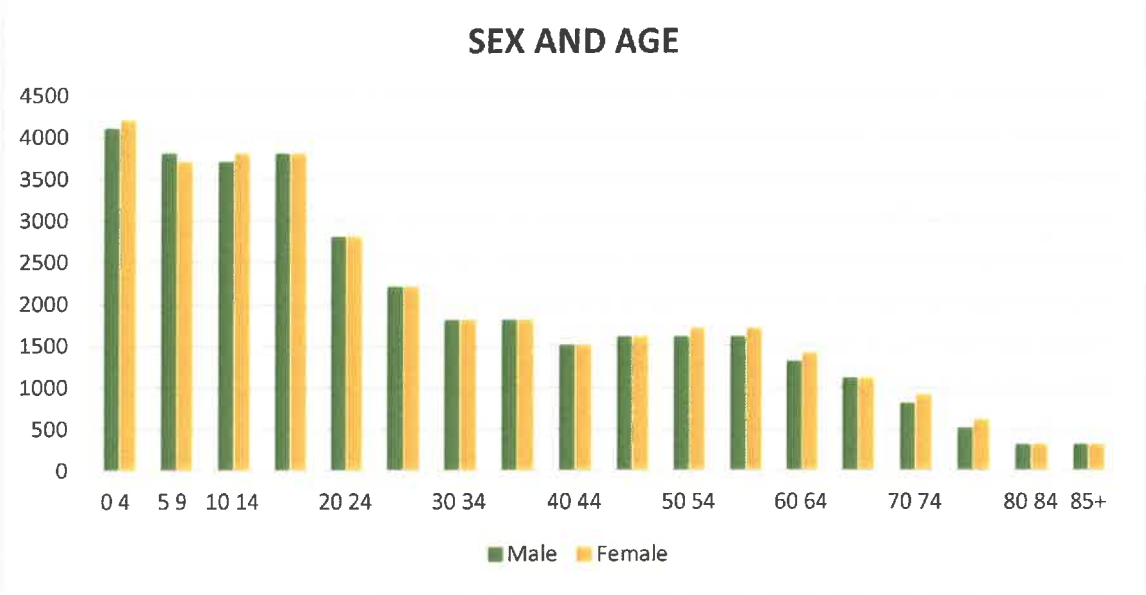


Figure : Indicates sex and age in completed years (Stats SA, 2016)

The above figures reflected a high dependency rate with numbers of children aged between 0 and 19 years, school going age estimated at 28 800 with approximately 14 899 being males and 13 901 females. On the other hand, the numbers of those who fall above the economically active population (above 60 years) are estimated at 11 675. Of those, approximately 7 260 are women and about 4 415 were men. This indicates that the total number of children, youth and elderly is 40 475 which accounts for about 56% of the total population which is very promising. This was very high and indicated that the municipality had to focus more efforts and funding towards children and youth development as well as caring for the aged. There was a high rate of school drop outs as well as high unemployment rate (Stats SA, 2016). This further promoted the need to develop social and youth development programs, provision of basic services and vigorous job creation programs going forward towards 2022.

2.3.3 Households

Table below gives an overview of common statistics of Ngqushwa Local Municipality according the official census done by Stats SA, 2016 and 2011 prior to the narrowing of wards from 13 to 12.

Demographic profile of Ngqushwa Local Municipality		
	2016	2011
Population	66 227	72 190
Age Structure		
Population under 15	31.1%	29.9%
Population 15 to 64	60.8%	58.3%
Population over 65	8.1%	11.8%
Dependency Ratio		
Per 100 (15-64)	64.6	71.5
Sex Ratio		
Males per 100 females	88.9	88.7
Population Growth		
Per annum	-0.55%	n/a
Education (aged 20 +)		
No schooling	7.8%	14.1%
Matric	21.4%	14.5%
Higher education	5.3%	3.7%
Household Dynamics		
Households	17 149	19 471
Average household size	3.7	3.1
Female headed households	51.7%	51.0%
Formal dwellings	72.9%	71.6%
Housing owned	70.7%	80.9%
Household Services		
Flush toilet connected to sewerage	8.0%	5.0%
Weekly refuse removal	8.8%	7.2%
Piped water inside dwelling	7.2%	6.5%
Electricity for lighting	96.0%	91.4%

Table: Overview of common statistics of Ngqushwa Local Municipality prior to the narrowing of Wards from 13 to 12. Source: Stats SA (2016).

2.3.4 Sector Employment in Ngqushwa

Sector	Number of people employed		Growth rate %
	2 010	2 015	(2010-2015)
Agriculture	234	346	48%
Mining	21	18	-14%
Manufacturing	147	146	-1%
Construction	5	7	40%
Electricity	464	691	49%
Trade	1 272	1 491	17%
Transport	144	178	24%
Finance	627	758	21%
Government	1 589	1 637	3%
Community	1 285	1 502	17%
Total employment	**5 788**	**6 774**	**17%**

Table: Sector employment in Ngqushwa: Growth rate (2010-2015)

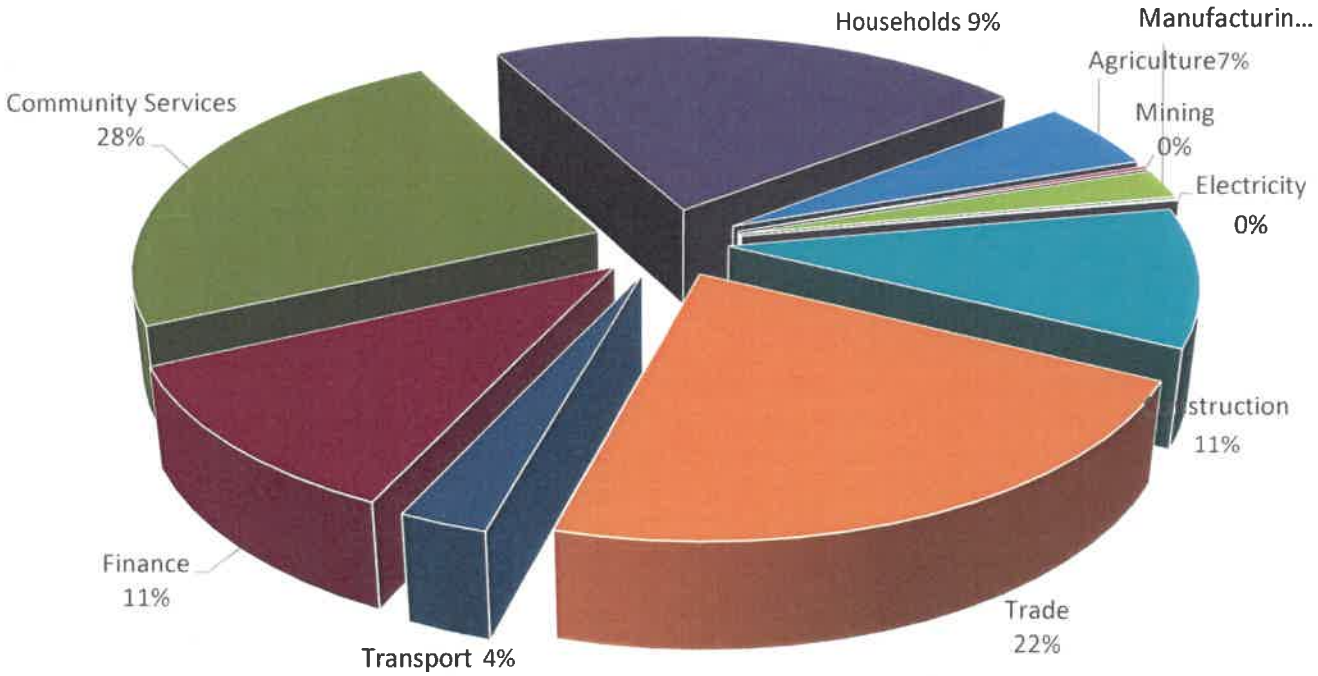
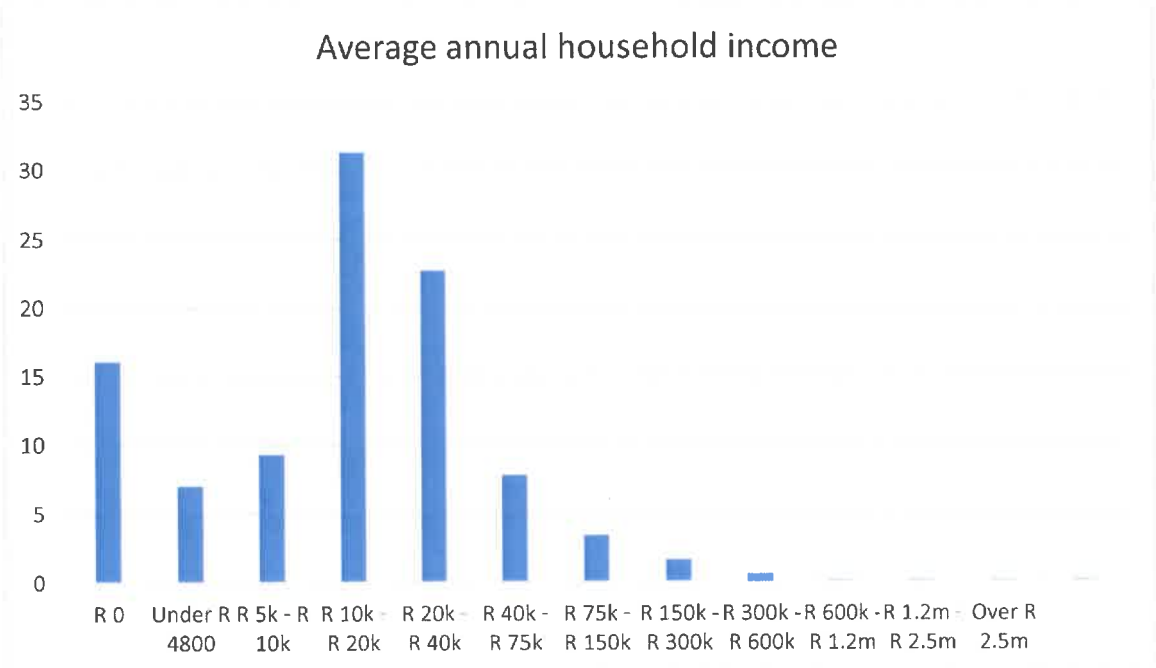


Figure : Sectors contribution to total employment Ngqushwa, 2017

The economy of Ngqushwa is dominated by community services sector, which contributes about 28% to the GGP of Ngqushwa in 2017. Community services and Trade are the major employer in Ngqushwa as they both have the highest number of employment.

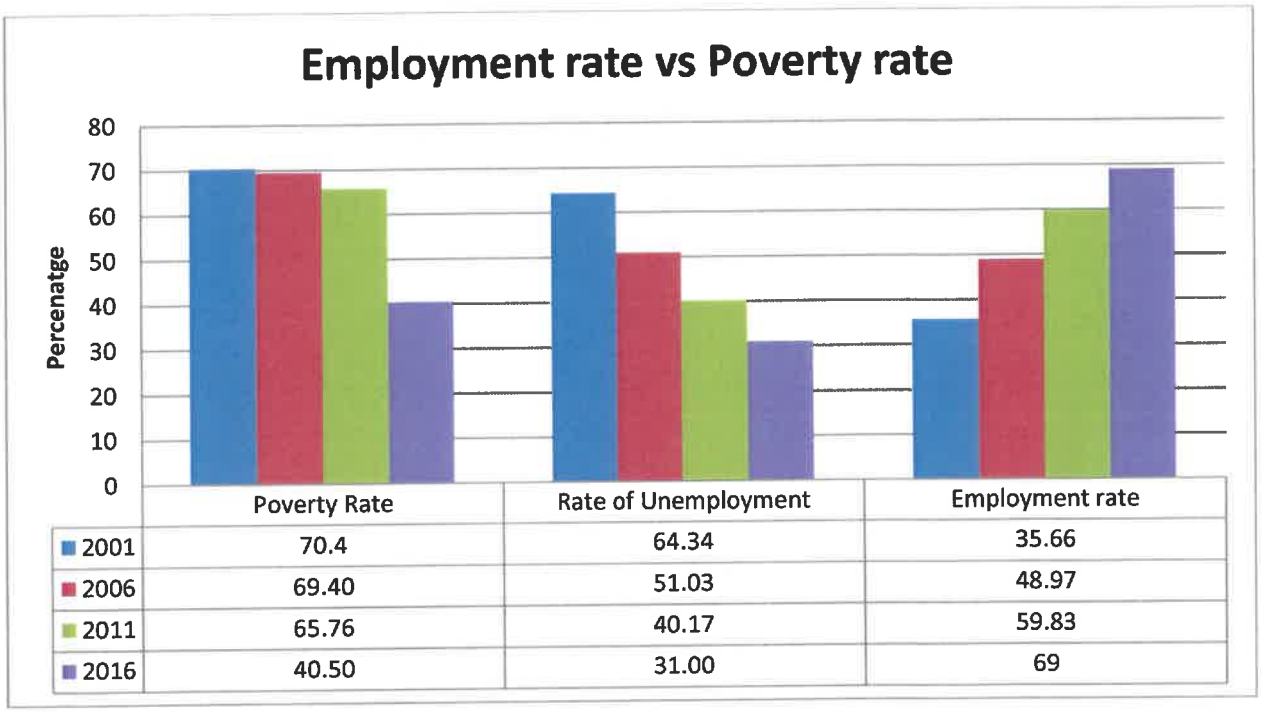
2.3.5 Average annual household income



Source :STATS SA 2011 & (CS) 2016

Figure : Annual Income

2.3.6 Employment rate vs Poverty rate

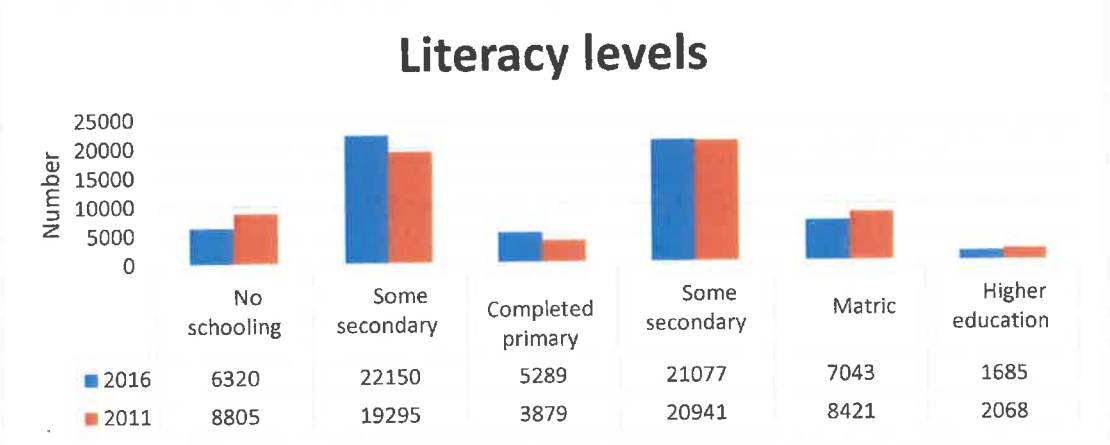


	Poverty Rate	Rate of Unemployment	Employment rate
2001	70.4	64.34	35.66
2006	69.40	51.03	48.97
2011	65.76	40.17	59.83
2016	40.50	31.00	69

Source :STATS SA 2011 & (CS) 2016 **Figure : Employment rate vs Poverty Rate**

Above figure reflects decreasing poverty levels between 2011, being about 66% to 41% in 2016. Unemployment on the other hand also shows a decrease from 40% in 2011 to about 31% in 2016. The employment rate, however, was on the increase from 60% in 2011 to 69% in 2016.

2.3.7 Literacy levels



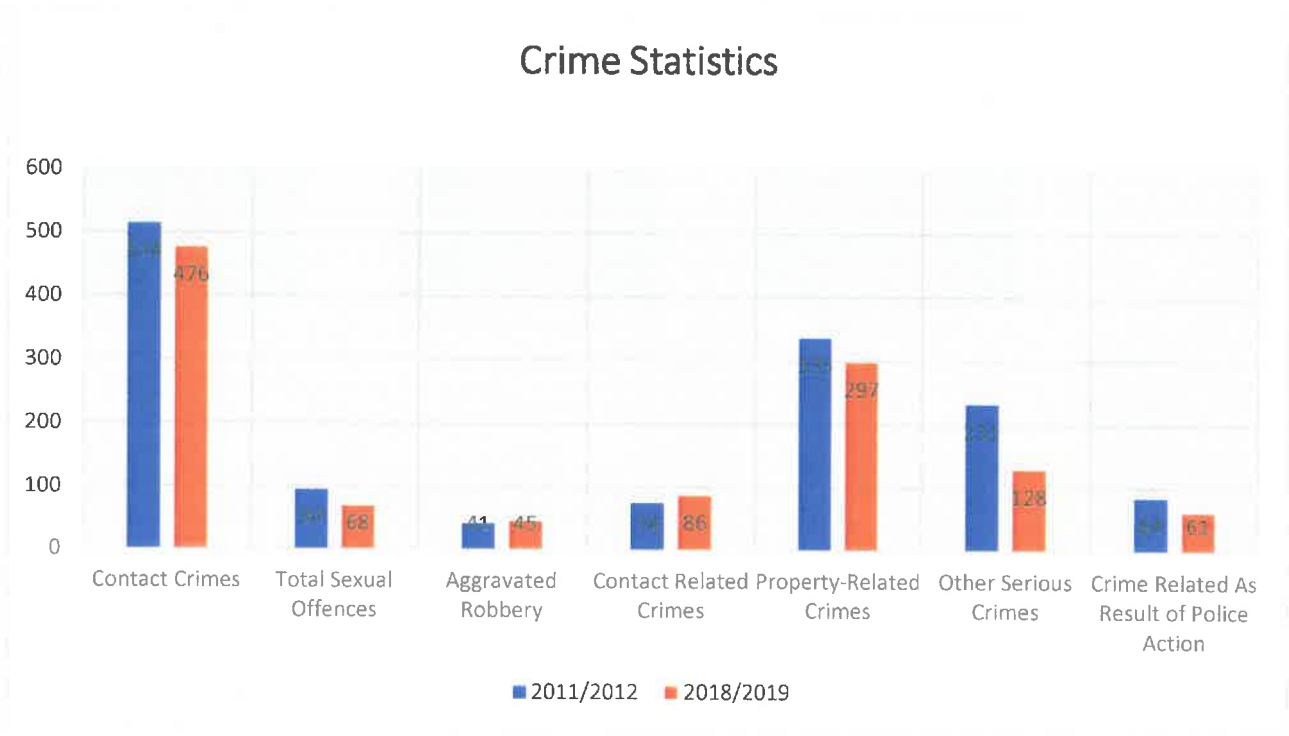
	No schooling	Some secondary	Completed primary	Some secondary	Matric	Higher education
2016	6320	22150	5289	21077	7043	1685
2011	8805	19295	3879	20941	8421	2068

Source: STATS SA 2011 & (CS) 2016 **Figure : Literacy Levels**

According to Literacy levels source: Stats SA 2011 and (CS) 2016 the above figure reflects a decreasing rate by 2485 from 2011 to 2016 for no schooling. For some secondary it increased by 2855 from 2011 to 2016.For Completed primary it increased by 1410 from 2011 to 2016.For some matric it reflects a

decreasing rate by 1378 from 2011 to 2016. For higher education it also shows a decreasing rate by 383 from 2011 to 2016.

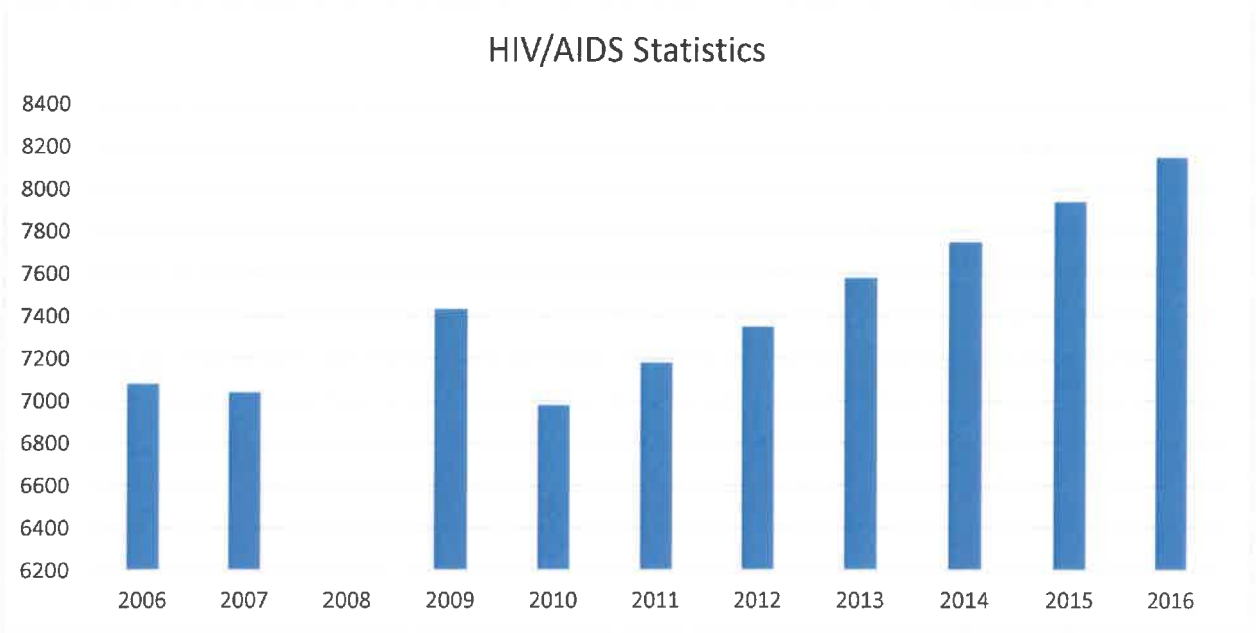
2.3.8 Ngqushwa Crime Statistics



Source: ECSEC 2019

The above figure of Ngqushwa crime rate shows a decreasing rate by 38 from 2011/12 compared to 2018/19 for contact crime stats. For total sexual offences, crime rate decreeased by 28 from 2011/12 compared to 2018/19. Aggrevated robbery, contact related crimes and crime related as result of police action were the minimal criminal offence for both 2011/12 and 2018/19. As for property-related crimes and other crimes, they both decreased in 2011/12, other by 38 and the other by 103 compared to 2018/2019.

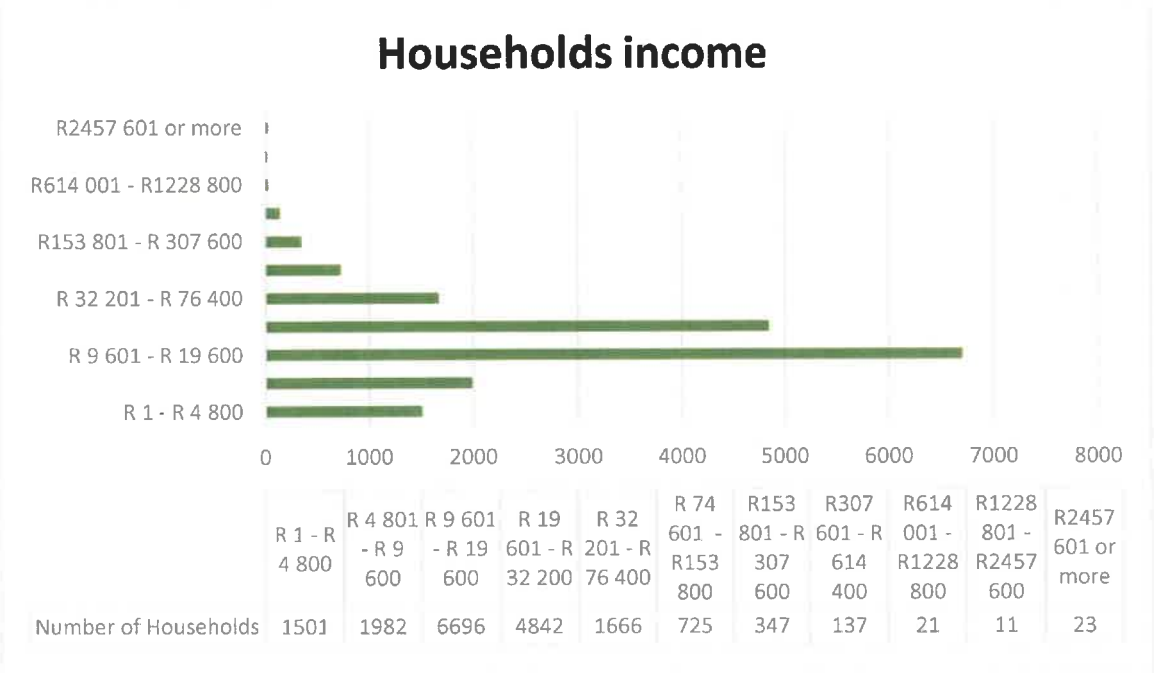
2.3.9 HIV/AIDS Statistics



Source (Stats SA 2016)

According to Stats SA 2016, the number of people living with HIV/AIDS has increased by 970 from 2011 to 2016 period. This increase is influenced by many factors to name few; promiscuity is one of those factors. People continue to have more that one partner. Ignorance is also a factor, most people living in these are fully aware of the disease, but they continue to get involved in practices that fuel its transmission.

2.3.10 Household Income



	R 1 - R 4 800	R 4 801 - R 9 600	R 9 601 - R 19 600	R 19 601 - R 32 200	R 32 201 - R 76 400	R 74 601 - R153 800	R153 801 - R 307 600	R307 601 - R 614 400	R614 001 - R1228 800	R1228 801 - R2457 600	R2457 601 or more
Number of Households	1501	1982	6696	4842	1666	725	347	137	21	11	23

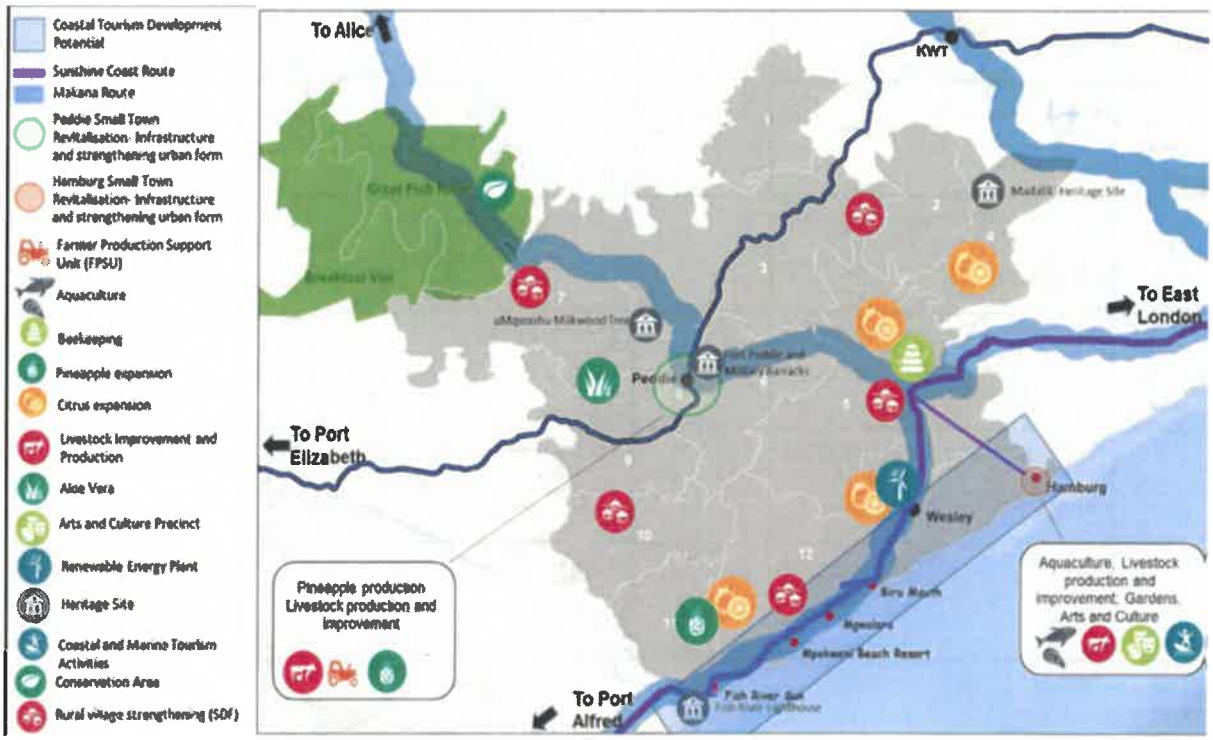
Source: ECSEC 2019 **Figure : Household income.**

The above figure reflects the majority of households earning very low incomes. Statistics SA (2011) information shows the number of the employed households being 11 538 earning between R9 601 and R38 200 per annum. Ward meetings revealed that the majority of the population relies heavily on social grants. They raised that there is a need for projects to provide the community with food security. Proposals for skills development and provision of institutions of higher learning that will ensure improvement of the labour force also came up strongly from the wards. Ngqushwa Local Municipality will do its best towards establishing the Ngqushwa Local Municipality Training Academy with urgency.

NATURAL RESOURCES	
MAJOR NATURAL RESOURCES	**RELEVANCE TO COMMUNITY**
Mining sand and lime	Construction
Vegetation: aloe	Harvesting, processing and production
Ocean and dams	Water accessibility

ECONOMIC POTENTIAL

The following figure maps out the economic potential of Ngqushwa



Source : NLM LED Strategy 2019.

2.3.11 Service Delivery Overview

Ngqushwa Local Municipality strived to ensure everybody in its jurisdiction are provided with better roads infrastructure and community halls. During the period of 2020/21, the municipality has done some commendable work under Technical Services Directorate. Gravel roads were maintained through blading, re-gravelling and patching (tar roads). The challenges faced by the section are the status of District Roads that are under Public Works. An MOU has been signed by both parties, ensuring that everybody has access and better roads as enshrined in the Constitution. Below is the 2020/21 financial year list of Internal roads and Public amenities such as community halls that were identified and budgeted for.

#	MIG PROJECTS	WARD	STATUS
1.	Lewis Community Hall	9	Completed
2.	Maxhegweni Community Hall	10	Completed

3.	Lower Mgwalana Community Hall	10	Completed
4.	Bodium Community Hall	5	Completed
5.	Leqeni Internal Roads (3,5km)	5	Completed
6.	Rura Internal Roads (6,5km)	7	Completed
7.	Hamburg Internal Road (7km)	12	Completed
8.	Mpekweni Internal Road (7km)	12	Completed
9.	Horton Community Hall	7	Completed

Table: Service Delivery Overview

2.4. LOCALITY

2.4.1. Regional Context

The Amathole District Municipality occupies the coastal region of the Eastern Cape Province. The District Municipality is bordered by the Eastern Cape Districts of Cacadu, Chris Hani and O R Tambo and the Buffalo City Metropolitan Municipality and includes all former administrative areas of the Eastern Cape, namely the former Transkei and Ciskei homeland areas as well as former Cape Provincial areas.

The Amathole District Municipality consists of six local municipalities, namely Raymond Mhlaba Local Municipality, Amahlathi Local Municipality, Ngqushwa Local Municipality, Great Kei Local Municipality, Mnquma Local Municipality and Mbhashe Local Municipality.

2.4.2 Municipal Context

Ngqushwa Local Municipality is approximately 2245 km² in extent and comprises two major urban areas i.e. Peddie and Hamburg. The municipality is traversed by both the National N2 to the North and the R 72 to the South. Both the N2 and the R72 are routes which connect the towns to the entire Eastern Cape; as well as the central and western part of the Eastern Cape, respectively. The study area is bordered by Buffalo City Metropolitan Municipality to the North East, Raymond Mhlaba Local Municipality to the North-West; and Makana Local Municipality and Ndlambe Local Municipality to the South-West. The Ngqushwa Local Municipality consists of 12 wards and 108 rural villages.

The towns of Peddie and Hamburg are identified as the Major Service Centres to the Local Municipal Area. In the town of Peddie itself, all business related activities and services are limited to the "Central Business District (CBD) Area." Located in a relatively remote area is the town of Hamburg, 44km from Peddie, along the Coast of the Ngqushwa Local Municipality. However, it has strong linkages with Peddie, East London, Port Alfred, Port Elizabeth and King William's Town, which are major suppliers of consumer goods to Hamburg. The town of Hamburg was primarily a holiday destination, even though development has been stagnant. Farms are mainly found along the coast and include the town of Hamburg.

2.4.3. Ngqushwa Local Municipality Alignment with Provincial Spatial Development Plan (PSDP)

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

The Eastern Cape Provincial Spatial Development Plan (ECPSDP) review was undertaken in the form of spatial themes connected to the Provincial Growth and Development Plan (PGDP) pillars, to facilitate alignment between the goals of that Plan and the Provincial Spatial Development Plan (PSDP), in terms of various spatial development frameworks and institutional proposals. The strategic focus of the PGDP was centred on poverty alleviation and the areas having the greatest impact on changing

the social and economic structure are education, agriculture and industry, complimented by social protection measures such as social grants, access to water, sanitation, housing and public health. The ECPSDP supported the various programs of the PGDP by providing spatial guidelines to achieving co-ordinated investment of public resources to achieve the greatest impact possible in agreed shared impact areas.

A Poverty Free Eastern Cape PGDP REVISED PILLARS				
Social Protection and Basic Service Delivery **KPAs** • Income Security • Municipal Services • Housing • Comprehensive healthcare • Expand EPWP towards sustainability • Community safety • Gender based violence • Nutrition	**Agrarian Transformation & Rural Development** **KPAs** • Land Reform (redistribution, redress, tenure, land use) • Area based planning • Food security • Agricultural infrastructure • Agro processing • Institution building	**Human Resource Development and Education** **KPAs** • HRD plan • ECD • Improve access, throughput and quality of GET education band • Improve quality and status of FET • ABET and literacy • Public service (provincial and local) skills and training	**Infrastructure** **KPAs** • Integrated infrastructure plan • Establish project preparation fund • Infrastructure finance strategy • Strengthen state capacity • Technical support centre	**Manufacturing Diversification** **KPAs** • Industrial Development • Development finance • Tourism Development • Local Economic Development • Cooperatives development • Innovation and R+D • Institutional building and reconfiguration
Public Sector and Institutional Transformation **KPAs** • Institutional arrangements for PGDP • Improved research and M&E • Stakeholder participation and coordination • Central Planning • Strategic repositioning of Local Government Organisational/Institutional gearing				

Table: PGDP Revised Pillars

The Provincial Growth and Development Plan (PGDP) pillars, were to facilitate alignment between the goals of such Plan and the ECPSDP. These goals or 'pillars' involve Environmental, Social Development and Human Settlements, Rural Development, Infrastructure, Socio Demographic and Economic Situation, Human Resources; and Governance.

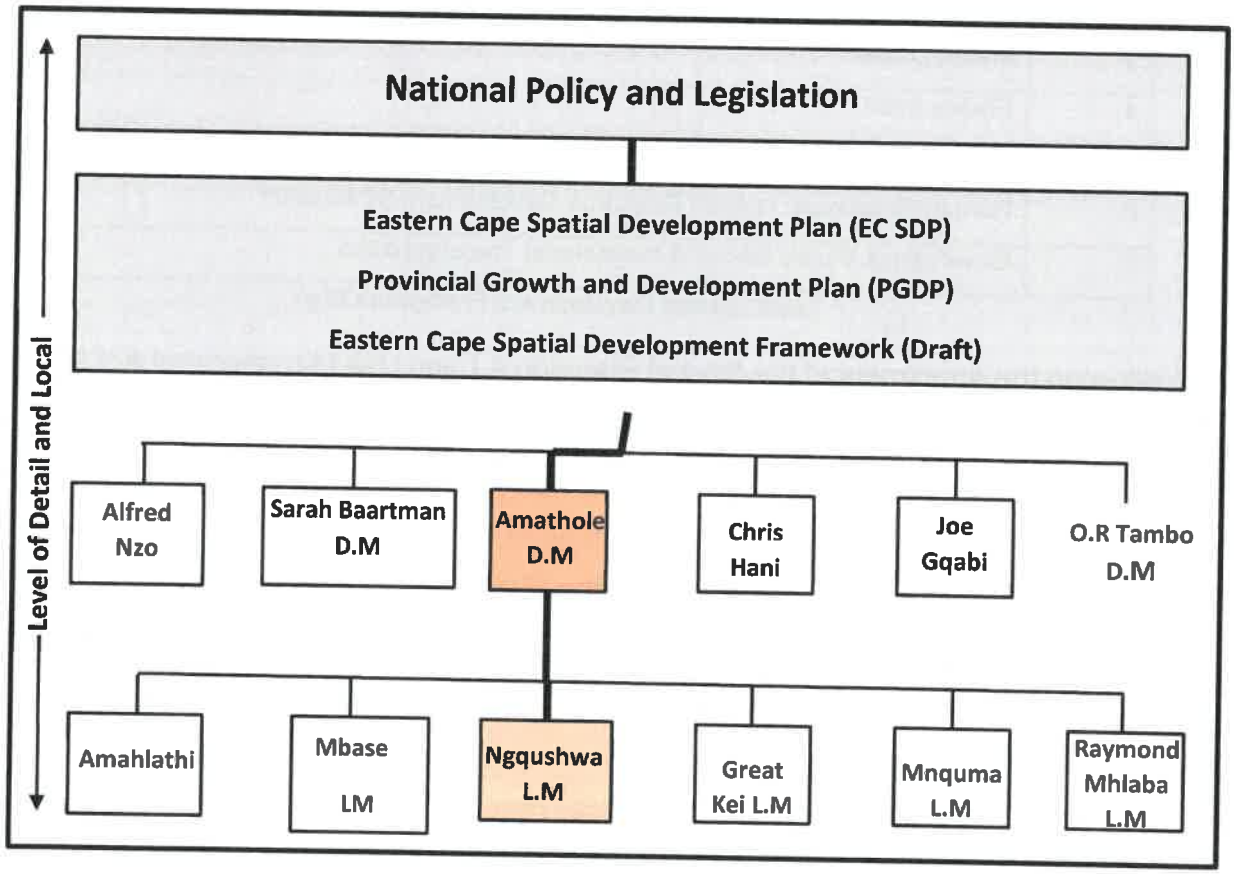
1	Social: Social Protection & Basic Service Delivery
2	Rural Development: Agrarian Transformation & Rural Development
3	Infrastructure
4	Environment
5	Economic Development: Manufacturing Diversification
6	Human Resources: Human Resource Development &Education
7	Governance: Public Sector & Institutional Transformation

Table: Spatial Development Framework Plan

Following the enactment of the Spatial Planning & Land Use Management Act 16 of 2013, various changes in the planning programme were introduced as well as new generational level of Spatial Development Frameworks from the national, provincial, regional, district, metropolitan and local levels. In light of these new changes, the Eastern Cape Provincial Government (CoGTA), has prepared the first ever provincial spatial development framework during 2018/19 financial year with the aim of providing spatial development direction for the province and ensuring alignment between the national, provincial and local spatial mandates.

The Ngqushwa Local Municipality SDF was prepared in the form of spatial themes so as to facilitate alignment between the goals of the ECPSDP, in terms of various spatial development frameworks and institutional proposals. The municipal systems act mandates that each municipality must prepare and adopt a five year Integrate Development Plan which must consist of various sector plans. Some of these sector plans have generally been prepared by the relevant line departments, based on needs and compliance requirements of each of each sector.

Figure 1: Policy Alignment



Spatial Development Framework Plans are therefore Integrated Spatial Development Plans (ISDPs) linked to IDPs and Sectorial Programs, providing multi-sectorial development management at different levels of detail across each municipality, in accordance with the requirements of each municipality, sector department, agency, parastatal, traditional authority and community. In an ideal situation, the IDP is the overall plan with all PGDP pillars/frameworks/sector plans feeding into it, and the SDF gives spatial dimension to each framework. (ECPSDP, 2010).

In the process of ensuring alignment, the Municipal Systems Act once again mandates that District SDFs be prepared and to be of a strategic and regional coordinating nature referring to local SDFs, which are more detailed and reflect the situation on the ground according to community needs, community development codes, livelihood zones and development requirements. In order to achieve an integrated development effort, it is essential that all municipalities consult with their neighbouring municipalities in order to ensure their spatial plans and IDP projects connect or link up from local SDF's to District SDF's. This will ensure local level projects, strategies, priorities and focus areas are

reflected in their District SDF's. This will ensure there is vertical alignment between local and district SDF's.

1. SITUATION ANALYSIS IN TERMS OF KEY ISSUES

1.1 Social Analysis of Ngqushwa Local Municipality

- The official unemployment rate of 68% at Ngqushwa Local Municipality is very high
- 41% of people in the Ngqushwa Local Municipality area have no means of income
- Targeted clinics need to offer a greater level of service, especially as the hospital in Peddie is far from outer lying areas
- Education facilities do not have adequate infrastructure capacity
- There are no "further education" and "training facilities", and ICT centres within the municipal area
- There is a lack of social housing supporting the middle class income group
- There is limited tourism marketing happening
- There is a lack of proper tourism signage
- Limited community-based tourism
- Tourism sites not well maintained and needs to be upgraded
- There is a lack of tourism facilities such as banks, etc.
- There is a lack of proper road infrastructure
- The Local Visitors Information Centre is not along a major route
- There is a lack of activity and linkages between municipalities
- There is a lack of adequate facilities for traders with trading equipment
- There is a lack of recreational facilities along major rout
- Social Infrastructure within Ngqushwa Local Municipality is limited, with the majority of facilities being located within the town of Peddie. However, the existing poor condition of some of the facilities were highlighted as an issue. An assessment in terms of the CSIR Human Settlement Guidelines, from the facilities available in the Municipal area.

1.2 Key Performance Areas and Development Priorities

The table below indicates the key performance areas and priorities as per the adopted draft 2021/22 IDP.

Table: Social Analysis of Ngqushwa Local Municipality prior to 12 wards Stats

Prioritised Needs	Challenges	Wards
Water	Access to clean, good quality running water.	All Wards
	Boreholes and scooping of dams	4, 6, 11
Community halls	Lack of maintenance on community halls	All wards
	Construction of community halls	1, 2, 3, 4,7, 8, 9, 10, 11, 12
	Renovations	1, 2, 4, 9, 11
High mast lights	Installation of street lights	1, 4, 5, 6, 12
Streets/Roads	Lack of maintenance on internal streets	All Wards
	Construction of internal streets	1, 3, 4, 5, 6,7,9 10,11, 12
	Side walks	8
Sport and Recreation facilities	Need for better sport facilities.	6, 8, 11
	Children's park with gym facility	6
Housing	Need for RDP houses	5, 8, 12
Health	Construction of clinic	5
	Elderly care centre	8
Fencing	Poor fencing in camps	5

KEY PERFORMANCE AREAS

Key Performance Areas	Strategic goal
KPA 1: Institutional Development and Design	To improve organisational cohesion and effectiveness.
KPA 2: Quality Basic Service Delivery and Infrastructure Development	To manage provision of quality basics services in order to ensure rendering of sustainable and affordable services to the communities.
KPA 3: Local Economic Development and Spatial Development	Strives to ensure the creation of wealth using all available resources and strategic partnership to promote sustainable economic growth. To create a conducive spatial environment to address the Social, economic, environmental and cultural needs of the communities in order to ensure sustainable development in accordance with Spatial Planning & Land Use Management Act principles and the National Development Plan. To provide responsive, accountable, effective and sustainable public services.
KPA 4: Financial Viability and Management	To be financial viable municipality (self sustainability)for effective service delivery

KPA 5: Good Governance and Public Participation	To promote a culture of good governance and stakeholder involvement.

Table: Key Performance Areas

Table 4: Development Priorities for 2021/22 financial year:

▪ **Housing** ▪ **Water and Sanitation** ▪ **Upgrading of stormwater drainage (replace old pipes)** ▪ **Re-surfacing, paving and internal roads** ▪ **Revalization of Ngqushwa Irrigation Schemes** ▪ **Ngqushwa Training Academy**	▪ **Ngqushwa Sport Center, Sport Academy, Sport Fields** ▪ **Local Economic Development Programmes** ▪ **Small Town Revalization Project (Hamburg and Peddie Development)** ▪ **Community halls**

1.3 SWOT ANALYSIS (STRENGTHS, WEAKNESS, OPPORTUNITIES, THREATS)

The SWOT Analysis reflects on the Strengths, Weaknesses, Opportunities and Threats found within the Ngqushwa Local Municipality.

KPA 1: INSTITUTIONAL DEVELOPMENT AND DESIGN

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
1. Policies and Plans in place 2. Age profile (young workforce) 3. Implementation of HR Plan 4. Developed and adopted municipal calendar 5. Dedicated personnel	10. Insufficient budget for trainings 11. High Dependency on grants (LGSETA) 12. Lack of wellness facilities 13. Misuse of sick leave by employees. 14. None adherence to	18. Competitive advantage of having skills /capable workforce 19. Surrounded by Higher Learning Institutions. 20. Legislations guiding running of	25. Labour unrest 26. Changes in Labour Legislation 27. Changes in Technology 28. Misuse of council fleet 29. Possible fuel theft

	to provide support		the adopted municipal calendar		Municipalities	30.	High maintenance costs
6.	Fleet Management Policy	15.	Limited budget	21.	Benchmarking with other municipalities	31.	Loss of valuable information
7.	Developed and approved Records Management Strategy	16.	Non adherence/partial implementation of the FM Policy	22.	Assistance provided by Eastern Cape Provincial Archives	32.	Information security threats, e.g. viruses and hackers
8.	Approved ICT Governance framework	17.	No Disaster Recovery and backup site.	23.	Appetite for digital services to the community	33.	Natural disaster.
9.				24.	Potential to collect more revenue		

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS

1.	Central location for industrial uses.	6.	Highly dependant on grants (MIG,EPWP and INEP)	14.	The N2, R72 and R345 traverse the municipal area.	17.	Ageing infrastructure.
2.	Skilled competent staff	7.	Dilapidated infrastructure	15.	Reallocation of MIG grant assist in accelerated service delivery against planned projects for the MTEF.	18.	Increasing of crime rate and vandalism of social amenities.
3.	Community support.	8.	Only 2% of roads in the municipal area are surfaced.	16.	Improved infrastructure will create investor confidence.	19.	Illegal connections to Municipal services.
4.	Formal taxi rank facility in Peddie.	9.	The Regional Water Scheme in Peddie is overloaded.			20.	Capacity strain on Sewer plants
5.	Good supply of electricity throughout the municipal area.	10.	Upgrade of the Sewer Treatment Works in Peddie is needed				
		11.	Lack of the same infrastructure in Hamburg.				
		12.	Lack of infrastructure asset				

	management plans 13. Lack of SMME development programs.		

KPA 3: LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
1. Land Available for Development (SDF) 2. Adequate land available for Agriculture Purposes. 3. 42 Km Coastal belt 4. Expertise and best practises of CANADIAN in LED through BIGM program.	7. Financial Constraints limit ability to achieve LED objectives 8. Poor Road Infrastructure to economic nodal point 9. Limited community based Tourism 10. Access to funding and mentorship	17. Revitalization of Irrigation Schemes 18. Expansion of Citrus Production 19. Livestock Farming 20. Establishment of Processing facility/plant 21. Investor attraction opportunity within the Municipality 22. Potential to expand	28. Adverse demographical changes 29. Element of land invasion in Hamburg 30. Lack of Youth participating in economic activities 31. Climate Change 32. Illegal poaching of Marine living resources

5. Tourism destination hotels 6. Strategically Located along major transport routes.	11. Value addition enterprises 12. Insufficient skills base to Local Farmers 13. Poorly organised Cooperatives 14. Accessing/ leasing farms for farming purposes 15. Social Issues (Traditional Leaders 16. Coastal Infrastructure	Hamburg Aquaculture 23. Development of Tourism Heritage Attraction Sites 24. Small town Revitalization 25. Adventure opportunities (along Fish River and hiking trails) 26. Beach front development 27. Unique Keiskamma Estuary piloted by the Province.	

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS

1. Developed,reviwed and implemented BTO policies 2. Improved internal control which has resulted in better audit opionion (unqualified audit report) 3. Financial system up and running resulting in efficient billing and accountability 4. Strong relationship with Government Institutions resulting in improved revenue collection. 5. Better control; systems over the compilation	6. Non-compliance with SCM regulation and its processes 7. Incomplete customers data base and unknown properties resulting to revenue leakages 8. Unreliable MSCOA implementation and reporting.	9. Disposals and leasing of municipal land to maximise revenue 10. Development and implementation of LED programs which will have a direct economic growth	11. The institution is having low revenue and low collection rate to other revenue sources which is a direct threat to service delivery. 12. Protest due to lack of service which lead to destruction of municipal infrastructure 13. Non compliance with budget and reporting regulation which has resulted to unfunded budget.

of General Valuation which serves as a base for municipality.			

KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
1. Policies and Plans are available within the municipality 2. Capable /skilled workforce	3. Continuous skills development for Internal Auditors 4. Strengthen performance monitoring and reporting. 5. Standardise and simplify processes and systems.	6. Market and Brand Ngqushwa Municipality through Communication 7. Innovative community engagement through public participation	8. COVID 19 9. Changes in Legislation 10. Changes in Technology

CHAPTER 3

KPA 1: INSTITUTIONAL DEVELOPMENT AND DESIGN

3.1. INTRODUCTION

Ngqushwa Local Municipality's mandate is to attract and retain the best talent to ensure operational effectiveness and service delivery are delivered. Corporate Services Department is the custodian of Institutional Design and Development Key Performance Area within the institution. The municipality intend to shift its mind-set in the next two (2) Years by introducing leadership development interventions to build the skills, knowledge and abilities of our Middle Management, Senior Management and Political leadership.

Given the current challenges that Ngqushwa Local Municipality is facing in terms of service delivery, the participation in leadership development programmes by Councillors is, however, costly in terms of time and finances. Therefore the evaluation of these programmes is essential in order to assess the lessons learned from participation in the programme, as well as to assess the impact of these programmes. Motivation is defined as the willingness to do something and is conditioned by this action's ability to satisfy some need for the individual where researchers defines it as what an individual will do. In order for councillors to effectively participate in leadership development evaluation, they need to be willing to do so.

3.1.1 Institutional Arrangement

#	Approved and funded posts	Incumbent
1.	Director : Corporate Services	Mr. M. Mxekezo
2.	Manager : Human Resources	Mr. L. Nqawa
3.	Manager : Administration	Ms. E. Maytham
4.	Manager: Information and Communication Technology	Ms. A. Bantwini

Table: Institutional Arrangement

3.1.2 Legislative framework applicable:

- The Constitution of the Republic of South Africa 103 of 1996
- Local Government Municipal Systems Act 32 of 2000
- Local Government Municipal Structures Act 117 of 1998
- Local Government Municipal Finance Management Act 56 of 2003
- Labour Relations Act 66 of 1995
- Basic Conditions of Employment Act 75 of 1997
- Skills Development Act 97 of 1998
- Skills Development Levy Act No. 09 of 1999
- South African Quality Authority (SAQA) Act No 58 of 1995
- Employment Equity Act No 55 of 1998
- Occupational health and safety Act 85 of 1993
- Compensation for Occupational Injuries and Diseases Act 130 of 1993
- Unemployment Insurance Act 30 0f 1996
- Protected Disclosure Act 26 of 2000
- Promotion of Access to Information Act 2 of 2000

Strategic Goal: To improve organisational cohesion and effectiveness.

Political Structure



Mayor: D Ncanywa



Cllr L Kolisi
Portfolio Head: Infrastucture



PR Cllr M T Siwisa
Portfolio Head: Corporate Services



Cllr F Phumaphi
Portfolio Head: Budget & Treasury



PR Cllr ZR Nduneni
Portfolio Head. Community Services

Administrative Structure



N.Mgengo
Municipal Manager



M. Mxekezo
Director: Corporate Services



Z.Z. Siwundla
Director: Technical Services and Infrastructure



S. Ndakisa
Chief Financial Officer



V. Mbangi
Director: Community Services

3.2 Municipal Organisational Structure

The Municipal Manager is the Administrative Head and Accounting Officer of the Municipality. He/ she is responsible for the implementation of the IDP and SDBIP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by a team of Executive Managers appointed in terms of section 56 of the Municipal Systems Act, 2000 in this context. Efforts should be made to develop leadership and management skills at this level to ensure improved managerial capabilities.

Council will approve the final organogram on the 30th May 2021. There are 235 positions in total. Out of 235 positions, 209 positions are filled and 14 are vacant funded. There are also 12 vacant posts that are not budgeted for.

DEPARTMENT	POSITION	FUNDED (Y/N)
Office of the Municipal Manager	Senior Risk and Internal Auditor	N
	Assistant Legal Advisor	Y
	Practitioner: IDP & PMS	Y
Community Services	Manager: LED	Y
	Administrative Clerk/Cashier (Hamburg)	Y
	Traffic Officers x 2	Y
	Officer: Town Planner	Y
	Superintendent: Registration, Authority and Administration	Y
Corporate Services	Technician: ICT	N
	System Administrator	N
	Practitioner: Labour Relations	Y
	Officer: Records Management	Y
	Admin Clerk: Fleet Management	N
	Records Management Assistant	N
	Driver/ Messengers x2	N
	Office Support	Y
Budget & Treasury Office	Accountant: Project	Y
	Accountant: Project	N
	Practitioner: SCM	N
	Accountant: Financial Statement	Y
Technical Services	Superintendent: In-house Construction	N
	Superintendent: Roads and Storm water	N
	Engineering Technician: Civil (Roads & Storm Water	N
	Engineering Technician: Civil (PMU)	Y

3.2.1Location of Ngqushwa Local Municipal Offices

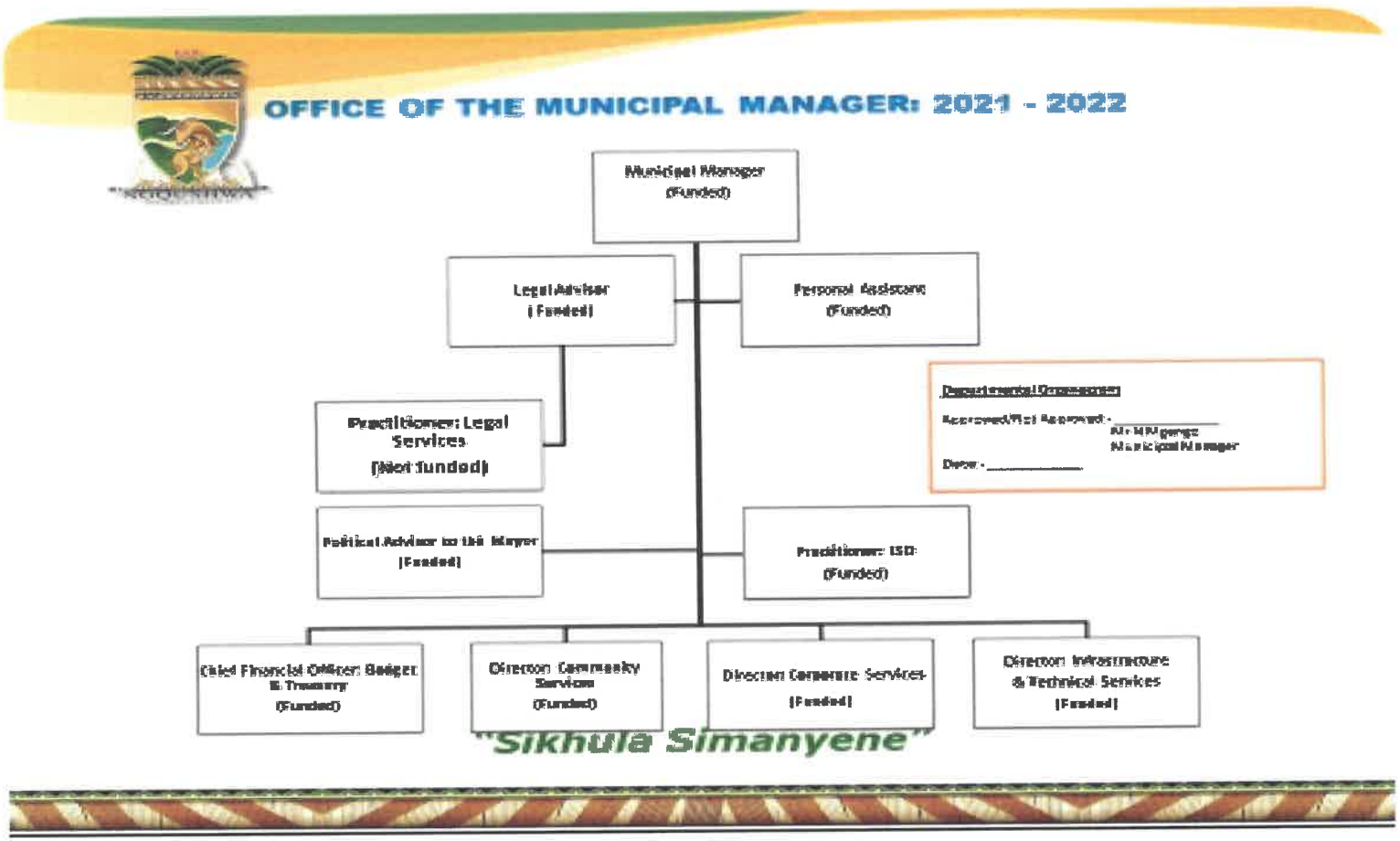
a) The Political seat of the municipality is located in Council Chamber (Main administrative building)

b) Departments

The following departments are located in Peddie Town and Hamburg

#	DEPARTMENT	LOCATION
1.	Office of the Municipal Manager	Cnr of N2 & R345, Peddie (Main Admin Building)
2.	Budget and Treasury Office	Cnr of N2 & R345, Peddie(Main Admin Building)
3.	Corporate Services	Cnr of N2 & R345, Peddie (Old Library Hall)
4.	Community Services	Cnr of N2 & R345, Peddie (Ncumisa Kondlo Indoor Sport Centre)
5.	Infrastructure and Technical Services	Cnr of N2 & R345, Peddie (Technical Services Building)
6.	Protection Services and Public Safety	Victoria Street, Peddie Town
7.	Satellite Office	Hamburg New Municipal building

MUNICIPAL 2021/22 ORGANOGRAM



OFFICE OF THE MUNICIPAL MANAGER: 2021 - 2022

Manager: Corporate Communications and Branding
(Funded)

Departmental Organogram

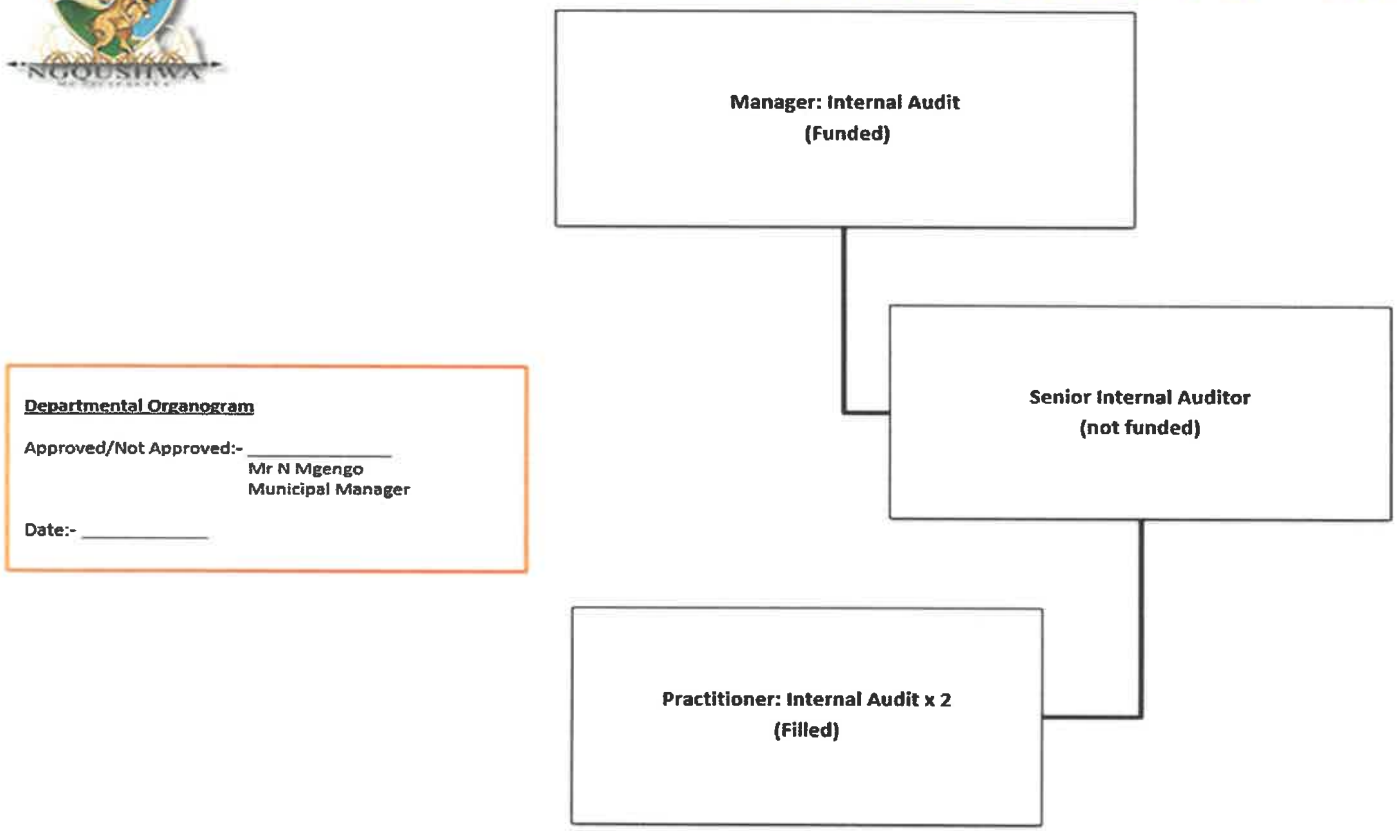
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Mr N. Mgengo
Municipal Manager

Date:- _____

Practitioner: Communications & Branding
(Funded)

"Sikhula Simanyene"

OFFICE OF THE MUNICIPAL MANAGER: 2021 - 2022



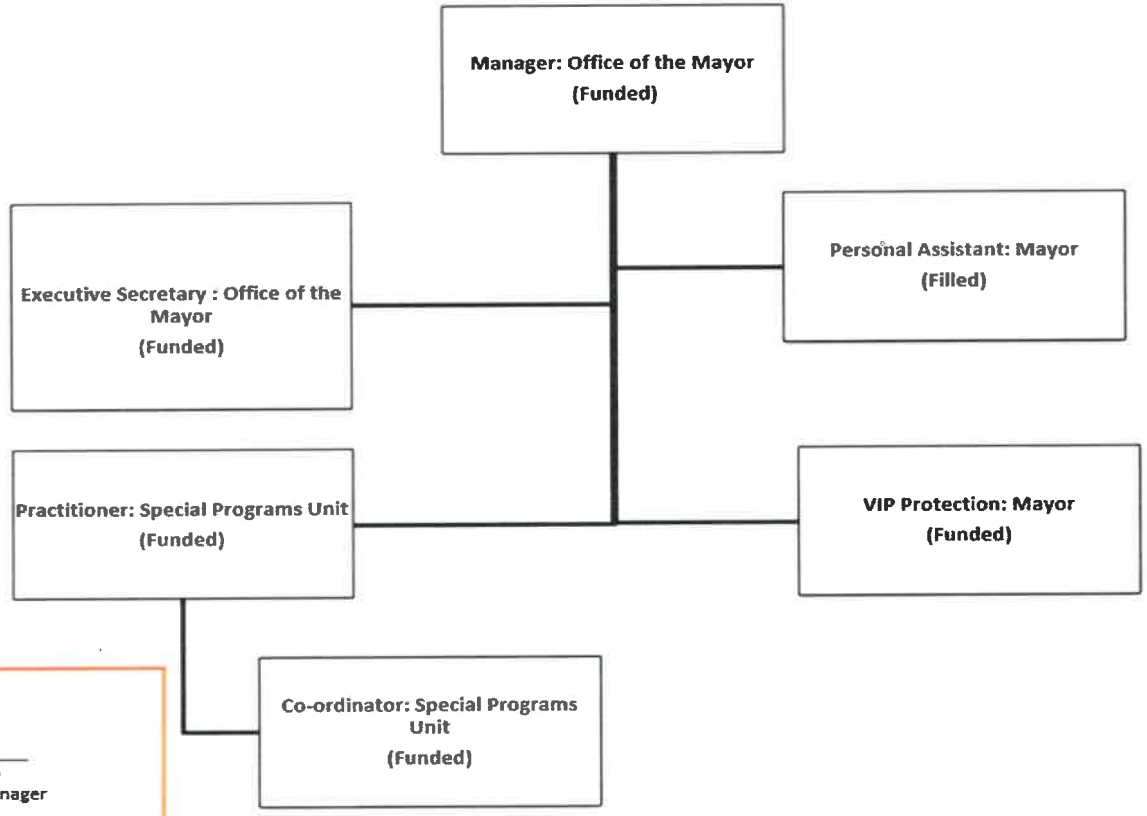
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Mr N Mgengo
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Date:- _____

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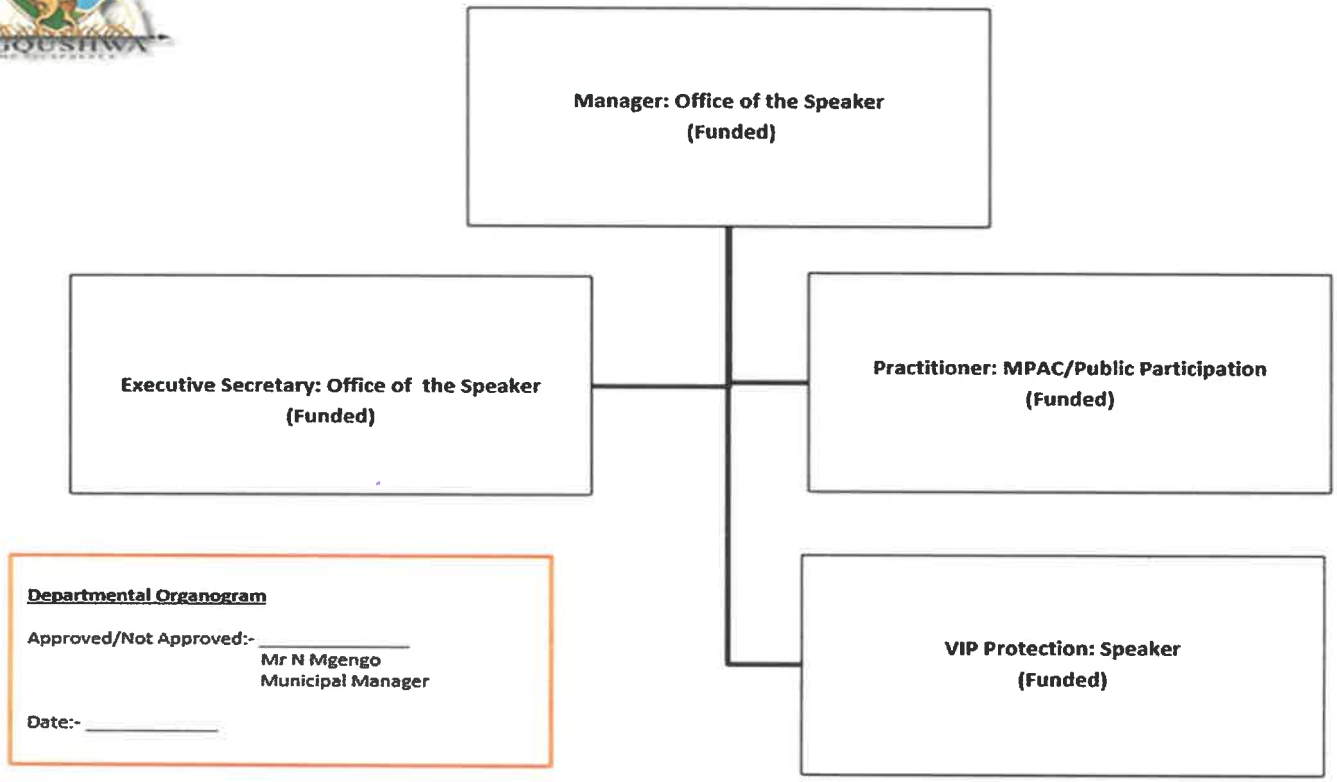
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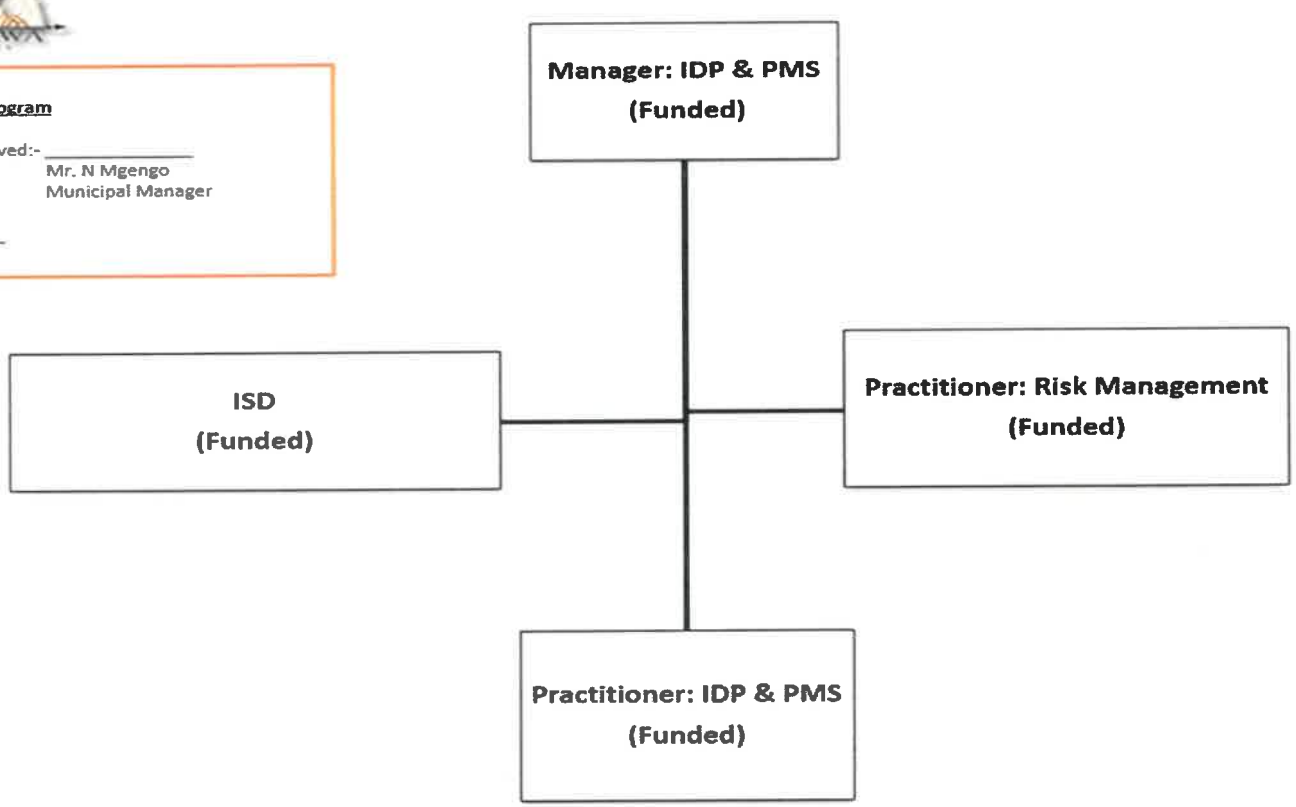
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OFFICE OF THE MUNICIPAL MANAGER: 2021 - 2022

Departmental Organogram

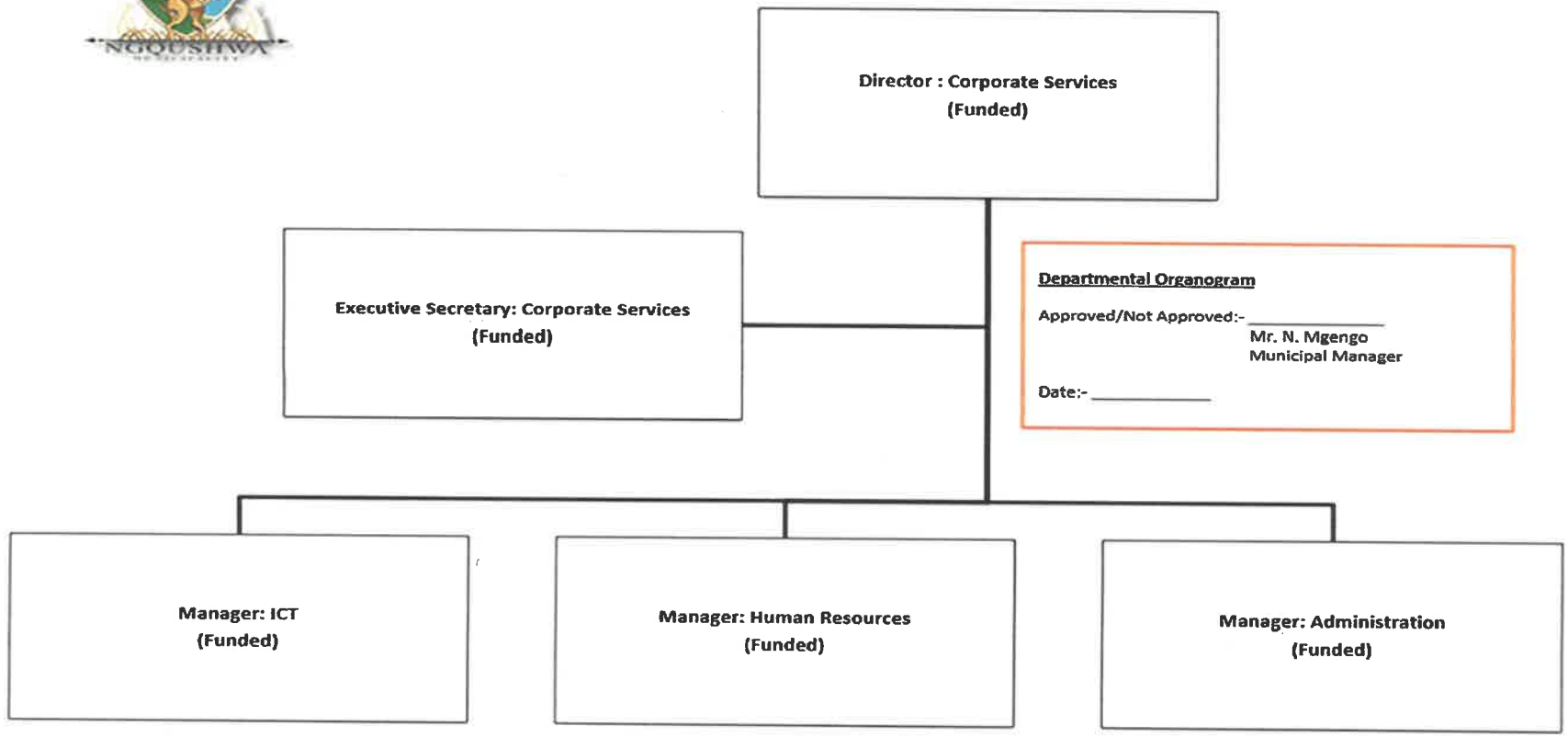
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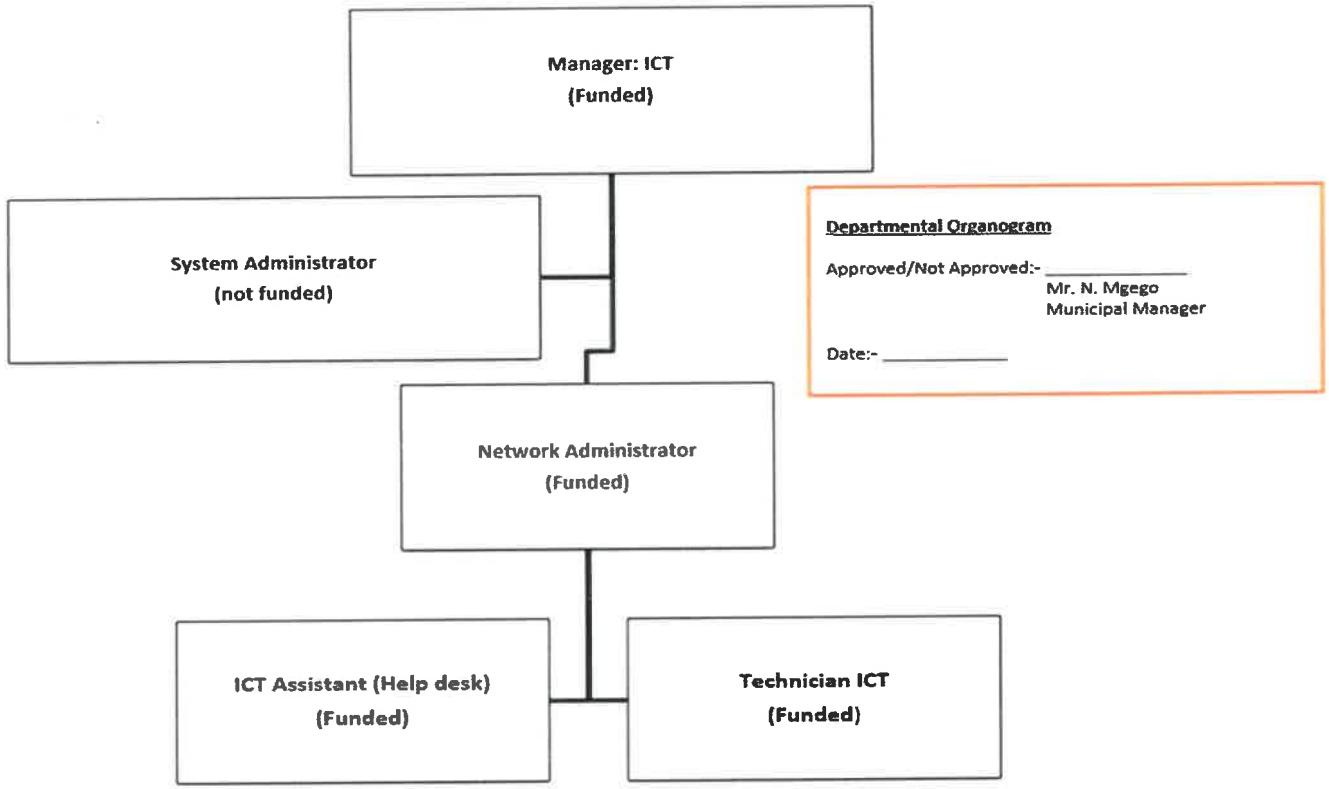
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DEPARTMENT: CORPORATE SERVICES: 2021 - 2022



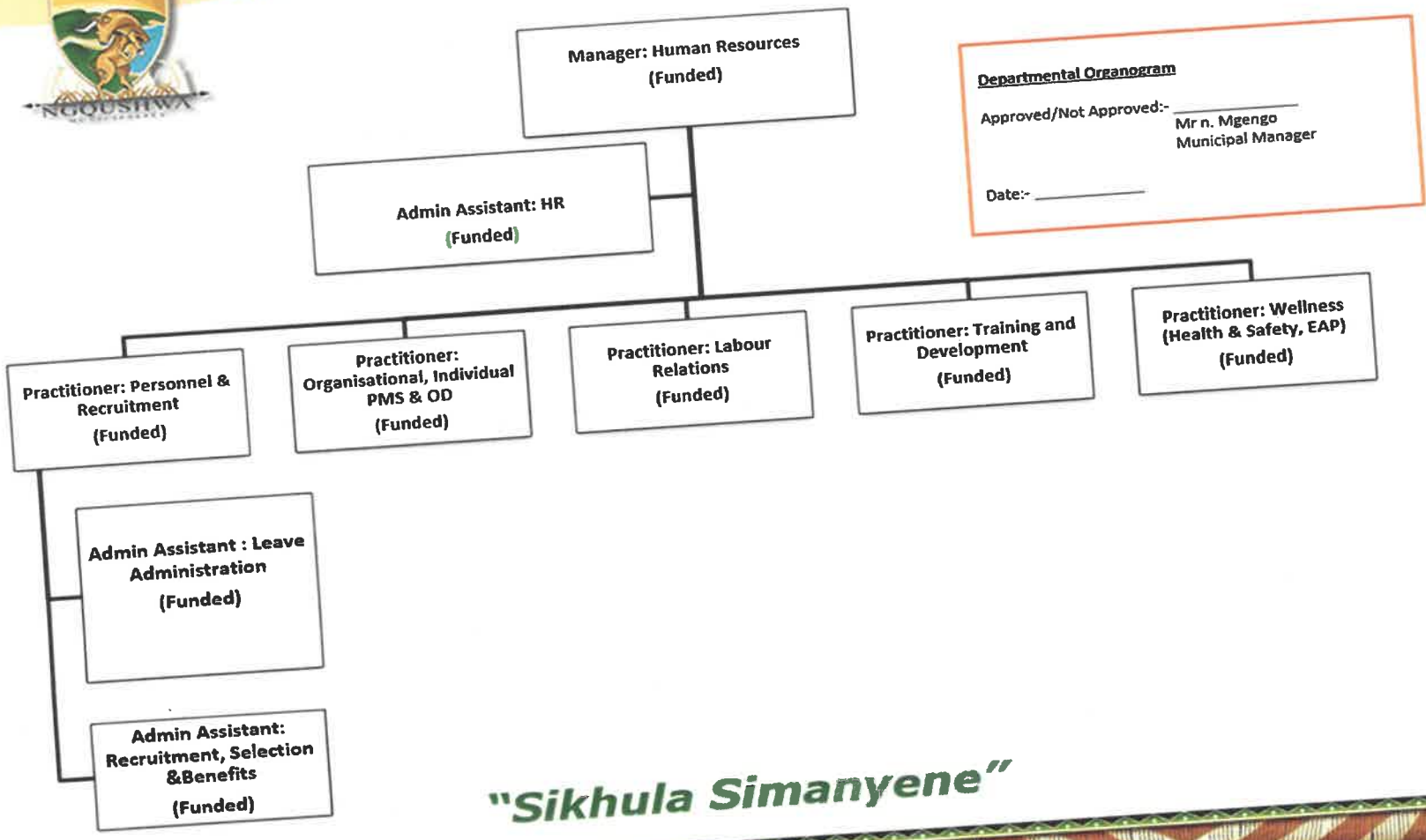
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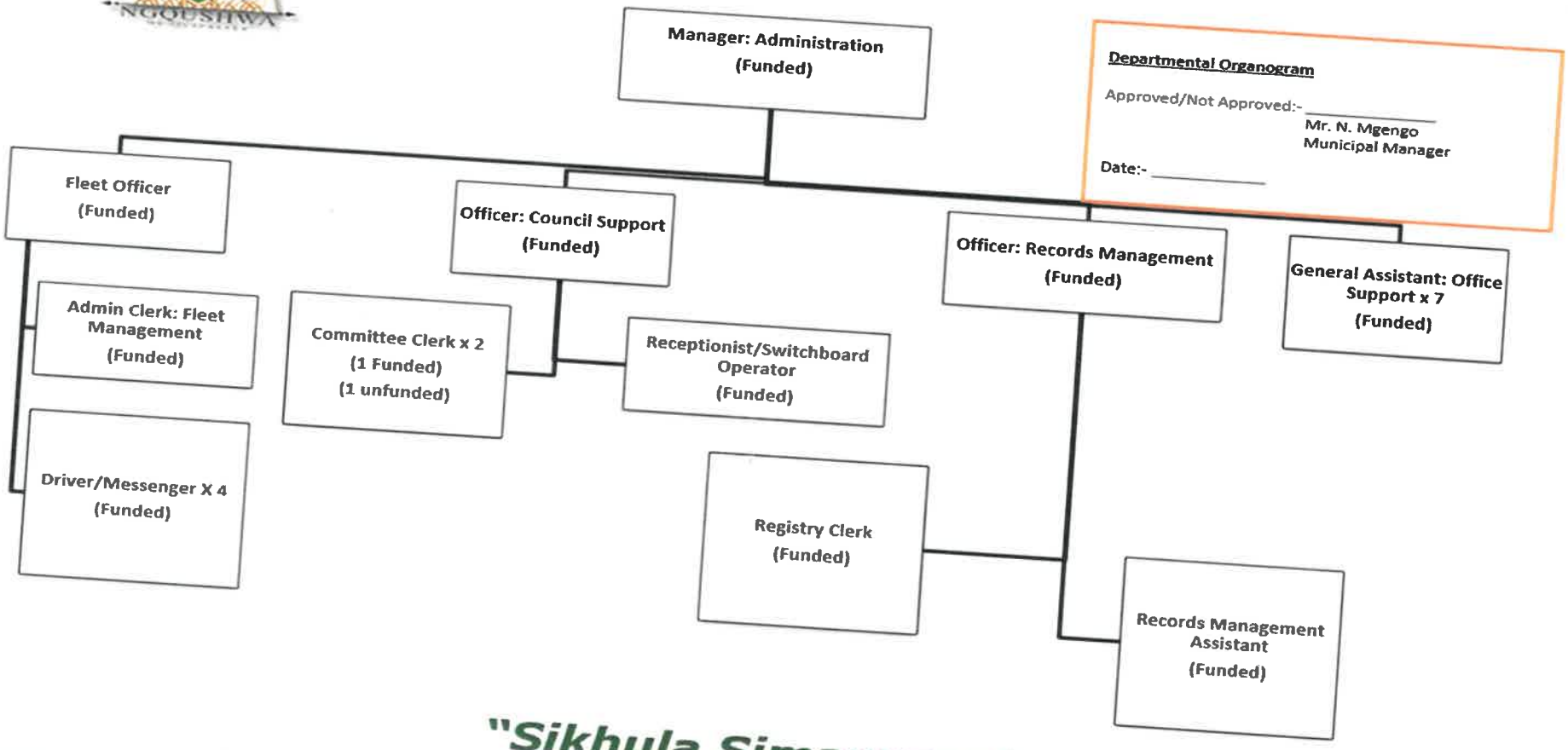
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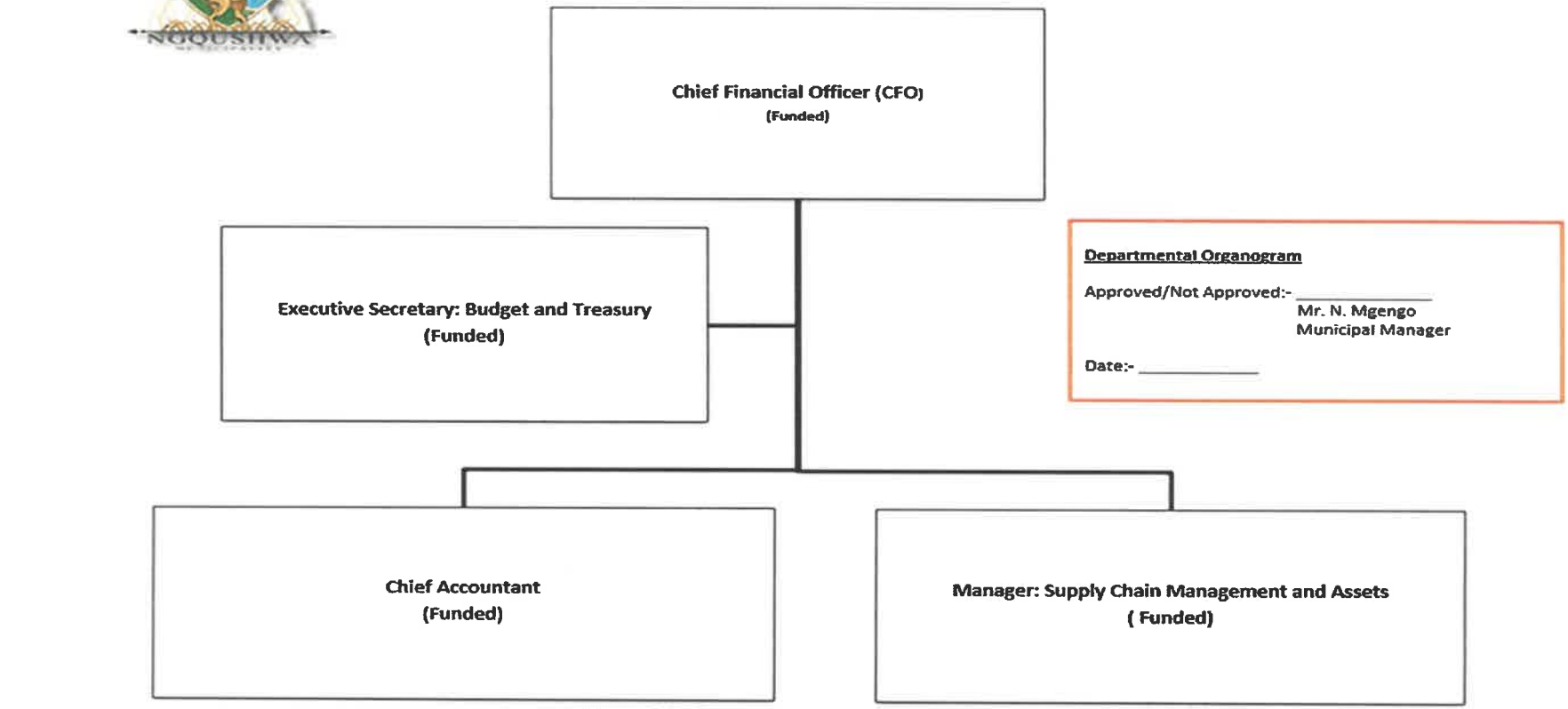
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DEPARTMENT: BUDGET & TREASURY: 2021 - 2022



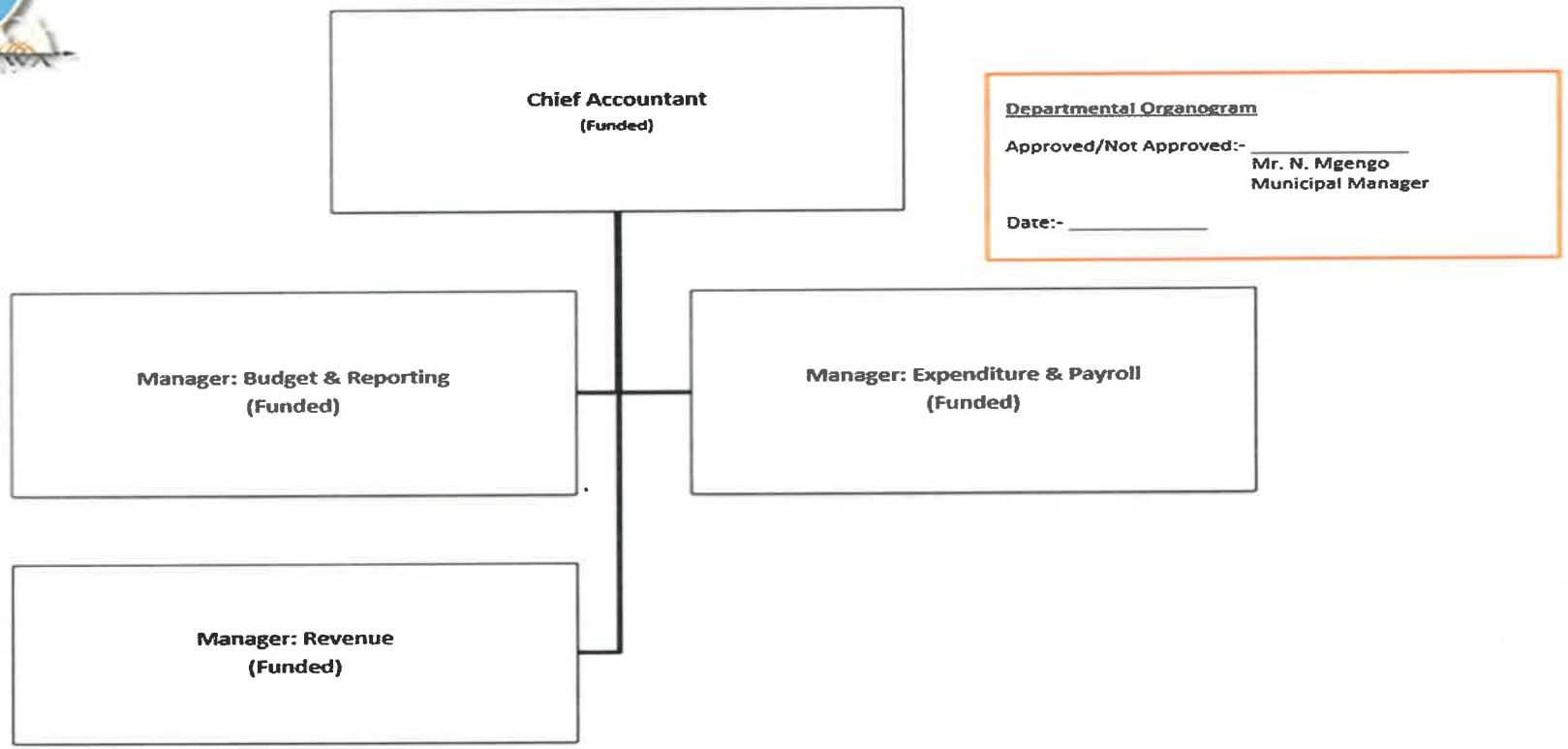
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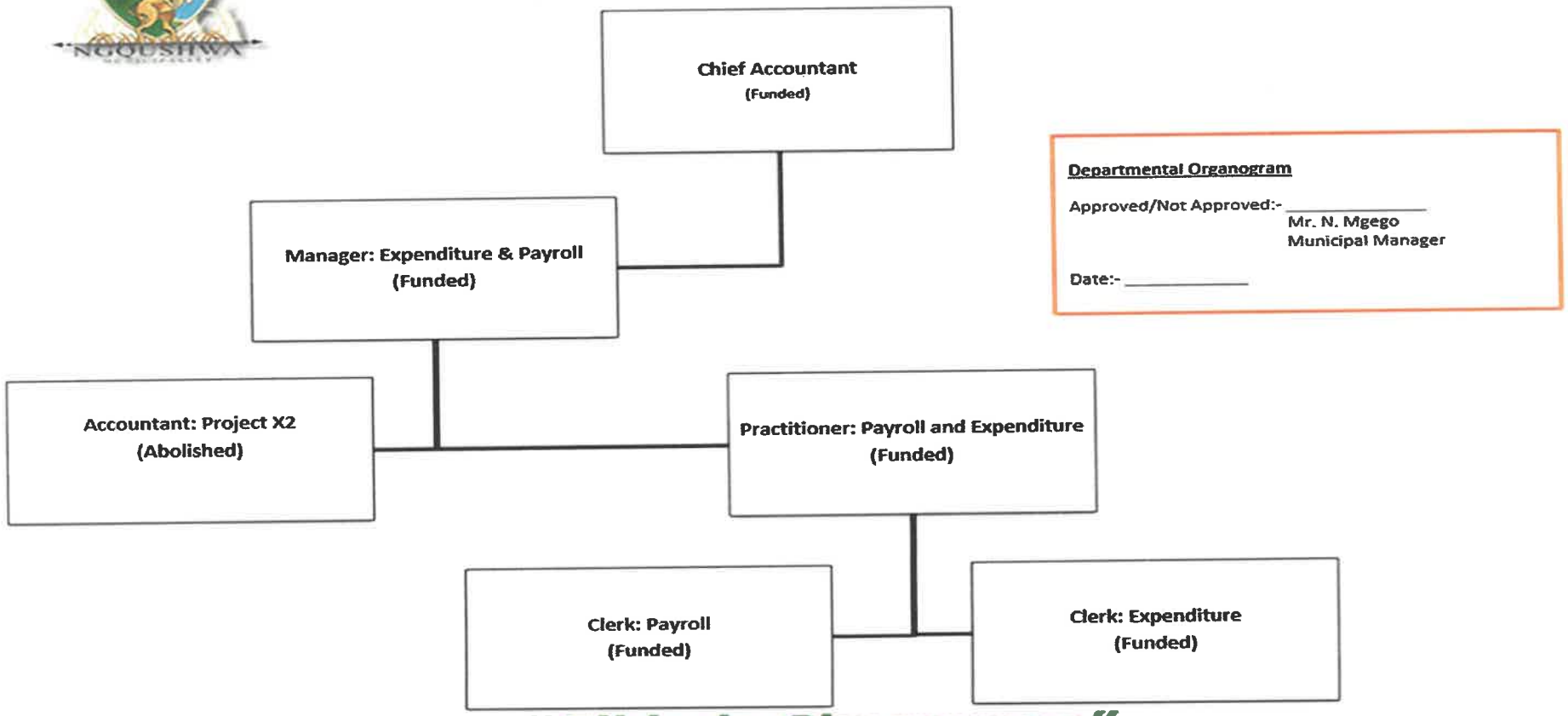
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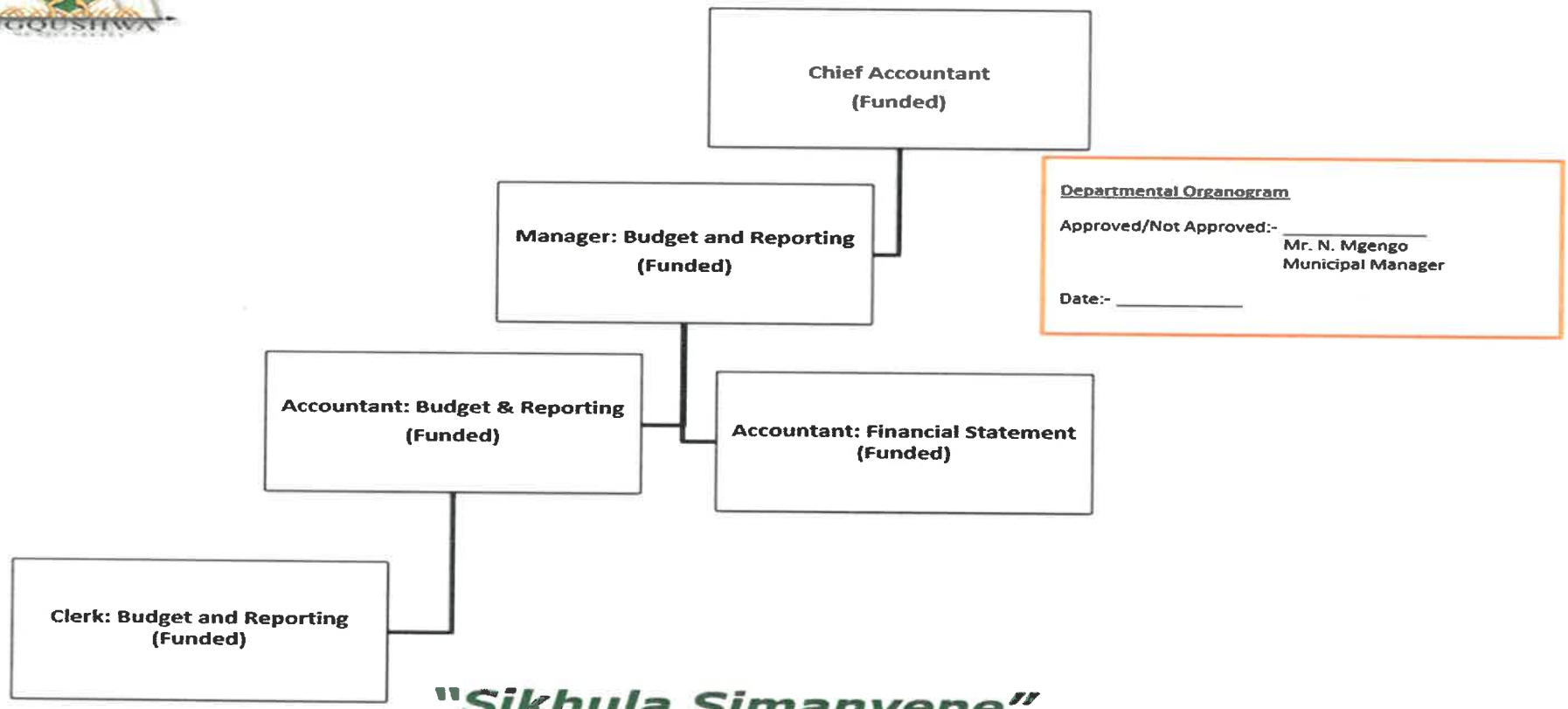
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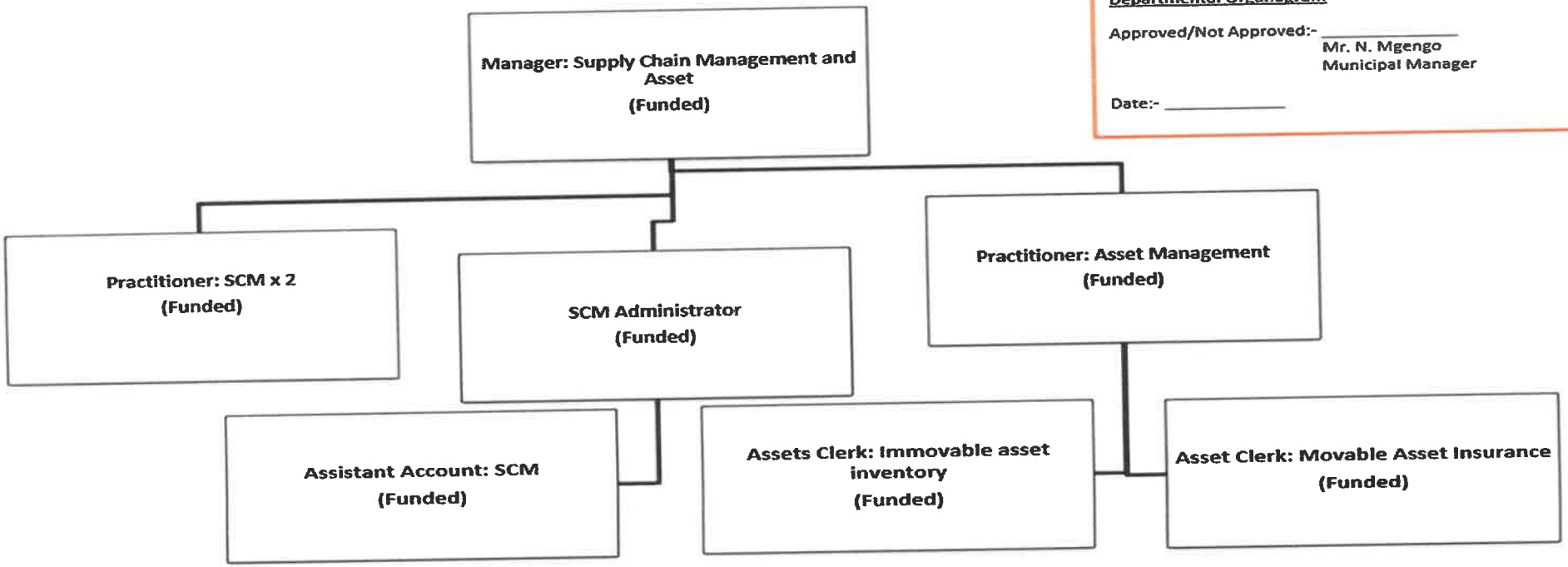
"Sikhula Simanyene"

DEPARTMENT: BUDGET & TREASURY: 2021 - 2022

Departmental Organogram

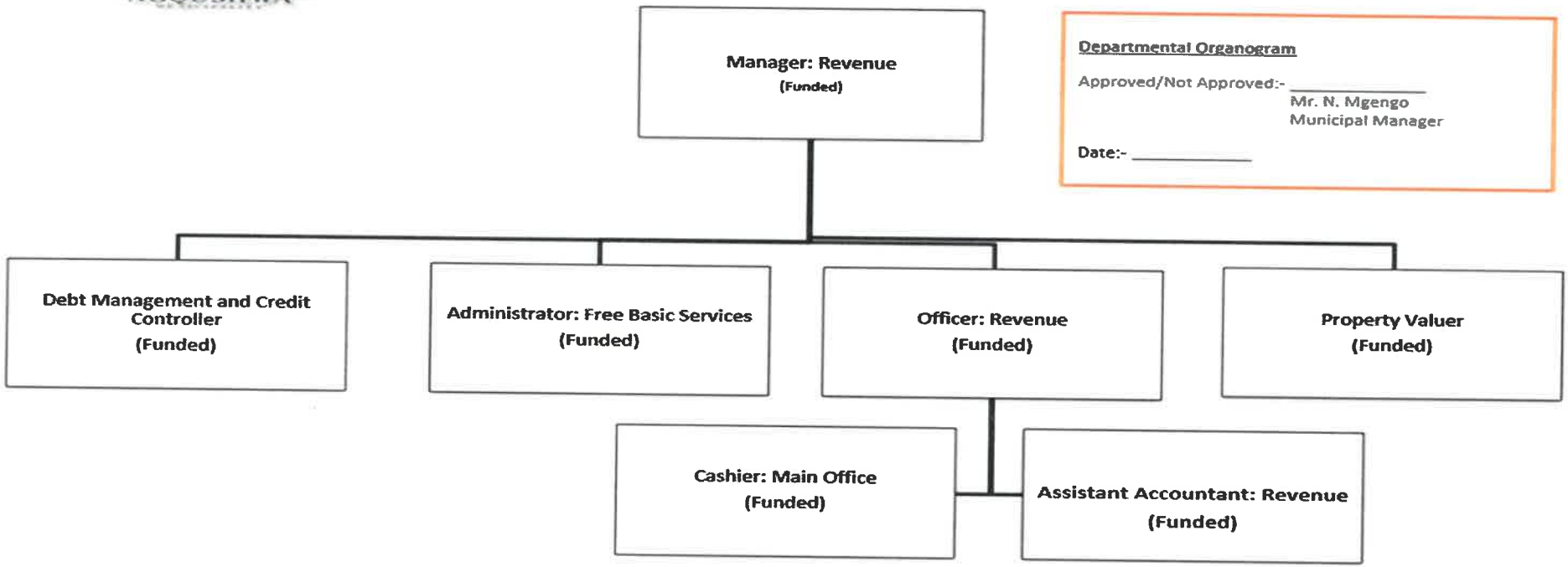
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Mr. N. Mgengo
Municipal Manager

Date:- _____



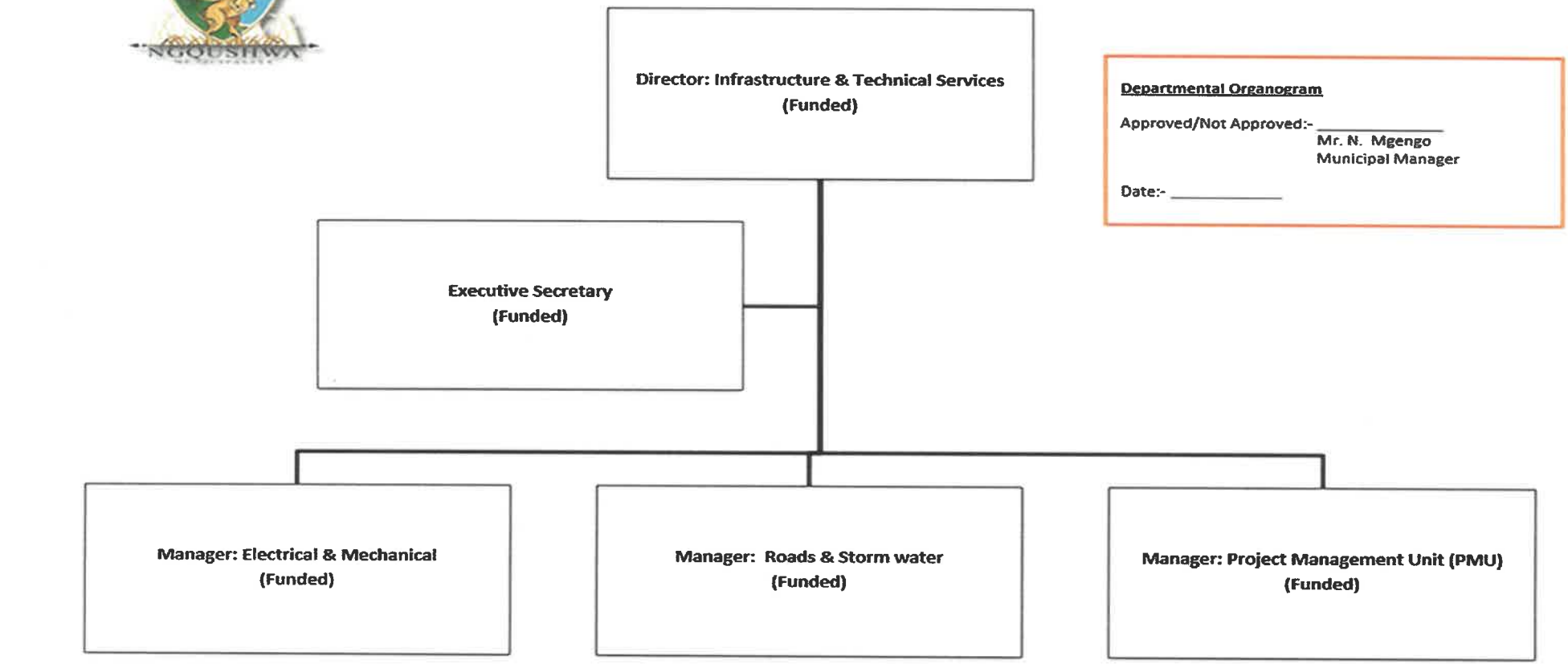
"Sikhula Simanyene"

DEPARTMENT: BUDGET & TREASURY: 2021 - 2022



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DEPARTMENT: INFRASTRUCTURE & TECHNICAL SERVICES: 2021 - 2022



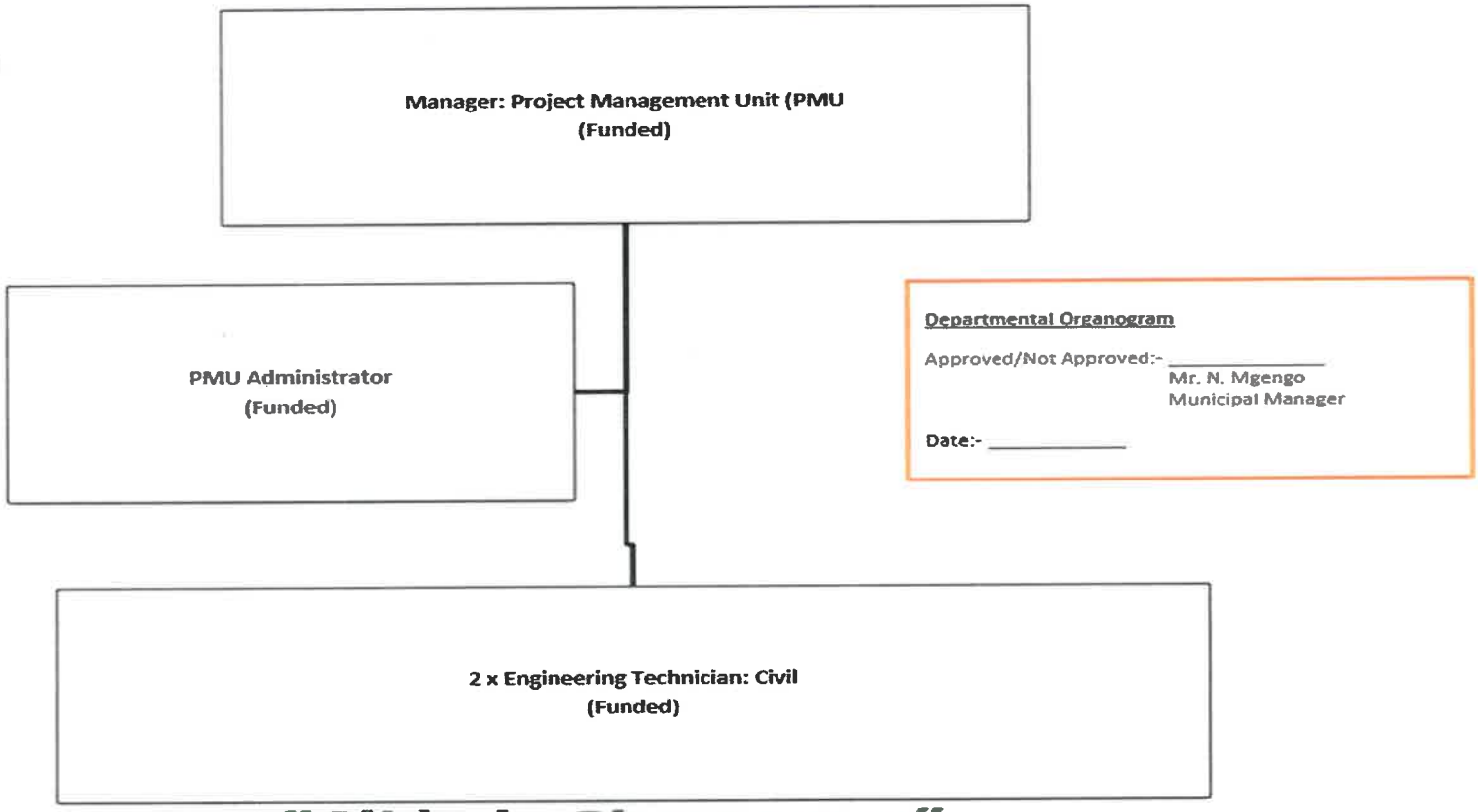
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Municipal Manager

Date:- _____

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DEPARTMENT: INFRASTRUCTURE & TECHNICAL SERVICES: 2021 - 2022



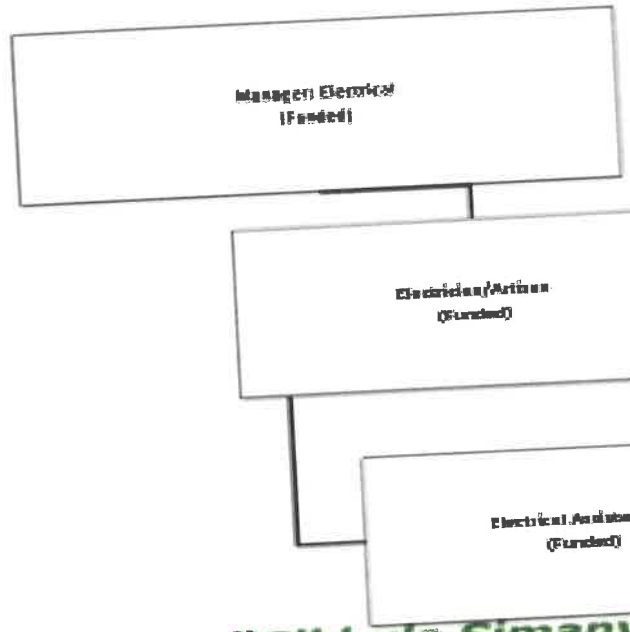
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Mr. N. Mgengo
Municipal Manager

Date:- _____

"Sikhula Simanyene"

DEPARTMENT: INFRASTRUCTURE & TECHNICAL SERVICES: 2021 - 2022

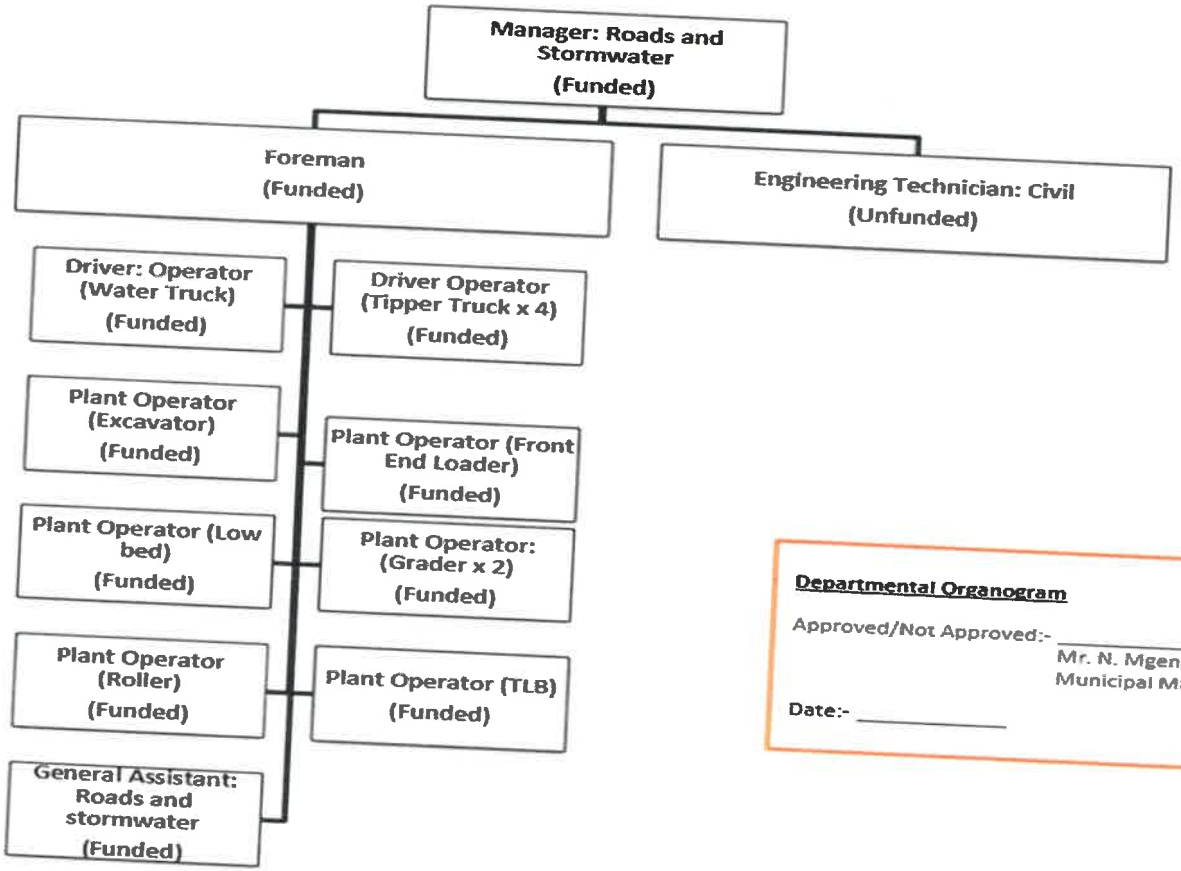


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Mr. N. Ngenge
Municipal Manager

Date: _____

"Sikhula Simanyene"

DEPARTMENT: INFRASTRUCTURE & TECHNICAL SERVICES: 2021 - 2022



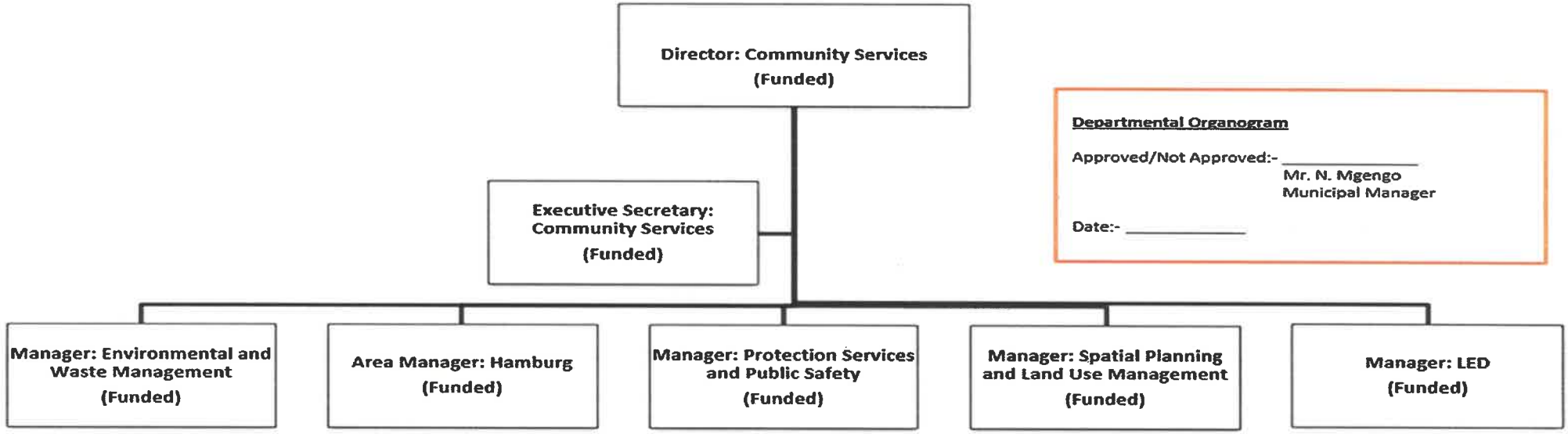
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Municipal Manager

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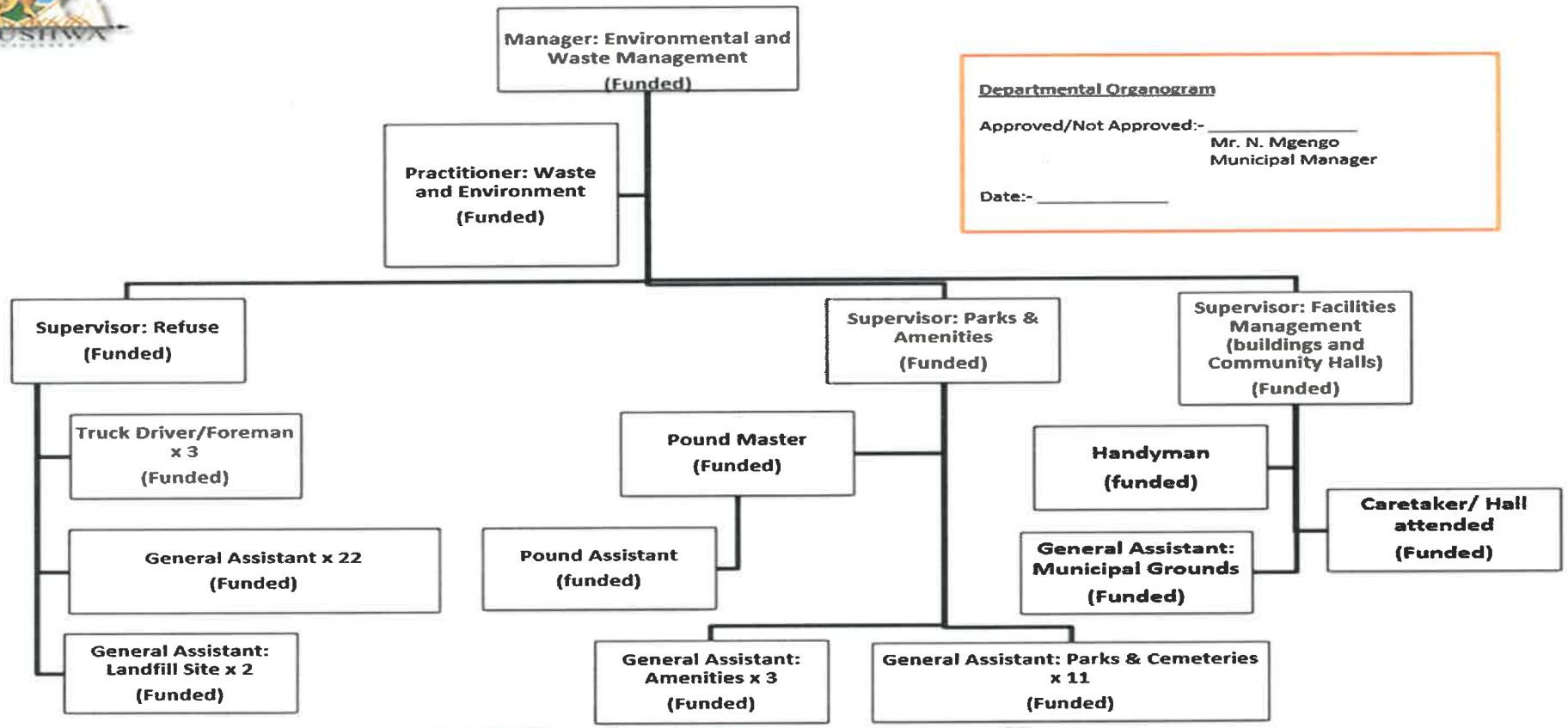
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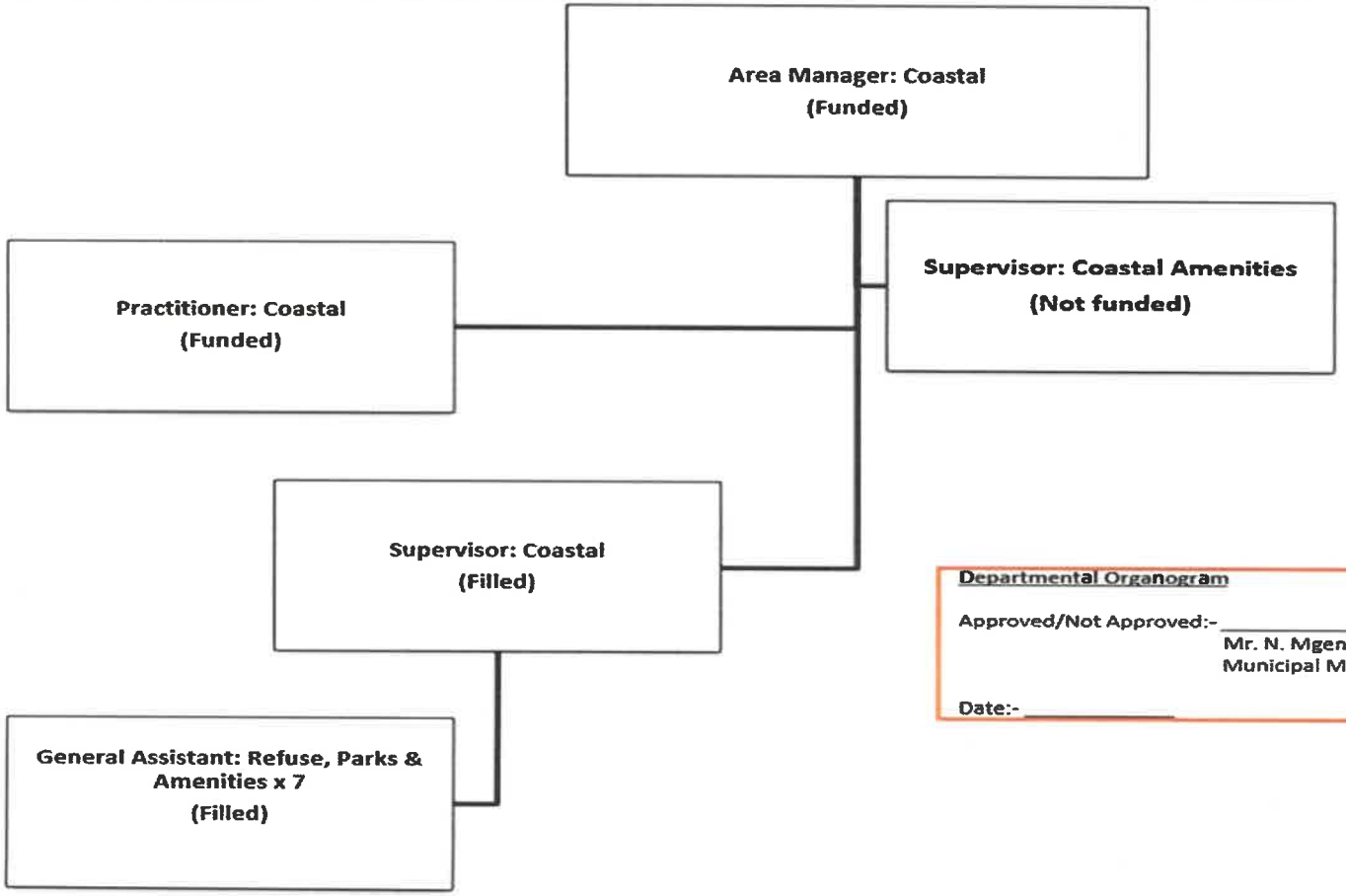
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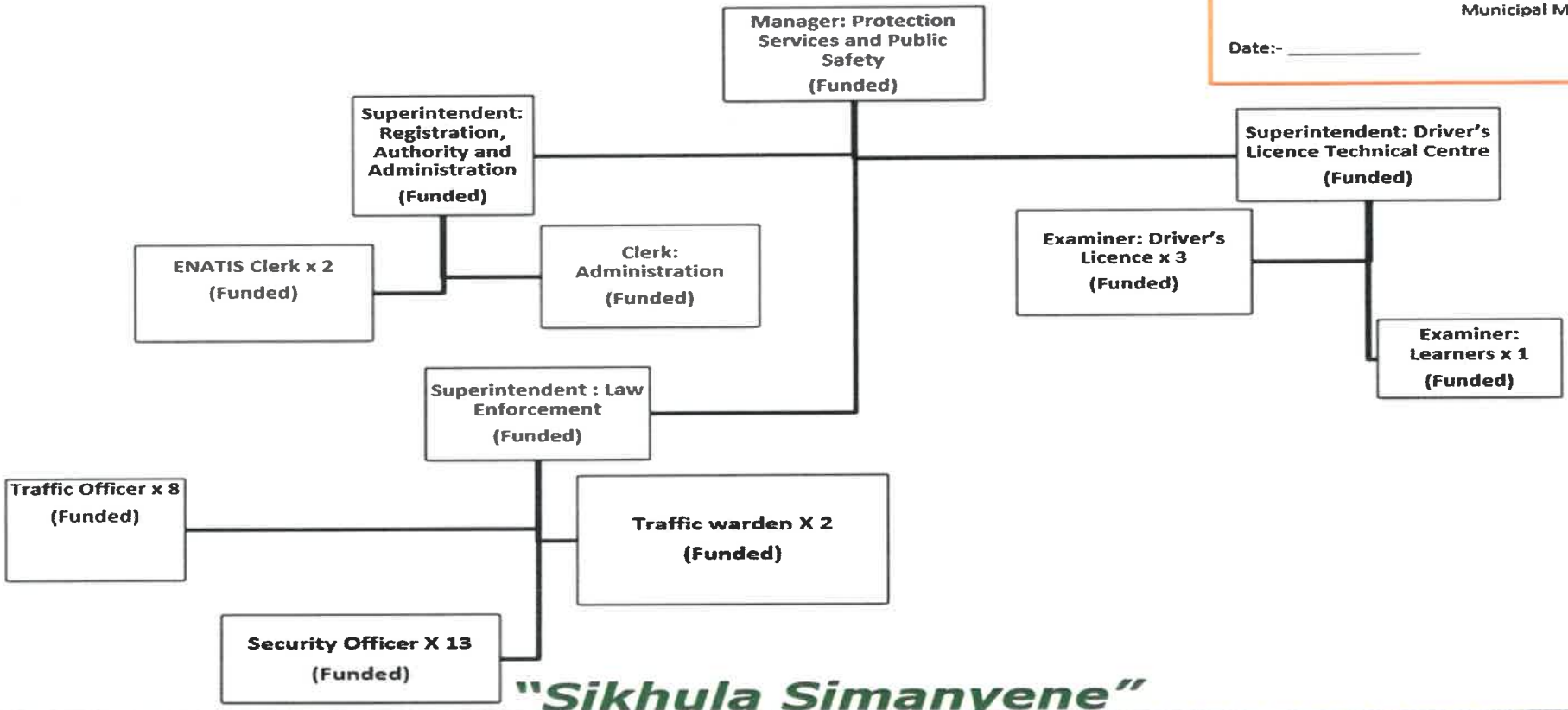
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DEPARTMENT: COMMUNITY SERVICES: 2021 - 2022

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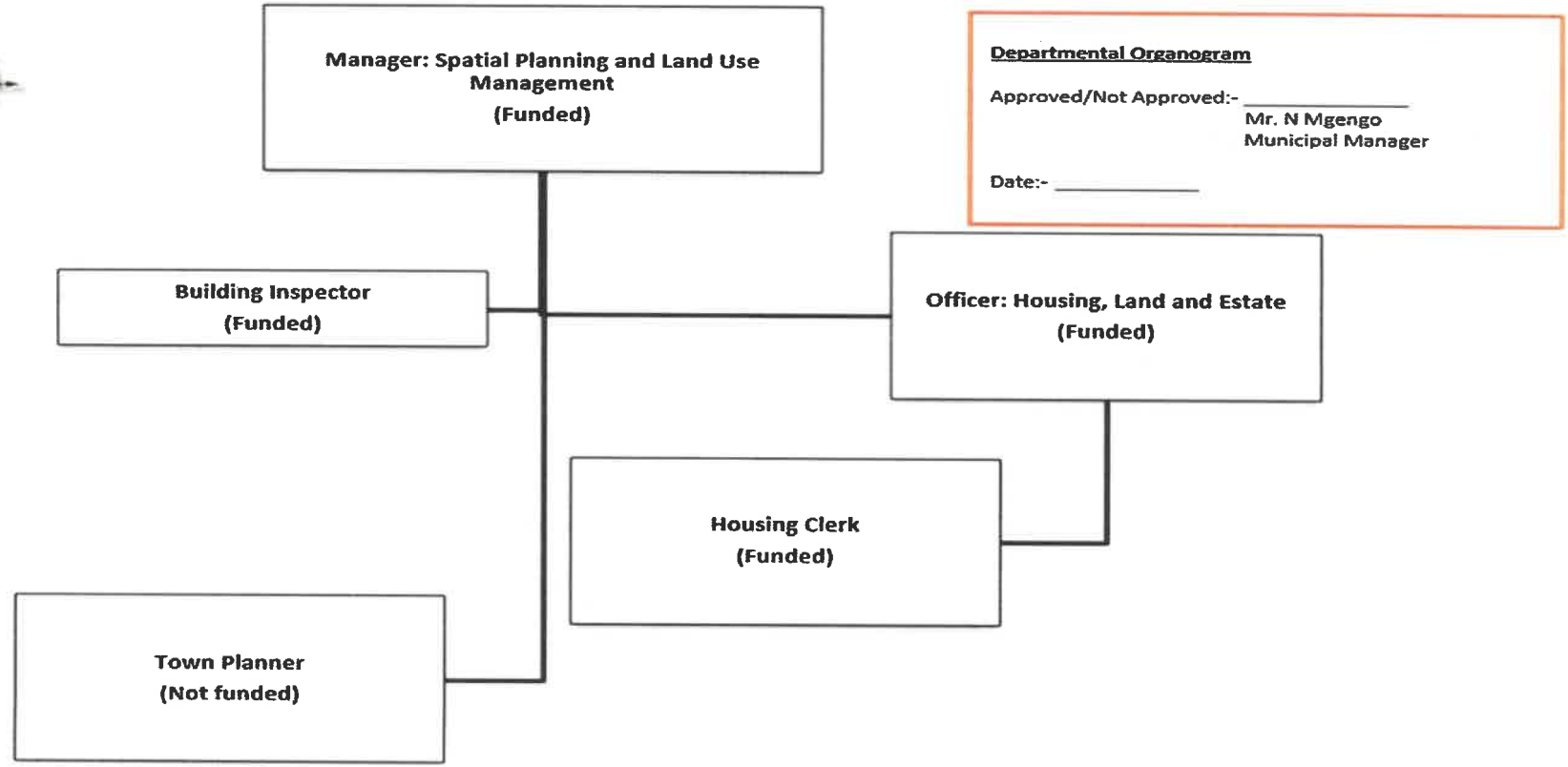
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Municipal Manager

Date:- _____



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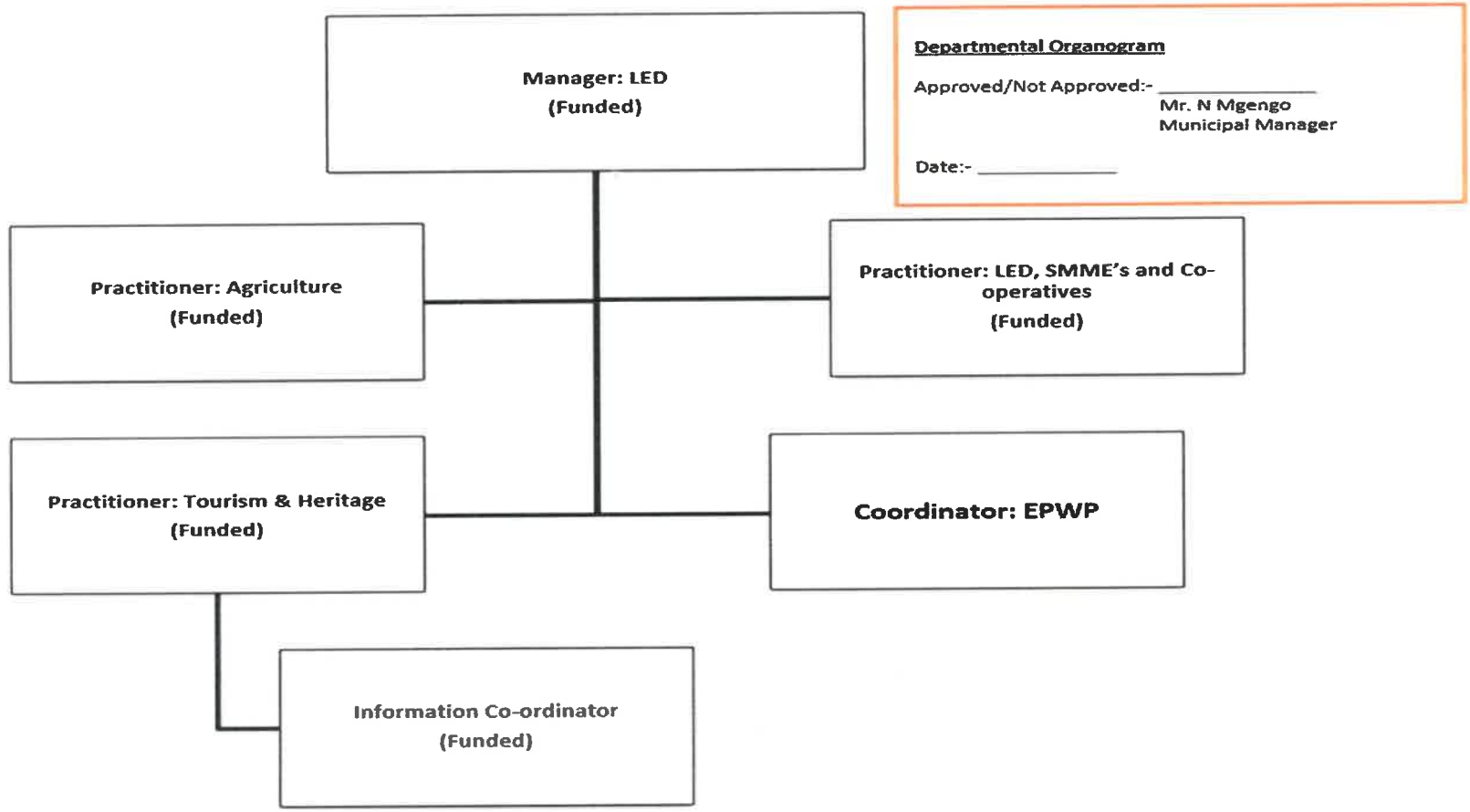
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Departmental Organogram

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Municipal Manager

Date:- _____

"Sikhula Simanyene"

3.3 HUMAN RESOURCE MANAGEMENT (HR)

Strategic Objective

To ensure continuous implementation of Municipal vision and mission through Human Resources Management plan by 2022

The municipality has the Human Resources Plan in place which has been adopted by Council and will be implemented for a 3-year period (2018/19 -2020/21). The Human Resource Plan guides the municipality on how to implement human resource interventions in relation to career development and human capital management.

The Human Resource Plan consists of the strategic Human Resource components to ensure that strategic objectives and goals are achieved. A detailed SWOT analysis and a supporting plan for the municipality to recruit, train, develop and retain talented employees is in place.

The HR Plan is implemented in conjunction with the following Human Resource policies:

- Recruitment and Selection Policy
- Training and Development Policy
- Attraction and Retention Policy
- Employment Equity Policy
- Employee Study Assistance Policy
- Occupational Health and Safety Policy
- Promotion and Transfer Policy
- Secondment Policy
- Time and Attendance Policy
- Leave Policy
- Code of Conduct Policy
- Disciplinary Code and Procedure Policy

A. FUNCTIONS OF THE MUNICIPAL DEPARTMENTS

i) Office of the Municipal Manager

The Municipal Manager as the head of the administration is responsible and accountable for tasks and functions as provided for in the Local Government: Municipal Systems Act, No. 32 of 2000 and Chapter 8 of the Local Government: Municipal Finance Management Act, No. 56 of 2003.The Municipal Manager is also the Municipal Electoral Officer for the municipality.

The office of the Municipal Manager is also responsible for the following:-

- Responsible for the establishment and maintenance of a strategic management system for the municipality as a whole to ensure the achievement of the municipality `s strategic objectives and its developmental and service delivery obligations.
- Development of Integrated Development Plan (IDP).
- Oversee the implementation and maintenance of the municipality 's integrated development plan (IDP) to ensure the proper execution of the IDP
- Municipal performance
- Strategic management of the effective and efficient provision of services to the local community to ensure that services are delivered in a sustainable and equitable manner
- Develop and monitor policies at the strategic management level to ensure its purposefulness and efficiency.
- Assist the municipality in the internal control systems evaluations by coordinating internal audit assignments in accordance with the assignment plan
- Assist the municipality in the internal control systems evaluations by Undertaking of strategic risk analysis and management
- Undertake functions of good public relations, marketing of the municipality and its jurisdiction
- The focus of SPU is extended to development and implementation of special programmes, namely : IV and Aids, youth development, gender, sport, elderly and the disabled people within Ngqushwa Municipality.

- Oversee legal services of the municipality relating to litigation and contract management

Officials reporting to Municipal Manager:-

- Section 56 Managers of departments report to the Office of the Municipal Manager in realizing the administrative objectives of the Municipality and discuss the administrative strategies at Management Committee Meetings (MANCO).
- Six (6) Middle Managers and One (1) Political Advisor One (1) Personal Assistant directly report to Municipal Manager.

ii) Infrastructure and Technical Services Department

The Infrastructure and Technical Services is responsible for the development and implementation of processes, systems and strategies designed to procure and sustain infrastructural capacity required by the municipality. This quest to provide quality services to the community as well as ensuring that resources at the municipality's disposal are equitably distributed to all areas of operation to enhance service delivery.

This entails ensuring the provision of acceptable technical services in respect of roads and storm water/electricity and building projects. The Department is also responsible for the following:

- Coordinate with the District Municipality to ensure delivery of water and sanitation services.
- Coordinate to ensure effective electricity distribution to consumers (Develop and implement monitoring mechanisms for provision of electricity by Eskom);
- Ensure effective project design, planning and management of technical projects;
- Appraise/ report to Council and EMT on any infrastructure related projects of the Municipality ;
- Construction and maintenance of roads and storm water infrastructure;
- Execution of council resolutions relating to infrastructure and technical services.

iii) Community Services Department

The Community Services Department is responsible for ensuring provision of an acceptable standard of Waste and Environment Management, Coastal Management,

Spatial Planning and Development, Local Economic Development and Road Traffic Management as well as Maintenance of facilities such as Sports facilities, Arts and Cultural Services to the communities. The Department will also be responsible for the following:

- Waste and Environmental Management
- Coastal Management
- Development and management of waste disposal sites;
- Proper management of Municipal community facilities including, sport fields and community halls;
- Public spaces and recreation centres, parks and facilities;
- Provision of Safety and Security in municipal area;
- Management and stimulation of economic development within the Municipality
- Develops and implements the strategic plan, policies and programmes for the local economic transformation;
- Identify local economic opportunities and advise local businesses to take advantage of them;
- Identify suitable land for agricultural purposes, developed business plans and render a coordinated advisory service on economic development issues;
- Review the LED Strategy/ Plan;
- Conduct research in terms of local economic development and planning;
- Approval of Building plans and building control function.
- Develop and review SPLUMA aligned SDF
- Develop Land Use Management plans
- Perform Land Audit
- Implementation of municipal SDF

iv)The Budget & Treasury Department

The department is responsible for providing strategic direction on financial planning, management and accounting as well as guidance and support to the senior managers within the Municipality regarding the implementation and compliance with the Municipal Finance Management Act and related Treasury Regulations. The Department is also responsible for the following:

- Establish/maintain an efficient and transparent system of financial management and internal controls to ensure sound financial control by developing, implementing and monitoring financial control systems;
- Establish/maintain appropriate policies, systems and procedures to ensure effective and efficient management of resources by maintaining updated financial guidelines and ensuring adherence to these policies & procedures;
- Prepare financial statements for each financial year in accordance with the generally recognised accounting practices by ensuring the production of financial reports of the Municipality as well as providing oversight and management of reconciliations of sundry and suspense accounts;
- Ensure that revenue and expenditure of the Municipality are in accordance with internal controls (budgets) and legislative prescripts governing finance within the Municipality by maximising revenue collections, optimising expenditure, monitoring cash flow as well as ensuring that expenditure is within allocation limits;
- Follow up on the implementation of actions resulting from Audit Committee and Auditor-General's reports by developing effective implementation strategy for implementation of corrective measures;
- Effective management of Supply chain management.

v) The Corporate Services Department

The department is responsible for administration, human resources, document management, Information and Communication Technology (ICT) and fleet management. In addition to oversight of the central administrative functions of the Municipality, the role of the Corporate Services Department will also be to provide secretarial services and guidance to Council and other governance structures of the Municipality, and safe guarding the interests of the municipal stakeholders (communities and staff). This is the administrative nerve centre that sends pulses throughout the Municipality and therefore, the office needs to be capacitated to realise its mandates in support of the Municipal Manager. The Municipal Structures Act, 1998 identifies three primary areas that fall under the auspices of the corporate services:

- **Municipal Administration:** Guides the municipal councillors as to their duties and responsibilities and makes them aware of relevant legislation and regulations. Proper records document and municipal fleet management.
- **Human Resources:** The section is responsible for all functions of Human Resources. Ensuring professionalism at all times, implementation of policies and procedures relating to Human Resource, including recruitment, training and development, disciplinary procedures, Performance Management System, Labour Relations, Workplace Skills Plan development and Health and Wellness for municipal employees. The Human Resources Section amongst other functions, coordinate development, review and implementation of municipal organisational structure.
- **ICT Services:** The section is responsible for all functions of Information Communication Technology that relates to the implementation of ICT strategy and ICT governance framework. The ICT section is also responsible for the management of server, computer hardware, telephones and cellphones service and conduct data backup.

C. Departments that have contract employees excluding Directors

List of contract employees		
Department	**Position**	**Initials and Surname**
Office of the Municipal Manager	Political Advisor to Mayor	N. Ndabazonke
Office of the Municipal Manager	Manager : Office of the Mayor	B Mfunda
Office of the Municipal Manager	Manager :Office of the Speaker	N. Ncapayi
Office of the Municipal Managet	Manager : Internal Audit	L.Ramncwana
Office of the Municipal Manager	Practitioner :MPAC/Public Participation	B.Hanise
Office of the Municipal Manager	Legal Advisor	N Majikela
Office of the Municipal Manager	Personal Assistant: Mayor	L. Jack
Office of the Municipal Manager	EPWP Coordinator	S. Bangeni

Budget & Treasury Office	Finance Intern	S .Halana
Budget & Treasury Office	Finance Intern	P. Hlahleni
Budget & Treasury Office	Finance Intern	O. Xotyeni
Budget & Treasury Office	Finance Intern	S. Ncamiso

Table: List of contract employees

D. Municipal staff registered with professional bodies

Department	Total number of managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
Infrastructure Development	3	2	0	1
Office of the Municipal Manager	4	0	0	4
Corporate Services	3	0	0	3
Budget & Treasury Office	3	1	0	2
Community Services	5	1	0	4

Table: Municipal staff registered with professional bodies

3.3.1 EMPLOYMENT EQUITY

Strategic Objective: To build and enhance the human resource capacity of the municipality by 2022.

Ngqushwa Local Municipality recognises the legacy of past discrimination during which people were denied opportunities to quality education, employment and development on the basis of race, gender, HIV/AIDS, marital status, sexual orientation, religion; ethnic/social origin, age and disabilities. In endeavour to redress those imbalances,

Ngqushwa Local Municipality has committed itself to the principles of equal opportunities, fair employment practices and people development:

- Ngqushwa Local Municipality is committed to redressing the past legacies through the establishment of Employment Equity Forum;
- In order to guide its implementation process and review, the municipality developed an Employment Equity Plan covering a period between 2017 and 2021 which was adopted on the 30 May 2017;
- The plan needs to be continually reviewed and updated annually to ensure that it is consistently in line with the economic realities of the Municipality.

3.3.2 HUMAN RESOURCE DEVELOPMENT

Strategic Objective

To ensure that there is available skilled individual that can contribute positively to the municipality and to the nation as a whole by 2022.

Ngqushwa Local Municipality has a primary purpose to provide accredited, quality t kraining for both employed and unemployed youth within its jurisdiction. This is in line with the Skills Development Act No. of 97 of 1998, Skills Development Levy Act No. 09 of 1999, South African Qualifications Authority (SAQA) Act No 58 of 1995 and Employment Equity Act No 55 of 1998.

The unit co-ordinates, monitors and evaluates all skills development initiatives to ensure that they enhance Service Delivery and Corporate Governance, as well as improve financial viability of the municipality within its jurisdiction, stimulate local economic development which would subsequently alleviate poverty, and being change agents for effective Municipal Institutional Development and Design.

Ngqushwa Local Municipality undertook training for the Councillors and officials. The training programmes are aligned to applicable Legislation, Policies, Political pronouncements and IDP linkage is as follows:

Councillors

- Integrated Councilor Induction Programme

- Diploma in Local Government Law & Administration 4th year x 5
- Bachelor's Degree in Public Administration 4th year x 1
- National Certificate in Municipal Governance x 2

Officials

- Bachelor of Commerce
- BTECH: Cost and Management Accounting
- Bachelor Degree in Public Administration x 2
- Certificate in Municipal Management Finance Programme x 2
- Pastel Sage
- Revenue Course
- ECDL grade B
- VIP Payroll Training
- SHE representative function
- First Aid Level 1&2
- Labour Relation Management
- Construction Management
- Storm water drainage course
- Waste Management NQF1
- Supervisory Course
- MSCA Server 2012
- Certificate in Computer Software Skills
- Introduction to SAMTRAC
- Conducting disciplinary hearings
- Intermediate Excel
- National Certificate Business Administration
- Advanced Accounting Certificate
- IMPSA
- HSS Training
- Provincial consultative Workshop
- National Housing Code Policy Workshop
- Organizational Development & Design

- MSCOA
- MFMP Additional Modules
- Operator Certificate
- Pastel training
- VIP Training
- Employment Equity Workshop
- Higher Certificate in HRM
- MPAC Training
- Payroll Basic Training
- WSP/ATR & OFO Code training
- Higher Certificate in Public Administration
- Honours in Public Administration
- Advanced Programme in Labour Relations Management
- BA in Disaster Management
- Municipal Financial Management Programme
- Basic Traffic Course
- Post Graduate Diploma Archives & Records Management
- Integrated Project Management Programme
- Post Graduate Diploma Monitoring and Evaluation
- Brick laying
- Dressmaking
- Honours Industrial Psychology
- Infrastructure Delivery Management Course:SCM
- AET level 1-3
- Environmental Practice Unit Standards level 2:50 credits
- Construction Road Works
- Chainsaw traini
- Certified Theory of Accounting
- System Training
- LLF Training
- NHNR Training
- MIG MIS Training

- ITSM Training Workshop
- SCM Workshop
- First Aid Training level 3
- Learners License
- National Secretaries & Administrators Convention
- Provincial Title Deeds Policy Workshop
- Asset Management and GRAP Asset Accounting
- Job Evaluation Empowerment Workshop
- Fixed Assets Training
- Training of Training Committee
- Post Graduate Diploma Marine Studies
- National Certificate Municipal Finance Management Programme
- Trade Test Modules 0-6
- Post Graduate Diploma Project Management
- Basic Sign Language Level 1
- SAGE VIP Premier Reconciliation
- Integrated Transport, Maintenance, and fleet Management
- GovTech Conference 2019
- EMPAC Oversight Course
- HRD for Municipal Governance

- **SETA Learnerships**

Learnerships are aimed at empowering youth of Ngqushwa with skills in order to find employment. Construction SETA, LGSETA, Service SETA and MerSETA sponsor these Learnerships. 324 learners are participating in these learnerships to develop their skills.

- **Construction Seta - National Certificate in Road Construction**

These programme started in October 2018 and February 2019 taking place at Knight Marambana High School. The 150 learners have completed their theory learning in 2019 and are awaiting certification from Construction Seta.

- **LGSETA - Ward Committee Learnership Programme**

Through the Municipal Workplace Skills Plan, Local Government SETA has funded the Learnership programme for Ward Committees on Ward Governance. The learnership will be issued on NQF4 level with a stipend of R1800 per month.

Although the programme was designed for ward committees not all ward committees committed to undertake the programme only 62 ward committees registered on the programme and the remaining 58 was sourced from interested community members through Ward Councillors.

The learnership programme commenced on the 4th November 2019 conducted by ZAMSIBA Consulting, a service provider appointed by LGGETA in the following centres:

3 Maraule Prinmary School
4 Ntloko Primary School
5 Daniel Mpendu Primary School and
6 Ndlovini Community Hall

The programme was completed in February 2021 with 107 learners awaiting certificates.

- **Service SETA Work Integrated Learning**

As part of capacity building, the Municipality affirmed interest in hosting 13 experiential training learners from TVET Colleges with National Vocation Certificate (NVC) and N6 certificate approved by Services SETA. The purpose of the programme is to assist learners to meet graduation requirements. The duration is 18 Months for the following fields:

- Finance Management
- Human Resource Management
- Administration
- IDP/PMS
- Office of the Speaker
- Transport Services/Traffic
- Communications

- **MerSETA**

The Municipality has entered in a memorandum with Hamba Nathi Enterprise, which a 100% blacked is owned business that was established in 2013.The enterprise is based in Wadeville, Germiston Gauteng Province.

Hamba Nathi is a two-pronged business model, one being a training centre that provides accredited quality training for artisans and business wing, which provides space to the manufacturing of steel products for various markets.

A Private Public Partnership with Hamba Nathi has been adopted in an attempt to skill and mentor the unemployed youth to ensure that they establish functional cooperatives. The leanership is targeting unemployed youth and adults.

The participant will be able to do the following

- Steel gates and palisades
- Geyser frames
- Big bore pipes
- Steel chairs
- Cranes
- Trailers and trolleys
- Ploughs
- Vehicle body shell etc

The partnership has seen 33 unemployed youth from Ngqushwa enrolled on the boiler making and welding project in 2019, they have completed first year of theory learning and are currently doing their in-service training at various workplaces.

3.3.2.4 Community Bursary

Bachelor of Science in Agricultural Economics and the beneficiary completed his degree in December 2019.

3.3.2.5 Scarce Skills:

No	Field	Occupation	Department
1	Finance	All Management posts including Accounting and SCM posts	Budget and Treasury Office

2	ICT	System Administrator	Corporate Services
3	Auditing	Internal Auditor	Office of the Municipal Manager
		Officer: Internal Auditor	Office of the Municipal Manager
4	IDP/PMS	Manager: IDP/PMS	Office of the Municipal Manager
5	Waste and Environment	Manager: Waste and Environment	Community Services
		Officer: Coastal Management	Community Services
6	HR	Officer: Industrial Relations	Corporate Services
7	Records Management	Officer : Document Management	Corporate Services
8	Project Management	Manager: Project Management Unit	Infrastructure Development
		Technician: Project Management	Infrastructure Development
9	Civil Engineering	Civil Technician	Infrastructure Development
		Grader Operator	Infrastructure Development
10	Town Planning	Manager: Spatial Development	Development and Planning

Table 4.4: Scarce Skills within the Municipality.

3.3.3. HUMAN CAPITAL DEVELOPMENT

Strategic Objective: To ensure that there is available skilled individual that can contribute positively to the municipality and to the nation as a whole by 2022.

The goal is to have capacitated communities in order to achieve an objective of ensuring that there are available skilled individuals that can contribute positively to the municipality and to the nation as a whole:

- Development of Ngqushwa Local Municipality R120 million Training academy
- Develop an Institutional Development Plan
- Development of R280m high-performance sports centre (swimming, rugby, cricket, soccer, gymnastics, boxing, athletics and netball)
- Development of 12 Early Childhood Centres
- Development of 12 Advisory Centres for School Leavers
- Development of Multipurpose/Thusong centre
- Establishment of e-Learning for Ngqushwa.

3.3.4 EMPLOYEE ASSISTANCE & OCCUPATIONAL HEALTH & SAFETY.

Strategic Objective:

To create a safe and healthy working environment for all employees by 2022.

The objectives of the Employee Assistance and Occupational Health & Safety Office is to promote health by providing the employees with ongoing education, information and communication in all health related aspects. They are also encouraged to be proactive about their health and modify their lifestyle for their own health benefits. The office has a responsibility of ensuring a safe work environment of all the employees at work and safety during operations.

This is to comply with the Occupational Health and Safety Act 85 of 1993, Medicine and Related Substances Control Act 101 of 1965, Employment Equity Act 55 of 1998 and the Compensation of Occupational Injuries and Diseases Act 130 of 1993. During 2018/19 financial year, the Division engaged in following different programmes for Ngqushwa Municipal Councillors, Management and employees including those based in our Hamburg satellite office, to meet its objectives.

Employee Assistance Programme

As part of Employee Assistance Programme, Ngqushwa Local Municipality is committed to the health and wellbeing of its employees and recognises that a variety of personal problems can disrupt their personal and work lives.

- Promoting health awareness and the facilitation of health-related events, activities and interventions. For example Fun-run or Fun-Walk, HIV & Aids awareness. The activities should be done quarterly four times a year.
- Ensuring referral, management and follow-up of all types of personal problems that could interfere with job performance and overall employee wellbeing.
- Administer and coordinating related sports activities.
- Providing management consultation to assist supervisors/management with employee's job performance, absenteeism and conduct problems

- Establish and maintaining partnerships with internal and external stakeholders. For example Department of Health, Old Mutual, Metropolitan Life and all the Medical Aid Schemes.

According to Health and Safety Act 85 of 1993 the municipality must ensure a safe working environment at all times.

- All work areas have safety representatives who are responsible for identifying hazards from the work environment or emanating during the work processes which may have a negative effect on the health and safety of the employees. These Representatives should make the employees and their supervisor aware of these hazards and also report them to the Health & Safety Committee which is chaired by the Director: Corporate Services.
  - The committee meet on a quarterly basis to discuss the matters related to OHS of the Municipality.
  - All the representative as well as first aiders have been trained and have the appointed letters. Municipal employees have been trained on how to operate fire extinguishers.
  - Emergency/Evacuation plan is available in all the municipal departments and the fire extinguishers are up to date.

3.3.4 ORGANISATIONAL DEVELOPMENT AND DESIGN

Strategic Objective: Striving towards the creation of a stable and capacitated leadership to improve service delivery and good performance in service delivery/oversight by 2022.

Ngqushwa Local Municipality had undertaken an organisational development and design process in 2016/17 financial year that had culminate in re-alignment of organisational structure and re-alignment of functions. The project prelude to the development of a performance management system. All the employees have job descriptions that will guide how to execute their tasks.

The project had to the deliver on the following:

- A comprehensive situational analysis report with a defined roadmap;

- A comprehensive organisational development and design report;
- A comprehensive Municipal turnaround strategy (MTAS) 2017 to 2022;
- A comprehensive and high level of ODS implementation plan for 2017 to 2022;
- A detailed project management plan for 2016 to 2019;
- Detailed skills transfer for 2-year programme.

3.3.5 Individual Performance Management System (PMS)

Strategic Objective: To continuously improve performance at all levels of the municipality by 2022.

Performance Management is a systematic process by which a municipality involves elected representation, residents and communities and its employees in improving organisational effectiveness in the accomplishment of legislative mandates and strategic imperatives. In giving effect to this definition, Ngqushwa Local Municipality has adopted a comprehensive framework that translates the municipal strategy into a coherent set of performance measures and strategic initiatives. Ngqushwa Local Municipality believes that its Performance Management System is a vehicle to promote mutually re-enforcing activities which:

- Promotes accountability;
- Ensures certainty and predictability;
- Corrects lack of performance; and
- Rewards excellent performance.

Performance assessment is conducted at top management and to managers reporting to top management level on quarterly basis. The municipality has cascaded the performance management system to employees reporting to middle managers from 2019 /20 financial year. An electronic performance management system will in future be introduced to increase efficiency and improve productivity. In future the municipality will further cascade the performance management system up to lower level. An Individual performance management policy was adopted on 30th June 2017. The Individual performance management policy will be reviewed on annual basis.

3.3.6 Local Labour Forum (LLF)

Strategic objective: To ensure good, sound industrial relations between the employer and the employee by 2022.

Ngqushwa Local Municipality strives to ensure a healthy employment relationship between the employer and employees by creating an enabling environment to engage all employee related issues in the Local Labour Forum platform. This forum convenes quarterly (SAMWU, IMATU and Management) to discuss issues pertaining employees in order to maintain the sound labour relations.

3.4 ADMINISTRATION MANAGEMENT

3.4.1 Council Support

Strategic Objective:

To continuously ensure an effective and efficient administration through systems that are aligned to the organisation by 2022.

Council Structures Meetings are held quarterly as per the approved Council Calendar to ensure effective and efficient administration.

3.4.2 Records Management

Strategic Objective: To ensure effective and efficient management of records by 2021 and beyond.

The Ngqushwa Local Municipality have an approved Records Management Policy, Records Management Procedure Manual and File Plan. In 2019/2020 the municipality adopted Records Management Strategy. Ngqushwa Local Municipality in future looks forward to implement an electronic system that will safeguard municipal information and to assist to manage the information efficiently and effectively.

3.4 3 Fleet Management

Strategic Objectives

To ensure effective, efficient and economical administration and utilization of Municipal resources on ongoing basis through systems and business process that are aligned to the organization by 2022.

Ngqushwa Municipality Fleet Management Services is responsible for the effective and efficient operations of the entire fleet to ensure proper implementation of service delivery requirements and demands. With the implementation and execution of vehicle monitoring and the introduction of fuel card based management system the Fleet section will add value in the contribution and the reduction of all operational expenses related to Ngqushwa Local Municipality Fleet.

3.5 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Strategic Objectives:

- To provide a secure ICT infrastructure which delivers appropriate level of data confidentiality, integrity and availability by 2022.

A. Governance Framework

The municipality has an ICT Governance Framework. According to the framework, Senior Management and Audit Committees are the driver of the process. The ICT Governance Framework provides guidelines for both the political and administrative leadership on how the municipality should plan and operate its ICT in a stable and controlled environment. The framework also provides managing of a comprehensive ICT governance to meet the unique needs of the municipality and its recently consolidated technology.

ICT Governance Framework Implementation deliverables include:

- ICT Governance policy approved and implemented.
- ICT Corporate Governance framework approved and implemented.

The following capabilities created in the municipality:

- Governance Champion designated and responsibilities allocated;
- Approved and implemented Risk Management Policy that includes the management of Municipal-related ICT risks;
- Approved and implemented Internal Audit Plan that includes ICT audits;

- Approved ICT Disaster Recovery Plan informed by Municipal Continuity Plan and Strategy.
- Approved Data Backup and Recovery policy.
- Approved ICT Service Level Agreement Management policy.
- Approved ICT User Access Management policy.
- Approved ICT Security Controls policy.
- Approved ICT Operating System Security Controls policy.

B. ICT Governance

- Provides the structure that links ICT processes, ICT resources and information to enterprise strategies and objectives;
- Enables the integration and institutionalisation of best practices of planning and organising, acquiring and implementing, delivering and supporting, and monitoring and evaluating ICT performance to ensure that the enterprise's information and related technology support its business objectives;
- Allows the municipality to take full advantage of its information; and
- Identifies control weaknesses and assures the efficient and effective implementation of measurable improvements.

C. ICT Strategy

Having realised that ICT has become an integral part of the day-to-day operations, the municipality has develop its ICT strategy, which is aimed at aligning ICT to the business and ensuring that the municipality gets best value for money out of its ICT investment. The strategy is a 5-year plan. The strategy is also developed as part of the Auditor Generals requirements as well as the international best practices for ICT to have a strategy. It outlines the ICT vision, mission and objectives and informs of strategic actions that are required to be undertaken in order to achieve the objectives of the municipal ICT Governance framework.

3.6 CORPORATE SERVICE DEPARTMENT INTEND TO DO THE FOLLOWING PROJECTS IN 2021/2022

1. Implementation of Human Resource strategy
2. Implementation of Records Management Strategy
3. ICT Infrastructure upgrade
4. Job descriptions, job grading and job evaluation
5. To implement an Employment Equity Plan
6. To develop a Human Capita Development Plan and Workplace Skills Plan
7. To introduce an Electronic Records Management System
8. Server consolidation and virtualization Phase1
9. Upgrade LAN connectivity to GIGABIT.
10. Procurement of AD audit software
11. Server consolidation and virtualization Phase2
12. Deploy disaster recovery plan for transactional systems
13. Upgrade network cabling to the latest category
14. Implementation of ICT governance framework- phase 2

CORPORATE SERVICES HAS THE FOLLOWING HR COMMITTEES IN PLACE

- Local Labour Forum
- Training Committee
- Health and Safety
- Employment Equity

MUNICIPAL POLICIES

On annual basis the council has a responsibility to develop, review and adopt policies as per Municipal Systems Act. Below is the list of policies that are active:

INSTITUTIONAL DEVELOPMENT AND DESIGN	FINANCIAL VIABILITY AND MANAGEMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING
• Leave Policy	• S&T Policy • Indigent Policy	• Community bursary Policy	• Community Hall Policy

• Disciplinary, grievance and procedure Policy • Overtime Policy • Time and Attendance Policy • Code of conduct for Councillors and Employees • Long service bonus Policy • Induction Policy • Training and development Policy • Employment Equity Policy • Long service bonus Policy • Acting and acting allowance Policy • Internship Policy • Employee Assistance Policy • Occupational Health & Safety Policy • HIV/AIDS Policy • Sexual and other harassment Policy • Dress code, uniform & protective clothing Policy • Smoking control Policy • Bereavement Policy • Recruitment, selection and appointment Policy • Attraction and Retention Policy • Relocation Policy	• Tariff Policy • Expenditure management Policy • Debit collection and credit control Policy • Asset management Policy • Budget management Policy • SCM Policy • Unauthorised, irregular and wasteful management Policy • Property Rates Policy • Virement Policy • Insurance Policy • Contract Management Policy	• Public participation Policy • Remuneration of section 79 Committee Policy • Rules of order Policy • Delegation of authorities • Communication Policy • EPWP Policy • Performance Management Policy • Policy on the Burial of pauper & exceptional cases relating to the dead • Fraud Prevention Plan • Risk Management Policy	• Prevention of land invasion Policy • Fire Arm Policy • Pound Policy

• Termination Policy • Employee Study Assistance Policy • Fleet Management Policy • Policy on Mayor and Speaker vehicle • Remuneration Policy • Social Media Policy • Secondment Policy • Career succession Policy • Records Management Policy • ICT Policy • Cellphone allowance Policy • ICT Security Policy			

THE FOLLOWING IS THE LIST OF POLICIES THAT WILL BE TABLED TO COUNCIL ON FOR ADOPTION

INSITUTIONAL DEVELOPMENT AND DESIGN	FINANCIAL VIABILITY AND MANAGEMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING
• Leave Policy • Community Bursary Policy • ICT Policy • Job Evaluation Policy • Standby Policy • Shift Policy	• Virement Policy • Expenditure Management Policy • Subsistence Travel Policy • Supply Chain Management Policy • Debt Collection and Credit Control Policy	• Delegation of Authority Policy • Risk Management Policy • Fraud Management Policy • PMS Policy	• Beach Management Policy

		• Consequence Management Policy	

- **MUNICIPAL BYLAWS**

KEY PERFORMANCE AREA	LIST OF BY-LAWS	GAZERTTED (Y/N)
Good governance and Public participation	By-law relating to Standing Orders for Council By –law relating to Ward Committees By-law relating to Delegation of Powers	Y Y Y
Local Economic Development and Spatial Planning	By-law relating to Solid Waste Disposal By –law relating to Public Open Spaces By –law relating to the Prevention of Nuisance By –law relating to Advertising Signs By –law relating to Keeping of Dogs and other animals By –Law relating to Cemeteries and Crematoria By –law relating to Unsightly and Neglected Buildings By –law relating to Buildings By –law relating to Liquor Trading	Y Y Y Y Y Y Y Y N
Quality basic services and Infrastructure development	By –law relating to Street Trading	Y
Financial Viability and Management	By-law relating to Credit Control	Y

3.10. CHALLENGES FACED BY THE CORPORATE SERVICES DEPARTMENT

- In adequate budget for training interventions
- In ability to attract employees in designated group
- Qualified people who are unwilling to relocate
- Insufficient ICT budget to meet ICT requirements

3.11. RESPONSE TO THE CHALLENGES

- Plan and budget adequately for training interventions
- To create incentives for qualified people/Scarce skills
- Enhance revenue base through ICT interventions.

Strategy	Objective	Key Performance Indicator	Annual Target	Baseline	CUSTODIAN	KPI NO
To improve organisational cohesion and effectiveness	To ensure continuous implementation of Municipal vision and mission through Human Resources Management plan by 2022	Number of Human Resource Plan activities implemented by 30 June 2022	Four (4) Human Resource activities Implementation by 30 June 2022	Human Resource Plan/strategy in place	Director Corporate Services	IDD 1
	To ensure effective and efficient records management through Document Management Strategy by 2022	Number of Document Management Strategy activities implemented by 30 June 2022	Four (4) Document Management Strategy activities implemented by 30 June 2022	Implementation of Electronic Records Management System	Director Corporate Services	IDD 2

CHAPTER 4

KPA2: QUALITY BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

4.1 INTRODUCTION

The South African Constitution states that municipalities have the responsibility to make sure that all citizens are provided with services to satisfy their basic needs; promoting social and economic development and a safe and healthy environment in which to live and work. This chapter outlines Ngqushwa Municipal Infrastructure Services.

Quality Basic Services and Infrastructure Development KPA consist of the following departments:

1. PMU
2. Roads and Storm Water
3. Electricity

4.1.1 Institutional Arrangement

#	Approved and funded posts	Incumbent
1.	Director : Infrastructure and Technical Services	Ms. Z.Z. Siwundla
2.	Manager :Project Management Unit	Ms. K. Nogaga
3.	Manager : Electricity	Mr. B Mangesi
4.	Manager : Roads and Storm water	Ms. N Mbekela

Table: Institutional arrangements

4.1.2 Legislative framework applicable:

- National Land Transport Act no 5 of 2009
- National Road Traffic Act 1996
- Electricity Act 41 of 1987
- NERSA regulations
- National Land Transport Act (Act 05 of 2009 - NLTA)
- National Heritage Recourses Act 25 of 1999
- National Water Act 36 of 1998;l[p
- National Forestry Act 84 of 1998

- National Building Regulations and Standards Act No. 103 of 1977
- Construction Industry Development Board Act 38 of 2000
- Architectural Professions Act 44 of 2000
- National Water Services Act 108 of 1997
- Protected Areas Act no 57 of 2003

Strategic goal: To manage quality basics services provisioning in order to ensure rendering of sustainable and affordable services to the communities of Ngqushwa.

Service Delivery Standards	
Service	**Percentage**
Access to Water	94%
Access to Sanitation	67%
Access to Electricity	94.5%
Access to Roads	12.18 km Surfaced 244.6km Gravel 446.5km Earth Road

Table: Current Status Quo on Service Delivery Standards

4.2 MUNICIPAL INFRASTRUCTURE AND SERVICES

Roads and Storm Water

Strategic Objective

- To ensure management and proactive maintenance of municipal roads and stormwater network in order to provide a durable and safe road infrastructure by 2022

The roads infrastructure of the municipality comprises of 705kms Municipal roads, 1149.90kms of Provincial roads and 85kms of National Roads. The majority of municipal roads are gravel and earth roads which are in a very poor condition, with tar roads comprising of 11,28kms also in a bad condition. Roads and storm water division is

responsible for maintenance of municipal roads and storm water. A process of rehabilitating existing tarred roads and storm water in Peddie town has started in 2016/17 and it will take a period of four to five years to be completed. Provision is made in each financial year for the surfacing of a certain number of kilometers of roads.

The existing Road network and Bridges in the Municipal area is assessed every five years to properly plan and implement preventative maintenance, safer roads and bridge structures. Roads in the rural areas are graded and maintained on a regular basis. Regular planned maintenance is crucial to ensure that roads are serviceable and can address rising demand, which in turn makes the cost of maintenance to escalate.

Increasing heavy traffic volumes using municipal roads, high cost of bitumen are a real threat to the sustainability of the road network. The municipality is planning to develop a Roads Master Plan so that we can be able to address some of the identified future needs and challenges.

STORM WATER MANAGEMENT PLAN

Municipality plans to develop a storm water master plan in order to assist with addressing issues pertaining to the storm water drainage within the municipality. The stormwater master plan will be used to prioritise project proposals for solving the storm water problems in each area. Backlog on developed areas with tarred road and no storm water drainage system is still a big challenge. The Municipality plans to pave each year as many sidewalks as the budget allows where there is high number of pedestrians.

The average condition of the network can be rated as poor, with estimated 11.28kms of the surfacing and 532kms of the gravel roads in the poor to very poor category. The estimated Funding Backlog on the upgrading of the network at this stage is **R 621 million**.

RURAL ROAD ASSET MANAGEMENT SYSTEM

Amatole District Municipality has recently entered into a contract with RRAMS to do assessment on all ADM road network which will include the Local Municipalities in the District.

4.3 INTEGRATED INFRASTRUCTURE INVESTMENT PLAN

The local municipality has a Comprehensive Infrastructure Plan (CIP) that was adopted by the Council. The district municipality, local municipality and government departments fully participated in the development of the comprehensive infrastructure plan for the local municipality. For the investment plan, Ngqushwa utilises MIG grant over the MTEF period. Currently, the local municipality is dependent on grants as source of income for infrastructural programmes. The CIP currently covers the capital budget only.

4.4 PROVINCIAL ROADS WITHIN NGQUSHWA LOCAL MUNICIPALITY AREA

Majority of Provincial roads within Ngqushwa Local Municipality are gravel roads which are in poor condition. Roads Forums structures are convened within Ngqushwa Local Municipality and emphasize the importance of teamwork between the different spheres of government, goodwill and co-operation amongst stakeholders to the roads infrastructure development process, to protect and respect each other's infrastructure and broader socio-economic development agenda in the best interests of serving the public.

4.5 PROJECT MANAGEMENT UNIT

Strategic Objective

To ensure sound financial administration of all infrastructure grants, to manage all planning, implementation and monitoring of infrastructure projects in compliance with all applicable quality standards by 2022.

The Project Management Unit (PMU) is a unit within the municipality that is dedicated to manage infrastructure (capital) projects. The broad scope of the unit at Ngqushwa Local Municipality includes Construction of roads; High mast lights; Community halls and Sports facilities and LED project.

In order to provide basic services, Council needs to provide for the repairs maintenance of its infrastructure assets. Such expenses are needed to maintain the current service

standards and will also extend the assets' useful lives. Budget Circular 66 cautions municipalities not to affect savings in repairs and maintenance to balance the budget but to ensure that sufficient budgetary allocation is made for this expenditure item.

4.6. ELECTRICAL ENGINEERING SERVICES

Strategic Objective:

To ensure proactive maintenance of municipality's electrical infrastructure and monitoring of electricity capital projects to comply with all applicable quality standards by 2022. The Millennium Development Goal states that 97% of households must have universal access to electricity by 2025. Access to electricity will alleviate poverty as the use of electricity supports lighting and cooking facilities. The 2016 Stats SA Community survey figures depicted that there were 18 492 households in the municipal area of which 94.5% households had access to electricity.

The backlog is made up of Infills and new extensions especially in the rural areas. Eskom supplies electricity to the rural and farm dweller homes. Ngqushwa Local Municipality Electrical section is responsible for the operations and maintenance of the street lights, municipal building and the community halls. Eskom supplies and maintains electricity to Ngqushwa Local Municipal area according to the Rural Electrification Program. The municipality also runs the Integrated National Electrification Programme (INEP) by the Department of Energy to assist community eradicate backlog of Electrification. Indigents receive 50 kWh free basic electricity at 20 Amp on a monthly basis. Free basic electricity can only be given to customers who are declared as Indigent in terms of the Indigent Register. The municipality will continue to provide free basic electricity to indigent customers on a monthly bases whereby the indigent applies to be on a 20 Amp circuit breaker and 50 kWh free basic electricity per month.

In future the Municipality will make use of alternative renewable energy sources, such as wind turbines, solar heating and electricity generated from solid waste should industrial and commercial expansion requires such. The Municipality does not have NERSA licence and no control over illegal electrification connection however the Municipality with relevant department conducts awareness campaings.

4.7 WATER AND SANITATION

4.7.1 Water Services

UWP Consulting (UWP) were appointed by the Amathole District Municipality (ADM) on 22 December 2011 to prepare a water services master plan for Ngqushwa Local Municipality to guide water services infrastructure investment within the Ngqushwa Local Municipality area over the next 20 years, and in particular to identify the requirements needed to meet the National 2014 Water Services backlog targets. The study area for this Water Services Master Plan is for the entire Ngqushwa Local Municipality area.

The plan provides strategic direction to the municipality in this sector and identifies the most crucial projects. It should be noted that Ngqushwa Local Municipality is not a water service authority nor a water service provider, therefore the function of water and sanitation is solely a function of the Amathole District municipality.

The rural areas of Ngqushwa Local Municipality are serviced by a number of regional, local, stand alone and rudimentary schemes providing 93% of the population.

The towns are serviced by regional water supply schemes providing high levels of service to the older formally zoned even, RDP or sub-RDP levels of services to the formally zoned low-income housing areas and sub-RDP or informal levels of services to the informal settlement areas.

4.7.2 Bulk water

Bulk water infrastructure is provided by a number of dams and water purification works within the municipal area which is operated by the Amatola Water Board.

4.7.3 Sanitation Services

UWP Consulting (UWP) were appointed by the Amathole District Municipality (ADM) on 22 December 2011 to also prepare a Sanitation Master Plan for Ngqushwa Local

Municipality. The future sewerage infrastructure requirements for Peddie have been determined on the assertion that waterborne sanitation will be provided throughout the town, and that the future land use will be as per the LSDF.

The provision of sanitation services to the 18 492 Household as per census 2016 Stats SA Community Survey is a high priority in the Municipality. Access to sanitation is one of the most important basic services as it concerns the health and dignity of human beings. The older formally planned areas of the towns are serviced by means of waterborne sanitation, either with off-site or on-site treatment (i.e. sewage networks draining to waste water treatment works or conservancy/septic tanks). The new formally planned low-income areas are generally serviced by means of VIP, whilst the informal areas are generally un-serviced or have no formal services.

The rural areas, were formally serviced by means of VIP toilets. According to the 2011 statistics, only 5.8% of the population has access to flush toilets which are either connected to a sewerage system or a septic tank. This results in a backlog of 96%. Almost 84.6% of the population makes use of pit latrines. The majority of these pit latrines have no ventilation. 2.5% of the population makes use of chemical toilets.

4.8 TRANSPORT

The Amathole District Municipality (hereafter referred to as ADM) undertaken a major review of its Integrated Transport Plan (ITP) in the 2012/13 financial year. Since this major review, there have been physical land developments, transport systems planning and legislative changes within the transportation environment which substantiate the requirement of another review of the existing ITP. As a Type 2 Planning Authority, it is required according to the National Department of Transport (DoT) Minimum Guidelines of the National Land Transport Act No 5 of 2009 (NLTA) to prepare a DITP. The ADM utilised internal resources for the review of the 2015 ADM ITP.

"*Transport is the heartbeat of the economy*". Furthermore, a quality

transport system is a prerequisite for a better life for all.

ITP document represents the 2015/16 annual review of the District Integrated Transport Plan (DITP). The document intends to align the existing 2011/12 Amathole DITP with the National Land Transport Act (Act 05 of 2009 - NLTA), and in accordance with the latest minimum requirements for the preparation of a DITP (Government Gazette Notice No. 30506, 30 November 2007).

The key underpinnings of prevailing transport policy and legislation today are the provision of sustainable transport, especially the need to drive public transport over private transport. The provisions of prevailing legislation encourage public transport to be seen as one of the principal drivers of the economy.

The update of the DITP for the Amathole District Municipality (ADM) will, therefore, serve as a platform to enhance the transport system within ADM, conformity to prevailing legislation, and guide to vital inputs required for the development of a new ADM DITP that must meet new developmental challenges and other imperatives in the future.

The review and update of the DITP for the ADM has been prepared to ensure that the updated document keeps within the legislation, specifically the National Land Transport Act, 2009 (Act No. 05 of 2009). The Department of Transport has taken note of the disjuncture between the National Land Transport Act and the Municipal Structures Act and was already in the process of addressing it. The public transport system in Ngqushwa Local Municipality area is limited and primarily constituted by private minibus taxis that service the area on a regular basis.

4.8.1 NONE MOTORISED PUBLIC TRANSPORT SYSTEM

There are inadequate facilities to accommodate this form of public transport and organised taxi ranks and commuter shelters are needed at all settlements. The municipality does not have an integrated transport plan to mitigate the above.

There are privately owned cars and bicycles and the majority of the population is pedestrians who have to rely on foot as a mode of travel. Pedestrians are not adequately catered for especially in terms of safety. There are no formal crossing arrangements to cater for pedestrians and animals between settlements and to compound this problem many of these informal crossings traverse national and trunk roads which have adverse effects on safety within the area.

4.9 SOLID WASTE MANAGEMENT

Strategic Objective

To manage the rendering of waste management services in accordance with applicable legislation, by-laws and standards by 2022.

The municipality provides waste management services that include waste collection, street cleaning, clearing of illegal dumping, health care risk waste management and waste disposal. Regular solid waste collection service is provided to business, institutions and households within the jurisdiction of the municipality.

Waste collection from residential premises is carried out on a weekly or bi- weekly basis. The total percentage of households with access to waste removal services is 20.7%. Waste disposal is centralized, and all waste collected in the various centres (including garden waste) is transported to the permitted Peddie landfill site for disposal. The haulage of waste from Hamburg, Bhira, Mphekweni and Fish River and surrounding areas creates a huge financial burden on the operating budget due to fuel and maintenance costs, and the landfill is reaching its lifespan earlier than it was expected. A project for the construction of new landfill site is underway at an estimated cost of R30m based on the new regulations. In the near future municipality is planning to upgrade Hamburg transfer station for the coastal area.

In order to meet demand for waste removal, vehicles should be purchased in accordance with Council and policy. Budget is required to purchase a compactor truck. The municipality has one landfill site and one transfer station, which are permitted.

In order to protect the environment and health of the community, the municipality will continue to render waste collection services as scheduled. Plans to extend the waste collection services to rural communities through the acquisition of additional resources, providing waste collection infrastructure to new developments and procuring of adequate equipment will continuously and consistently be implemented from year to year. Currently the municipality is conducting awareness programmes to the communities on waste management.

4.9.1 INTEGRATED WASTE MANAGEMENT PLAN

Ngqushwa Integrated Waste Management Plan was adopted by the Council in 2012. Municipality is currently working with ADM and DEA reviewing the Integrated Waste Management Plan and Solid Waste by law.

4.10 CEMETERIES

Strategic Objective

To ensure provision and management of affordable cemetery services by upgrading existing and providing new infrastructure by 2022.

Currently there are two cemeteries one is in Peddie Town (full) and Peddie extension. A feasibility needs to be conducted to ensure that the cemetery is developed in a proper space. There are no municipal developed cemeteries in the rural areas. To address the increasing demand on cemeteries, the municipality is in a process of establishing a new cemetery. Maintenance of the graveyards is done on an ongoing basis. All new township developments should make provision for cemeteries and be in line with EIA processes and regulations.

The municipality intends to meet the ever increasing demand for cemetery space by expanding and providing new burial facilities. Furthermore, burial sites will be maintained well after the cemetery has reached its maximum capacity, out of respect for the people buried and for the convenience of loved ones visiting the sites years' after. The municipality undertook an initiative of paving, fencing and grass cutting burial sites in Peddie Town cemeteries.

4.11 ENVIRONMENTAL MANAGEMENT

Strategic Objective:

To secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development by 2022.

The current environmental footprint on natural resources consumption and demand pattern clearly predicts future deficiency in the available resources to meet the population demand. The situation is further exacerbated by human activities which results in climate change, a phenomenon which its effects can be witnessed globally. The need to provide services in a sustainable manner and to preserve our natural resources has been a global challenge. The municipality is intending to develop an Environment Management Plan with assistance from Department of Environmental Affairs and the Department of Economic Development, Environmental Affairs and Tourism.

The promulgation of the National Environmental Management Act, Act 107 of 1998 (NEMA) and the subsequent pieces of legislation, legitimised environmental sustainability in development planning, service delivery and infrastructure development. This means that our attempts and efforts to meet the needs of the current generation should not impact negatively on the ability of future generations. Environmental sustainability should therefore be considered and incorporated in development planning on national, provincial and local spheres of government.

The Municipal Systems Act, Act 32 of 2000, (MSA) is framework legislation for local government and it introduces the developmental local government. The Act further stipulates that basic services should be delivered in a sustainable manner while promoting socially equitable development. Through the MSA municipalities are required to adopt a more sustainable approach to planning and development as embraced in the South African Constitution as well as in other policies and legislative enactments relevant to Local Government.

The growing municipal population, economy and industrialization will have adverse impacts on the availability of natural resources and environmental quality if measures are not put in place to ensure sustainable development.

The municipality made strides in environmental issues by developing the environmental management plan and is planning establishing an environmental management forum. The municipality must ensure that environmentally sensitive areas are identified, rehabilitated and continue to be monitored in order to conserve biodiversity and prevent environmental degradation. The municipality is in a process of reviewing its Spatial Development Framework therefore the land degradation and revatization, State of Environmental Report, Environmental Management Framework, Coastal Management Plans, Acquatic ecosystem, Ecological Infrastructure, Wetlands bioregional plans will be incorporated in the municipality's Spatial Development Framework (SDF).

The municipality must ensure that all proposed developments within Ngqushwa Local Municipality are environmentally, socially and economically sustainable by adhering to EIA processes and regulations that will guide future development, for example, Strategic Environmental Assessment (SEA), Life Cycle Assessment (LCA).

The National Environmental Management principles requires that "Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means".

The municipality should therefore ensure that equitable and effective participation is achieved through the participation of vulnerable and disadvantaged persons. Capacity building focusing both on political and administrative management. Integration of sustainability principles in planning and subsequent activities within the coastal zone. Encourage interdepartmental cooperation in planning decision-making processes with regards to coastal management. Coastal biodiversity conservation. Establish parks and nature reserves within the coastal zone as tourism destinations.

4.11.1 CLIMATE CHANGE STRATEGY

The municipality is intending to develop its own Climate Change Strategy with assistance from the Department of Environmental Affairs and the Department of Economic Development, Environmental Affairs and Tourism.

4.11.2 AIR QUALITY MANAGEMENT

The Amathole District Municipality is currently overseeing the Air Quality Management activities, however Ngqushwa Local Municipality is planning to adopt the existing Amathole District Municipality Air Quality Management Plan and enter into a Service Level Agreement.

4.12 COMMUNITY FACILITIES (BUILDINGS)

Strategic Objectives: To ensure provisioning and maintenance of municipal building and facilities by 2022.

Municipal Buildings include amongst others, the provision of new municipal buildings and structures and their maintenance. The municipality's success is dependent on interaction with other internal and external departments to ensure accurate needs assessment and planning for new developments and the necessary maintenance of existing structures.

Most of the existing community buildings and facilities were designed and built without taking cognisance of the needs of persons with disabilities. To rectify this, the old buildings will be retro-fitted or upgraded and maintained with the inclusion of such additional disabled-friendly features. New buildings must include the features as part of deliberate design.

To maintain a healthy and safe environment for the local community visitors and employees. The Health and Safety Act requires that all buildings be annually audited for Health and Safety compliance in order to guarantee the safety of all users including visitors. The municipality shall strive to comply with all aspects of the said piece of legislation within all of its buildings and facilities for the benefit of the public and employees. Recommendations of the annual audits shall be included in the budget.

4.13 SPORTS AND RECREATION FACILITIES, PARKS, PLAYING EQUIPMENT AND GREENING

Strategic Objective: To manage the provisioning and maintenance/operation of parks, sports ground, commonage and public amenities by 2022.

Department of Community Services is responsible for maintainance and provision of sports and recreation facilities, parks, playing equipment and green areas. Provision for the commonly practiced sporting codes like rugby, soccer, tennis, netball etc. is at a reasonably acceptable level in the urban areas. The Municipality is providing sports facilities. There are five provided in the following villages: Nobumba, Hamburg, Glenmore, Ntloko and Mpekweni villages. The Municipality is working towards improvement of sports facilities within Ngqushwa Municipal area. In the rural areas only basic sport facilities like graded soccer fields and basic multipurpose facilities are provided. The need for the provision of all these community facilities in urban and rural areas is still great.

The municipality strives to ensure that all new township developments make provision for sport facilities and space for graded soccer fields at least a minimum size of 11 000m². The municipality is no exception in experiencing environmental challenges especially with the rapid urban growth that poses a threat to the environment. With the ever demanding lifestyles of modern times, it is necessary to ensure that people have access to facilities for relaxation of choice, whether for hard core sport or for recreation activities. Professional development for the young and amateurs requires facilities of acceptable minimum standards at the beginning of their careers. Our fast developing towns and townships leave a demand for well-developed open green areas to ensure healthy lifestyles are maintained. The municipality intends to contribute towards the community cohesion and social interaction by creating well developed open spaces within the residential areas. Children recreational play areas (play equipment, informal play) and passive recreational zones (benches, lawn areas). Well developed and maintained open spaces ensure that the value of open and green areas is recognized and preserved by the community. The earth needs to be looked after and saved for future generations. By planting trees planted developing and maintaining open areas, the municipality ensuring that environment is taken care of.

4.14 CHALLENGES FACED BY QUALITY BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT.

- Inadequate CAPEX to address the existing backlog

4.15 RESPONSE TO THE CHALLENGES

- Business plans and funding applications must be submitted to department of energy in each financial year to assist Eskom in addressing the current backlog.
- Source funds for Municipal Infrastructure Grant (MIG)

4.16 QUALITY BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT INTEND TO DO THE FOLLOWING PROJECT IN 2021/22

- To build Community Halls in selected wards as per wards needs priority list
- To construct Internal Roads and Access Roads as per wards needs priority list
- Electrification of houses
- Upgrading of DR 345 between R72 and Hamburg (funded by Department of Roads and Public Works)
- Construction of MR00689 from Cross Roads to King Williams Town (funded by Department of Roads and Public Works)
- To construct Access Road to Baltein Citrus Pack shed, Pineapple Projects and Irrigation Schemes
- Source funding for construction of landfill site
- Maintenance of open spaces, municipal grounds, parks and public amenities
- Implementation of coastal management plan
- Conduct feasibility study for Establishment of a new cemetery site for Hamburg
- Source funding for construction of Hamburg cemetery
- Source funding for environmental related projects
- Source funding for construction recycling facility
    - Borehole Programme

Strategy	Objective	Key Performance Indicator	Annual Target	Baseline	Custodian	KPI NO
To manage quality basics services provisioning in order to ensure rendering of sustainable and affordable services to the communities of Ngqushwa	To ensure sound financial administration of all infrastructure grants, to manage all planning, implementation and monitoring of infrastructure projects in compliance with all applicable quality standards by 2022 and beyond	Number of km contructed by 30 June 2022	Construction of 5km Machibi Internal Roads (Ward 4) by 30 June 2022	Not Applicable	Director Technical Services	QBSD 1
		Number of km contructed by 30 June 2022	Construction of 5km Mxaxa Internal Roads (Ward 7) by 30 June 2022	Not Applicable	Director Technical Services	QBSD 2
		Number of km contructed by 30 June 2022	Construction of 5km Pola Park Internal Roads (Ward 8) by 30 June 2022	Not Applicable	Director Technical Services	QBSD 3
		Number of km contructed by 30 June 2022	Construction of 5km Pikoli Internal Roads (Ward 9) by 30 June 2022	Not Applicable	Director Technical Services	QBSD 4
		Surfacing and Paving of 4km of Peddie Town Streets phase 3 by 30 June 2022	Completion of 4km Surfacing and Paving of Peddie Town Streets Phase 3 by 30 June 2022	Surfacing of Peddie Town Streets - Phase 2	Director Technical Services	QBSD 5

CHAPTER 5

KPA3: LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING AND DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT

5.1 INTRODUCTION

Ngqushwa Local Municipality is a rural and poverty-stricken municipality. Local Economic Development (LED) and Spatial Planning & Development are seen as the only hope of fighting poverty and ensuring more sustainable livelihoods. Local Economic Development consists of three sections; Agriculture, SME's and Cooperatives, and Tourism and Heritage. The Spatial Planning & Land Use Management consists of the following sections, Planning & Land Use, Land Administration & Housing and Building Control.

5.1.1 Institutional Arrangement

#	Approved and funded posts	Incumbent
1.	Director: Community Services	Mr. V. Mbangi
2.	Manager: Local Economic Development	Mr. M. Phumaphi
3.	Manager: Spatial Planning and Land Usage Management	Mr. O. Mazele
4.	Manager: Waste and Environmental Management	Mr .R. Mkhontwana
5.	Manager: Protection Services and Public Safety	Ms. N. Makunga
6.	Area Manager: Hamburg	Vacant

Table: Institutional Arrangement

Legislative Framework applicable:

- The Constitution of Republic of South Africa Act 103 of 1996;
- White Paper on Local Government of 1998;
- Local Government: Municipal Systems Act 32 of 2000;
- A policy paper on Integrated Development Planning (2000) and IDP Guide Pack;
- LED Strategies and Instruments;

- LED Guidelines to Institutional Arrangements of 2000;
- Discussion document on LED Policy of 2002;
- Policy Guidelines for implementing LED in South Africa of 2005;
- Spatial Planning and Land Use Management Act 16 of 2013;
- Ciskei Land Use Regulations Act 15 of 1987;
- Ngqushwa Municipal Spatial Planning and Land Use Management By-laws of 2016;
- Eastern Cape Spatial Development Plan 2011.
- National Environmental Management Act no 107 of 1998
- Occupational Health and Safety Act 85 of 1993
- National Environmental Management Act-:107 of 1998 and amendments
- National Integrated coastal management Act no 24 of 2008
- Biodiversity Act 10 of 2004
- Environmental Conservation Act 73 of 1989
- Conservation of Agricultural Resources Act 43 of 1983
- Green Buildings Policy, January 2011 Draft V3
- National Waste Act no 59 of 2009
- National Environmental Management: Air Quality Act 39 of 2004

Strategic goal:

Strives to ensure the creation of wealth using all available natural resources and strategic partnerships to promote sustainable economic growth.

Ngqushwa Local Municipality has finalized and adopted Local Economic Development (LED) Strategy that respond to the Local Economic Development needs. The reviewed LED strategy has taken an integrated approach to planning by paying attention to the following key pillars:

- **Business Support** - Entrepreneurship/Enterprise and SMME Development

- **Human Resources Development:** Forging partnerships with the relevant Sector Education and Training Authorities (SETAs) for purposes of skills development and transfer.

- **Establishing an Enabling Environment for LED:** Access to information.

- **Channeling finance for LED**: Actively pursue sponsorship and donor-funds to support the development of the SMME sector.

- **Marketing Support**:

- Mapping out avenues for participation in the industrial summits, exhibitions, workshops and trade shows for the SMME sector for showcasing their products and selling their services;
- Establishing local agricultural produce market and information hubs in Ngqushwa.

- **Ensuring Sustainability of LED:**

- Putting in place measures to ensure that all applications for planning and development address sustainability issues.

- Putting in place procurement policies that include a preferential point system for local businesses in the evaluation criteria of the municipality.

The LED strategy seeks to achieve the following:

- Create and facilitate employment for all its communities;
- Co-ordinate and integrate national, provincial and local initiatives and programmes;
- Stimulate local resource utilisation and linkages between the social, cultural, environmental and economic perspectives;
- Establish partnerships;
- Tourism and Agriculture Development
- Build capacity; and
- Promote broad based black economic empowerment and poverty alleviation

The National Framework for LED proposed in South Africa aims to support the development of sustainable local economies through integrated government action.

Government action is to be developmental and should stimulate the heart of the economy which comprises those enterprises that operate in local municipal spaces. The framework is underpinned by an appreciation of the evolving practice of LED internationally and is based on the unique South African context and challenges. It contextualises the move towards "new institutionalism" that breaks down the distinction between economy and society, showing how economic decision-making and action is shaped by the shared values, norms, beliefs, meanings, and rules and procedures, of the formal and informal institutions of society. The normative agenda of the New Institutionalism is to develop shared meaning and values and to strengthen the networks of social interaction.

This has also been variously described as building social capital or developing social cohesion. The evolution of LED policy in post-1994 South Africa is closely associated with the transition to developmental local government. As early as 1995, Constitutional debates on the future form and shape of local government articulated a far more proactive role for municipalities. The declaration of local government as a sphere (rather than a tier) of government reflects the importance that was attached to local state actors during that early period. The final version of the Constitution itself declared that a fundamental objective of local government was to promote social and economic development in localities.

Smaller municipalities such as Ngqushwa Local Municipality and those with very limited economic potential have a bigger challenge in recognising the importance of good municipal governance and provision of municipal infrastructure and services. Investment and employment creation initiatives will have to be more strongly examined for viability and feasibility. In addressing these challenges and ensuring a coordinated approach to optimising potential of all areas outside of the narrow local interests alone, the focus is upon:

- Improving the competitiveness of municipal regions in South Africa by providing an approach to developing local economies with the participation of all relevant stakeholders;

- Rendering economic growth compatible with social equity and safeguarding the environment since human and natural resources are the backbone of sustainable development;
- What the state, (with all its organs and agencies) can do to support and reward citizens who organise locally and operate in local level partnerships to engage in greater economic activity, spreading economic development in an even manner;
- How the state can be a platform to facilitate the inclusion of all to participate in the economy. This would include rewarding and enable citizens who form organised communities in response to social and economic rights' programming.

As a result, the municipality will develop Informal Trading policy and Poverty Alleviation Strategy to promote economic development. The municipality has developed and adopted By-Laws that will control informal businesses and will be in process of developing zoning scheme regulations.

Although interest in the local approach to economic development is gaining ground in developing countries, a broad agreement of its definition has yet to be reached. But local economic development initiatives need not wait for such a definition since one may never be agreed on. More important is a working definition that can be used as a guideline and blueprint for programme scope. Local economic development should not be seen as exclusive, but as an integral part of regional development. Following is a description of the direction and scope of local economic development initiatives:

- Stimulate growth of local economies and create new job markets,
- Make the best use of available local resources,
- Create space and opportunities to balance supply and demand, and
- Develop new business opportunities.

It can be concluded that local economic development is a process that forms partnerships between economic stakeholders, between regional governments, community-based organisations and the private sector, in managing the resources available for creating job markets and stimulating the local economy. This approach emphasises local control and utilises human, physical and institutional potentials. Thus,

local economic development partnerships integrate efforts to mobilise actors, organisations and resources, while developing new institutions through dialogue and strategic activities.

5.1.1. Pro-Poor

The strategic framework and implementation of local economic development programmes should focus on participation of poor people in activities in the production and marketing cycle, not just on trickle down effects, to improve their welfare. So, the starting point of support for poor people is their opportunities, not their barriers. The dimension of this potential includes the accessible as well as the actual. The potentials of poor communities and their access to resources and services are important factors in achieving the goals of local economic development.

The pro-poor concept emphasises several key principles: investment in improving the human and social capital of poor people; policies and services that result in the widespread and sustainable availability of people's basic needs (access to food, clean water, housing, health and education); policies and services that reduce transaction costs, so giving poor people more opportunities to obtain employment and/or greater value added from their own enterprises; increasing poor people's access to economic resources (capital, land/space, tools of production, market information, and so on); and environment-friendly development that conserves or improves ecological function and the capacity of natural resources to produce.

The principle of gender equality has been integrated into the United Nations sustainable development framework because gender is a cross-sector issue. One focus of the gender issue is on equality of access and control for men and women to economic resources and the employment market. Any local economic development initiative should first analyse the costs and benefits for both men and women. The green revolution, while rendering a huge service in multiplying food production through a system of intensive agriculture and mechanisation, was detrimental to women because this mechanisation caused loss of employment for many women workers in rural areas. This kind of phenomenon can be avoided by designing "gender neutral" technology or creating new employment for those who are marginalised.

5.1.2. Major Components of Local Economic Development Strategy

Building Attractiveness - Besides fulfilling the basic principles of local economic development, there are at least three other strategic components to building investor interest in the region; improvement of investment climate and regional economic dynamism; commodity presence and image and availability of competitive human capital. The following sections will provide a brief description of each of these components.

Improving investment climate and regional economic dynamism Creating a healthy investment and business climate means creating conditions conducive to attracting domestic and foreign investment to generate economic growth and improve the welfare of the local inhabitants. So, in the context of local economic development, policymakers and Ngqushwa Local Municipality community must understand the key factors that determine whether or not the business climate is healthy from the point of view of investors or business people so that policies and services can be directed to create these conditions.

5.1.3. Key factors to consider:

5.1.3.1 Cost factor

Policies and poor conditions that give rise to high economic cost will discourage investors from starting or expanding businesses, and also restrict the participation of poor people in the market. There are several conditions that may stimulate investor interest, and the more of these conditions that exist in a region, the greater the chance that investment will flow in. These conditions are transparent and efficient system of licensing and taxation; efficient and adequate infrastructure (transport, telecommunications, energy and water); competitive local labour; and image and perception of the culture of good governance.

5.1.3.2. Economic dynamism factor

The previous section explained that decentralisation policy and cohesive deregulation to support the market mechanism is a determining factor in the attractiveness, resilience and competitiveness of a region's economy. At the same time, investors will also look at the factor that will help their businesses prosper, and that is the dynamism of the local

economy. The dynamism of the local economy can be interpreted from two criteria: its economic potential, and the structure of its economy. For the former, per capita gross regional domestic product (GRDP) is generally used because this indicator reflect the capacity of the people to fulfil their life needs. The second criteria, economic structure, uses the indicator of aggregate gross value added for all economic sectors in the region. From this information, investors will be able to see the main potentials (economic base), and whether the region's experience is in the primary sector, secondary sector (industry) or services sector.

5.1.3.3. Risk factors.

These factors include macroeconomic stability and conducive social-political dynamics; policy transparency, stability and predictability; and effective institutions providing guarantee of property rights and contracts. Improving the business or investment climate in the regions requires synchronisation of policy and strategy between central government and regional governments. Nonetheless, many of the factors described above can be implemented or facilitated by regional government.

5.1.3.4. Building Resilience

The concept of resilience was adopted from a theory pioneered by ecologists that see the economy as an ecosystem (ecological nation) that is striving to maximise the long-term value of limited land resources by developing interdependent biological systems. In other words, diversity and interdependence of species and environments are a key factor in building the long-term productivity and resilience of a system. Resilience is a dynamic concept. Put simply the resilience of an economy refers to the ability of the economic sector to adapt and recover from economic and non-economic pressures. In an ever-changing environment in which opportunities and risks may appear at any time, each economic unit be it the household, company or region, needs to be prepared. Following is a description of the three-fold strategy to build resilience and the expected role of the public sector.

5.1.3.5. Business Diversification and Product Transformation.

Diversification includes commodity diversification and enterprise diversification, while product transformation in the narrow sense is modification in the form or structure of a product (peeling cashew to make cashew nuts and processing cashew apple into syrup are transformation processes).

The choice of diversification or product transformation, or indeed a combination of the two, should be based on technical and non-technical criteria, including: compatibility and natural risk factors that are difficult for farmers/entrepreneurs to control (climate, pests, diseases); balance between demand and supply, including the implications of economies of scale; the capacities and priorities of farming families (entrepreneurs); local culture (for example, food habits). The second criteria requires further explanation. Over-diversification, a situation where there is not even one leading commodity, generally causes marketing difficulties because there are no economies of scale. Thus, creating economies of scale at the production unit level (household or company), and at the local level, are key factors that need local and cross-sector planning and coordination.

Creating a conducive investment climate is an essential condition for the success of diversification/product transformation strategy, but it is not sufficient. As a support, Ngqushwa Local Municipality will need to facilitate:

- Revision of existing spatial plans, taking into account the condition and needs of poor people, and effective socialisation of these plans;
- Transformation of the marketing structure to eliminate price distortions resulting from a marketing chain that is too long and dominated by middlemen, through establishment and empowerment of producer's economic institutions (cooperatives, marketing associations, and so on);
- Improving public access to information and technology by revitalising information services and forming partnerships with business development service providers.
- Ngqushwa Local Municipality to provide financial incentives and capacity building incentives for poor families, such as:
    - Subsidies on tools of production (for example cashew seed peelers, concrete floors for drying seaweed and so on),
    - Giving aid to poor families, job seekers and actors in the micro, small & medium enterprise sector to receive technical and management training

that meets their needs at public training centres, nongovernmental not-for-profit organisations, and private training centres, paid for by regional government. The expectation is that this training model will promote competitiveness and efficiency in providing good quality training that meets market needs.

- Providing possible credit (and grants for revolving funds) for poor families and their organisations (cooperatives, associations) to promote the processing and marketing of local products.

5.2 RURAL DEVELOPMENT AND AGRICULTURE

Strategic Objectives:

To enhance equitable access to all natural resources and participation in agricultural opportunities through unlocking agricultural potential by 2022.

The Municipality comprises of rural subsistence communities that rely solely on agricultural production as well as the government social security services for survival. The municipality has LED strategy in place to reverse these high levels of dependency on social grants by stimulating agricultural development.

Municipal Rural Development and Agriculture office coordinate agricultural production in Ngqushwa through the provision of community-based initiatives and the creation of a conducive environment for increased investment in agriculture. In many instances, the office of Agriculture together with relevant sector departments actively intervene and support initiatives in order to enhance food security, job creation and the quality of life for the benefit of all. These interventions will be mainly directed at improving the quality of life to those operating in Agricultural sector and redressing the inequalities created by the past.

5.3 NGQUSHWA AGRICULTURE FARMING OPPORTUNITIES

5.3.1 Livestock farming

The Livestock sector within Ngqushwa is dominated by the Cattle, Goats and Sheep enterprises. Beef, sheep and wool are in most instances farmed as integrated enterprises for optimum utilization of the natural pasture. Livestock also includes Poultry and Piggery farming. The Municipality is assisting the farmers on Livestock Improvement Scheme through provision of infrastructure and production inputs.

5.3.2 Irrigation Schemes/Crop farming

Ngqushwa prides itself with 7 irrigation schemes which produce various crops, particularly vegetables. The irrigation has potential to turn around the rural economy in the area. Crop farming also entails opportunities for diversified crop production including household vegetables and maize production which is a significant field crop grown within the communal areas of Ngqushwa Local Municipality. The main challenge for sustainability of the irrigation schemes is lack and ageing infrastructure such that the production is negatively affected. Besides providing support on Mechanization program and Irrigation schemes, the Municipality is currently developing business plans to source funding for cropping programmes.

5.3.3 Exotic fruit

Citrus, pineapples and pomegranate are the major fruit crops of significance produced in Ngqushwa Municipality. The Department of Agriculture and Agrarian Reform recently launched state of the art packhouse for Citrus production. Plans of expanding citrus production are in place to ensure sustainability of the Packhouse operations.

5.3.4 Household food security and poverty alleviation

This Programme is ensuring sustainable household food security through provision of production inputs by coordination with other role-players in food security.

5.3.5 Agro –processing

Ngqushwa Local Municipality is committed in promoting sustainable agriculture through facilitating value adding activities/agro processing of agricultural production.Through

BIGM program the Municipality is piloting Honey and Aloe production processing. Business Plans has been developed by the Institution to support communities that are participating in these initiatives.

5.3.5.1 Honey production processing

Ngqushwa area comprises rural subsistence communities that rely heavily on Agriculture production in addition to the government social security services safety net. In order to reserve the high levels of dependency on social security and to stimulate Agriculture development in Ngqushwa, the Municipality has taken a number of meaningful strategic approaches to develop the honey industry in support of local beekeepers.

The municipality in the process of constructing a honey processing facility which will be a center of the honey producing farmers working with strategic partners namely Harmony Gold Mine and Amathole District Municipality to ensure effectiveness and sustainability.

The municipal seeks to achieve but not limited to the following objective:

Encourage and promote agro-processing and value addition to ensure local circulation of the local buying power and absorb the unemployed youth and vulnerable groups to participate in the economy. The Municipality committed to spend a budget not exceeding the amount of R2 000 000.00 on the project. This amount of money will be utilise in different phase of the project specifically for skills development for a period of three financial years. While Harmony Gold Mine will provide funding to implement the project as committed in it's 2020-2024 Social Labour Plan to an amount not exceeding R5 000 000.00

Overview of Agri-Park

The Agri-Park development initiative is defined as a network innovation system of agro-production, processing, logistics, marketing, training and extension services. As a network, it enables a market-driven combination and integration of various agricultural activities and rural transformation services. This means that the Agri-Park concept involves integrating collective farming, farmer incubation programmes, Agri-Clusters, and Eco-Villages; while also contributing to land conservation and preservation.

The Agri-Parks Programme seeks to achieve rural economic development through an all-inclusive approach to development by developing agricultural value chains that are linked nationally. The issues of employment, skills development and productivity of land, will also be addressed by the programme. The Municipality is supporting Agri-Park initiatives through establishment of Farmer Support Production Unit (FSPU).

5.4 TOURISM AND HERITAGE DEVELOPMENT

Strategic Objectives:

To create conducive environment for Tourism and Heritage attractions thereby marketing Ngqushwa as a preferred tourist destination of choice by 2022.

5.4.1 Tourism and Heritage

Ngqushwa Local Municipality is opulent in Tourism and Heritage. Tourism development is dominant in the Municipality, both inland and coastal areas. There are Tourism and Heritage Nodal points which are tourism attractions. Ngqushwa is rich in Heritage that dates back to the 1800s. These nodal areas provide Tourism packages like Heritage Attractions and Accommodation. Listed below are the Tourism and Heritage Attractions within Ngqushwa Municipality:

- Fort Peddie
- Uhambo Loxolo Hiking Trial
- Makana Route
- Ntsikana memorial
- Fish festival
- Madliki Heritage
- Ayliff church heritage site
- Accommodation (B&B's)
- Isikhumbuzo saseMqwashini
- Great Fish River Reserve.
- Fish River
- Keiskamma River
- Aquaculture

- Hamburg Blue Flag status
- The Keiskamma Art Project
- Hamburg Splash Festival has been revitalised and is now an annual event. It is used to advertise un-spoilt natural beaches (only beach with a blue flag status) and provide opportunities to locals to showcase their products during the event.
- The municipality has a 42km coastal line stretching from Keiskamma River to Fish River. There are other small rivers in between the two main rivers namely Birha, Mgwalana and Mtati joining the Indian Ocean.
- There are two dams that are used for fishing, Isinqumeni and Mankazana dams along the Fish River. The offshore and inshore marine environment provides valuable migration and nursery habitats for many marine organisms.
- Hamburg has great potential for tourism development since it lies along the Coastal belt. However, there are other resorts such as Fish River Sun and Mpekweni Resort.
- Ngqushwa Local Municipality is planning to have a memorial park where a heroes' ache will be constructed. All the heroes and heroines will be inducted in that heroes' ache.
- Another project that has a huge potential is the Mqwashini (Milkwood) Heritage site. The House of Traditional Leaders and Ngqushwa Local Municipality are in the process of sourcing funds for the development of Mqwashini/ Milkwood Tree which has a very rich history pertaining to Ngqushwa area.

5.5 SMALL MICRO ENTERPRISES AND COOPERATIVES

Strategic Objective:

To create an enabling environment that promotes the capacitation of SMEs, development of local economy and employment creation by 2022.

5.5.1 SME's and Cooperative Development

Ngqushwa Local Municipality is rural in nature, therefore, has a higher rate of unemployment. The bulk of the economically active populations migrate to cities in search

of jobs and better living conditions. In attempting to reduce this migration, the municipality will be developing counter- urbanization strategies such as, SMEs and Cooperative Development Strategy.

Based on the above, Ngqushwa local municipality aims to develop and invest in the SME sector in order to create employment opportunities. The need for business advisory services was identified to be highly imperative to assist in this regard. In addition, the Municipality is taking the issue of SME development very seriously as it remains one of the key pillars and priorities for accelerated and sustainable local economic development. This of course takes into cognisance the creation of tools and methods necessary to aggressively deal with the impediments of smooth and accelerated socio-economic development. As the Municipality, it is our responsibility to take lead in the quest of bettering the standards of living and the livelihood of the locals. The model of Cooperative development and SME Incubation as a mechanism and a vehicle to drive meaningful and sustainable rural socio-economic development has been most welcome by Ngqushwa local municipality.

To enhance the realisation of the outcome of the vision through the model, the Municipality has taken bold steps to support the initiative. Whilst it is strongly believed that this could be the break-through for Ngqushwa, resource mobilization is an imperative input towards the process of transforming SME development in Ngqushwa.
The Municipality has adopted Cooperative development and SME Incubation as a vehicle to transform the SME sector in the Municipality.
The SME Incubation is offering various services to SME's in Ngqushwa Local Municipality, such as follows:

- Facilitating registration of Cooperative with Companies and Intellectual Property Commission (CIPC);
- Provide business development advice and services;
- Where an organized and sectored database is updated and readily made available;
- A one-stop shop to access all government services and programmes relating to cooperative development;
- Meaningful and high impact market linkages for cooperatives;

- Centre for coordinated cooperatives activity including value addition;
- Location where the Cooperatives Representative structure can hold developmental meetings for the development of cooperatives;
- A centre to accommodate other related service offerings by other spheres of government and development agencies, such as DEDEAT, the DTI, SEDA, etc.;
- A centre where cooperation amongst cooperatives is facilitated, highly encouraged, and realized within and outside Ngqushwa Municipal area.

To ensure that there is a sustainable Local Economic Development, it is imperative that relevant policies are in place. These policies will ensure that SMEs and Cooperatives will understand the need of moving towards economic growth within Ngqushwa Municipal jurisdiction. Ngqushwa Local Municipality is planning to develop strategies, policies and By-Laws to ensure business expansion and retention for existing businesses and attraction of further investment. These include, amongs others, Investment Policy and street informal trading By-laws.

1. FILM AND DEVELOPMENT SECTOR

Amathole District Municipality together with Eastern Cape Development Coporation (ECDC) are in partnership to develop the Film and Television industry within the District. Hamburg location in ward 10 under jurisdiction of Ngqushwa was identified as a base location for the shooting of the ITHEMBA Season 2 project.

The purpose of the project (ITHEMBA Season 2) is to present an opportunity for the NLM to invest into viable television series. The film and television sector is a priority sector with economic development returns on:

1. Promotion of Tourism and Heritage of the municipality.
2. Promotion of NLM locally and internationally and various platforms
3. Film and Television Sector Value Chain SMME Development:
4. Inputs in Film Production equipment
5. Accommodation and Meals
6. Security
7. Fleet Management
8. Health and Safety

9. Film and Television Industry skills development and skills transfer.

5.6 BIGM PROGRAM

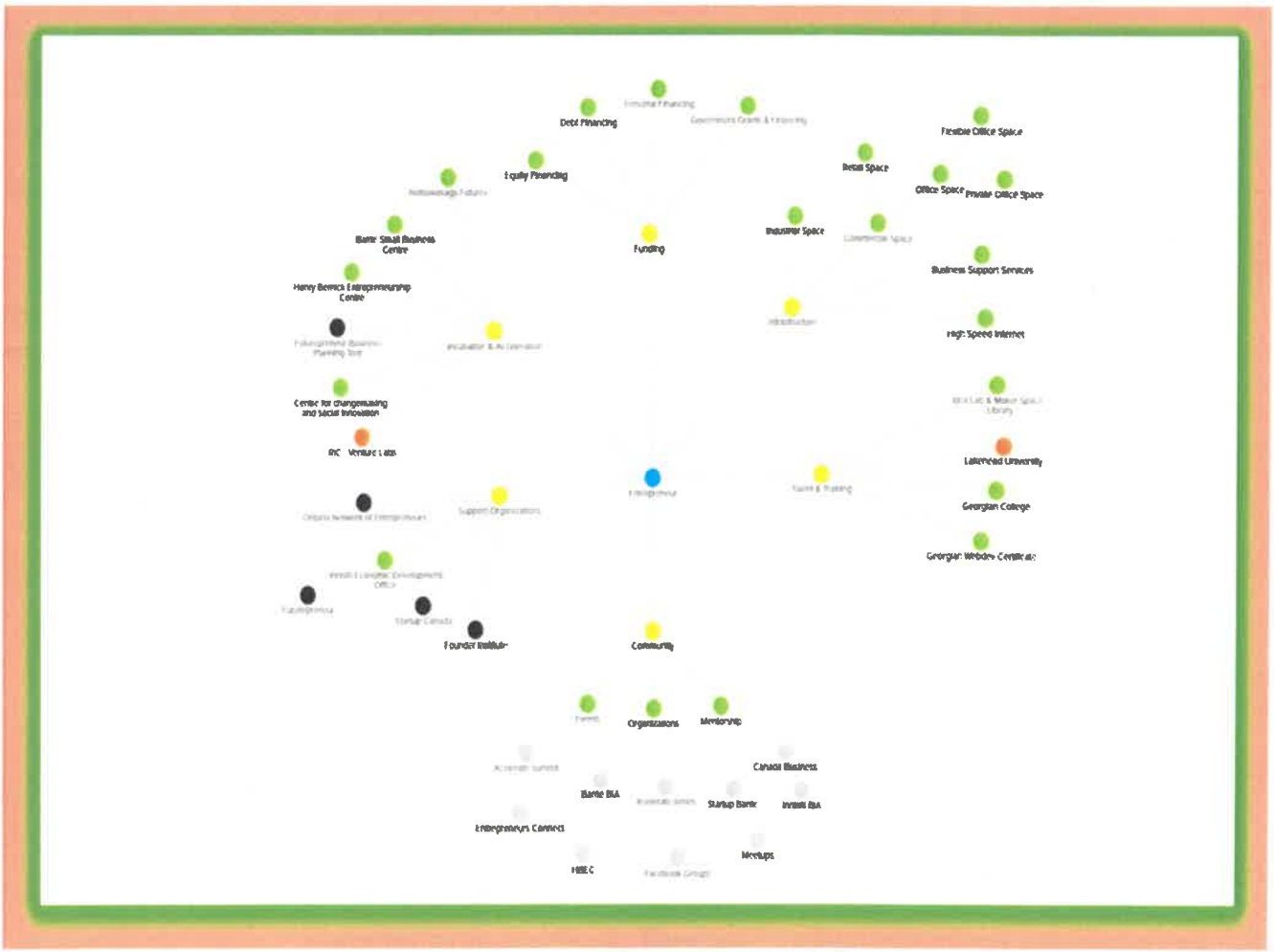
The Federation of Canadian Municipalities in partnership with the South African Local Government Association (SALGA) received a contribution from Global Affairs Canada to implement "The Building Inclusive Green Municipalities (BIGM)" program for 51 months (4.3 years). The program is piloting local economic development initiatives in six Eastern Cape municipalities and Ngqushwa Local Municipality is one of those Municipalities.The overall aim is to improve the capacity of South African municipalities to provide and support effective service delivery, inclusive local green economic growth and enhanced climate change mitigation and adaption measures.

5.6.1 BIGM Objectives

1. Promote job creation
2. Poverty reduction, and
3. Enhanced well-being, while empowering women, youth and vulnerable groups, and ensuring their inclusion as decision makers and beneficiaries.
4. Ngqushwa Local Municipality and the Town of Innisfil (Canada) have been partnered and are focusing on local economic development component **1000**.
5. The project is focussing on building an entrepreneurial Ecosystem, titled the **Ngqushwa Business Support Network**. The end goal of the NLM ecosystem project is helping entrepreneurs and business owners to start, build and grow business to create jobs and provide opportunities for NLM residents, in particular women and youth.
6. An **entrepreneurial eco-system,** summarizes all the resources entrepreneurs and business owners need to start, build and grow a business. Resources includes funding, infrastructure, talent and training, incubation & acceleration, community and support organizations.

5.6.2 GOALS OF THE ECOSYSTEM

- To help entrepreneurs to be able to grow, sustain the current existing businesses and attract start up of new businesses in order to create job opportunities and contribute positively on Ngqushwa economic growth with a special focus on women, youth and vulnerable groups.
- To create and nurture a culture of entrepreneurship, shifting the mind-set from one of entitlement to one of merit (rewards those who put the effort in and do the work).
- To Provide mentorship and skills transfer to the LED team, instilling consultant skills to improve the quality of service provided by the LED team to the Customers (business owners), shifting from the culture of being reactive to proactive approach.



Ngqushwa Entrepreneurial Eco-system

5.6.3 EXPECTED RESULTS

- Sustainable jobs by 2022
- Skills empowerment – Women and vulnerable groups capacitation
- Capacitation of the internal staff (Skills transfer)
- Economic growth
- Reduced migration
- Increased employment rate

5.7 CWP (COMMUNITY WORKS PROGRAMME)

The Community Work Programme (CWP) is an initiative designed to provide an employment safety net, by providing participants with a predictable number of days of work per month — thus supplementing their existing livelihood strategies and affording them a basic level of income security through work. The programme is targeted at unemployed and/or underemployed people of working age, including those whose livelihood activities are insufficient to lift them out of poverty.

It is implemented at the local level at a 'site' (which generally comprises a 'community' in a municipality) and is designed to employ a minimum of 1,000 people per site for two days a week, or eight days a month. Each site of the Community Work Programme is managed by the not for profit organisation appointed through competitive process by the national department of Cooperative Governance and Traditional Affairs. Ngqushwa site is managed by the non profit organisation named Thembalethu Development Foundation appointed from 2018 to 2021.

5.8. STAKEHOLDERS THAT WE WORK WITH IN NGQUSHWA LOCAL MUNICIPALITY LED DEVELOPMENT PROCESS

- Elected and senior appointed public officials
- Representatives of regional or central government
- Directors of large industries and businesses
- SME owners and managers
- Entrepreneurs
- Bank managers
- Directors of major public utilities

- Business association
- Council for Scientific and Industrial Research
- Representatives of local schools and universities
- Newspaper and other media representatives
- Local representatives of central government offices
- State owned Enterprises
- NGO representatives
- Representatives of local churches
- Representatives of labour unions
- LED Forums

5.9. FUNDING SUPPORT IN SOUTH AFRICA

There are numerous sources of funding for the inputs that can contribute to developing Ngqushwa Local Municipality economy. The challenge is to build the requisite capability both at local, provincial and national government level to guide the mobilisation and application of funding in local economies in an effective manner. Funding should also follow strategy and be based upon the shared understanding across government of the economic outcomes envisaged.

Funding Source	Challenge
Local government own revenue	Municipalities should generate more own revenue through increased economic activity in the form of property taxes and sale of municipal services.
Equitable Share (ES)	(1) Increase in overall national growth generates more revenue for municipalities. High growth municipalities support low growth municipalities through national Transfers - redistributive measure. (2) Fund development function of municipalities through the currently undefined development component of the equitable share. (3) Improve utilisation of provincial equitable share and transfers to municipalities to support integrated sustainable human settlements and robust local economies.

Municipal Infrastructure Grant (MIG)	(1) The current level of transfers supports mainly basic infrastructure development. This in itself needs to be spent and utilised better by municipalities. (2) The MIG does support infrastructure for economic development. This "E" portion could be increased. Infrastructure for street traders, for example, should be developed utilising the MIG.
Neighbourhood development partnership grant (NDPG) and urban development incentives (National Treasury) and Small Town Revitalisation	Municipalities to organise themselves and apply for the NDPG over the 2006-2009 MTEF period. Inner city strategies to maximise usage of property development incentive from urban development zone program. Consideration should be given to expand to areas outside inner cities.
Sector support (National departments and State Owned Enterprises) Includes range of support to give effect to the Industrial Policy framework for customised sector development, enterprise support, critical infrastructure and spatial development initiatives	(1)There is a range of funding sources available for sector specific initiatives from national departments. The challenge is both for better communication on the side of national departments about these funds and for municipalities to be more proactive in linking with these initiatives. (2) Better institutionalised inter-governmental coordination at district/metro level should address this challenge through joint planning. (3) Many sector programs are also delivered directly in municipal areas. This together with funds that can be channelled through municipalities need to be organised better so that the integrated impact and outcomes optimises economic development in the local space
Development Finance Institutions (DFIs) such as IDC, DBSA, National Empowerment Fund IDT, NDA; and private banks, venture capital companies	The challenge is to link local enterprises to these support instruments more effectively through better communication and information. Growing and expanding the number and size of local businesses is the key for local economic development. Mobilising corporate social investment and support for cooperatives need to be expanded through public-private partnerships.
Donor funding	Coordination and ownership of donor support by government are critical. The mainstreaming of these support instruments into the programs of government is required. The large EU support for LED in Kwazulu-Natal, Limpopo and Eastern cape, for example, has to be optimised around government's vision for local economies

	in these areas expressed through the PGDSs and LED programs.

Figure : Funding Support in South Africa

5.10 LED DEPARTMENT INTENDS TO DO THE FOLLOWING PROJECT IN 2021/2022 FINANCIAL YEAR

- Implementation of LED Strategy

5.11 CHALLENGES FACING THE LED DEPARTMENT

- Access roads and aging infrastructure to execute Agricultural projects
- Lack of funds for Tourism unit
- The inexperience of previously disadvantaged farmers to manage risk associated with agricultural production
- Lack of funding for capacity building of SME's
- Slow transfer of land
- Issue of communal land (Traditional leaders against new development)
- Climate change
- Poor natural resource management
- Lack of access to finance by historically disadvantaged farmers
- Investors taking advantage of Ngqushwa Farming Communities
- Lack of sustainability due to limited resources, interest in young generation
- Minimum monitoring
- Non allocation of MIG for LED programmes and projects

5.12 RESPONSE TO THE CHALLENGES

- Budgeting and the full participation of sector department to Intergovernmental Relations Forum
- Source funds from sector departments

- Provision of Agricultural trainings to subsistence and emerging farmers on appropriate technologies, modern approaches and indigenous knowledge systems
- Government sector Integration to fast track transfer of land and service delivery
- Promotion of economic development and the development of rural enterprises by having links with strategic partners
- Natural resource management
- Creating funding opportunities and developing expression of interest for investors that are keen to work with disadvantaged farmers
- Building or improvement of economic infrastructure that support agricultural development such as dipping tanks, fencing agricultural production areas, marketing stalls, irrigation schemes, access roads, packing sheds, sale pens
- Development of investment policy
- Development of agricultural development institutions
- Monitoring and evaluation

SPATIAL PLANNING AND DEVELOPMENT

5.13 INTRODUCTION

Section 25 (1) of the Municipal Systems Act (32 of 2000) states that each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. Section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000) further mandates that a Spatial Development Framework (SDF) in respect of a Municipality's area of jurisdiction be prepared and adopted as a legally required component of a Municipality's Integrated Development Plan (IDP).

In line with the above legislative mandate, sections 12, 20 & 21 of the Spatial Planning and Land Use Management Act 16 of 2013 read with sections 4 & 5 of Ngqushwa Municipal Spatial Planning & Land Use Management By-Laws of 2016 mandates the municipality to prepare a spatial development framework which interprets and represents the spatial development vision of the municipality.

The current Spatial Development Framework (SDF) of Ngqushwa Local Municipality was adopted by Council on 30th April 2019. This SDF was developed to create a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development. The municipality is finalising the review process of its Spatial Development Framework to be SPLUMA aligned, with the draft having been approved by Council. The SDF provides for a spatial logic which guides private sector investment and at the same time ensures social, economic and environmental sustainability of the area. Spatial priorities were identified, and places where public-private partnerships are a possibility and where areas of greatest economic potential and need for poverty alleviation are highlighted and promoted.

The SDF depicts a settlement hierarchy indicating the regional centre, sub-regional centre, ward centre and village centres. It also indicates the settlements development nodes distinguishing between rural settlements, urban settlements and coastal zones. A social services development framework, local economic development framework, conservation areas, infrastructural development framework, the distribution of social services (schools, clinics, hospitals, sports stadiums), road networks, rivers, villages and power lines are all indicated in the maps found in the SDF attached. Projects identified in the IDP will be considered against the backdrop of the SDF in order to spatially arrange the locations in a logical and practical manner.

Due to legislative mandates and leadership changes, the old Integrated Development Plan was reviewed by the current administration and this with other legislative developments has led to the need to review the current Spatial Development Framework as stated in Sections 25(1) and 27 of the Municipal Systems Act (32 of 2000) respectively. The current SDF has been reviewed in order to align with Spatial Planning and Land Use Management Act 16 of 2013 read with Ngqushwa Municipal Spatial Planning & Land Use Management By-Laws of 2016 and the Municipal Vision 2057. It is compiled to support the spatial vision, objectives, strategies and projects identified in the Integrated Development Plan (IDP). The SDF should further guide and inform all decisions of the Municipality relating to use, development and planning of land, within a balanced assessment of need and to provide adequately for social and economic demands within a growing economy and population.

5.13.1 STRATEGIC GOAL

To create a conducive spatial environment to address the Social, economic, environmental and cultural needs of the communities in order to ensure sustainable development in accordance with Spatial Planning & Land Use Management Act principles and the National Development Plan.

5.13.2 STRATEGIC OBJECTIVES

a). Spatial Planning & Land Use Management:

- To promote equitable and inclusive access for spatial justice (improving access to opportunities, services and amenities) by improving economic and social inclusion by 2022.
- To manage planning and land development in line with the General Principles of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) and related legislations by 2022.

Specific objectives

- To give effect to the vision, goals and objectives of the municipal IDP, NSDP and EC Provincial Spatial Development Plan.
- To ensure sustainable development practices across the municipal area.
- Implement Small Town Revitalization strategy programmes.
- Promote access to ownership and use of land by previously disadvantaged groups.
- Development and implement a Municipal wide Land Use Scheme.

b). Building Control:

- To ensure effective enforcement of planning and building policies and by-laws in order to achieve orderly development by 2022.

Specific objective

- To create awareness and systems for plan submission and approval.
- To facilitate uniform building practices
- To monitor all construction activities

c). Land & Housing:

- To promote Integrated Sustainable Human Settlements by 2022.

  Specific objectives

  - Position human settlements development in quality environments and close to socio-economic opportunities.
  - To effectively manage the use and development of municipal property.
  - To facilitate the administration and implementation of housing projects.
  - Facilitate the implementation of housing subsidy system.

d). Disaster

- To facilitate and coordinate support during disaster incidents (all hazards) by 2022.

  Specific objectives / Activities

  - Effectively attend to local disaster incidents through the implementation of Disaster Management and Contingency Plans.

5.13.3 Strategic Priorities

- Implementation of a SPLUMA compliant Spatial Development Framework (SDF).
- Development of a Wall to Wall Land Use Scheme.
- To create community awareness of planning and building policies and legislation.
- To ensure effective implementation and decision making on planning and development in line with SPLUMA principles and processes.
- To improve asset register (immovable property), revenue generation and compliance with zoning regulations.
- To review and implement a Human Settlements Sector Plan (HSSP) to facilitate planning and development of Human Settlements.

Ngqushwa Local Municipality should have well-managed settlement zones and the environment with access to land by promoting land expropriation, infrastructure and

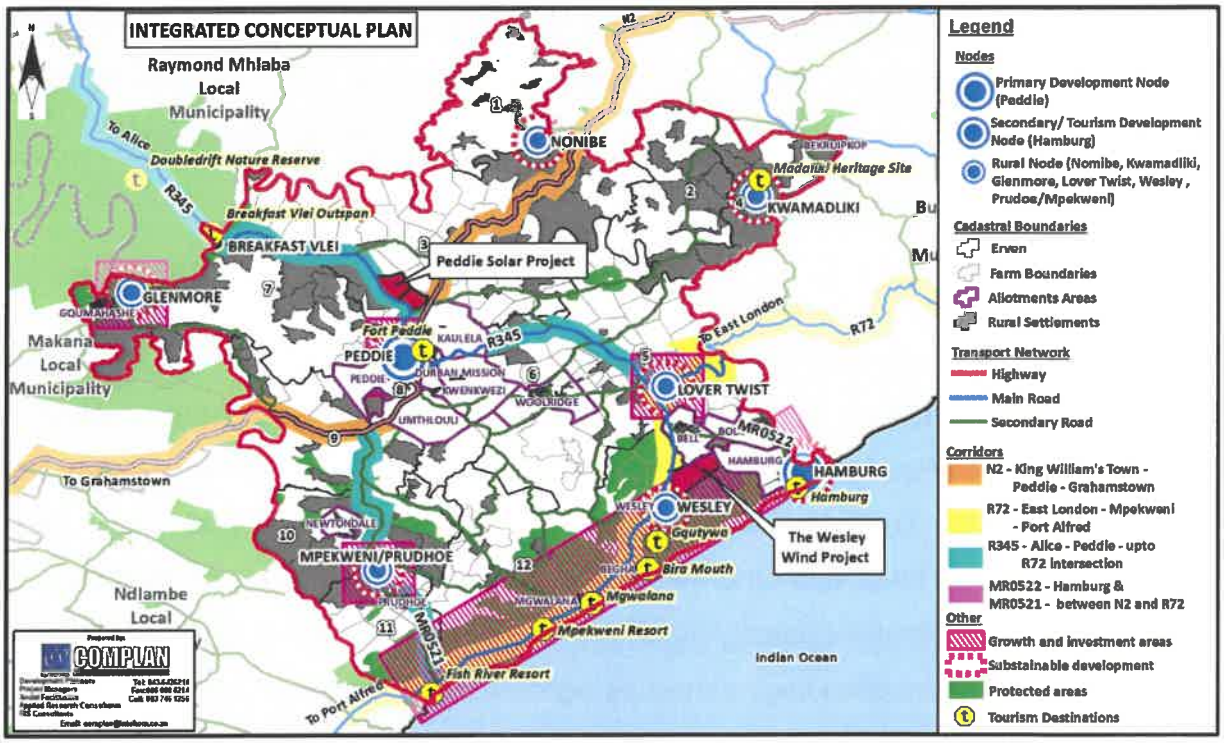
socio-economic development, well-developed transport routes, good governance and efficiency.

The primary aim is to motivate for a futuristic Framework for Ngqushwa Local Municipality within the context of the national and provincial spatial development imperatives. This should be done with due cognisance of the spatial policies of Amathole District and our neighbouring municipalities. Its specific objectives are as follows:

- To give effect to the vision, goals and objectives of the municipal IDP, NSDP, PSDP and the Draft PSDF;
- To engage the interested and affected parties in a strategic planning process taking into account their views, concerns and interests;
- To promote inter-governmental relations by ensuring that all relevant government departments are consulted and participate actively in the planning process;
- To provide for the spatial transformation of Ngqushwa Local Municipality area;
- To provide sustainable development in line with the norms and standards for environmental management;
- To facilitate the development of an efficient and effective spatial structure for Ngqushwa
- To develop a framework for public and private sector investment for Ngqushwa Local Municipality.

5.14 SPATIAL PROPOSALS

5.14.1 Ngqushwa Municipal Spatial Development Framework Spatial Concept



5.14.2 Spatial Analysis (Settlements)

5.14.2.1 Hamburg Settlement Zone



Locality and description – Hamburg is bounded by the Keiskamma River, which forms the eastern boundary of the municipal area, extending as far as Bodiam.

Objective – To actively promote, develop and market Hamburg as a holiday destination, planning to ensure the proper conservation of the sensitive coastal and river areas and

the unblocking of land related problems for tourism development, and revenue enhancement. Ngqushwa Locclimate changeal Municipality has resolved to develop Hamburg into a town and plans are afoot as far as that project is concerned.

Proposals:

- The municipality to partner with Amathole District Municipality, through Aspire and other stakeholders like Department of Public Works, Department of Water and Sanitation (Aqua-culture), Department of Economic Development, Environmental Affairs and Tourism, Department of Rural Development and Land Reform, Keiskamma Trust, and other relevant in the development plans for Hamburg. This will also guarantee capacity building and sustainability of the envisaged programs
- Investigate smallholdings zoned as agricultural to determine intensity of use and make recommendations for densification.
- Development of a Local Spatial Development Framework and Land Use Management Schemes to guide development for the next 30 years
- There is a need to develop a tourism association that will drive a calendar of events including the Hamburg Splash Festival
- Investigate infrastructure requirements which will meet the needs and ensure existing potential is fully utilised.
- Surfacing of the portion of R345 road so as to easily access Hamburg.
- Implementation of Prevention of Land Invasion Policy and other related legislation.
- Political intervention as Department of Rural Development and Land Reform are not responding to request for land release or disposal to the Municipality.

Hamburg renewed focus:

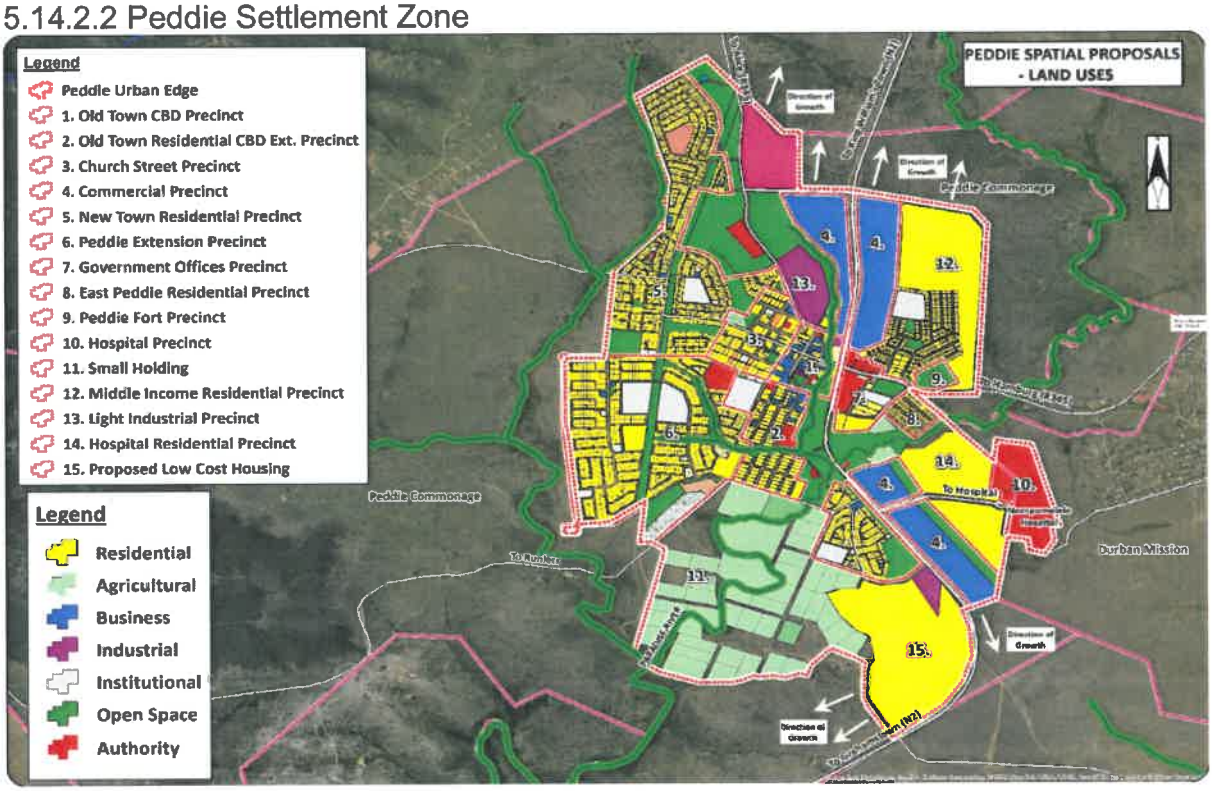
Hamburg is a secondary node which identified by the Ngqushwa Local Municipality IDP. It is characterized by a number of land uses which range from business offices, commercial, residential, agriculture, etc.

The spatial proposals for Hamburg town are as follows:

- ✓ CBD revitalization
- ✓ Tourism area redevelopment

- Caravan park and boat launching
- Beach area redevelopment
- General tourism development
- Heritage development
  - ✓ Sustainable human settlement development
- Holiday housing / accommodation
- Mixed use development (medium to high density residential/commercial related development)
- Accommodation in the town centre
- Informal upgrading
- Future residential accommodation
- Artist's Retreat.
- Urban Agriculture / Small holdings / Acqua- culture expansion.
- Commonage Management Plan.
- Transportation facilities – Air strip and small craft harbor.

5.14.2.2 Peddie Settlement Zone



Locality and description area around Peddie Town

Proposals:

- Preparation and implementation of land use management guidelines
- Political Intervention and negotiation with Department of Public Works to transfer their properties to Ngqushwa Local Municipality
- Implementation of a Master Plan/Structure Plan to guide development for the next 30 years
- Identify infill areas within the town and villages to be earmarked for densification.
- Development of Peddie Shopping Centre and Filling Station.
- Investigate smallholdings zoned as agricultural to determine intensity of use and make recommendations for densification
- Formalisation of all informal settlements in and around Peddie
- Investigate infrastructure backlogs and make plans to eliminate such backlogs.
- Identify market or business sites for informal traders.
- Education and skills development amongst the local community.
- Development of Adult Education centres and Early Childhood centres.

Peddie renewed focus:

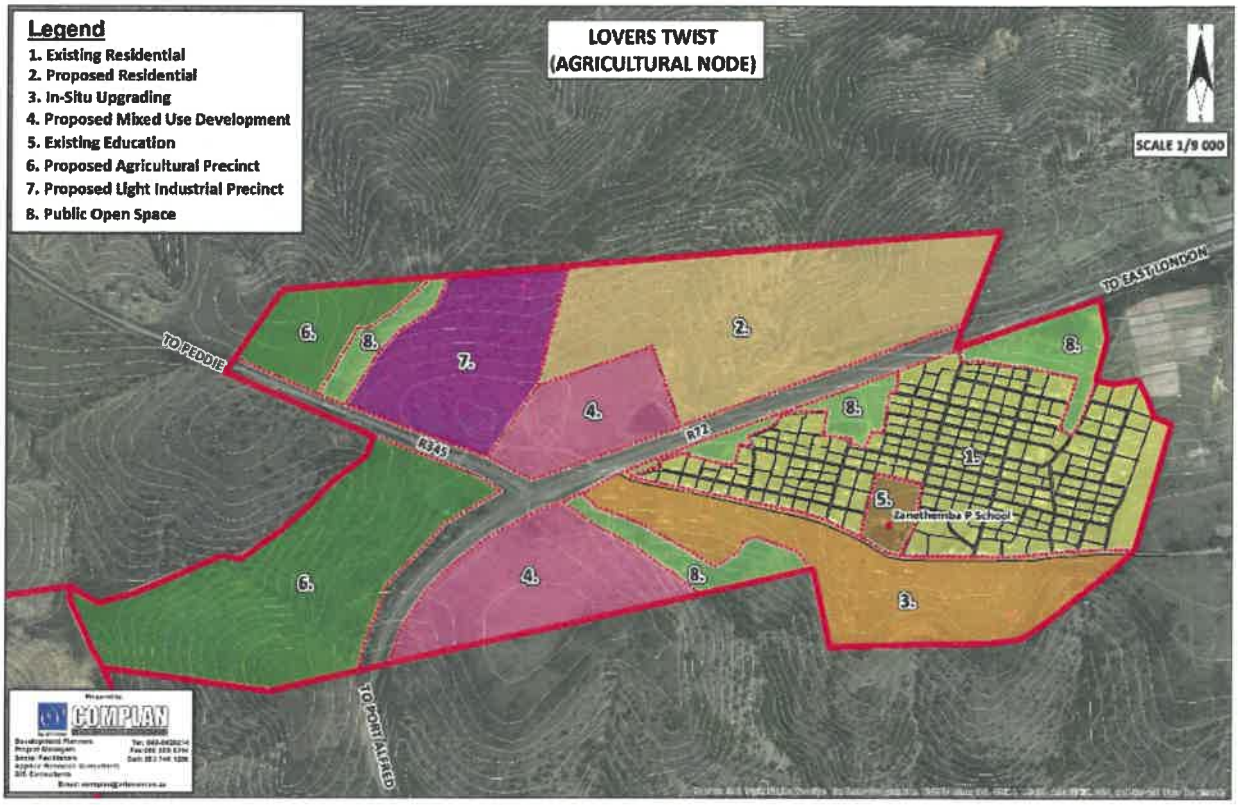
- The intersection of the N2 and Bridge Street is the gateway into Peddie and it needs to be improved as an entrance, so motorists understand that they have reached a destination. From a public transport perspective, there needs to be a linkage with the existing taxi facility to the CBD.
- Current developments on both sides of N2 road should be maintained but traffic calming measures, such as, speed limits, bumps and pedestrian crossings measures should be introduced.
- Promote infill and densification on vacant, derelict, underdeveloped and underutilized land parcels to promote densification for mixed land use development. It may necessary to identify areas within Peddie Town where infill development and densification will be pursued, as a tool to achieve spatial integration; increase population thresholds and address the legacy of apartheid through social inclusion by the provision of social and rental housing to accommodate the middle and low income markets in the town.
- The need to upgrade informal trading facilities, including trading premises, requires the upgrade of infrastructure in the CBD.
- Investigate the possibility of providing commercial, retail and community facilities as part of the Taxi Rank upgrade.
- Promote pedestrianization by providing pedestrian facilities. This should include providing for the physically disabled, pedestrian path ways, sidewalks, road crossings, pedestrian gates, and pedestrian road signs. These should be enforced with new developments and should be enhanced at existing developments but should be informed by detailed Traffic Impact Assessment (TIA).
- Pedestrian movement and cycle tracks to ease movement will be integrated by the development of pedestrian-friendly routes designed to accommodate vehicular traffic, while giving priority to pedestrians over the car. The main N2 will be structured to perform such functions.
- Undertake an extensive Traffic Impact Assessment to identify problems with more detailed recommendations and a phasing programme for taxi rank upgrade.
- Develop Informal Street Trading Policy and Management Plan to guide the manner in which the primary node shall be utilised.

- Develop Street Naming Policy, especially within the CBD for easy identification of property location.
- Municipality should identify potential funding sources and submit funding applications thereof.
- Ensure that the Solid Waste Site in Peddie is running according to the Department of Environmental Affairs and Tourism Standards.
- Upgrades of the Sewerage Treatment System in Peddie and construction of an environmentally-friendly treatment plant in Hamburg is essential.
- The sewer network for Peddie town needs to be significantly extended, which will include sewerage pump stations, for the upgrade of the collection of sewerage to full water borne system.
- Upgrades of the Sewerage Treatment System in Peddie.

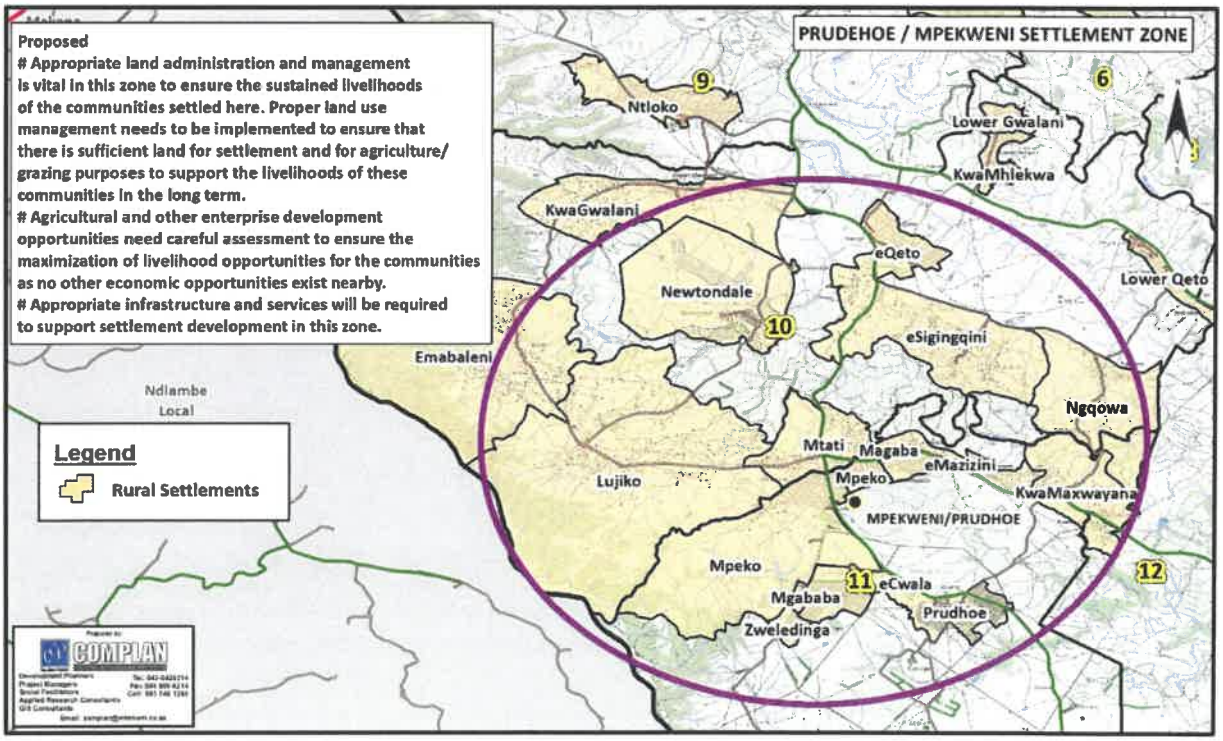
Besides Hamburg and Peddie settlement zone the other settlement zones were identified in the previous SDF. These areas have huge potential to develop into vibrant focus areas but have limited services and development.

These include the following:

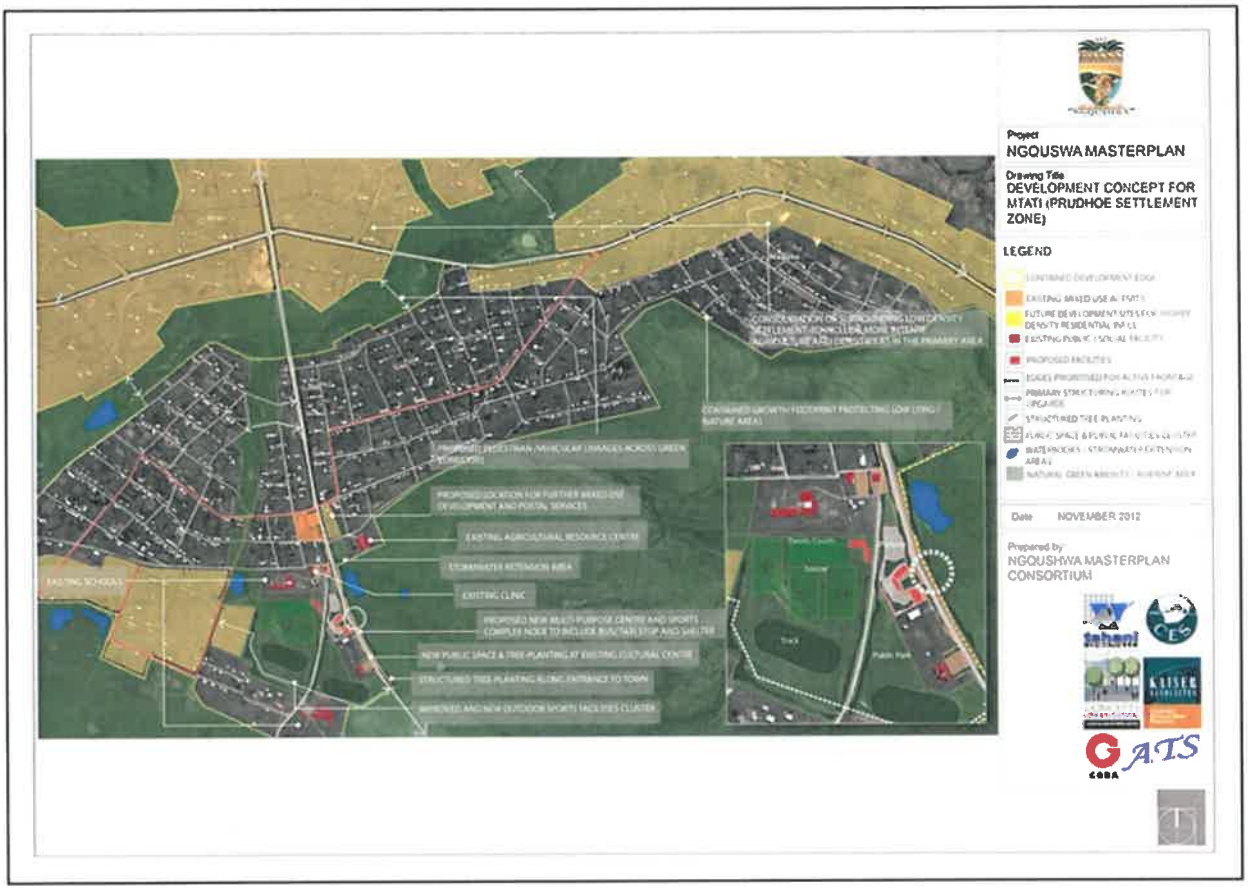
- **Lover's Twist Rural Node (Ward 5) – Mixed Use development and Agricultural Development**



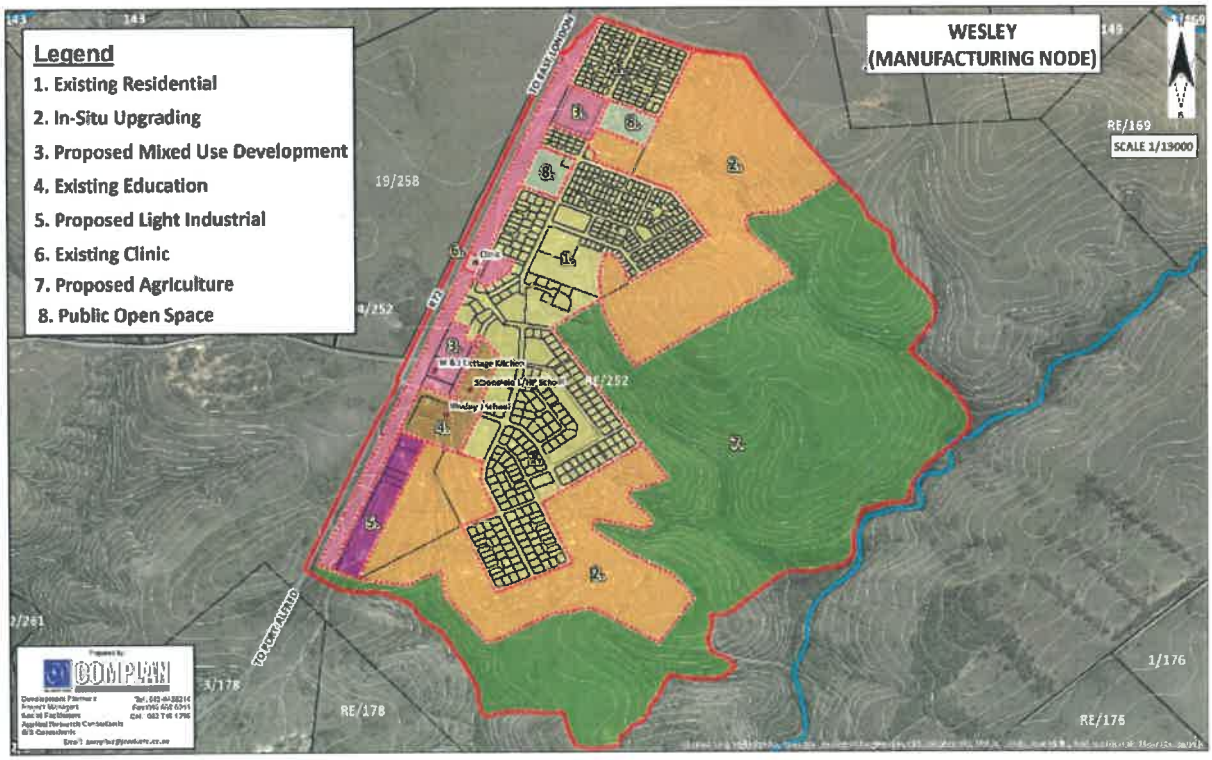
- **Prudhoe / Mpekweni and Mgababa (Ward 11) Settlement Zone – Chicory farm**



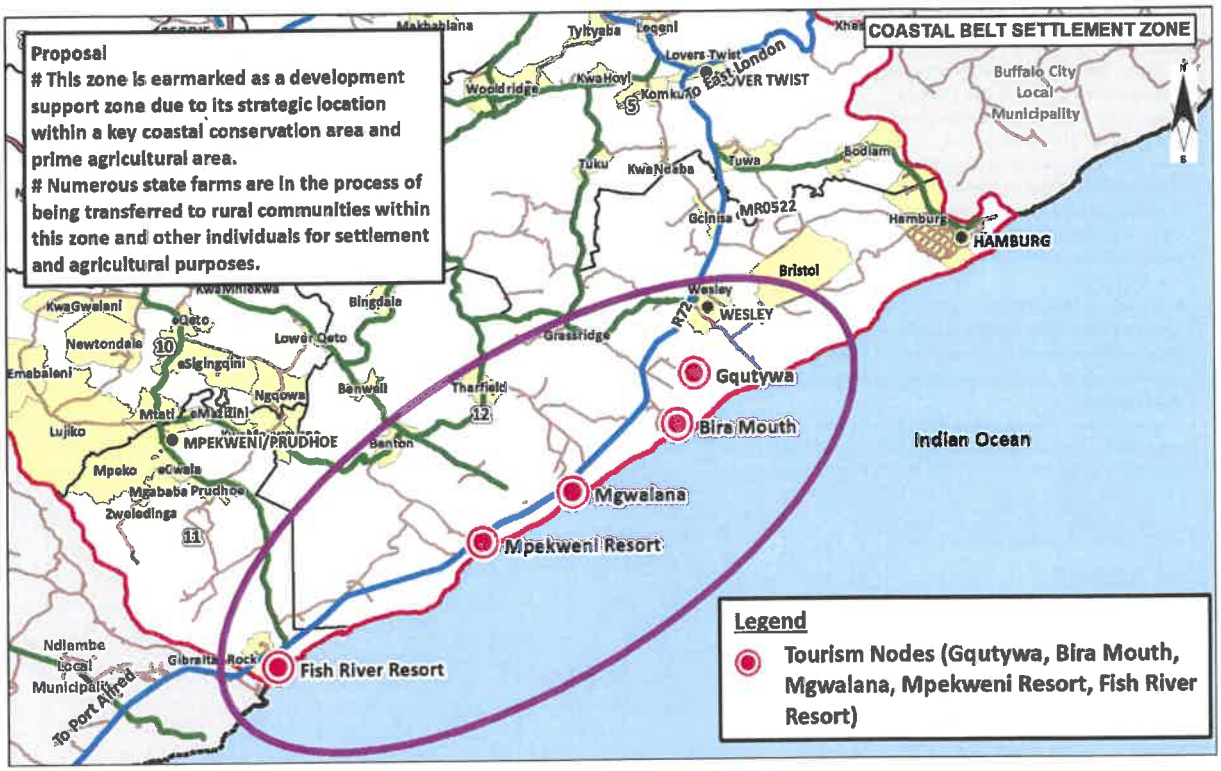
- **Mtati (Prudehoe) Settlement Zone**



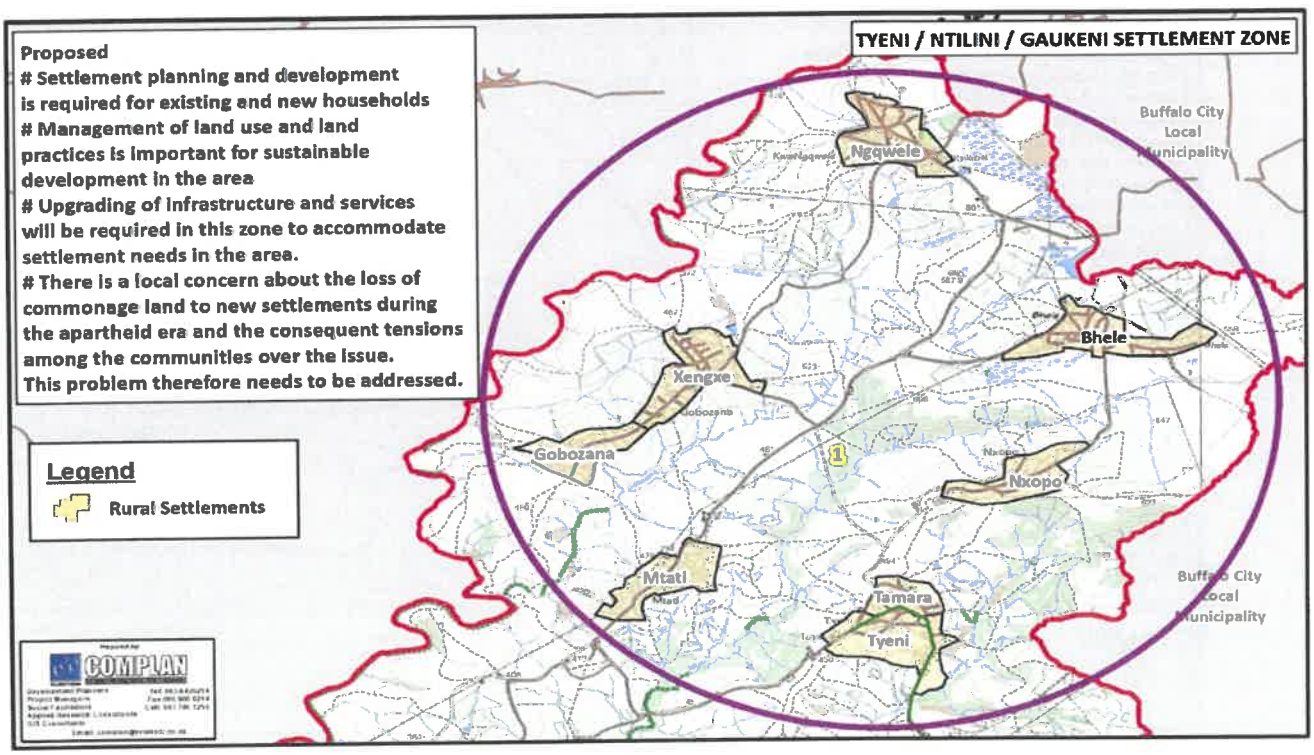
- **Wesley Rural Node – Manufacturing and Tourism**



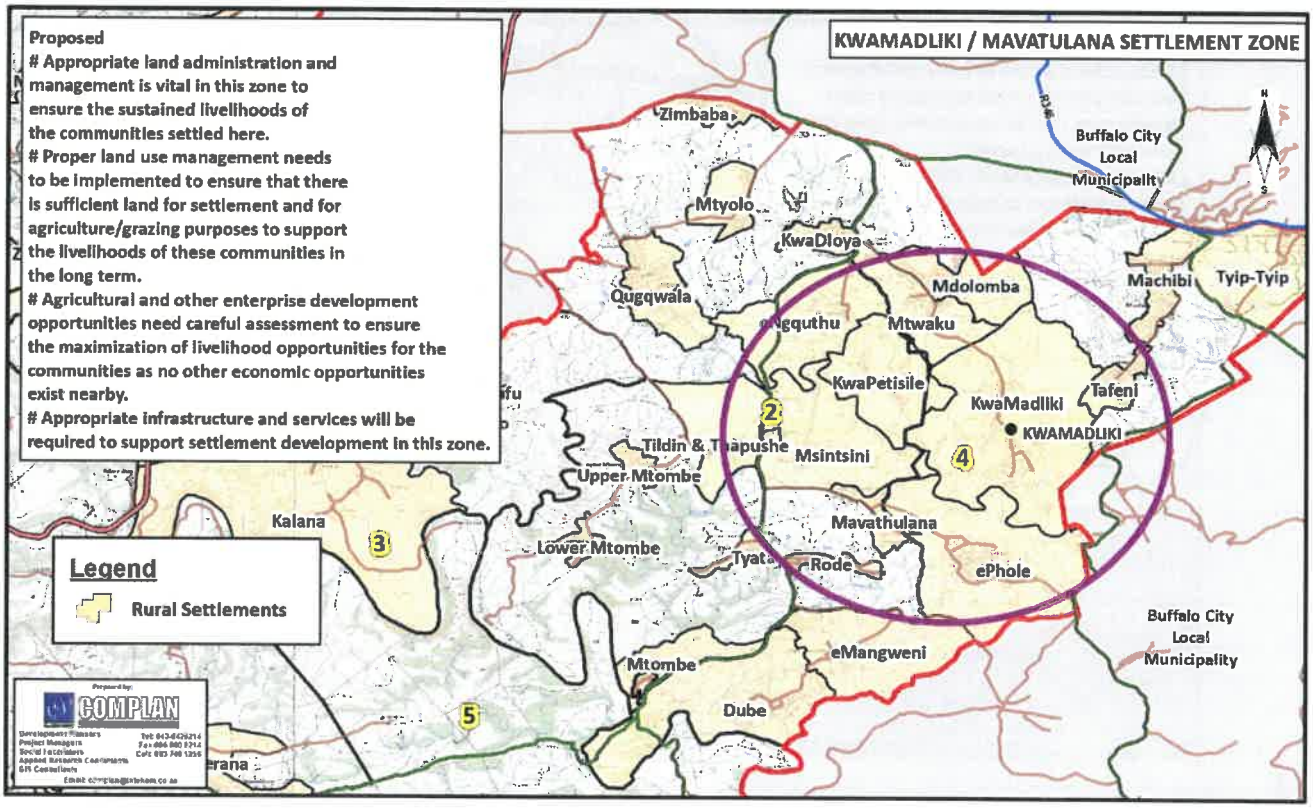
- **Coastal Belt Settlement Zone (ward 12) – Tourism**



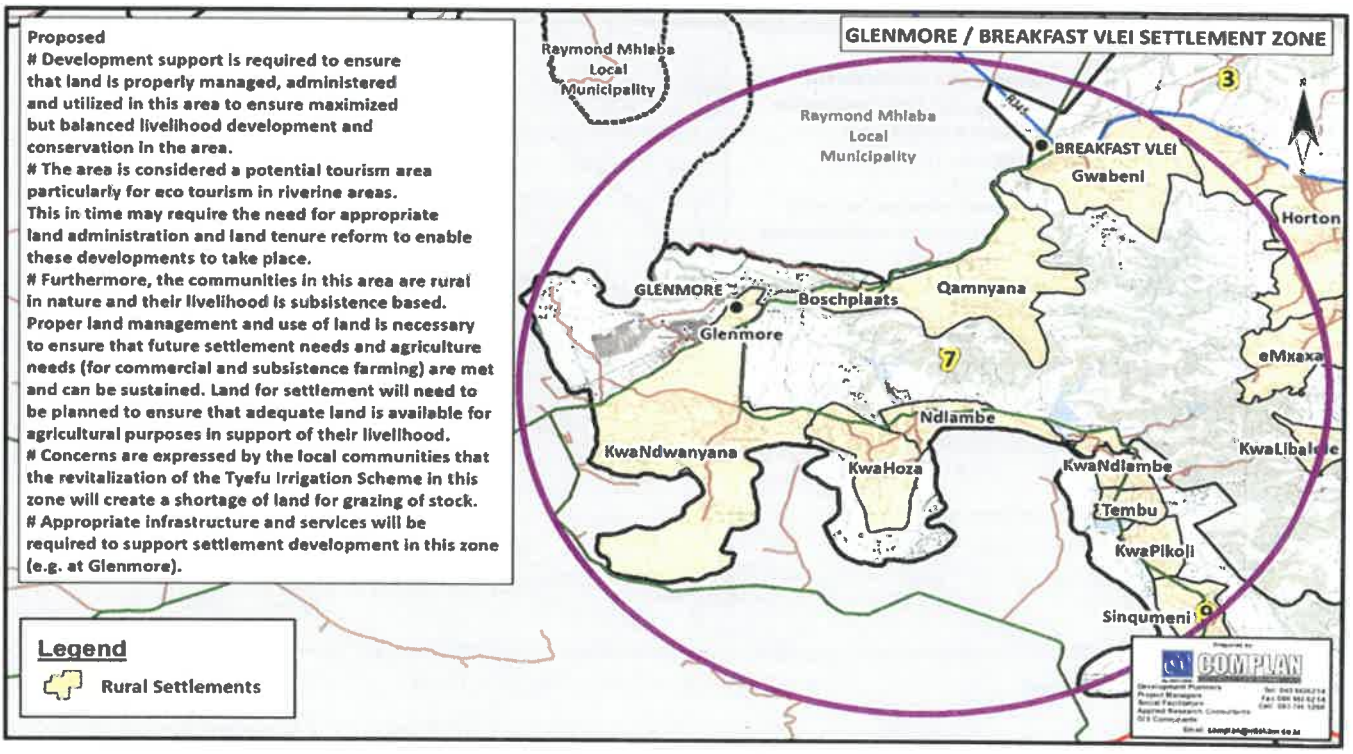
- **Tyeni/Ntilini/Qaukeni Settlement Zone (ward 3 and 4) – Goat Production**



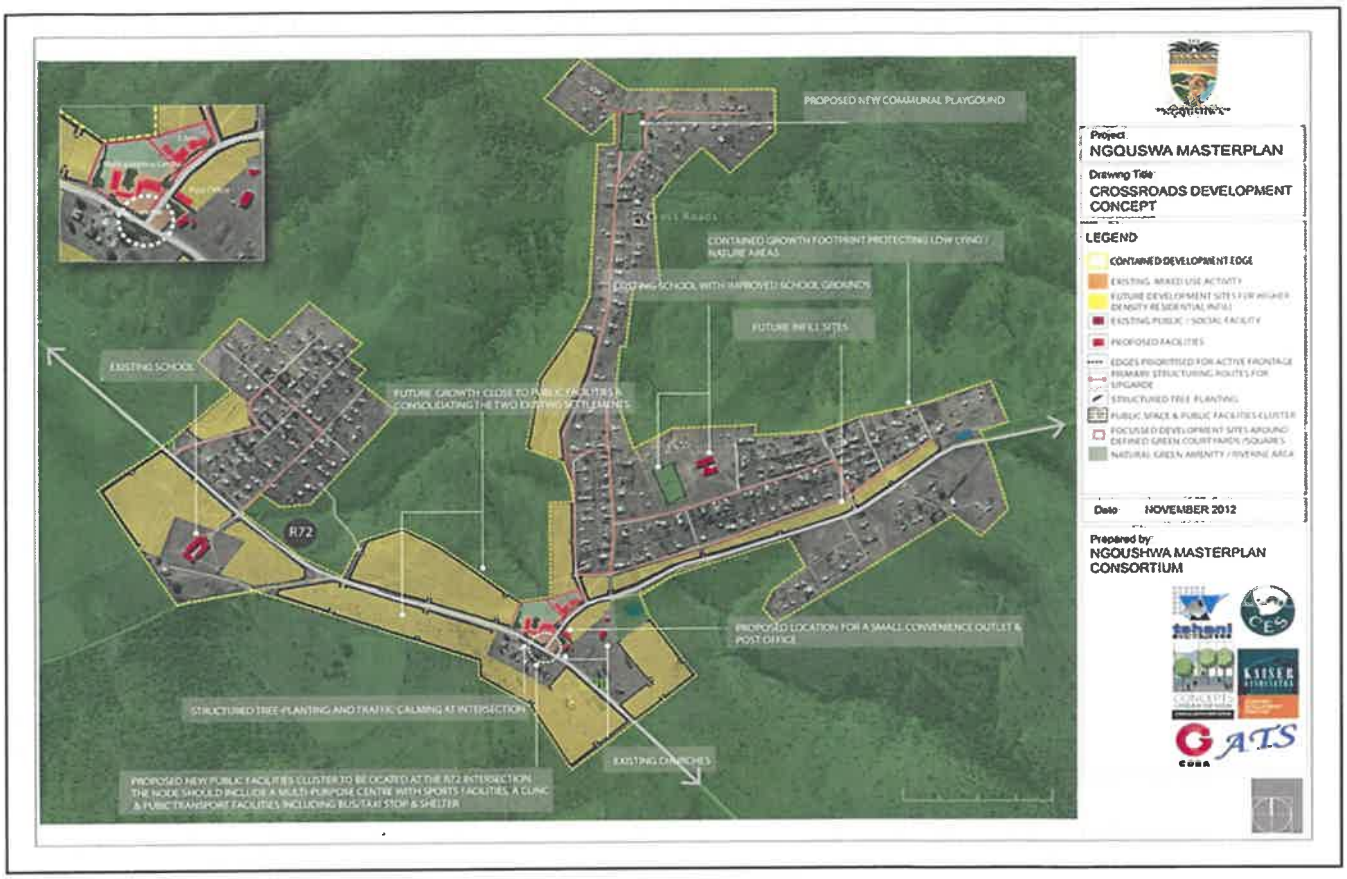
- **Mavatulana/Zondeka Settlement Zone (ward 2) – Goat Production**



- **Glenmore/Breakfast Vlei Area (ward 8) Settlement Zone – Livestock and Game Reserve**



- **Tuku / Crossroad Settlement Zone (ward 5) – Pineapple Production**



- **Fish River Mouth Development Zone**



5.15 SMALL TOWNS REGENERATION STRATEGY

The municipality through the National Treasury, Provincial CoGTA, Provincial Public Works and ASPIRE developed Small Towns Regeneration Strategies for Peddie and Hamburg towns in an effort to turn around its small town development focus and identify catalytic projects to rejuvenate the economy. These strategies are the a core concepts which seeks to develop a clear vision and implementation strategy for the long-term development of these two towns over the next ten to 20 years in line with the municipal spatial development framework. The documents illustrate the most important regenerative elements and key interventions for the successful future regeneration of Hamburg and Peddie towns. The strategies are closely linked to the Municipal and Local Spatial Development Frameworks (MSDF & LSDF), which provides the spatial guidelines for the development of the town and serves as an important planning tool for the Local Municipality.

The overall intention is to improve the quality of life for the local residents, through the development of the local economy and urban space. Identified interventions should make use of the natural assets in a sustainable manner so as to harness their maximum potential for the benefit of current and future generations. The strategy programmes encompassed the following outcome for the two towns:

- The bio-physical resources of the area, in respect of the topography, soils, climate, hydrology and vegetation have great potential for arable crop farming and livestock production.
- The municipality has large parcels of undeveloped land for human settlements development.
- The NLM has a strong potential for the development and promotion of eco-tourism, agricultural tourism, adventure tourism, and water sports facilities.
- The NLM has rugged terrain with its relatively undisturbed and water resources provide biodiversity conservation initiatives.
- There is availability of tourism resources in the municipal area as well as the neighbouring municipalities which can well be blended and integrated into the future tourism planning and development initiatives by the NLM.
- The NLM is in close proximity to other business, administrative, commercial, and employment areas, such as, King William's Town, East London, Port Alfred, Makhanda, etc.
- There is availability of external funding sources from various institutions to support infrastructure and other developmental programmes within the area, for example, MIG funding.

5.15.1 Issues and Strategies for Hamburg town:

The table below is a key summary of the issues and strategies for Hamburg town:

ISSUE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CONSTRAINTS
Accessibility, Transport & position within R72 Corridor	R72 is in good condition and Hamburg is well-positioned on the route between the nodes of East London and Port Alfred.	Poor condition of the 15km access gravel road and a lack of frequent public transport from R72 to Hamburg negatively affects the mobility of the community, the access to services, tourism development and other markets. Hamburg is situated "at the end of the road" and approximately 40km from the N2.	Upgrading of the access road to tar will improve local accessibility. The R72 has a high potential for development as a themed tourism route, wherein Hamburg could become an important nodal point.	Costs and commitment of upgrading the access road. Lack of proper marketing and conceptualization of the R72 as a tourism route.
Infrastructure – internal roads		Most internal roads are not surfaced and in a bad condition, which hinders local mobility and economic development.	Upgrading of the internal road system and allowing space for sustainable non-motorized transport options (bicycles; pedestrian walkways) will increase the mobility of residents and visitors.	Limited funds available for the upgrading of internal roads.
Infrastructure – water & sanitation	Rainfall throughout the year.	Dysfunctional boreholes, high costs for potable water and a lack of water catchment areas . No sewer system, but reliance on conservancy	Opportunity for alternative water resources, such as rainwater harvesting, windmill-driven boreholes or small dams. Opportunity for sustainable	Access to potable water and a full toilet flush-system are costly, but often seen as the only solution. Alternative options are regarded as "second class".
		tanks;	technologies, such as biogas systems.	Insufficient capacity of the Peddie Waste Water Treatment Plant Lack of available funding and lobby for alternative technologies.
Tourism & Arts Sector	Strong existing local arts sector: Keiskamma Trust, performing artists, arts & crafts community groups; future Artist Retreat Very attractive natural scenery, including the river estuary, the sea and rolling green hills Heritage sites and an interesting settlement history	Lack of sufficient tourism infrastructure (accommodation, restaurants, tourist information centre) and tourism attractions. Lack of access to national and international markets (apart from Keiskamma Trust), for both, the arts & tourism sector; limited marketing; lack of a functioning tourism association.	High potential for Hamburg to become a centre for arts and eco-tourism.	Different interests of tourism stakeholders and no common goal/vision for tourism development. Lack of funding available for marketing purposes within Ngqushwa Local Municipality.
Natural environment	Unique natural assets: The Keiskamma river & estuary, which opens to the sea and provides a distinctive eco-system; the rare salt marsh as one of few which is still in good condition; undeveloped beaches; the Hamburg Nature Reserve.	Lack of enforcement of rules, signage and barriers to protect the natural environment. Limited good quality soil Lack of alternative water resources (catchment	The successful protection and promotion of the unique natural assets can distinguish Hamburg from many other "over-developed" coastal towns in South Africa and attract nature lovers from the country and abroad.	Lack of visibility and activities within the Hamburg Nature Reserve (administered by EC Parks). The protection of the natural environment is sometimes seen as a constraint, rather than an asset for development.

Source: Hamburg Regeneration Strategy (2010)

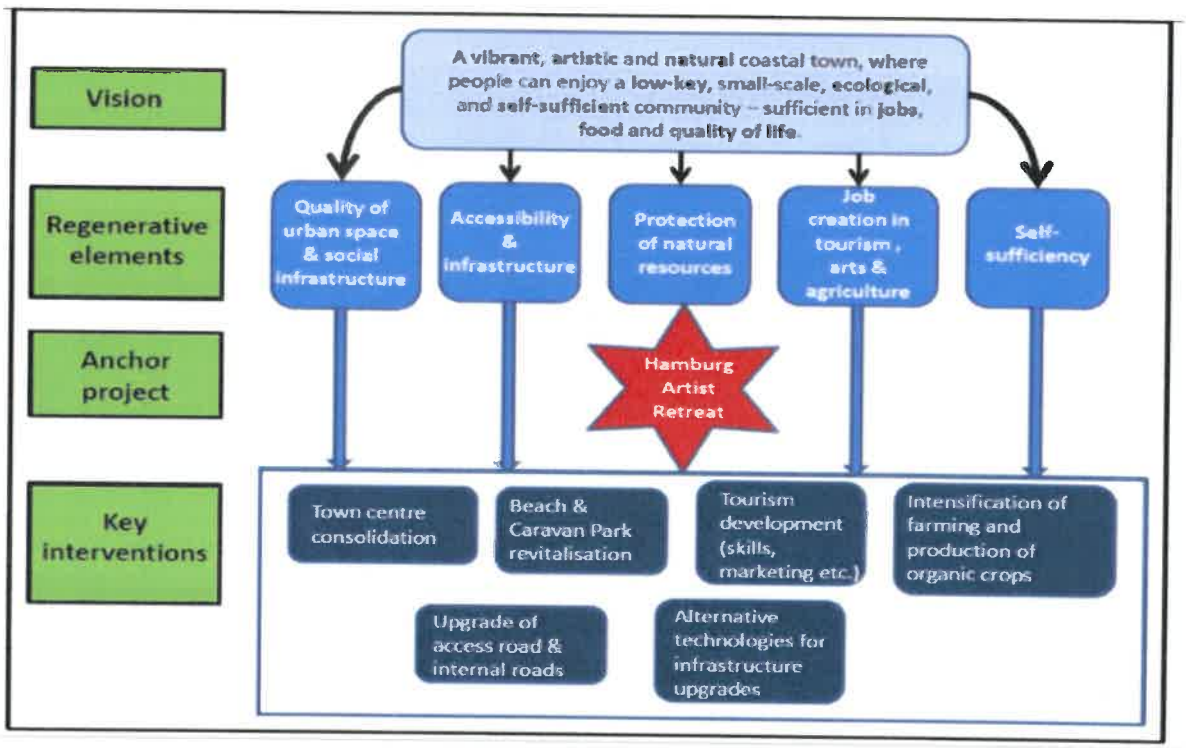
		areas, rainwater harvesting etc.) and high costs of potable water.		
Agriculture	Availability of land on the "plateau" above town; rainfall throughout the year; historically intensively farmed; Organic farming project of Koiskamma Trust	Most land is owned by the State. Lack of infrastructure (especially sanitation & roads).	Opportunity for "niche" markets, such as organic farming and products. Development of household food gardens to ensure food security.	Uncertainty of land ownership. Limited access to credit for local small-scale farmers. Lack of proper support services for agricultural development.
Land and land ownership	The availability of develop-able land.		To develop available land for residential and commercial use.	Complex layers of land ownership and different types of land tenure.
Property development	Competitive property prices and attractive location of a number of plots (many with sea-view).		Opportunity to promote second home development and private sector investment into accommodation facilities; increasing the revenues to the local economy.	Existing illegally erected holiday homes and informal housing structures. Danger of the exploitation of the rural economy and the dislocation of the local population. The lack of municipal by-laws to regulate and steer property development.
Social infrastructure	Availability of basic social infrastructure and services: two schools, a crèche, a clinic, a HIV/AIDS hospice, a community hall, a small	The existing social facilities are widely spread throughout town, leading to large walking distances for the local residents.	Current plans for new municipal offices and a new clinic will contribute significantly to the consolidation of the town centre, where the proximity of social and	Low affordability levels of residents to pay for the required level of services.
	municipal building and churches.	The current municipal building does not offer civic services and residents have to travel 40km to Peddie to access the Municipality.	civic services will enhance access for the local population.	
Public Space	Availability of a few public open spaces: a play park, a braai area on the river bank, a community garden, a cemetery, a sports field and the beach.	A lack of maintenance and attractiveness of existing public space.	Opportunity for enhancing the number and quality of public space in town, e.g. the establishment of a central market square and an arboretum	Frequent vandalism of facilities
Overall quality of life	Being located in a tranquil location of natural beauty with relatively low levels of crime.	Very high unemployment, low skills and income levels. Insufficient infrastructure, social services and access to higher order facilities.	To build on the scenic location and the tranquility to attract private investment and tourism development in the area	A lack of job opportunities and the dependency on social grants.
Business sector	Undeveloped business sector, no competition & lots of room for creativity. Koiskamma Trust trains artists to sell their products.	Lack of facilities and support required to establish (small-scale) businesses. Limited skills, training and education facilities	To establish an accessible and central market square for trading of crafts and fresh produce The attraction of more visitors to Hamburg through the establishment of the Artist Retreat enhances the potential for more business opportunities.	Low purchasing power of the local population Lack of entrepreneurial spirit and business support services

Source: Hamburg Regeneration Strategy (2010)

5.15.2 Hamburg Strategy Proposals

For the successful regeneration and economic stimulation of Hamburg town, the following complementary and synergistic key interventions are identified (these are further detailed below):

- **Consolidation and revitalization of the town centre;**
- **Revitalization of the beach area;**
- **Upgrading of the caravan park;**
- **Tourism development;**
- **Intensification of farming activities;**
- **Roads upgrades; and**
- **Infrastructure upgrades – through alternative technologies.**



Source: Hamburg Regeneration Strategy (2010)

5.15.3 Issues and Strategies for Peddie town:

ISSUE	CONSTRAINTS
Accessibility, Transport	- Costs and commitment of upgrading the access roads.
Infrastructure – internal roads	- Limited funds available for the upgrading of internal roads.
Infrastructure – water & sanitation	- Access to potable water and a full toilet flush-system are costly, but often seen as the only solution. - Alternative options are regarded as "second class". Insufficient capacity of the - Peddie Waste Water Treatment Plant upgrade - Peddie bulk water upgrade. - Lack of available funding and lobby for alternative technologies.
Tourism & Arts Sector	- Different interests of tourism stakeholders and no common goal/vision for tourism development. - Lack of funding available for marketing purposes within Ngqushwa - Local Municipality.
Natural environment	- Lack of visibility and activities within the Hamburg Nature. - Reserve (administered by EC Parks). The protection of the natural environment is sometimes seen as a constraint, rather than an asset for development.
Agriculture	- Uncertainty of land ownership. - Limited access to credit for local small-scale farmers. - Lack of proper support services for agricultural development.
Land ownership	- Complex layers of land ownership and different types of land tenure.
Property development	- Illegally building works and land invasions for shelter. - Danger of the exploitation of the rural economy and the dislocation of the local population. - The lack capacity to enforce municipal by-laws to regulations.
Social infrastructure	- Low affordability levels of residents to pay for the required level of services.
Public Space	- Frequent vandalism of facilities.
Overall quality of life	- A lack of job opportunities and the dependency on social grants.

5.15.4 Peddie Strategy Proposals

For the successful regeneration and economic stimulation of Peddie town, the following was identified as key elements that will form part of the CBD upgrade:

- **CBD Upgrade –**
- Create and upgrade better pedestrian sidewalks;
- Safe pedestrian crossing between the CBD over the N2;
- Improve taxi rank facilities and business/commercial activities;
- Owners of dilapidated buildings to improve the building or demolish such buildings;
- Improve shop frontages;
- Improve signage towards the Great Fish River Game Reserve and Peddie Fort for tourism purposes;
- Improve the conditions of internal roads and connecting roads to places of interest and
- Create facilities for hawkers in the town;
- **Agriculture:**
- Establishment of an agricultural centre.
- **Infrastructure:**

- Road upgrade within Peddie CBD, particular the main road (Bridge Street)
- Construction of pavements and pavement foliage
- Improved signage leading into Peddie and within the town,
- Access road to Double Drift Nature Reserve
- Provision of piped water to all residential settlements
- Better access to sanitation for all households
- Electricity supply to all residential settlements

- **Retail development**
- Freeing up publicly-owned land;
- Construction of informal traders zone alongside proposed multi-purpose centre (on Northern side of Bridge Street; one block west of the taxi rank);
- Beautification of primary roads in Peddie CBD and painting and refurbishment of store fronts.
- **SMME development**

- Incentives and/or assistance for the improvement of goods and services provided by local business and
- Training for small businesses to help run the new economic activities

- **Tourism development**
- Improved signage to Double Drift Nature Reserve;
- Establish small tourism kiosk within existing shop or centre in Peddie;
- Provide link to Great Fish Nature Reserve & Hamburg by providing information about it in Peddie and
- Potentially establish craft selling stalls next to Engen garage.

- **Government and community services**

a) Mobile service provision vehicles: health clinic, libraries for small village schools, grant payment;
b) Mobile health clinic;
c) Learn from and collaborate with existing mobile clinic innovators and enterprise support providers to help establish these services as social enterprises and
d) Construction of a satellite police station or visible police patrolling

- **Renewable energy**

- Formation of community trust in consultation with DBSA and IDC (key funders of renewable energy community trusts), Department of Energy and any renewable energy companies interested in the Peddie area
- Training provided to particular Peddie individuals (who could provide security and cleaning services to any renewable energy facilities that are developed in the Peddie region).

These following table illustrate the above key interventions and priorities for Peddie Regeneration strategy:

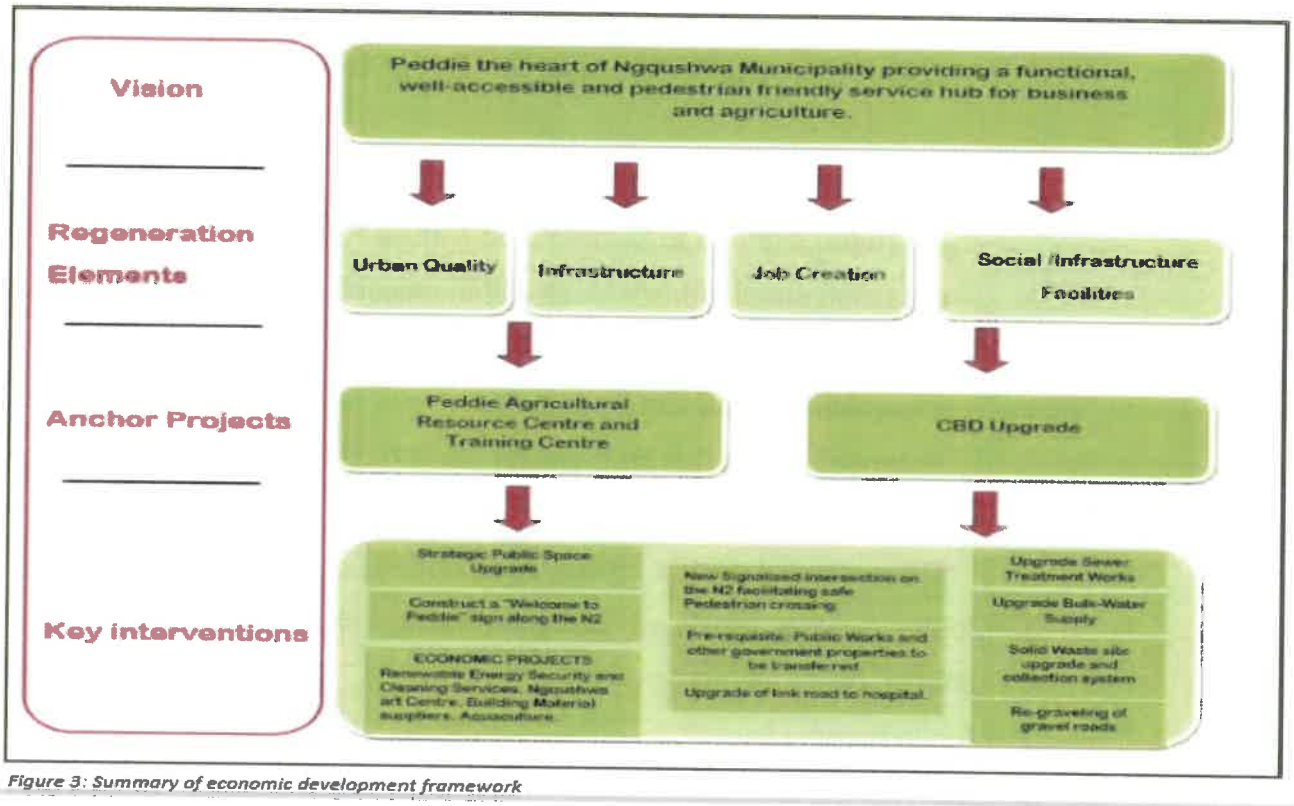


Figure 3: Summary of economic development framework

5.16 INFRASTRUCTURE

Proposals:

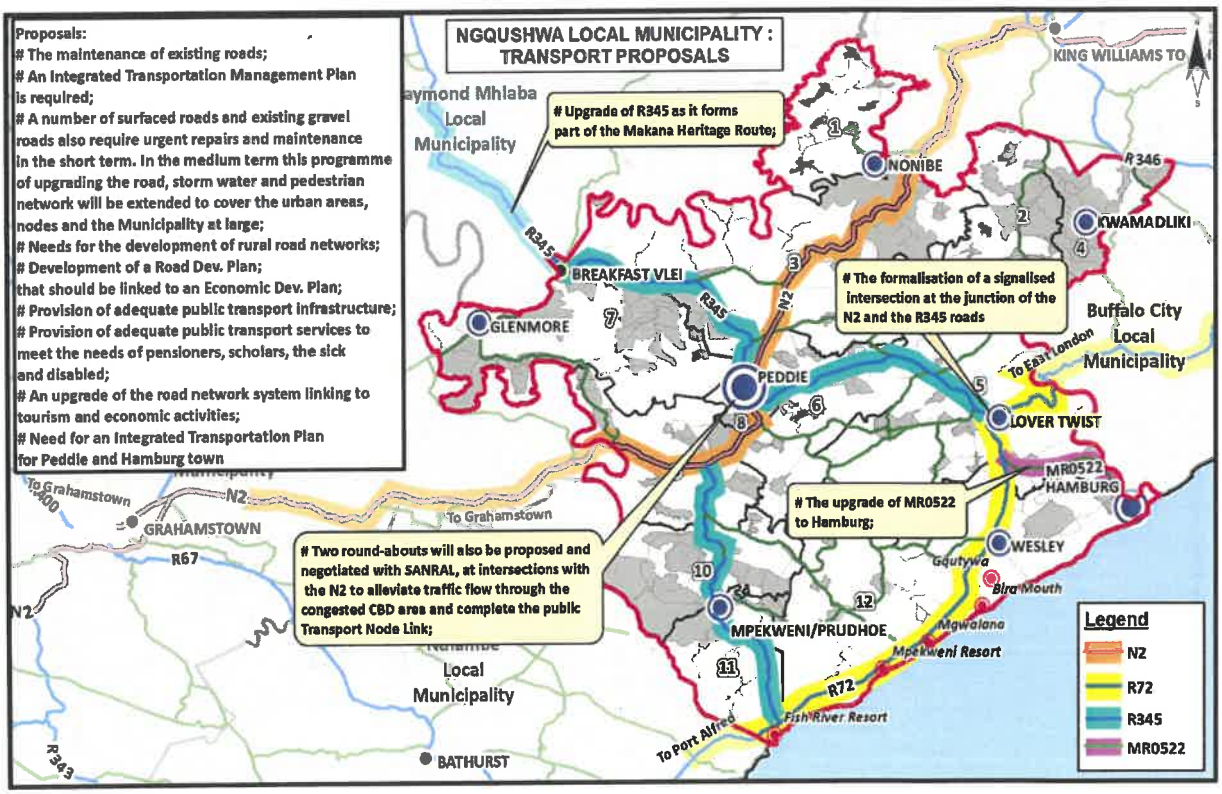
- All areas with limited access to services are identified and such services are provided;
- Identification of poorly maintained rural access roads;
- Drafting of maintenance plans for rural roads and carrying out maintenance work on these roads; and
- Important roads linking places of economic and social activities need to be maintained and improved, such as those leading to irrigation schemes.

The draft MSDF incorporated all major municipal Infrastructure Plans relating to Roads, Bulk, Electricity and Social Infrastructure (Community Halls) as follows:

- N2 (From King William's Town through Peddie to Grahamstown);
- R 72 (Coastal road from East London to Port Alfred);
- Provincial Road (14 km Provincial road from R 72 to Hamburg);

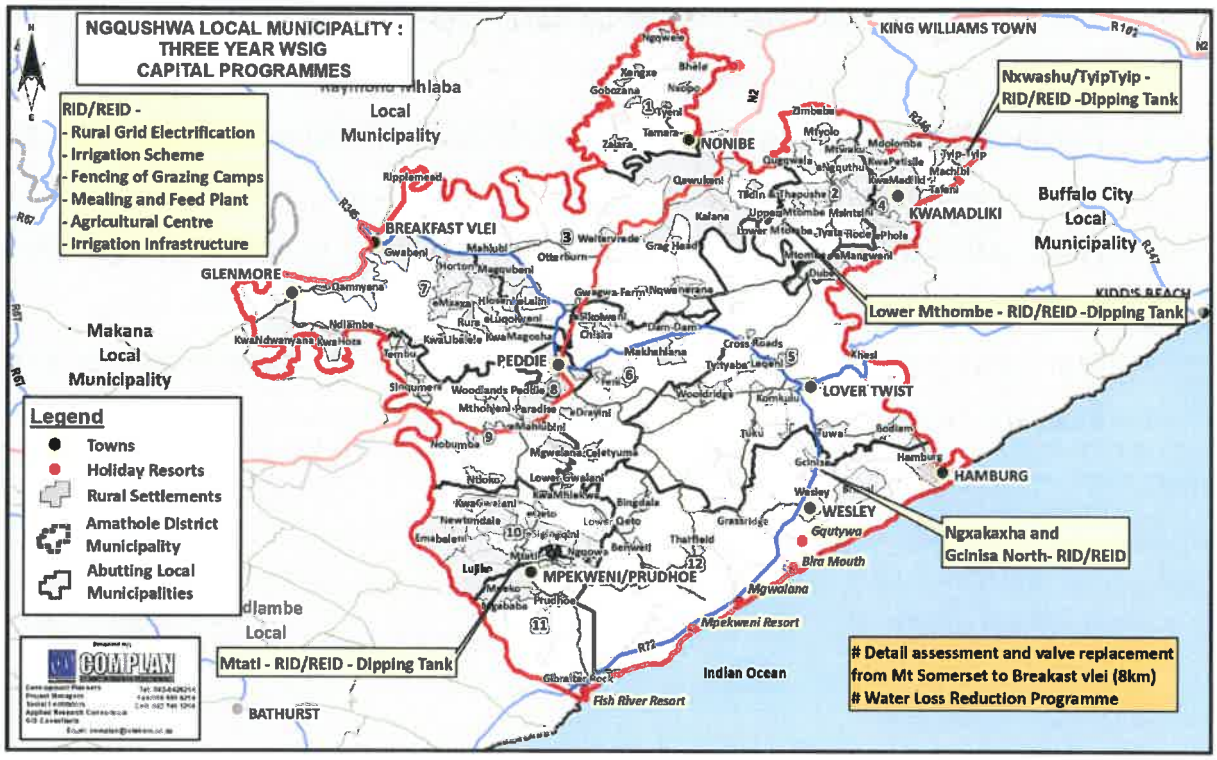
- Provincial road from Cross Road across Keiskamma River to King William's Town villages;
- Provincial road from Great Fish River Mouth through Mpekweni location to Lewis location (R72–N2 Grahamstown N2);
- Provincial road from Peddie to Double-drift Game Reserve and Alice (R345);
- The second major project is the upgrade and surfacing of the Hamburg Access Road (MR0522) to unlock the investment potential of the town and improve accessibility.
- The future upgrade of the R345 is also vital for the 3 municipalities' linkage including Ngqushwa, Raymond Mhlaba and Ndlambe.

Figure: Transport Proposals



Transport Proposals

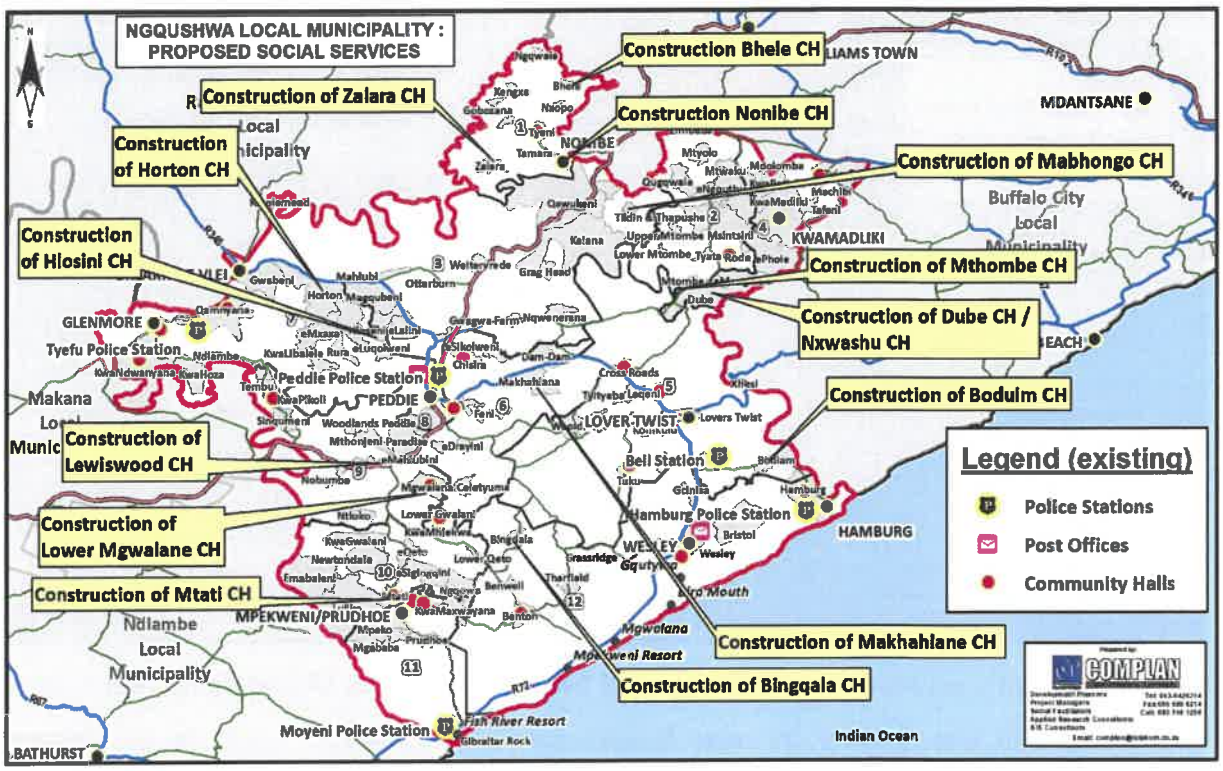
- **Peddie Bulk Infrastructure Upgrade undertaken by Amathole District Municipality**



- **INEP electrification of +-320 villages**
- **Investigation of alternative renewable energy sources**

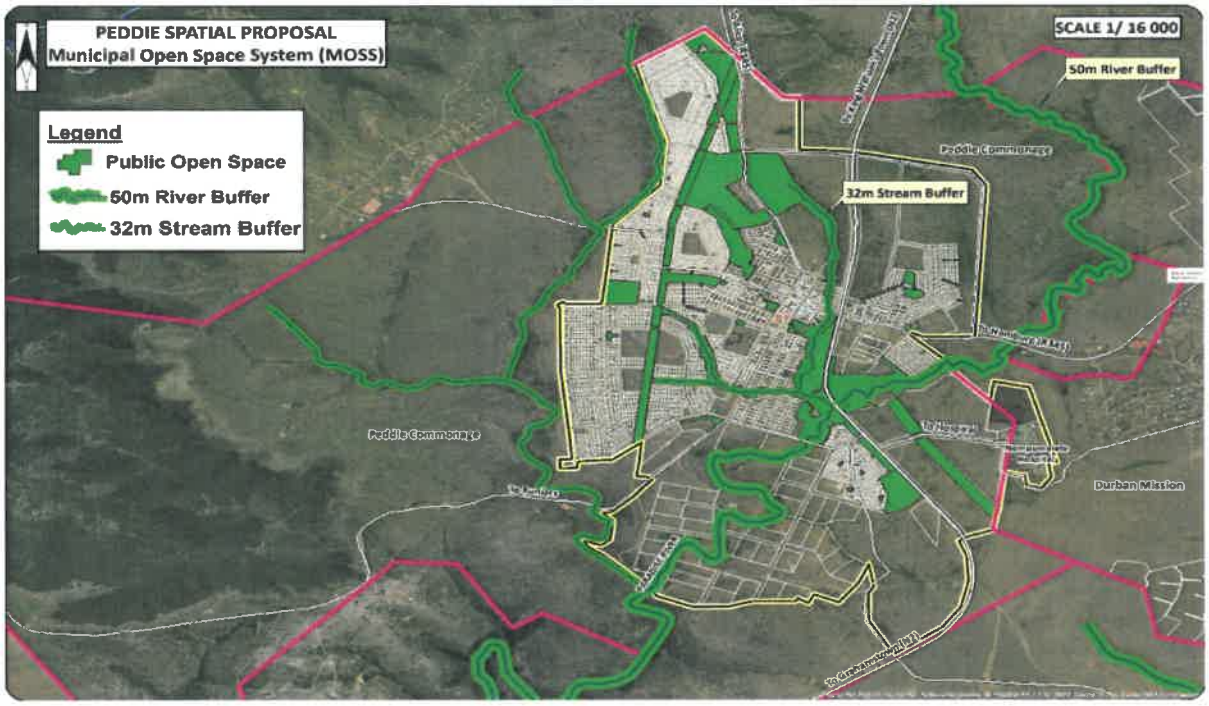


- **Social services include the construction of various community halls**



5.17 ENVIRONMENTAL PROTECTION AND CONSERVATION

Due to the size of the Municipality, Environmental policies implemented are those developed by Amathole District Municipality. The reviewed MSDF incorporated a Municipal Open Space System aimed at awareness, protection and implementation of environmental programmes.



There are many environmental challenges facing Ngqushwa Municipality, such as alien plants, landfill site (closer to new Power Settlement) which need to be relocated, cemetery space and other related issues. However, the following themes are considered to be a priority.

Proposals:

- Development and implementation of Municipal Open Space System;
- Ngqushwa Local Municipality officials to work in unison with ADM officials;
- Disseminate information and educate relevant Municipal officials on environmental policy and legislation;
- Limit expansion of housing and other developments into areas of high conservation value;
- Exclude developments, except those with minimal impact on the sensitive vegetation (e.g. indigenous forests, coastal dunes, wetlands and thicket);
- Designate estuaries as suitable for ecotourism ventures;
- Implementation of Land Care projects to rehabilitate degraded areas;
- Limit further agricultural expansion into natural areas without first attempting to rehabilitate existing areas;
- Identify areas with high alien species invasion for rehabilitation with the aid of the Working for Water Programme;

- Focus efforts on arresting encroachment into estuarine and riparian zones;
- There is limited information on the groundwater capacity of the Ngqushwa Local Municipality area, thus obtain assistance from the Department of Water and Sanitation to carry out a geohydrological assessment of groundwater resources in the municipality;
- Protecting valuable natural economic and heritage resources.
- Protect agricultural land, wetlands, ecological corridors or scenic landscapes.
- Protection of active open spaces, landscape elements and visual impact.
- Utilise and implement urban edge to ensure protection of natural resources.
- Link development to provision of water to communities and
- Proposed new housing developments, where possible, allocate land for housing that is not environmentally sensitive, where water supplies are available and proposed sanitation services are suited to the environment.

5.18 LAND USE

5.18.1 Spatial Planning Principles

The attainment of the vision and objectives alluded above requires the Municipality to facilitate the development of a spatial system that is underpinned by various normative principles. The Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA) is the foremost spatial planning legislation in the country. Hence, it is pivotal that all spatial plans in the republic adhere to the principles advocated by SPLUMA. The guiding principles can summarised as follows:

- **Spatial sustainability:** the principle of spatial sustainability requires sustainable management and use of the resources making up the natural and built environment.
- **Good administration:** this principle suggests the adoption of an integrated approach in spatial planning and land development, particularly by all spheres of government.
- **Spatial justice:** the principle of spatial justice aims to redress the spatial imbalances of the past through improved access to land and efficient use of land.
- **Spatial resilience:** the principle of spatial resilience advocates for the formulation of spatial plans that will help ensure the creation of sustainable livelihoods,

particularly in communities highly vulnerable to climate change and concomitant natural calamities.

- **Efficiency:** the principle of efficiency advocates for frugality in the use of resources such as land and optimal use of existing infrastructure.

5.18.2 Spatial Development Strategies

Guided by the spatial vision, and development principles and objectives which support sustainable development within the Ngqushwa municipal area, the following development strategies were proposed for Ngqushwa SDF:

- Consolidate and integrate spatial development by developing land in proximity to public transport and existing services.
- Identify "Special Development Areas", that is, areas of particular development potential or areas where priority spending is required (special needs areas) – nodal centres, development corridors, special development areas.
- Develop a settlement pattern which conforms to the approved zonal policy of Amathole District Municipality Land Reform and Settlement Plan that meets the particular requirements of the municipality.
- Create sustainable human settlement with quality physical, economic and social environments.
- Planning for densification/infill and careful expansion of existing settlements on productive agricultural resources.
- Promote integration of spatial development by means of efficient transport network system.
- Support a land reform and settlement development programme by identifying zones of opportunity for land development.
- Develop a sustainable local Land Use Management System to promote coordinated, harmonious and environmentally sustainable development.

5.18.3 Structuring Elements

"Spatial structuring elements" are town planning tools for structuring Spatial Development Frameworks. Based on the above, the following key spatial structuring elements have been proposed for the Ngqushwa Municipal SDF:

- Settlement nodes and hierarchy
- Hierarchy of corridors
- Priority settlement (cluster) development zones
- Municipal open space systems (MOSS)
- Priority Development Zones

Figure: Various Settlement Nodes

Node Type	Spatial Development Priorities
Primary Node **Peddie Town**	○ This is an existing mixed land use node – administrative, social and economic node and concentration of different activities and services for effective functioning of the town. ○ Peddie requires CBD revitalization and associated precinct / local planning to cater for mixed use development. ○ There is a need for urban aesthetics. ○ Infrastructure and social facilities provision and upgrade to cater for existing and future expansion of the town. ○ Light industrial development area, focusing on the processing of raw materials from the region ○ Strengthening of the following activities in Peddie: • Development of a strong commercial activity zone to service the town and the entire municipal area. • Location of regional and district offices of various government departments and service delivery departments • Location of a higher institution (TVET College) to cater for the higher educational need of the Municipal area. ○ The need for Sustainable Human Settlement Programme in the form of public and private funded housing development (including social housing on vacant land parcels within the CBD and adjoining areas). ○ Proper Land Use Management and Land Administration ○ Expansion of Commonage and formulation of Commonage Management Plans.
Secondary Node **Hamburg** (also a tourist node)	• This is a "major sub-regional node" within NLM where higher to medium order community facilities such as a hospital, schools etc. should be "focused" or "bundle" in order to ensure that a great number of rural residents are served in a more efficient and effective way. • Ideally, this "node" should be located in close proximity to public transport routes to ensure maximum accessibility to facilities. • Commercial activities serving the whole local municipal areas and the surrounding areas (sub-region) • Light industrial development focusing mainly on the processing of raw materials produced within the sub-region and the neighbouring areas – agri-processing centres. • Need for local planning (town regeneration and formalization) to maximize use of resources. ○ Provision and upgrade of existing infrastructure and social facilities ○ Provision of public-funded and private-funded housing (including social housing, high density high rise, on vacant land parcels within the CBD and along the beach). ○ Strengthening of the following activities in Hamburg settlement node:

Node Type	Spatial Development Priorities
	• Development of low-key commercial centre to service the villages and their catchment areas • Location of public facilities, such as, multi-purpose community halls, junior and senior primary and senior secondary school, clinic, sports field, artist retreat, transportation facility (small harbour and air field), to serve the settlement and their catchment areas. • Local land use scheme to be negotiated. • Environmental Management (protection of natural and cultural resources)
Tertiary Nodes (Minor Rural Service Centre) • Lover Twist • Wesley • Nonibe • Kwamadliki • Glenmore • Prudoe/Mpekweni	• These are "minor rural service centres" where medium to lower order community facilities can be "focused" or "bundle" in order to ensure that a great number of rural residents are served in a more efficient and effective way. • Local planning to maximize use of resources. • Provision and upgrade of infrastructure. • Public-funded rural housing provision. o Strengthening of the following activities in major rural service nodes: • Development of low-key commercial centre to service the villages and their catchment areas • Location of public facilities, such as, community halls, junior and senior primary schools, senior secondary schools, mobile clinic services, sports field, transportation facilities, to serve the villages and their catchment areas. • Local land use scheme to be negotiated. • Environmental Management (protection of natural and cultural resources)
Tourism Nodes: • **Gqutywa** • **Bira Mouth** • **Mgwalana** • **Mpekweni Resort** • **Fish River Resort**	• Essential to creating jobs, generating higher incomes & creating viable communities. • Tourism sector is a driver for positive change. • Increased provision of public transport infrastructure for improving connectivity. • Tourism sectors' potential to transcend spatial or geographic barriers (v) Support tourism sector's locational (regional) advantage. • The infrastructure required by tourism also benefits resident communities and other sectors in the sense that improving roads, water supply, electricity, and communication networks, thereby making a major difference to the lives of the poor. • Build social and human capital to support local enterprise development through job creation, boosting economies, providing foreign exchange, improving infrastructure, and promoting environmental conservation.
Rural Villages	All other existing villages in the NLM which are areas of greatest need, requiring special investment to upgrade levels of service to the accepted minimum level so as to improve the level of well-being of the communities. It should involve investment in basic infrastructure, poverty alleviation and rural livelihood programmes and projects.

5.18.4 Development Considerations

- Mixed land use activities should be encouraged and promoted within the corridors.
- Development support is required to ensure that land is properly managed, administered and utilized in the areas to ensure maximized and balanced livelihood development.

- Apart from the urban residents in Ngqushwa Towns, most of the communities in the corridors are rural in nature and their livelihood is subsistence-based. Proper land management and use of land is necessary to ensure that future settlement needs as well as agricultural needs are met and are sustained. Land for settlement will need to be planned to ensure that adequate land is available for agricultural purposes in support of their livelihood.
- There is the need to adopt both linear and nodal planning approaches for these zones.
- Appropriate infrastructure and services will be required to support settlement and other related developments in the corridors.
- Land use development should be aimed at supporting the existing public transport system. All the villages which are along the proposed corridors and nodes are thus a priority for the development of medium to low density residential development. Mixed use development optimizing the visibility and accessibility offered by corridors should also be encouraged.

5.18.5 Development Strategies

- Maintain the integrity of the N2 access corridor between King Williams Town, Peddie and Grahamstown.
- Regional corridors include the R72 (East London, Lover Twist, Wesley to Port Alfred) R345 (Connecting road between Peddie on N2 and Lover Twist on R72) and MR0522 to connect Hamburg.
- The function of these regional access routes should be maintained through upgrading and road maintenance to ensure economic development and growth, especially within the agriculture and rural development sectors.
- Corridors and access routes within the urban and rural nodes to play an important role in accessibility and functionality of these settlements.
- Integrity of corridors should be protected with detailed assessment of access design and future development.

5.18.6 Infill and Densification

- ✓ Tools to achieve spatial integration, increased population thresholds and more functional use of underdevelopment areas.
- ✓ In support of sustainability principles and in support of nodal and corridor development concept.
- ✓ Mechanisms to achieve spatial integration and increased population thresholds and social inclusion.

Strategies:

- *In support of the nodal strategies, existing primary, secondary and rural nodes should be strengthened through infill and densified developments.*
- *Increased densities and the utilization of vacant land within the nodes.*
- *Support sustainability principles and cost effective service delivery.*
- *Support the SPLUMA principles with the minimization of urban sprawl and the promotion of more compact cities and towns.*
- *Infill and densification should take cognizance of the existing urban fabric and character of the surrounding area.*

5.18.7 Development Containment

- ✓ Limit inefficient low density development, typically through the use of an urban edge, CBD edge, commonage management plans, land invasion strategies or planning boundaries.
- ✓ Ensure adequate densification and prevent urban sprawl.
- ✓ Protect heritage resources and sensitive areas.
- ✓ Implementation of mechanisms to direct and actively manage land use implementation, i.e. development phasing, development initiatives, performance measures and implementation of urban edge and development boundaries.

Strategies:

- *Urban and rural nodes should promote densification and discourage urban sprawl, through the delineation of an urban edge.*
- *The urban edge sets guidelines for future urban medium to high density urban development.*

- *Development outside the delineated urban edges can be permitted, subject to densities in keeping with the character of the area and within environmental design parameters.*
- *Effective Implementation of land invasion policy.*

15.18.8 Land Invasion Strategies

- **Land Invasion Policy:**

The municipality approved a land invasion police in 2015 aimed at preventing and dealing with land invasions within its jurisdiction and the following distinctions are made:

- Unlawful access to property and squatting,
- A sudden and orchestrated invasion of property by people and

The following legislation regulates different situations:

•The Extension of Security of Tenure Act, No. 62 of 1997 (ESTA)

•The Land Reform (Labour Tenants) Act, No.3 of 1996

•The Trespass Act, 1959 (Act No.6 of 1959)

•Prevention of Illegal Eviction and Unlawful Occupation of Land Act, 19 of 1998.

Objectives

- To assist municipality to control and manage the land available in terms of open spaces.

Contraventions and Non-compliance

- *Contravention Notices have to be issued by the Municipal Manager or delegated official. Authority for prosecution or Legal Action rests with the Administration Arm of the Municipality, unless Delegated Authority is given.*

- *Where Notice has been issued but not obeyed, this is Non Compliance and is a Contravention. Authority for prosecution or Legal Action rests with the Administration Arm of the Municipality, unless Delegalized Authority is given*

Eviction Process

- *Removal from land is always executed in terms of a court order, irrespective of whether the person is a labour tenant, an occupier (lawful or unlawful) or a farm worker.*

- *Eviction of an occupier must take place in terms of the relevant legislation otherwise the eviction is illegal.*

- *Unlawful occupiers can only be evicted if an eviction order is granted by the Magistrate's Court or High Court.*

- *The court order will have a date by which the unlawful occupier must vacate the said property and he/she fails to do so, the sheriff will be authorised to remove him/her from the premises.*

The municipality will in the short term-medium term apply for a blanket court order against all invasions including future invasions so as to protect planned pieces of land.

15.18.9 Urban Edge Concept

- Limit inefficient low density development, typically through the use of an urban edge, CBD edge or planning boundaries.
- Ensure adequate densification and prevent urban sprawl.
- Protect heritage resources and sensitive areas.
- Implementation of mechanisms to direct and actively manage land use implementation, i.e. development phasing, development initiatives, performance measures and implementation of urban edge and development boundaries.

15.18.10 Special Growth and Investment Areas

- ✓ Indicating areas for special growth should be based on agreed principles and direct budget allocation and future priority spending.
- ✓ Special growth areas can refer to redevelopment of existing development areas to higher intensities, vacant land suitable for infill development.

- ✓ Acknowledge existing prioritised programmes and initiatives to be included in the Spatial Development Framework as special growth areas.
- ✓ Identification of priority development growth nodes and/or precincts.
- ✓ Indicating areas to be prioritised for future intervention for higher intensity land use, land exchange and release.

Strategies:

- *Special growth and investment areas include areas for subsidised housing, rural development initiatives around Peddie, Hamburg, Mpekweni, and Gcinisa South.*

5.18.11 Property Management Policy (leases and disposal)

The municipality developed and adopted a property management policy in 2018/19 financial year. The purpose of the policy is as follows:

"To provide a framework and guidelines for the disposal of the Municipality's immovable property and assets that are not needed to provide the minimum level of basic municipal services and that are surplus to the Municipality's requirements".

The policy is only applicable on property within Ngqushwa Local Municipality as follows:

- The transfer, disposal and lease of immovable property by the municipality;
- All property within the urban edge and commonage areas and
- The granting of rights by the municipality for the use, control or management of immovable assets.

The policy is **NOT** applicable to the following:

- Immovable property owned by municipal entities in respect of which the
- Ngqushwa is the parent municipality;
- Immovable property which is owned by other arms of Governments;
- Property owned by the Municipality and subject to a Public-Private
- Partnership.

The objectives of the policy are:

- Ensure that only immovable assets that do not provide the minimum level of basic municipal services are disposed of.
- Ensure that immovable assets are not disposed when the disposal of the asset or the terms of the disposal of the immovable asset could disadvantage the Municipality or community financially or otherwise.
- Ensure that all disposals are, in terms of Section 14 (5) of the Municipal Finance Management Act (Act No. 56, 2003), fair, equitable, transparent, competitive and consistent with the Supply Chain Management Policy of the Municipality.

The disposal and letting of immovable property owned by the Municipality, will be conducted in accordance with one of the following described methods:

A. **Sale or Letting by Private Treaty/Public Auction/Tender/Proposals Call**
B. **Private Treaty Sales**
C. **Selected Tender**
D. **Unsolicited Bids**
E. **Competitive Processes**

RESERVATION AND MANAGEMENT OF IMMOVABLE PROPERTY - Unless it is precluded from doing so by law or by the conditions in terms of which immovable property was acquired and subject to observation of due statutory process and alignment with Council's strategic objectives, Council may:

B. Use immovable property in its ownership to promote social integration, to redress existing spatial inequalities, to build strong, integrated and dignified communities and to provide access to housing, services, amenities, transport and opportunities for employment on a temporary or permanent basis.
C. Reserve for future use immovable property in its ownership to promote social integration, to redress existing spatial inequalities, to build strong, integrated and dignified communities and to provide access to housing, services, amenities, transport and opportunities for employment.
D. Enhance immovable property in its ownership by pursuing the amendment of existing rights, establishment of new rights and the provision of municipal services.

E. Improve immovable property in its ownership by the erection of structures thereon.

F. Permit immovable property to be managed on behalf of Council, permit it to be enclosed and permit it to be cultivated.

5.18.12 Land Audit Survey

The municipality has embarked on a Land Audit Survey programme for the two main towns of Peddie and Hamburg. This came as an attempt to deal with all land related disputes and conflicts with private owners and state departments. The audit will help the municipality to improve its asset register and be able to identify viable municipal land for potential development. The following deliverables must be indicated in the final Land Audit Survey:

- Electronic data base with existing land use, zoning, extent of site, ownership details, etc
- List of conflicting uses
- Un-surveyed sites
- Surveyed but Unregistered sites
- Properties with encroachments
- A detailed spreadsheet of municipal owned, government owned and privately owned sites
- List of General Plans that have been invaded and require re-layout
- List of all active and inactive sites
- List of all existing general plans
- List of lapsed township establishment general plans
- Proposed Projects emanating from the Land Audit Survey
- Development of zoning maps and current land use maps for the municipality
- Project implementation plan for the identified projects
- List of recommendations for short and long term interventions

- **Hamburg Audit Findings**

Hamburg Land Uses and Zoning:

- *Hamburg has 1,017 properties of which 992 are erven, 1 is the remaining allotment, 13 are open spaces and 11 are streets.*
- *Only ±22% of the surveyed erven are used for residential purposes.*
- *Just over 46% of all surveyed erven are vacant. This represents 474 erven which are standing underutilized.*

Hamburg Land Zoning:

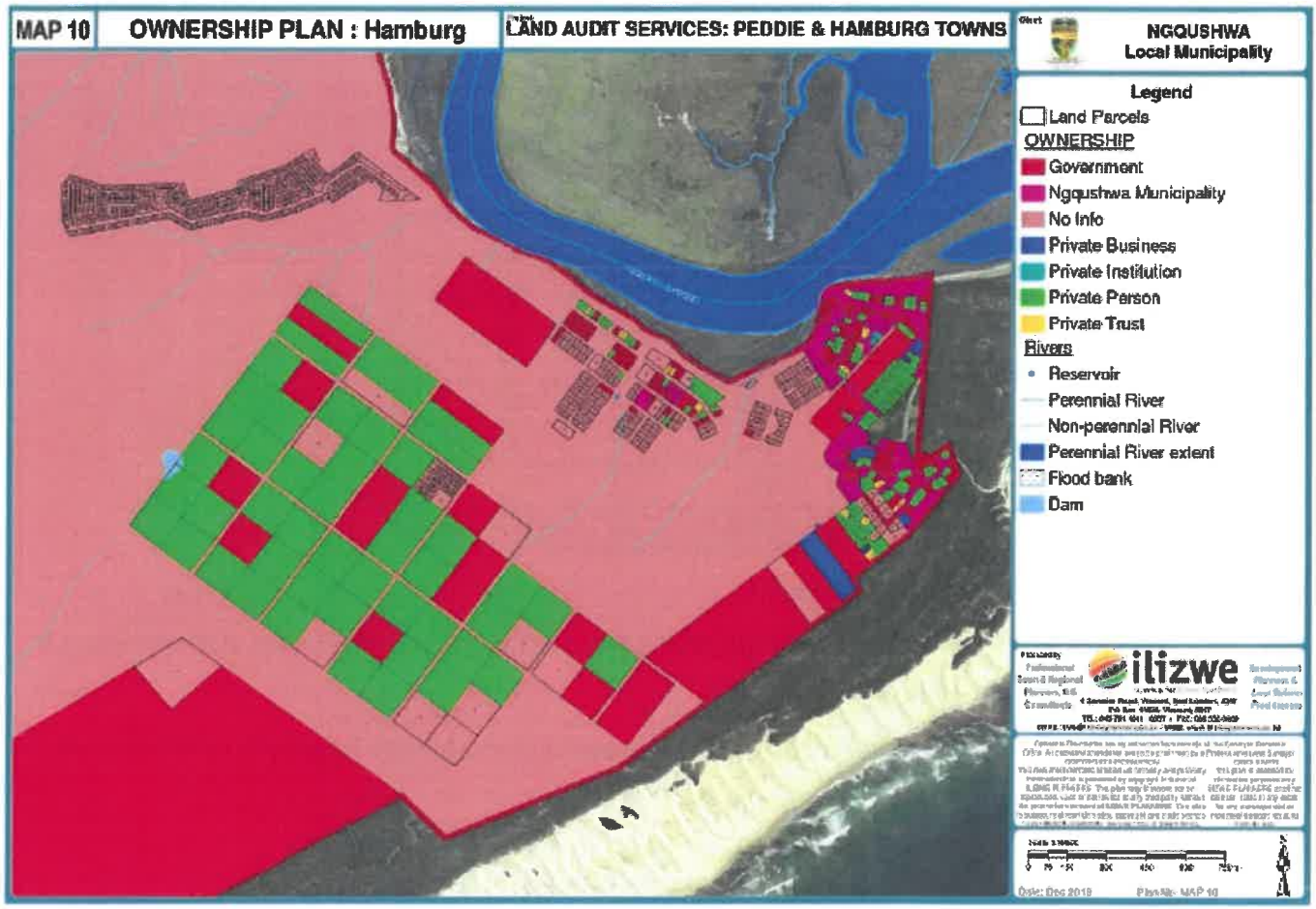
- *62% of the surveyed erven have no zoning info.*
- *24% of the surveyed erven are zoned for Residential/Resort Zone.*

Ownership:

- *14% of the surveyed erven are owned by the Government.*
- *61% of the surveyed erven have no ownership info, which means they are not registered.*

Owner	**No. of Erven**
Government	143
Ngqushwa Municipality	57
No Info	627
Private Business	9
Private Institution	3
Private Person	162
Private Trust	15
Sectional Title	1
Total	**1017**

Figure: Hamburg Ownership Map



Source: NLM Land Audit Survey (2019)

Hamburg Encroachments:

- *21% of the surveyed erven have encroachments, this represents 219 sites.*

Figure: Hamburg Encroachments Map

OWNERSHIP	ENCROACHMENTS	NO OF SITES
Government	No	140
	Yes	3
Ngqushwa Municipality	No	56
	Yes	1
No Info	No	412
	Yes	215
Private Business	No	9
Private Institution	No	3
Private Person	No	162
Private Trust	No	15
Sectional Title	No	1
	TOTAL	**1017**

Hamburg Zoning Contraventions:

- *1,8% of the surveyed erven have zoning transgressions, this represents 19 sites.*
- *0,5% of these zoning transgressions are on land with no ownership info, this represents 6 sites.*

Figure: Hamburg Zoning Contraventions Map

OWNERSHIP	ZONING TRANSGRESSIONS	NO OF SITES
Government	No	138
	Yes	5
Ngqushwa Municipality	No	55
	Yes	2
No Info	No	621
	Yes	6
Private Business	No	9
Private Institution	No	3
Private Person	No	159
	Yes	3
Private Trust	No	13
	Yes	2
Sectional Title	Yes	1

Source: NLM Land Audit Survey (2019)

Hamburg Inactive Sites:

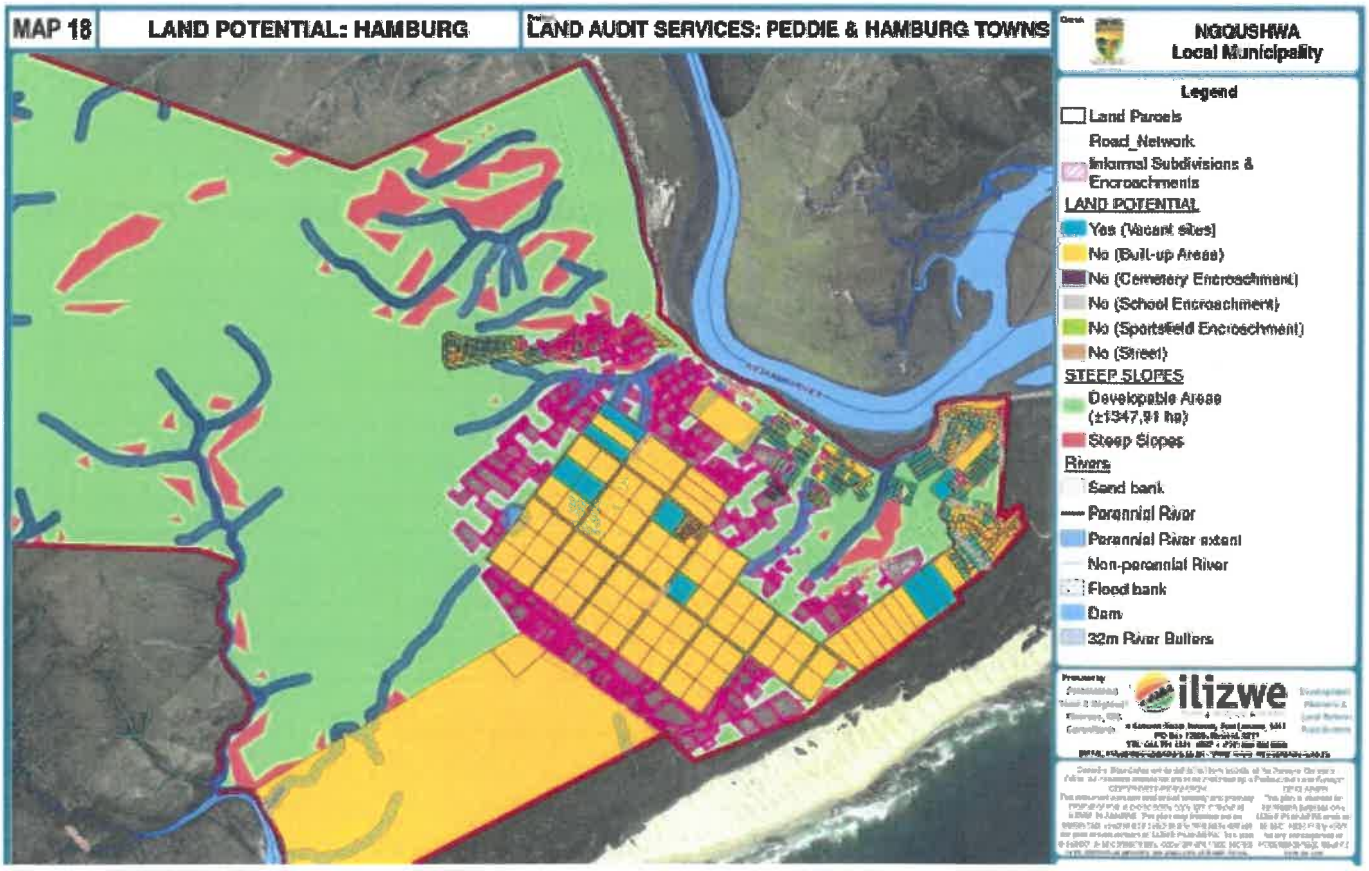
- *46% of the surveyed erven are identified as inactive sites, this represents 474 sites.*

- *29% of these inactive sites are on land with no ownership info, this represents 302 sites.*
- *4% of these inactive sites are on government owned land, this represents 49 sites.*
- *4% of these inactive sites are on municipal owned land, this represents 46 sites.*

Hamburg Land Potential:

- *46% of the surveyed erven are identified as inactive sites, this represents 474 sites.*
- *29% of these inactive sites are on land with no ownership info, this represents 302 sites.*
- *4% of these inactive sites are on government owned land, this represents 49 sites.*
- *4% of these inactive sites are on municipal owned land, this represents 46 sites.*

Figure: Hamburg Land Potential Map



Source: NLM Land Audit Survey (2019)

- **Peddie Audit Findings**

Peddie Land Uses:

- *Peddie has approximately 4,197 properties within its jurisdiction of which 4,101 are erven, 1 is the remaining allotment, 57 are open spaces and 37 are streets.*
- *A comprehensive land use survey of over 4100 properties was undertaken.*
- *58% of the surveyed erven are used for residential purposes.*
- *Just over 33% of all surveyed erven are vacant. This represents 1411 erven which are standing underutilized.*

Peddie Land Zoning:

- *91% of the surveyed erven are zoned for single residential.*
- *0,5% of the surveyed erven are zoned for Government and Municipal use.*
- *1,4% of the surveyed erven are undetermined.*

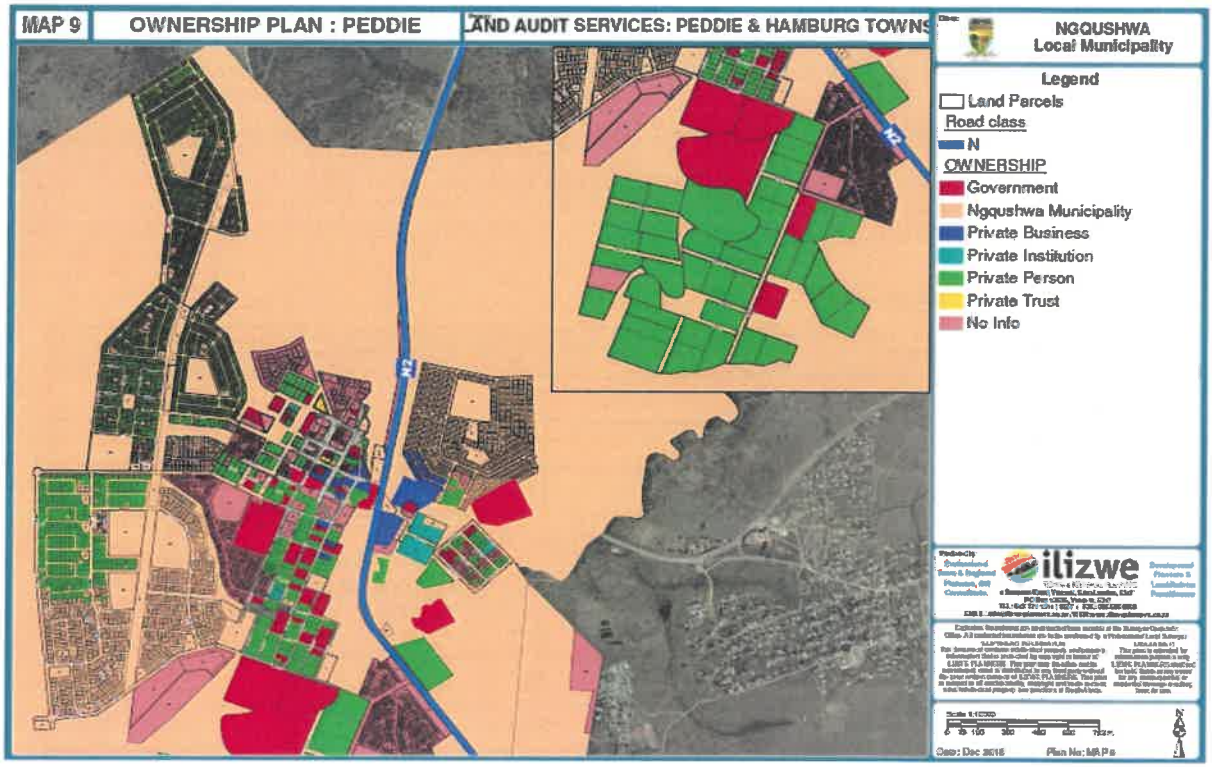
Peddie Ownership:

- *28% of the surveyed erven are owned by the municipality.*
- *17% of the surveyed erven have no ownership info, which means they are not registered.*

Owner	**No. of Erven**
Government	91
Ngqushwa Municipality	1205
No Info	754
Private Business	45
Private Institution	10
Private Person	2089
Private Trust	3
Sectional Title	0
Total	1017

Source: NLM Land Audit Survey (2019)

Figure: Peddie Ownership Map



Source: NLM Land Audit Survey (2019)

Peddie Encroachments:

- *11% of the surveyed erven have encroachments, this represents 469 sites.*
- *7% of these encroachments are on municipal owned land, this represents 302 sites.*

Figure: Encroachments

OWNERSHIP	ENCROACHMENTS	NO OF SITES
Government	No	82
	Yes	9
Ngqushwa Municipality	No	903
	Yes	302
No Info	No	734
	Yes	20
Private Business	No	39
	Yes	6
Private Institution	No	8
	Yes	2
Private Person	No	1959
	Yes	130

Source: NLM Land Audit Survey (2019)

Peddie Zoning Contraventions:

- *2% of the surveyed erven have zoning transgressions, this represents 86 sites.*
- *0,9% of these zoning transgressions are on private (personal) owned land, this represents 38 sites.*

Figure: Peddie Zoning Contraventions

Owner	ZONING TRANSGRESSIONS	NO OF SITES
Government	No	86
	Yes	5
Ngqushwa Municipality	No	1176
	Remainder Allotment	2
Ngqushwa Municipality	Unknown - Under Construction	1
	Yes	26
No Info	No	735
	Yes	19
Private Business	No	42
	Yes	3
Private Institution	No	8
	Yes	2
Private Person	No	2051
	Yes	38
Private Trust	No	2
	Yes	1
	TOTAL	**4197**

Source: NLM Land Audit Survey (2019)

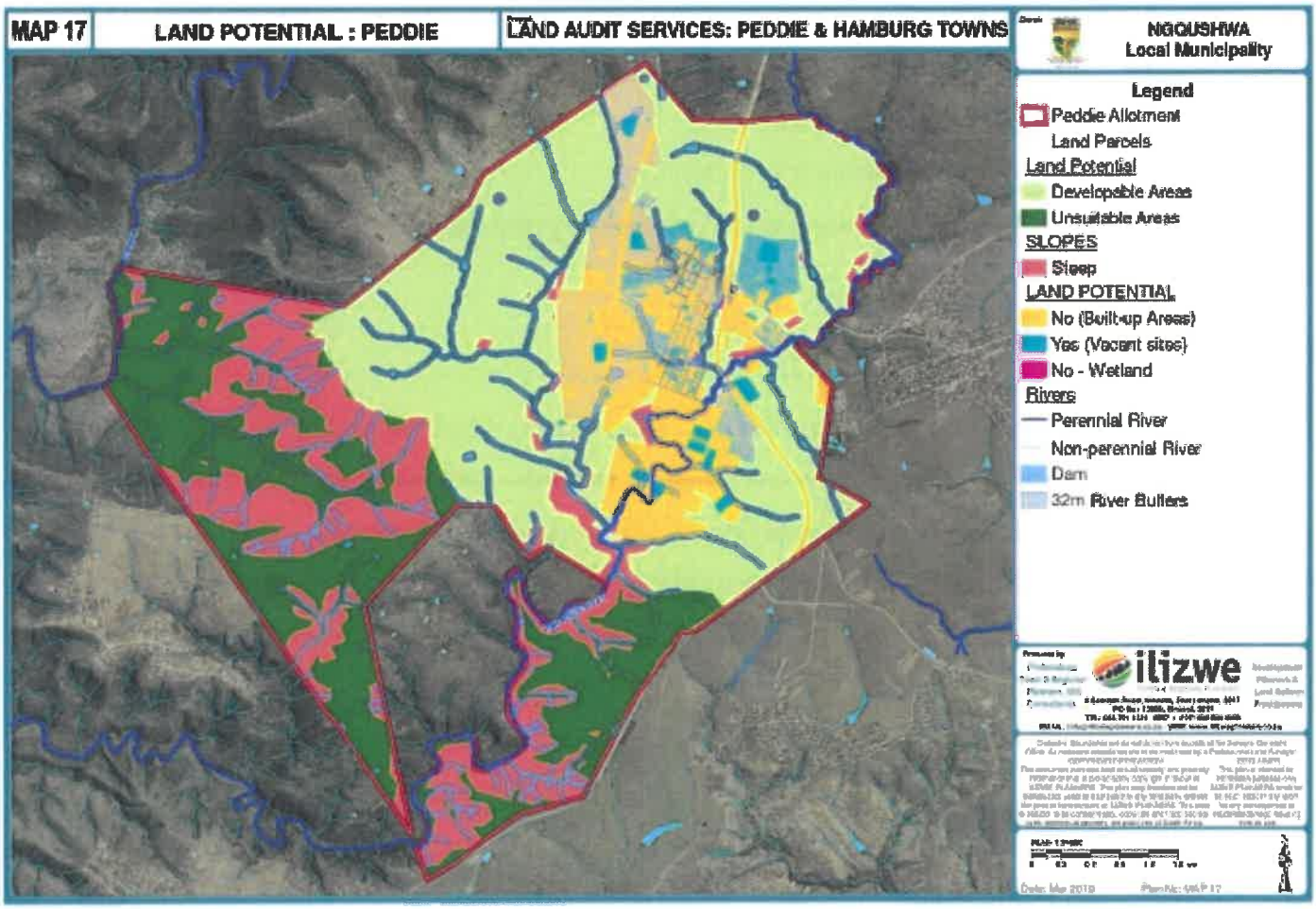
Peddie Inactive Sites:

- *35% of the surveyed erven are identified as inactive sites, this represents 1475 sites.*
- *16% of these inactive sites are on land with no ownership info, this represents 685 sites.*
- *15% of these inactive sites are on municipal owned land, this represents 646 sites.*

Peddie Land Potential:

- *32% of the surveyed erven are identified as sites with land potential, this represents 1370 sites.*
- *15% of these identified sites are on land with no ownership info, this represents 656 sites.*
- *14% of these identified sites are on municipal owned land, this represents 596 sites.*

Figure: Peddie Land Potential Maps



It is evident that the municipality still has large tracks of undeveloped and underdeveloped land which can be explored for further development and disposal. Also, a large number of properties are still unregistered due to lapsed general plans and SG diagrams and measures will need to be implemented to register and transfer the properties accordingly.

5.19 COASTAL MANAGEMENT

Strategic Objectives

- Coastal Resources Management and environmental conservation.
- Support or promote ocean's economy through interdepartmental co-operation.
- To promote tourism development in the coastal areas.

Proposals

- Promote distinctly coastal development opportunities.
- Promote nodal development and densification of existing coastal nodes and discourage coastal sprawl
- Identify areas suitable for Mariculture.
- Refer to EMF guidelines when considering any coastal development or expansion.

5.20 CLIMATE CHANGE

The development of a climate change response programme is vital for the municipality. Adaptation is the most important strategy towards addressing climate change related experience and shocks. This is defined as the process of adjustment to actual or expected climate and its effects, in order to moderate harm or exploit beneficial opportunities (in relation to human systems), and the process of adjustment to actual climate and its effects (in relation to natural systems).

Proposals:

- Liaise with ADM and DEDEAT to develop a climate change response strategy for the Municipality
- Take guidance from ADM and DEDEAT climate change response strategies.
- Identify locations for renewable energy projects such as wind-generated energy, bio-fuels and solar.





Ngqushwa Municipality has wind and solar resources suitable for generating renewable energy

5.21 LAND USE SCHEMES

The municipality is mandated by SPLUMA to develop and implement a wall-to-wall land use schemes that are SPLUMA compliant for a period of five years. The municipality has through its MSDF priorities and SDBIP processes prioritized that development of the land use scheme, although budget constraints remain the main challenge to achieve this target.

Key Land Use Scheme Components:

- Make provision for land use maps
- Make provision for zoning maps
- Make provision for a land use register
- Make provision for a land use management system
- Make provision for land use regulations and development parameters
- Make provision for policy formulation and implementation

5.22 BIO-DIVERSITY

Protection of the core bio-diversity areas, natural resources and the ecological system. The biophysical environment of Ngqushwa is characterised by diverse ecologically sensitive areas. The area has a high degree of aesthetic appeal and is also rich in natural resources that are ideal for the eco-tourism industry such as the physical landscape (mountains, valleys, the coastline, dune systems, sand beaches, estuaries and wetlands).

As echoed in the PSDP it is critical that core biodiversity areas (reserves, wetlands, parks, steep slopes and special sensitive bio-diversity areas) should be properly identified and properly managed. The spatial distribution of environmental bio-diversity areas of significance as contained in the **Eastern Cape Biodiversity Conservation Plan (EC BCP)** are considered to be critical. Identification of areas where development needs to be avoided or at best, carefully managed is important.

Areas of conservation importance and eco-tourism potential include:

- The coast line and marine resources
- Coastal forests occurring in close proximity to the coastline
- Wetlands including coastal and inland wetlands
- Estuaries, streams and rivers
- Nature reserves

While it is difficult to develop a set of guidelines that will address conservation considerations for every land parcel in Ngqushwa LM, the following general principles should be considered:

- All indigenous forests must be conserved except under exceptional circumstances
- There should be no development in any riparian area except under exceptional circumstances
- Development within the Coastal Protection Zone should be consistent with the objectives of the White Paper for Sustainable Coastal Development and the Coastal Management Bill
- Where development or land-use change is deemed appropriate, development should first occur in transformed and non-restorable areas before consideration is given to opening up additional areas for development.
- Where development or land-use change of sensitive areas is deemed appropriate, consideration should be given to the establishment of appropriate off-sets in addition to the rehabilitation of existing disturbed areas

- The assessment of proposed development or land-use change should anticipate future land-use pressures
- Development outside the urban edge should only be contemplated if real environmental benefits can be demonstrated or appropriate off-sets are provided.

5.23 REHABILITATION OF DEGRADED AREAS

It is essential that wards, where degradation has occurred, are identified and mapped. In ward 8, degradation has occurred due to poor veld management, uncontrolled burning and overgrazing. These practices result in loss of fertile agricultural soils and cause a general ecological decline of the area. Good management practices have to be employed to combat these practices. The community also needs to be educated on management practices.

Deforestation which is caused by the indiscriminate felling of trees for domestic purposes including firewood, construction and medicinal purposes has occurred in Ngqushwa Local Municipality. These practices which result in a reduction of botanical diversity, loss of aesthetic value and economic potential of the area have to be dealt with. Illegal sand mining also occurs in various locations along the coast and such areas should be identified and rehabilitated. The community has to be educated on the effects of deforestation and afforestation programmes have to be employed. Use of policing and prohibitive fines for those caught in these illegal activities should be employed.

5.24 RURAL DEVELOPMENT

Land in the rural areas is primarily owned by the state. As a result, the process of releasing land is very slow and has been reported to be very problematic. There is generally lack of tenure security and a weak land administration system in rural areas

Strategic Objective:

- To improve access to rural land and clarify who is responsible for which land. Working together between different authorities through Intergovernmental Relations.

- Improve relations between traditional authorities and LM and clarification of roles
- Convert the tenure of large tracts of state-owned land to communal ownership.
- Obtain support from local government and land claims commission in finalising Land Redistribution for Agricultural Development (LRAD) processes and implementing the Communal Land Rights Act.

5.25 DISASTER MANAGEMENT AND CONTINGENCY PLAN

Due to changing climatic and other natural disaster conditions, there is a need to plan ahead. Even though fireand All-Hazards Contingency Plans use to be a function of the district, recent amendments to the Disaster Management Act as of the year 2015 have repositioned this responsibility making it a priority and imperative for the Local Municipality to take center stage in planning and facilitating all disaster programmes and responses with the assistance of the district support unit. The disaster function is guided by the following pieces of legislation:

- The Constitution of the Republic of South Africa, Act No. 108 of 1996.
- The Disaster Management Act, No. 57 of 2002.
- The Disaster Management Amendment Act, No. 16 of 2015.
- Local Government: Municipal Systems Act, No. 32 of 2000.
- National Disaster Management Framework, Government Notice 654 of 2005.

The following are key priorities of the municipality in addressing the focus shift and these have been highlighted in the contingency plan:

5.25.1 Hazard identification and priority risks

The only information available in this regard is the Disaster Risk Management All-Hazards Contingency Plan (2016-2017) and the Disaster Risk Assessment and Guidelines for Disaster Management Plans in Municipal Integrated Development Plans (2006 and 2013). According to these documents, the hazards to which all the local communities in the district are predominantly exposed to include the following:

- **Chronic disease** – common in all seasons as most are underlying.
- **Road traffic accidents** – an increase during rainy summer seasons.

- **Weather induced events such as floods, drought, lightning, hail, tornadoes, veldt fires and structural fires** – these are very common within are as a result of both natural and manmade causes. These incidents are common during the summer season, although the man-made ones vary.

5.25.2 Conditions of vulnerability

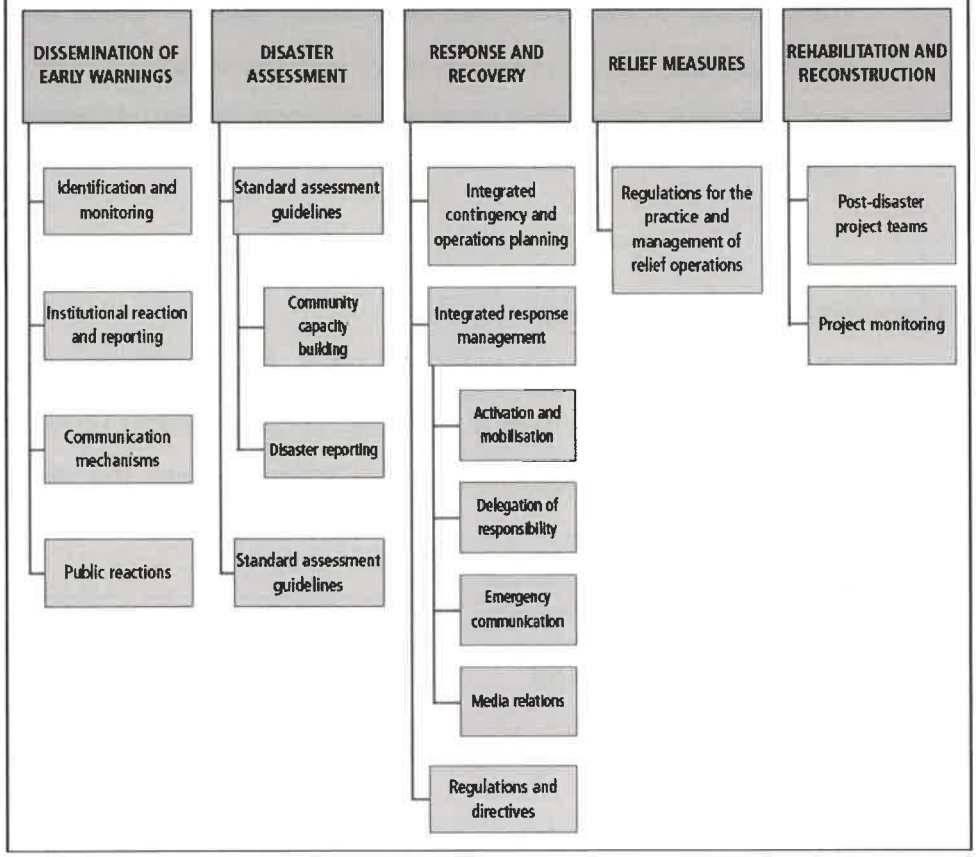
In line with the Disaster Management Act (Act 52 of 2002), Amathole District Municipality's Disaster Risk and Vulnerability Assessment Report (2006) and Ngqushwa Municipality All-Hazards Contingency Plan, the following are the disaster vulnerable areas of the municipality:

People	Children,Women,Disabled,Sick people,The elderly,The poor
Housing	Shacks,Wooden structures,Brick structures
Structures	Schools ,Hospitals
Infrastructure	Roads,Bridges,Storm water
Farming	Farm houses,farm labours houses,crops,animals (livestock,game)

5.25.3 Current Responses:

The municipal disaster responses are informed by the National Disaster Management Framework, Amathole Disaster Management Plan and Ngqushwa Municipality All-Hazards Contingency Plans as contained in Key Performance Area 4 of the Framework for Disaster Response and Recovery as following:

Figure 4.1: Disaster response and recovery

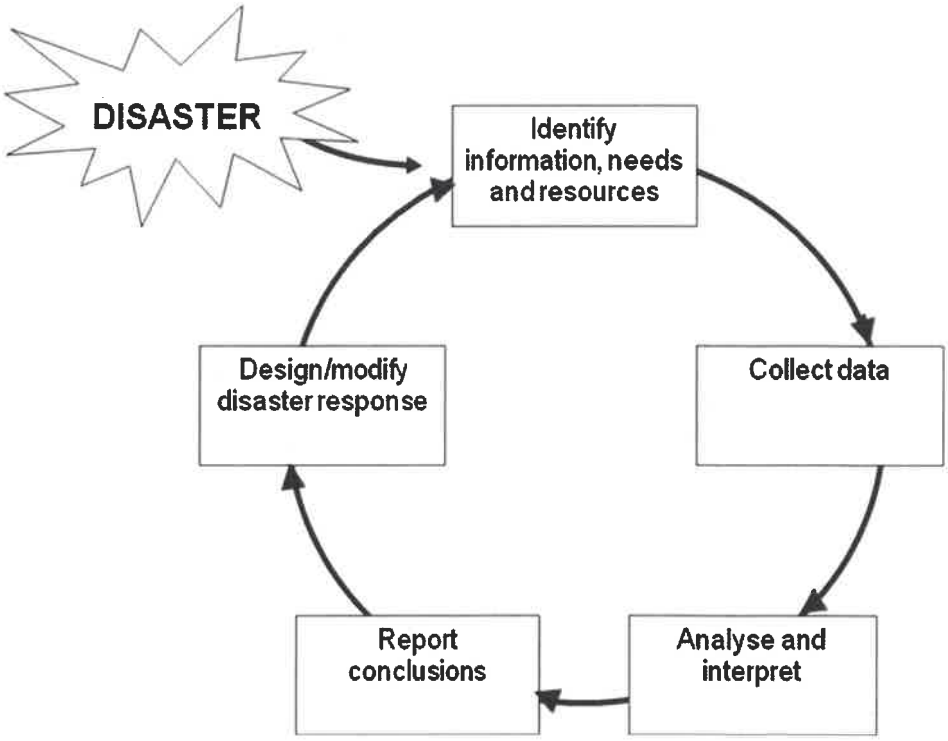


Source: NLM Contingency Plan (2016/17)

- **Incident Assessments** – the municipality with other disaster stakeholders conduct assessments for each incident that occurs within 24 hours in attempt to determine the damage and areas of assistance needed by the affected. The purpose of the assessments is to:

  - To provide information to assist emergency services in determining appropriate response, search-and-rescue missions;
  - To pinpoint the location and nature of secondary threats that may continue to endanger survivors;
  - To provide information about the status of facilities needed to treat or support the survivors; and
  - To provide information about access to stricken communities.

The figure below illustrates the assessment process overview:



Source: NLM Contingency Plan (2016/17)

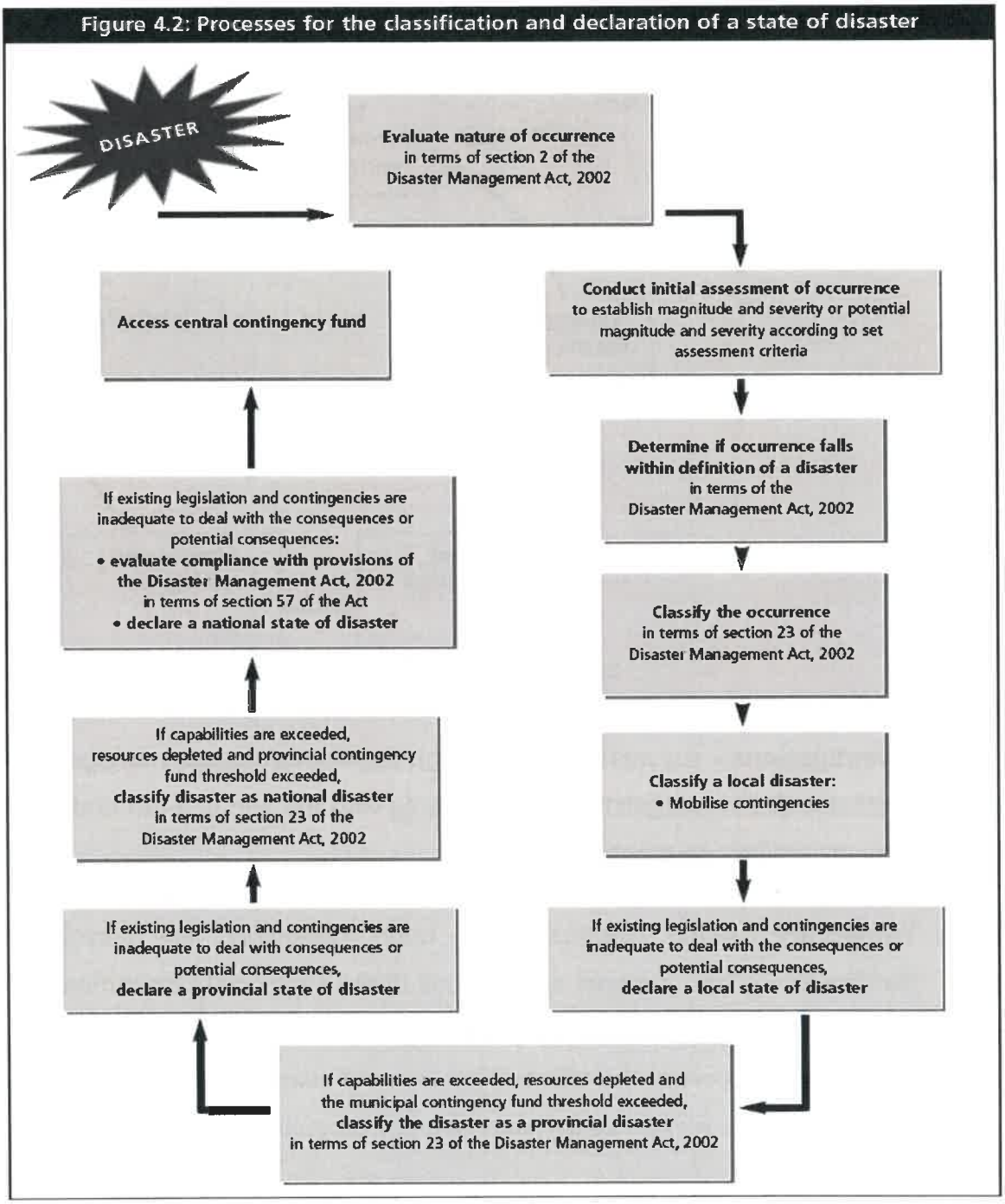
- **Investigations** – the municipality through the district disaster management centre facilitates the investigation of the incidents with the aim to learn and pro-actively prevent similar occurrences.

- **Temporary Shelter Applications** – upon inspections, the municipal Human Settlements office prepares applications to the Provincial Department of Human Settlements to provide temporary / emergency shelter to the affected families. As a long term response, the affected families are also recommended for addition to current or future human settlements subsidy projects.

- **Social Relief Assistance Applications** – the municipality also prepares application letters to SASSA and Social Development for them to assist affected families with all necessities such as food parcels, clothing, blankets etc.

In the case of a local disaster, the municipality adopted the following process in its contingency plan and the national framework:

Figure 4.2: Processes for the classification and declaration of a state of disaster

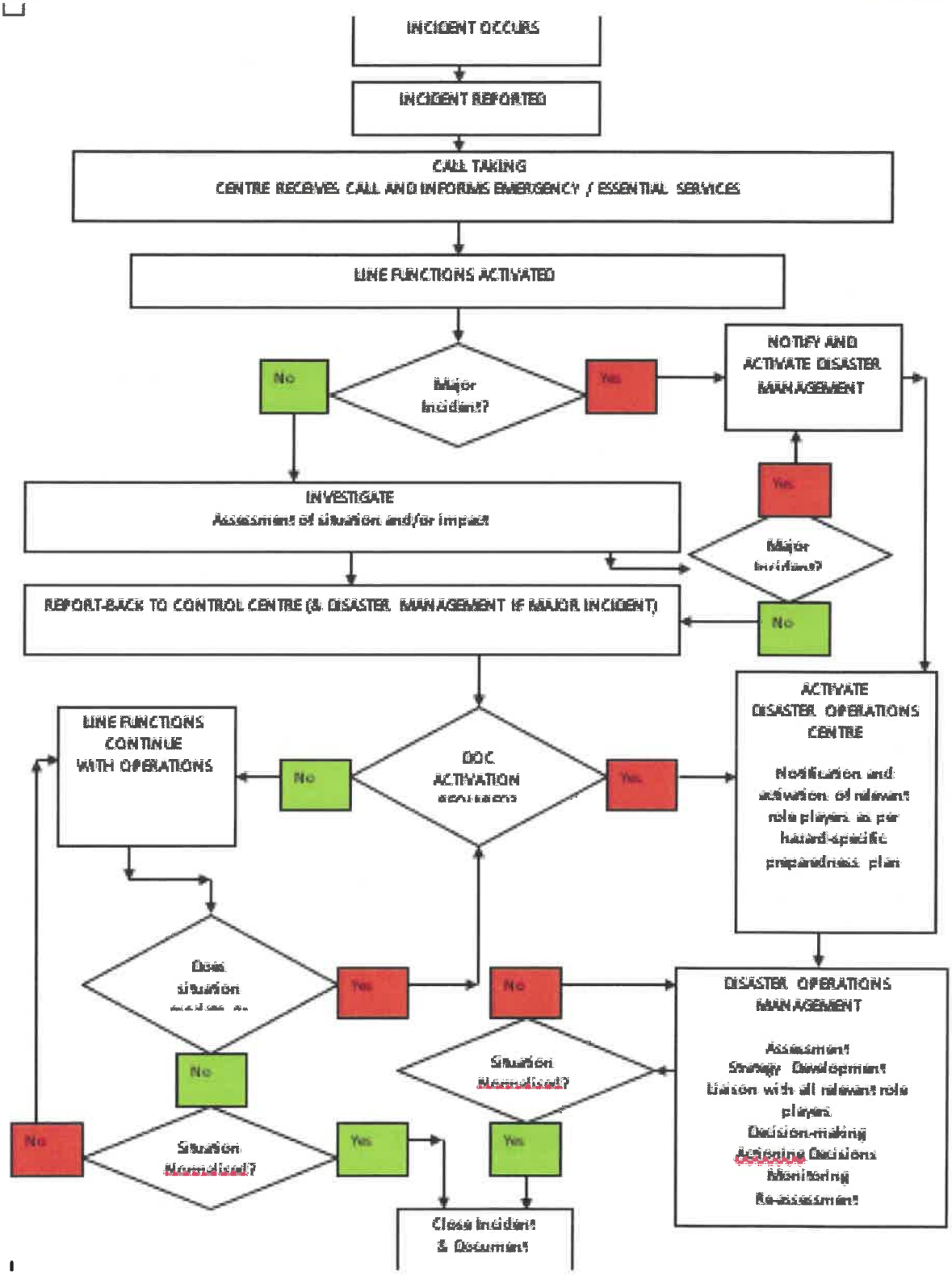


Source: NLM Contingency Plan (2016/17)

The adopted municipal All-Hazards Contingency Plan consists of five (5) levels of disaster which apply in different disaster situations starting from minor to major occurences depending on the magnitude and impact of the disaster (see contingency plan). The standard operating procedures are also contained in the contingency plan.

5.25.4 Response and relief management procedure

The following flow-chart is a summarized process for response and relief in order to understand the sequence of actions to be taken during disaster events.



Source: NLM Contingency Plan (2016/17)

5.25.5 Municipal Policy and Plan Interventions:

- **Development and adoption of a municipal Disaster Management**

The municipality currently does not have a disaster management plan and still relies on the guidance of the district plan. As part of its commitment to the address of disaster issues, the municipality has committed to include the plan it's in 2020/21 plan the development of the disaster management plan. The plan that amongst other things facilitates emergency preparedness and contains contingency plans and emergency procedures in the event of a disaster and makes provision for:

- The allocation of responsibilities to the various role players and the coordination of their actions in the carrying out of those responsibilities;
- Structures and procedures to facilitate prompt disaster response and relief;
- The procurement of essential goods and services;
- The establishment of integrated emergency communication links;
- An integrated system for the dissemination of information; and
- Other matters that may be prescribed.

- **Review of the current Disaster Risk Management All-Hazards Contingency Plan**

The municipality developed this plan during the 2016/17 financial year with the assistance of the Amathole District Municipality. This plan was developed to set out the corporate arrangements and emergency procedures for responding to local disasters that occur in the Council's area of jurisdiction. As part of strengthening the implementation and other areas of concern, the municipality has also committed to review this plan with the assistance of ADM.

- **Recruitment of disaster personnel**
- **Awareness and workshops for communities**

5.26 ECONOMY: TOURISM AND HERITAGE

Development of the existing tourism potential by harnessing different types of tourism products such as cultural, historical and adventure tourism in different parts of the municipality:

- Great potential for tourism development in the Hamburg Expanded Development Initiative (HEDI) area but it is through the synergy of tourism product development that this area will develop to its full potential.
- Adventure based tourism such as mountain, quad biking, hiking and canoe trials holds great potential in the municipality. This is owing to its natural environment.
- Establishment of a tourism information centre and hub
- Further research on the Amathole Heritage and hiking trials.
- Proper mapping of heritage sites and tourism nodes
- Identification and construction of Heroes' Ache Monument in Peddie.

5.27 Agriculture

Strategic Objective:

- Improve agricultural production, making use of available resources, starting with areas with the greatest potential and available or close to infrastructure.

Proposals

Prioritise development (coupled with sourcing of funding) within areas with potential identified in the previous SDF.

- Sort out land ownership problems and organise funding for purposes of Intensive commercial – orientated agriculture: Areas identified for irrigated crop production (Tyefu Irrigation Scheme area and Keiskamma River Citrus).
- Examine and identify areas suitable for ranching activities around the coast
- Invest in reviving old but viable irrigation Schemes - mainly along the Keiskamma River watercourse and the existing Tyefu irrigation zones.
- Develop Pineapple Production in the existing pineapple farm areas – Wards 6, 11 (3 pineapple farms) 12 and 14 by inviting potential investors.
- Investigate subtropical fruit, vegetable and fodder crop production along the Keiskamma River.

5.28 SMES AND COOPERATIVES

Proposals

- Improving the level of services in basic infrastructure
- Implementation of poverty alleviation programmes as identified in the LED strategy and Poverty Alleviation strategy.
- The municipality to develop income-generating projects to minimise dependency ratio.
- To promote economic growth with the Municipality through Incubator system.

5.29 MINING

Strategic Objective

- To conduct municipal wide mining and geological resource assessment and manage existing mining

Proposals

- Ngqushwa Local Municipality to ensure proper documentation and spatial mapping of all its available resources
- Proposed joint venture with the Gauteng Lime Factory to open the lime mine in ward 11 and 7 in the Mpekweni area on Pato's Kop.
- Formalise and regulate illegal sand mining, particularly along the coast.

5.30 GOVERNANCE

Strategic Objectives:

- Effective implementation of the SDF and Land Use Management System

Proposals

- Improve knowledge and understanding on the importance of spatial planning
- Implementation of Land Use Management and discourage informal settlements and urban sprawl
- Monitoring of spatial/growth trends to be in line with future planning

- SDF Review to be in line with IDP Review and SPLUMA Principles
- One system of land planning and management legislation will lead to efficient spatial distribution of public sector investment and private sector interests.
- Finalisation of land claims to allow development to proceed

5.31 Human Resources

Strategic Objective

- Augmenting existing capacity to deal with land use management and housing issues by increasing knowledge and awareness of the decision makers on the need for planning.
- Ngqushwa Local Municipality does not currently have an Authorization Officer. A Manager in Spatial Planning is currently executing the functions of the Town Planning Administrator.

Proposals

- Partnership with District Municipality intended for the development and implementation of legislation.
- Awareness creation, training and capacity building about land use management and the SDF.
- Targeted skills attraction and retention. This includes affordable middle-income housing, affordable quality education and health services, affordable public transport systems, good personal safety and security, and leisure and entertainment facilities and choices.
- Targeted capacity development to undertake development planning
- To ensure that a Sports Academy within Ngqushwa Local Municipality is developed so as to develop skills and capacitate local communities by 2057.

5.32 LAND AND HOUSING

The municipality is currently undertaking the review of its human settlements sector plan for the next five years. Currently there is a partially reviewed sector plan from 2018/19 financial year.

Strategic objective:

- Develop and submit business plan to department of human settlement.
- Continuous update of the housing needs register.

5.32.1 Settlement patterns

Ngqushwa is predominantly rural with only 5% of the population living in the urban areas, as opposed to 95% of the population who reside in the rural areas. The settlement patterns of Ngqushwa can be divided into the following categories:

5.32.2 Urban areas

Peddie and Hamburg are the only two proclaimed towns within the municipality. There are peri-urban settlements established outside of both of these nodes which in the case of Peddie almost encircle it.

Peddie can be regarded as a regional hub for service rendering to the entire municipal area. The majority of the region's services and facilities are located in Peddie and economic and social functions are performed there. It also plays an important administrative role as the seat of the municipality is also in Peddie. Not all areas of the town are serviced, particularly the lower income areas which are found in the main part of the town. Hamburg is primarily a holiday destination. The municipality is gradually developing Hamburg and wants it to be a suitable site for tourism.

5.32.3 Rural areas

The majority of the population that is 95% resides in the rural areas which means that access to essential services and facilities by the majority of the population is also limited. This also compromises the municipality's ability to raise revenue on the basis of services. These limitations have been recognized by the municipality and are in the process of being addressed.

There are 108 rural villages which are scattered throughout the municipal area. These villages are surrounded by commonage land that is used for a mix of agricultural purposes including crops and livestock which are farmed primarily on a subsistence basis.

Rural villages can be classified as Traditional rural villages such as Bell, Bodium, Crossroad, Lover's Twist, etc. which owe their establishment to their proximity to an agricultural resource base. Rural villages established in response to commercial agricultural needs in terms of labour on commercial farms. These villages are primarily in ward 5 and 12 which include Benton, Tharfield, Jamesdale, Stourpoort and Lewis (ward 9).Holiday resorts such as Birha, Mgwalana, and Mpekweni resorts which are newly developed in response to the localized resort potential of the coastal area. Minor and isolated farm communities scattered throughout the municipal area.

5.32.4 Conservation areas

There are a number of environmentally sensitive areas which are categorised as conservation areas and which are primarily situated along the coast.

5.32.5 Land tenure availability and distribution

There is sufficient rural and urban land available in Ngqushwa municipal area to accommodate the short, medium and long term demand for land. Land release is however problematic and numerous tenure and distribution issues needs to be addressed. In Ngqushwa municipal area, most urban land is owned by the municipality . Rural land is however primarily state owned and interspersed with a number of informal land rights.

A need was identified to convert the tenure of the large tracts of state owned land to communal ownership. Land release for housing projects has either been very slow, or has not been responded to in spite of the submission of applications to that effect. Ngqushwa is also characterized by a diversity of land uses and land tenure which is primarily attributable to the previous dispensation as evidenced by historical forms of land rights, such as African freehold, quitrent and permission to occupy (pto) which are still prevalent in the area.

The land tenure arrangements prevalent in Ngqushwa are summarized in table below:

LAND TENURE	LAND RIGHT
Bell/Bodiam	Freehold/quitrent
Thyefu irrigation scheme communities of Glenmore, Ndwayana, Pikoli-Kalekeni and Ndlambe. Glenmore established late 70's early 80's, Ndwayana	Pto's in dense settlement Others old nineteenth century settlements Pto's under ta New tenure arrangements introduced by Ulimocor/irrigation scheme, with foot plots, etc., but never with full community sanction.
All other rural settlements	Pto's
Surveyed farms, formerly white owned, purchased by sant to consolidate former Ciskei	Currently black owned or "leased" pending transfer to black farmers (conveyancing problems) or to be transferred to groups of occupiers with ipilra rights-cpa.
Former ulimocor pineapple farms, same as above. Three separate blocks of land in the south east.	Tenure still under the state, company (pineco) running pineapple production, workers organized under Peddie pineapple development Trust-intention to investigate transfer of land to trust over time.

Table: Land tenure arrangements within Ngqushwa

There are a number of surveyed farms which were acquired from former white owners, some of which are in the process of being transferred to black commercial farmers and holders of ipilra rights. There are also farms which have been transferred to former lessees who had deeds of sale under the Ciskei regime. Delays are however being experienced with the transfers of the above properties due to a number of reasons including unregistered subdivisions. Land redistribution of land is also a complex issue and is a major issue within this municipality. The Amathole District Land Reform and Settlement Plan identified the following crucial issues in respect of the current state land disposal process.

- There is a lack of consultation between the local municipality and Department of Rural Development and Land Reform (drdlr)/.Department of Rural Development and Agrarian Reform (drdar) over decisions regarding the disposal of state farms.
- There is insufficient information about the extent and availability of land earmarked for disposal available to the local authority and communities.
- Legitimate land owners do not have their title deeds.
- The process whereby the legal occupant of land is identified needs to be done faster.
- Communities need to be given information on how to access land for farming and the relevant policy provisions.
- There is a need for greater support and communication from DRDLR

The restructuring agreements and subsequent land rights and transfers between the former parastatal, ulimocor and the Peddie community development trust need to be finalized as there are economic benefits to this. There are unresolved land claims that still needs to be resolved.

5.32.6 Housing

5.32.6.1 Current Housing Projects

Project Name	Area/Ward	No. of Units	Project Type	Status Quo
Peddie	08	105 + 395	Greenfield and Rectification	Construction
Mpekweni	11	500	Rural housing (In-situ)	Procurement stage
Gcinisa South	12	500	Rural housing (In-situ)	Procurement stage
Hamburg	12	500	Rural housing (In-situ)	Procurement stage
Total		**2500**		

Project schedule- approved housing projects

1. **Peddie 500** – This project is split in two phases comprising of construction of 105 units and the rectification of 395 units. The project is ongoing with 63 units completed and 43 units outstanding due to the contactor being liquidated. By the

time of the compilation of this review, the municipality was advised that the Department of human settlements is in the process of procuring a contractor to complete the project.

2. **Mpekweni 500** – this project is at procurement stage, the Department of Human Settlements has split the project into two phase of 200 units and 300 units.
3. **Gcinisa South 500 and Hamburg 500 –** these projects are at procurement stage.

5.32.6.2 Backlogs

Planned and surveyed sites. The following settlements within the municipality have been planned and surveyed as for some time. The aim was to facilitate service and infrastructural provision as advanced by the rapid land development and people's housing process. However the list of projects below have been blocked for some time.

Area	Initial No of sites	No. of sites blocked	In Progress
• Hamburg	600	100	500
• Mpekweni	1000	500	500
• Ntilini	471	471	-
• Prudhoe	50	50	-
• Feni	1000	1000	-
• Pikoli	820	820	-
• Cisira	500	500	-
• Runletts	450	450	-
• Tuku A	27	27	-
• Durban	500	500	-
• Madliki	500	500	-
• Crossroads	440	440	-
• Upper Gwalana	598	598	-
• Nonibe	123	123	-
• Mgababa	780	780	-
Total	**7859**	**6859**	**1000**

Table Planned and surveyed sites.

Additional areas have been identified and a business plan submitted to the Department of Housing, Local government and Traditional Affairs for their survey and planning. The surveying and planning of Mavathulana was in progress at the time of compilation of this report.

Area	No.of sites
Mavathulana	600
Dlova	300
Lewis	250

Mankone	500
Total	**1650**

Table Areas Identified for survey and planning.

5.32.6.3 Future Projects

Six business plans were submitted to the Department of Human Settlements for the development of the projects listed below.

Project Name	Area/Ward	No. of Units	Project Type
Glenmore	7	1000	Rural housing (In-situ)
Ndlovini	8	500	Urban
German Village	8	370	Urban
Tuku A	6	500	Rural housing (In-situ)
Lewis	9	237	Rural housing (In-situ)
Nonibe	1	702	Rural housing (In-situ)
Total		**3309**	

5.33 Challenges

- Non-Availability of beneficiaries: Some of the beneficiaries could not be found when their houses were complete, this resulted in these houses being vandalized. 23 houses were vandalized in phase 1 of **Peddie 1420.**
- Unoccupied houses/units: In phase 2 of Peddie 1420, 22 houses were vandalized as the houses were not handed over to the beneficiaries due to services that needed to be rectified.
- Non – approval of sites for settlement development: Some of the land earmarked for the building of houses, was not approved by Environmental Affairs as the sites were near a dam. These sites had already been allocated to beneficiaries that had to be moved elsewhere, so they need to be deregistered from the old sites and registered on the new sites.
- Incompetence and Liquidation of contractor: Peddie 500 not completed due to liquidation of contractor, some of the houses are vandalized due to houses that are not occupied. A contractor was appointed to build 105 new units and rectify

395, the community of Peddie extension felt that the 395 should be demolish and rebuild. Engagements between the community, Department of human settlements and Ngqushwa Municipality led to the reduction of the contractor's scope to focus only on the 105 new units, whilst the parties find an amicable solution.

- Tempered beneficiary lists: Some of the 36 beneficiaries discovered that their names had been withdrawn from list, when they came to the Municipality to collect their keys.

In trying to resolve the issue of vandalism the Municipality advertised untraceable rightful beneficiaries on various sources of media (Daily Dispatch, radio, municipal notice board and through ward Councillors). The municipal Council to deregister the untraceable beneficiaries so that the houses can be located to destitute. The DoHS is aware of the abovementioned challenge and is dealing with it as they are in the process of procuring other contractor to finish the work.

5.34 Issues for consideration

Based on the analysis done, the following are the issues that need to be considered:

- Major review of the Housing Sector Plan.
- Lack of interaction and means of communication between municipality and PDoHS.
- Upgrading of existing sewer system.
- Poor facilitation and coordination of Sales Administration processes.
- Vandalism of unoccupied houses.

5.35 THE SPATIAL PLANNING DEPARTMENT INTENDS TO THE FOLLOWING PROGRAMMES FOR 2021/ 2022 FINANCIAL YEAR

- Implementation of SDF projects
- Conducting awareness campaigns on by-laws
- Appointment of Authorizing officer
- Development and implementation of grazing land policy
- Facilitation and coordination of housing development
- Unlocking and registration of land parcels owned by government departments

- Constant updating of housing needs register
- Development and implementation of disaster management and contingency plan
- Identification and facilitate registration of municipal unregistered properties
- Revenue enhancement through adjudication of building plans and lease agreements

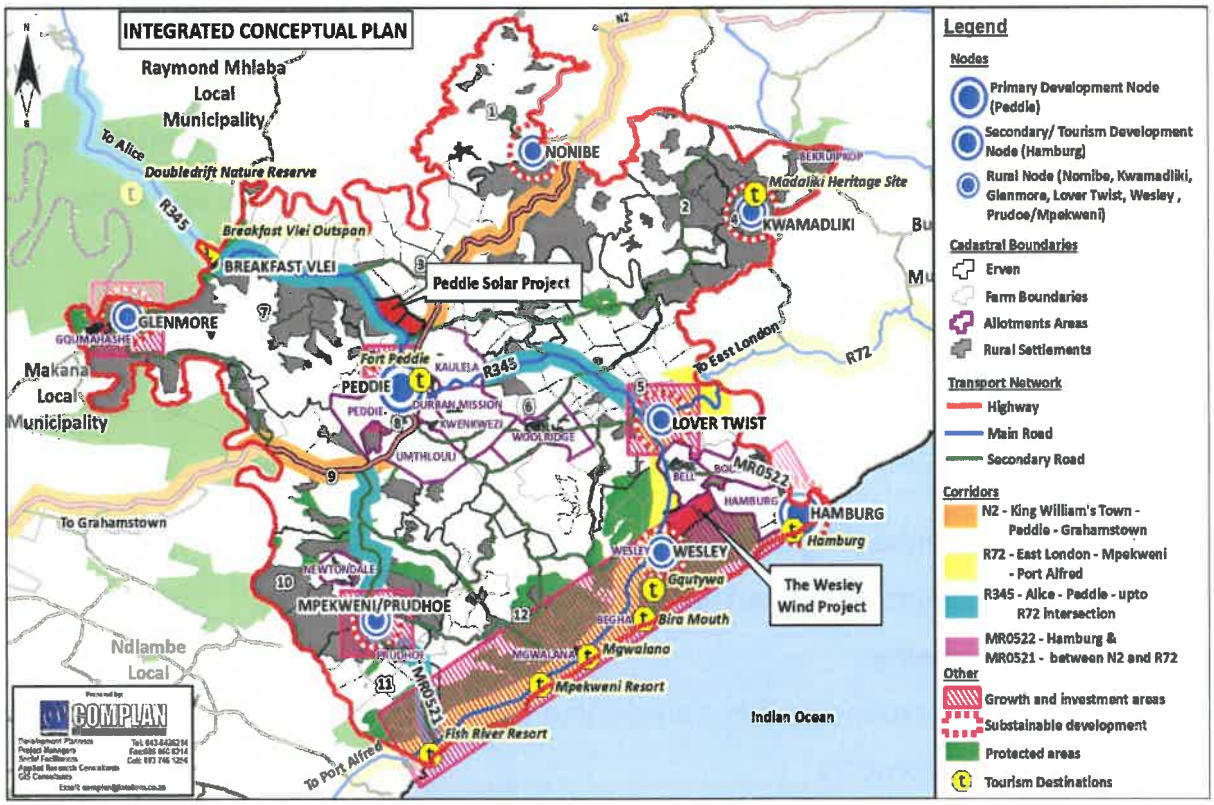
5.36 CHALLENGES FACING SPATIAL PLANNING

- Financial constraints from human settlements
- Vandalism
- Disappearance of beneficiaries
- Lack of integrated human settlement
- Land ownership
- Difficulties experienced in transporting building materials due to the poor state of rural road networks
- Resistance from traditional leaders
- Resistance from business owners and their tenants
- Vacant plots and dilapidated properties
- Unregistered properties

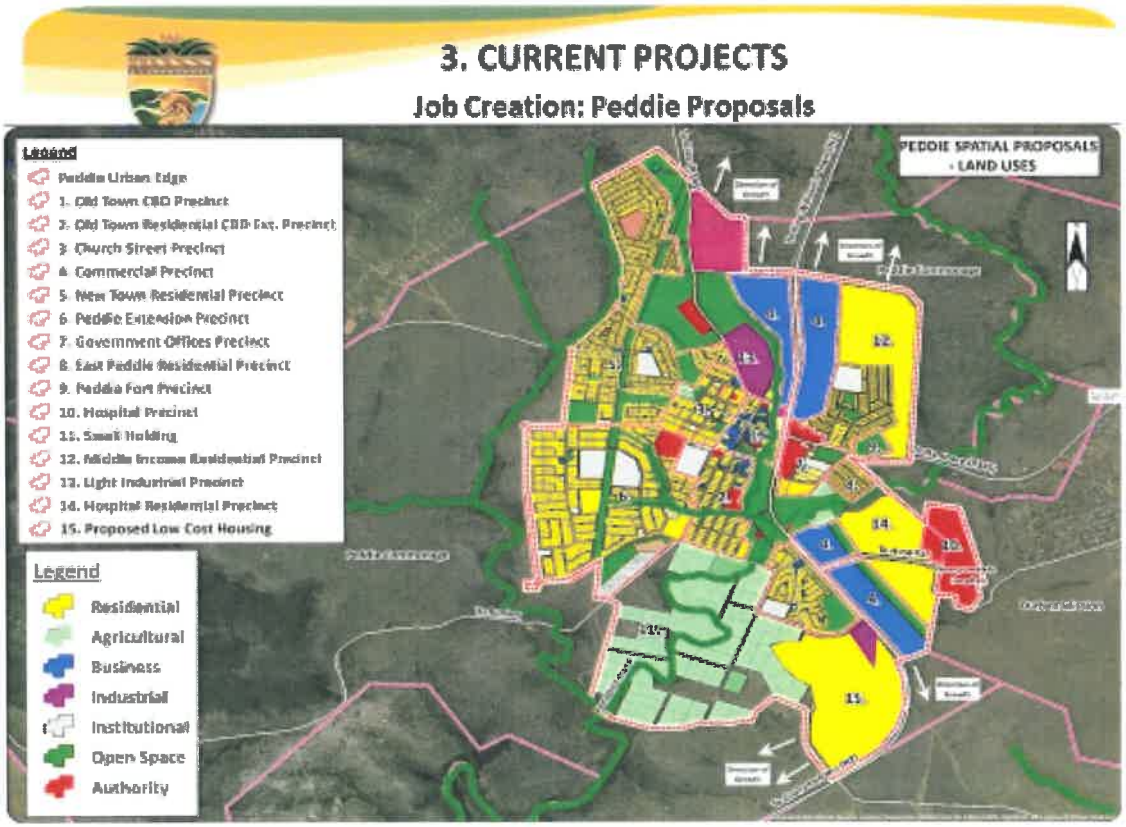
5.37 RESPONSE TO THE CHALLENGES

- Source funds from Department of Human Settlements
- Housing interns
- Political intervention and Intergovernmental Relations Forum
- Source funds from Department of Cooperative Governance & Traditional Affairs , Department of Rural Development and Land Reform, Department of Roads and Public Works, Department of Economic Development and Environmental Affairs and Tourism
- Revitalisation of business, and ratepayers structure
- Engage with relevant Departments regarding the Unregistered properties

MUNICIPAL SPATIAL DEVELOPMENT CONCEPT



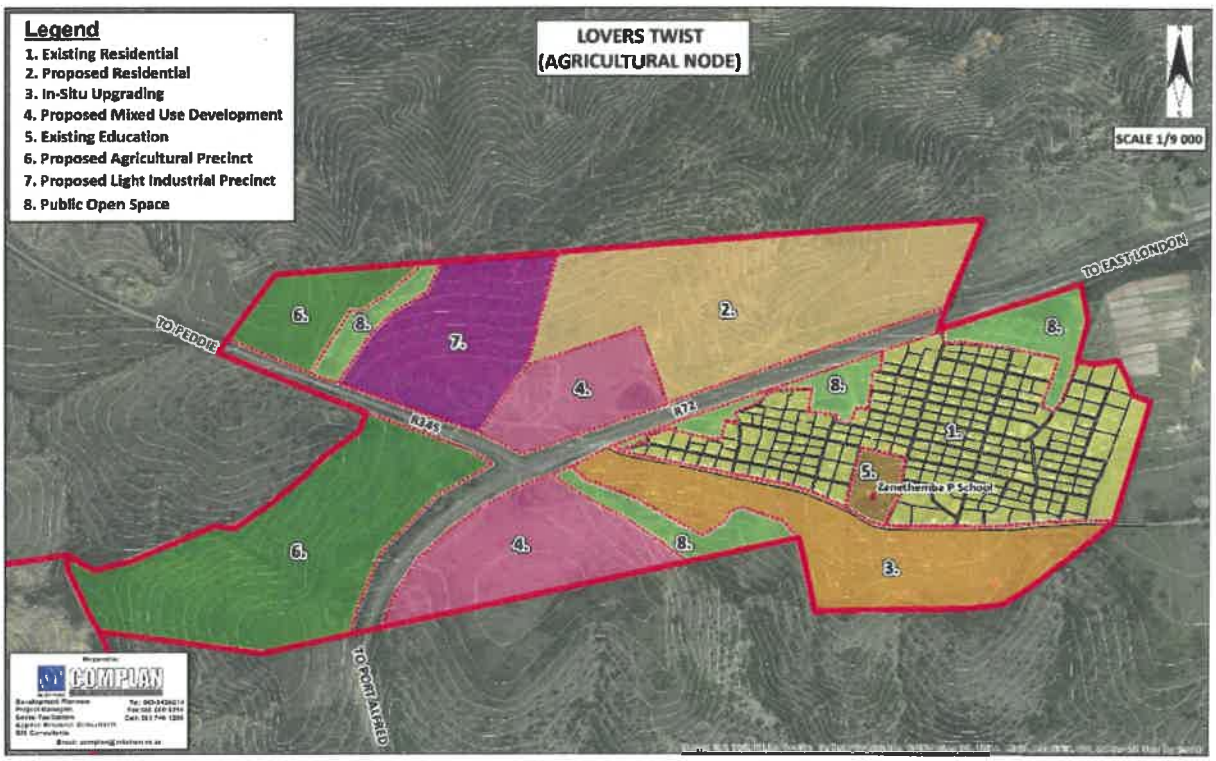
PEDDIE TOWN SPATIAL PROPOSAL

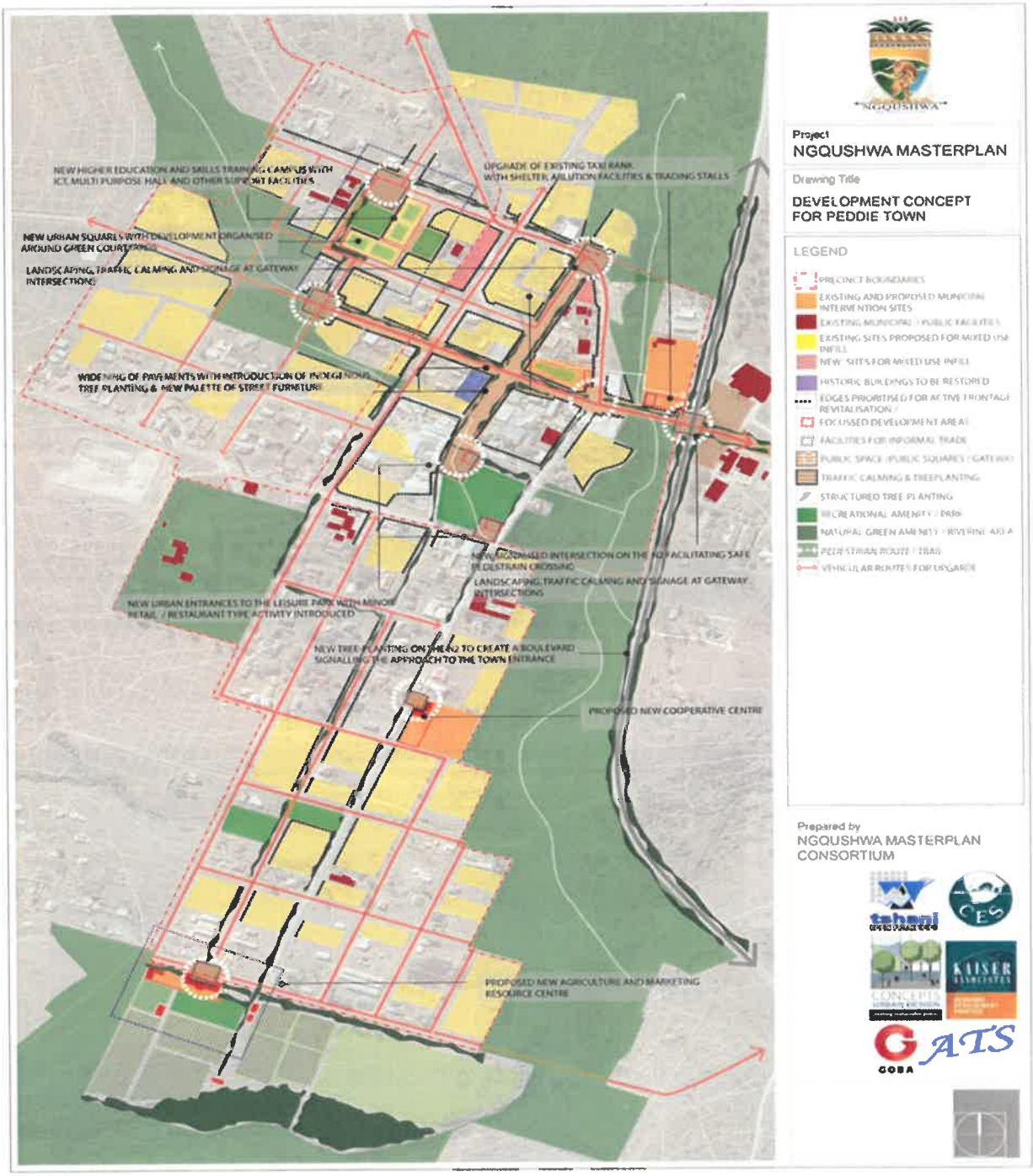


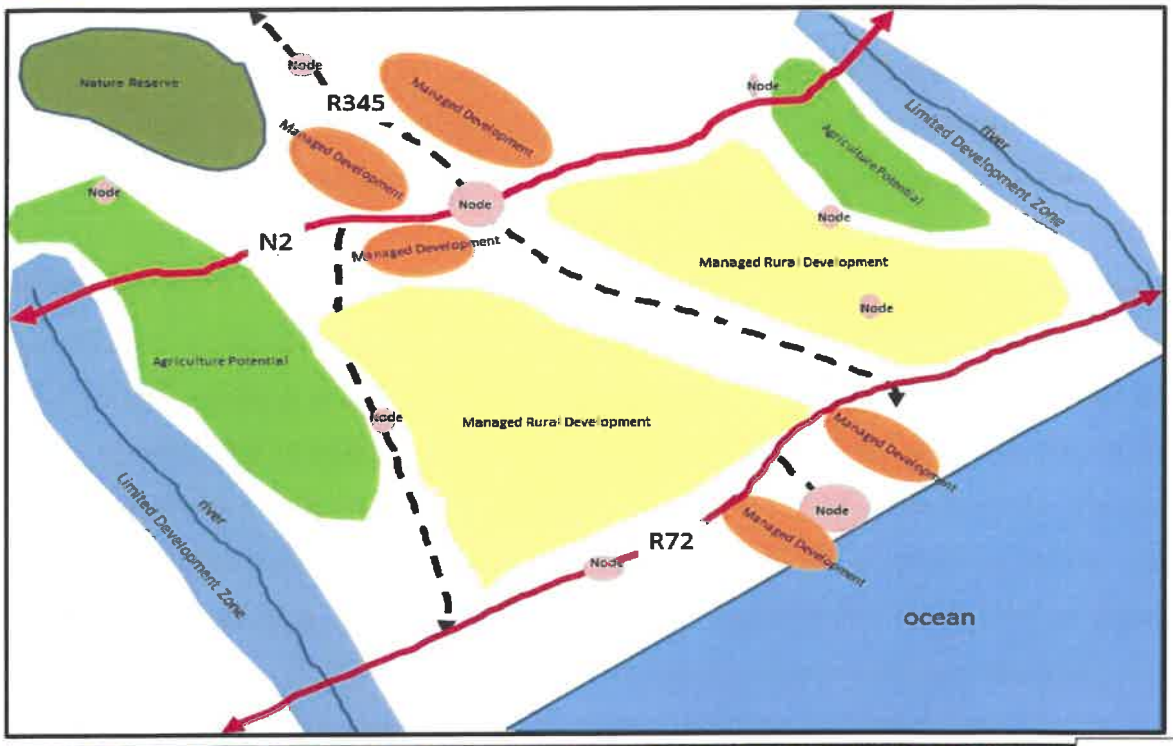
HAMBURG SPATIAL PROPOSAL

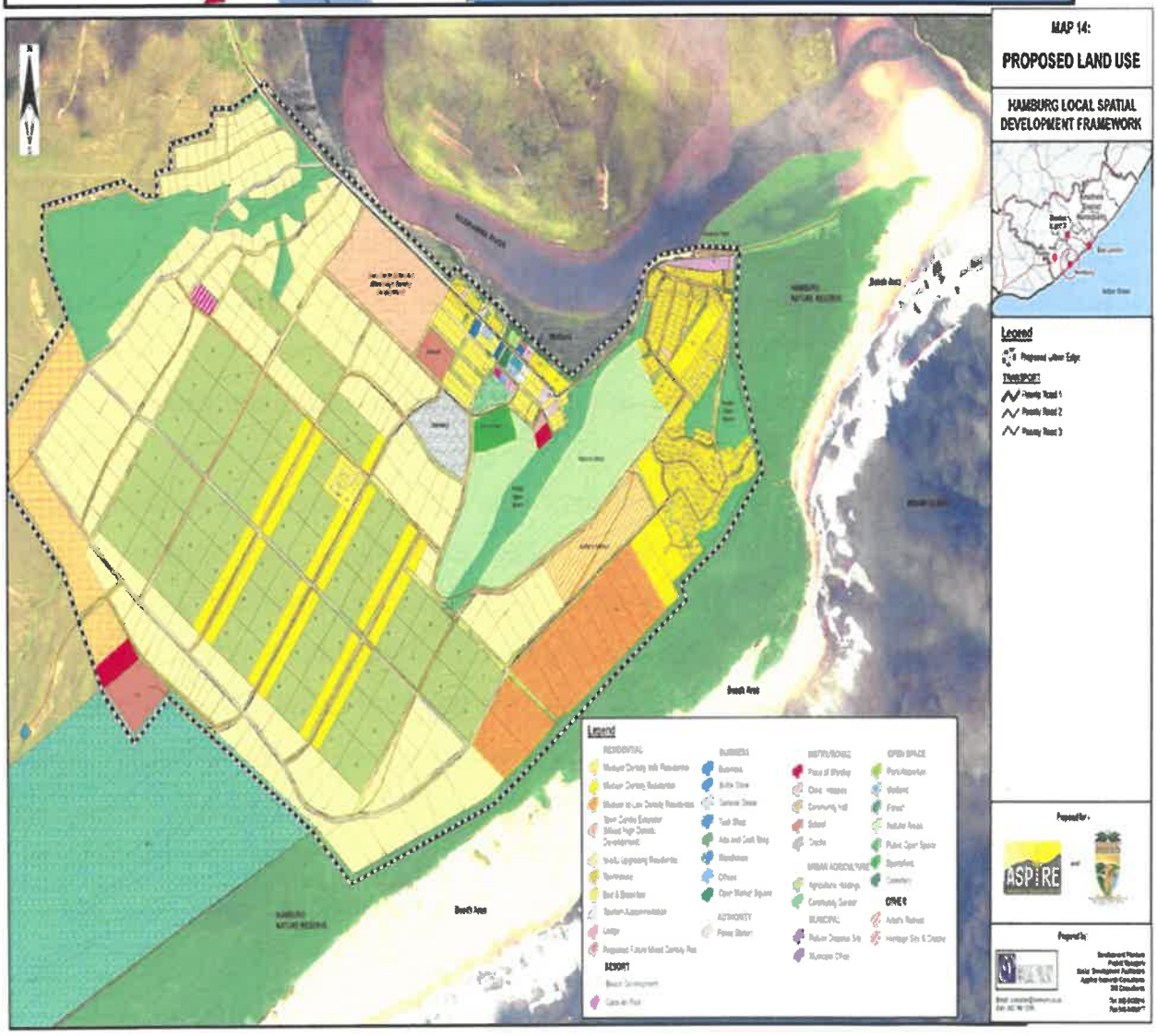


LOVER'S TWIST SPATIAL PROPOSAL




NEW HIGHER EDUCATION AND SKILLS TRAINING CAMPUS WITH ICT, MULTI PURPOSE HALL AND OTHER SUPPORT FACILITIES
UPGRADE OF EXISTING TAXI RANK WITH SHELTER, ABLUTION FACILITIES & TRADING STALLS
NEW URBAN SQUARES WITH DEVELOPMENT ORGANISED AROUND GREEN COURTYARDS
LANDSCAPING, TRAFFIC CALMING AND SIGNAGE AT GATEWAY INTERSECTIONS
WIDENING OF PAVEMENTS WITH INTRODUCTION OF INDIGENOUS TREE PLANTING & NEW PALETTE OF STREET FURNITURE
NEW URBAN ENTRANCES TO THE LEISURE PARK WITH MINOR RETAIL / RESTAURANT TYPE ACTIVITY INTRODUCED
NEW TREE PLANTING ON THE N2 TO CREATE A BOULEVARD SIGNALLING THE APPROACH TO THE TOWN ENTRANCE
PROPOSED NEW COOPERATIVE CENTRE
PROPOSED NEW AGRICULTURE AND MARKETING RESOURCE CENTRE
NGQUSHWA
Project
NGQUSHWA MASTERPLAN
Drawing Title
DEVELOPMENT CONCEPT FOR PEDDIE TOWN
LEGEND
PRECINCT BOUNDARIES
EXISTING AND PROPOSED MUNICIPAL INTERVENTION SITES
EXISTING MUNICIPAL / PUBLIC FACILITIES
EXISTING SITES PROPOSED FOR MIXED USE INFILL
NEW SITES FOR MIXED USE INFILL
HISTORIC BUILDINGS TO BE RESTORED
EDGES PRIORITISED FOR ACTIVE FRONTAGE REVITALISATION
FOCUSSED DEVELOPMENT AREAS
FACILITIES FOR INFORMAL TRADE
PUBLIC SPACE / PUBLIC SQUARES / GATEWAY
TRAFFIC CALMING & TREEPLANTING
STRUCTURED TREE PLANTING
RECREATIONAL AMENITY / PARK
NATURAL GREEN AMENITY / RIVERINE AREA
PEDESTRIAN ROUTE / TRAIL
VEHICULAR ROUTES FOR UPGRADE
Prepared by
NGQUSHWA MASTERPLAN CONSORTIUM
tshani
CES
KAISER
GATS
GOBA


Nature Reserve
Node
R345
Managed Development
Managed Development
Node
Node
Agriculture Potential
Limited Development Zone
river
N2
Node
Managed Development
Managed Rural Development
Node
Agriculture Potential
Node
Managed Rural Development
Managed Development
Limited Development Zone
river
Node
Managed Development
R72
Node
ocean


MAP 14:
PROPOSED LAND USE
HAMBURG LOCAL SPATIAL DEVELOPMENT FRAMEWORK
Legend
Proposed Urban Edge
TRANSPORT
Priority Road 1
Priority Road 2
Priority Road 3
Legend
RESIDENTIAL
BUSINESS
INSTITUTIONAL
OPEN SPACE
URBAN AGRICULTURE
ONE 0
MUNICIPAL
RESORT
AUTHORITY
ASPIRE

5.38. COASTAL MANAGEMENT

Strategic Objective: To promote an inclusive economic growth and maintain healthy balance between resource use and renewability on ocean environment by 2022.

The municipality has a 42km coastal line stretching from Keiskamma River to Fish River. There are other small rivers in between the two main rivers namely Birha, Mgwalana and Mtati joining the Indian Ocean. Ngqushwa's marine ecosystem is dominated by a warm current, and supports vast populations of commercially exploitable fish species, some of which are shared with South Africa. The climatic conditions that determine prevailing winds, ocean currents, water temperature and fish stock distribution vary with temporary changes in the earth's atmosphere. As a result, the maximum sustainable yields of fish stocks fluctuate from one season to the next.

The marine fisheries sector is an important foreign exchange earner, and a significant employment generator for Ngqushwa, however, we need a full-fledge harbour in Hamburg. Prior to independence, the municipal area's fishing industry was subject to open access and, as a result of poor management, over exploitation of some of the most productive fisheries occurred. After independence, Ngqushwa took firm control of the territorial waters for the marine fisheries sector to grow. Considerable improvements need to be made regarding the monitoring and regulation of Ngqushwa's fish stocks. However, criminal elements are exploiting our waters and have been for many years.

The **Coastal areas** (Hamburg and Bhira) are the main attraction and a potential sources for important economic opportunities for this small tourist town. However, existing facilities are limited and in a poor state of repair. The intention is therefore to provide appropriate facilities and invest in the protection of the natural environment. Coastal management in South Africa is regulated by the Integrated Coastal Management Act, Act 24 of 2008, which aims to ensure that the coast of South Africa is managed in a manner which promotes risk aversion and the application of the precautionary principle. Ngqushwa Municipality adopted its Coastal Management plan in November 2016 to give effect to the above-mentioned legislation. Through partnerships between the Ngqushwa Municipality, ADM and DEDEAT, the municipality managed to achieve Blue Flag status (Hamburg Beach) and Blue Flag pilot status (Bira Beach).

5.38.1 MUNICIPAL ACTIVITIES IN THE COASTAL AREA

Municipalities may extend coastal public property to improve coastal access municipal building inspectors control/prevent unlawful structures.

KEY ACTIVITIES	LEAD AUTHORITY	LEGISLATION
Management of coastal access land	Local Municipalities (compliance and enforcement by –laws)	Integrated Coastal Management Act
Effluent discharges into the coastal zone (land reclamation)	DEA & DWA and Local municipalities management/control urban storm water	Integrated Coastal Management Act and National Water Act
Coastal infrastructure (Land-based	Provinces and municipaltities	Municipal Sysytem Act,SPLUMA,Provincial Planning & Development Acts,National Building Regulations and Standard Act
Boat Launch Site Management	DEA	National Environmental Management Act and Intergrated Coastal Management Act

5.38.2 HAMBURG MUNICIPAL OFFICES

The Ngqushwa Municipality has appointed Hamburg Area Manager that will overlook all Hamburg activities and the entire coastal area. Hamburg Offices provides one of the key services for people and will also act as a pension pay-point. The Municipality has also committed to supporting the regeneration of Hamburg through an allocation of funds to infrastructure development and maintenance.

5.38.3 The Hamburg Revitalization Project

The Hamburg Revitalization Project aims to improve the quality of life for the local residents, through the development of the local economy and urban space. The identified interventions seek to make use of the natural assets and develop the local infrastructure in a sustainable manner for the benefit of current and future generations. The over-arching objective is to enhance job-creation and promote self-sufficiency which will have a sustainable impact on the town and its hinterland.

There are numerous initiatives being implemented by other stakeholders which also address this objective. ASPIRE has identified three catalytic interventions which will provide the foundation for the future economic growth and long-term sustainability of Hamburg.

Funding was provided to ASPIRE by various funders for the construction of Immovable Property in Hamburg CBD which entails, four buildings, namely:

- Emthonjeni Artist Retreat
- Arts and Craft Centre
- Environmental Centre
- Music Academy

The handover agreement between Amathole District Municipality, ASPIRE and Ngqushwa Local Municipality was signed on the 3rd November 2017 in formalizing transfer of the properties to Ngqushwa Local Municipality.

5.38.4 Beach Area Upgrade

The Hamburg Beach is a popular place for locals and visitors. It has become the centre of attraction during the annual Hamburg Beach Festival, where sport tournaments are held for the local youth and children. A major concern is the state of infrastructure at the beach and the fact that its physical and visual access is contorted and difficult. This detracts from the convenience of using the beach is resulting in a decline in the popularity of this facility.

The key objective, therefore, is to upgrade the area in an environmentally responsible manner to provide easy access to the beach, visibility onto the beach and appropriate facilities for beach-goers whilst at the same time protecting the dunes and coastal vegetation

5.38.5 HAMBURG AQUACULTURE PROJECT

Siyazama Co operatives which is a community based initiative started the project in 2012.It has 47 members (20 full time and 27 non active members). The project is currently operating in a small scale and there is a need for expansion. It is a pilot scale marine finfish (dusky kob, Argyrosomus japonicas) land based recirculation aquaculture system. It is registered as an Operation Phakisa initiative.

The Project was initially funded by the then Department of Agriculture, Forestry and Fisheries (DAFF) which was changed to Department of Environment Forestry and Fisheries(DEFF) .Since this was a pilot project, the main funder pulled off in September 2019.However they are still offering technical support.

After submitting a Business Plan to Eastern Cape's Department of Rural Development and Agrarian Reform(DRDAR) a funding to the tune of **R4.6 Million** was pledged for 2019/2020 financial however for 2020/21 the department has **R400 000.00** .This funding is for operational costs such as inputs etc.

5.38.6 PRUDHOE, BENTON AND THARFIELD (PRUBETHA) DEVELOPMENT - COASTAL AREA

The 28 000 hacters of land which is equal to 22km between Fish River Mouth and Bhira river has been awarded to the Prodhoe, Benton and Tharfield communities. This lucrative land includes a hotel (Fish River Sun). The municipality has a responsibility to facilitate the following development on behalf of the communities.

- Agriculture Development and Trainings
- Tourism Development
- Water works

- Wildlife and Biodiversity
- Aviation
- Small Harbour
- Dairy Farm
- Aquaponics
- Rice Cultivation
- Large Scale Grain
- Livestock Improvement
- Citrus Production
- Macadamia Nuts
- Poultry Production

5.38.7 NGQUSHWA LOCAL MUNICIPALITY PARTNERSHIP WITH WORLD WILDLIFE FOUNDATION SOUTH AFRICA

Ngqushwa Local Municipality is in partnership with WWF-SA which will end in March 2022.It is subject for renewal pending the availability of funding, thereof.This partnership involves engagements with selected coastal fishing communities and focused on assisting coastal communities to build resilience and enhance food and livelihood security.

Hamburg, which falls within the jurisdiction of Ngqushwa Local Municipality, has been identified as one such community. The partnership seeks to improve the impact and sustainability of the Project in the Hamburg community.

5.38.7.1. THE PARTIES' ROLES AND RESPONSIBILITIES

The Parties will collaborate to ensure the success of the Project and, in this regard, the Municipality shall specifically:

1. assist in introducing the Project to the greater Hamburg community and to stakeholders, and to be shown to actively support the Project and the community liaison officer for such project to be appointed by WWF-SA;
2. provide input to the terms of reference for the Hamburg community liaison officer to be appointed by WWF-SA;

3. provide input to the feasibility study to be conducted in terms of the Project and provide any information that may be useful in conducting such study;
4. be an active member of the Project working group;
5. assist with addressing project challenges that are within the mandate of the Municipality and as may be reasonably requested by WWF-SA from time to time;
6. encourage a close working relationship between the community liaison officer (to be appointed by WWF-SA) and the Local Economic Development Officer, with the latter also to be a member of the working group, as the Project will primarily focus on alternative/ supplementary livelihoods for the local communities;
7. make the Environmental Centre in Hamburg available to WWF-SA for the duration of Project in terms of a separate lease agreement between the Parties;
8. assist WWF-SA with a handover strategy once project funding has been exhausted

5.38.8 SPECIAL MANAGEMENT AREA

Ngqushwa Local Municipality's Hamburg Keiskamma River/Estuary has been declared as a Special Management Area. This declaration is done by the Department of Environment, Forestry and Fisheries.In terms of section 23 of the ICM Act, a Special Management Area is a space that wholly or partially within a coastal zone and can be declared only if environmental, cultural or socio-economic conditions in that area require the introduction of such measures which are necessary in order to more effectively:

1. Attain the objectives of any coastal management programme in the area;
2. Facilitate the management of coastal resources by a local community;
3. Promote sustainable livelihoods for a local community; or
4. Conserve, protect or enhance coastal ecosystems and biodiversity in the area.

5.38.8.1 THE PURPOSE OF THE SPECIAL MANAGEMENT AREA

1. The aim of a special management area is to ensure sustainable and long-term use of natural resources by current and future generations as indicated in section 24(b)(iii) of the Constitution of South Africa:
2. Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

3. A special management area is a management measure that can be introduced to an area in the coastal or marine space with the focus on the socio-economic value coastal natural resources can offer to communities. The management is the management of human activities to ensure sustainability.
4. Central to section 23 of the ICM Act is the development and promotion of sustainable livelihoods linked to the coastal natural resources.
5. Activities linked to livelihoods impacting on the coastal natural resources would include but not limited to harvesting of a variety of marine living resources as well as non-living resources.
6. The pilot site would be an area that involves the beneficiary community/ communities in the management of the coastal natural resources

5.39 TRAFFIC MANAGEMENT

Ngqushwa Municipality Traffic Services consists of three sections Law enforcement, Driver's License Testing Centre and Registry Authority & Administration.

Strategic Goal

To provide responsive, accountable, effective and sustainable public services.

Strategic Objective

- To manage the rendering of efficient and sustainable traffic and law enforcement services to all road users and public by 2022.

National, Provincial and Local Government strategies that are taken into account in determining the function of the Traffic services are as follows:

- Ngqushwa municipality IDP
- Ngqushwa municipality road safety plan
- Road traffic management corporation (RTMC)
- National strategic plan for road safety provides strategy for traffic enforcement in co-operation with the road traffic management corporation (RTMC) to ensure co-ordination of traffic enforcement between the three spheres of government.

Partners and stakeholders	Partners and stakeholders
Department of Transport Eastern Cape	Amatole Region Traffic Co-ordinating Committee
Road Traffic Management Corporation (RTMC)	Provincial Traffic Co-ordinating Committee
SANRAL	National Government
South African Police Services	Amatole Disaster
Department of Justice	AARTO

Table: Partners and stakeholders in the Strategic Plan

5.39.1 CORE FUNCTIONS OF THE TRAFFIC SECTION:

- **Revenue collection**

Revenue is generated through the following services

a) Issuing of traffic fines
b) Application & issuing of learners; drivers licences and PDP'S
c) Renewal of drivers & PRDP'S
d) Registration and Licensing of vehicles
e) Duplicate Certificate of vehicles

b) Warrant of arrest collection

The law enforcement section issues fines to transgressors on the road. All fines that are not paid comes back from the court as warrant of arrest. Law enforcement do the collection through roadblock trailer.

- **Road Blocks**

Law enforcers conduct roadblock with or without other stakeholders. Other stakeholders that takes part in our roadblocks are **SAPS, ADM fire and Provincial traffic**. The roadblock trailer is used once a month for effective collection of fines and outstanding warrants.

- **Awareness Campaigns**

Traffic services conduct awareness campaigns at schools in all wards, community halls and with taxi association. The campaigns assist in ensuring the safety of our people and awareness of any developments of the law

- **Traffic Wardens**

Traffic Wardens form part of law and their primary goal is to enforce bylaw, restore order around town, hawkers, ensure traffic flow and assist the pound master with stray animals and assist traffic officers

- **Security Services**

Municipality has permanently employed and private securities to secure all municipal sites /points as listed

Pound, Traffic section, Testing Centre, Dumping Site, Technical, Ncumisa khondlo, Hamburg Municipal Offices and Hamburg Community Hall

To provide safe roads to all road users in the boundaries of Ngqushwa municipality is a priority. This will be achieved by means of strict law enforcement and implementation of specific operational activities throughout the year which focus on law enforcement and education. Specific locations will be identified based on high accident rates and traffic law enforcement plans will be implemented to decrease accidents. To provide sustainable visible traffic patrols in identified areas to reduce accidents. The law enforcement of road public transport violations, enforcement of speed violations and sustained education at all schools in the municipal area will be specific focus on.

Ngqushwa Local Municipality has developed a safety and security plan that create an environment of peace and safety for the people of Ngqushwa. They obtain the support and cooperation in crime prevention and create an environment that is conducive to local economic development.

5.39.2 NGQUSHWA COMMUNITY SAFETY FORUM

Ngqushwa Municipality Community Safety Forum was established in July 2017. Ngqushwa Municipality Community Safety Forum involves different government departments, business, churches, schools. It synchronizes community safety initiatives, promotes development of communities by ensuring safer environments and access to high quality services within Ngqushwa jurisdiction. By coordinating efforts and mobilizing

people and resources towards a common vision. Effective Safety Forum is critical for communities experiencing violence to help and coordinate efforts for maximum impact, while also debunking ideas that safety and security is the responsibility of law enforcement alone. All working towards common goal for violence prevention, violation of traffic, and awareness campaigns.

5.40 COMMUNITY SERVICES INTEND TO DO THE FOLLOWING PROJECT FOR 2021/2022 FINANCIAL YEAR

- Source funding for environmental related projects
- Source funding for construction recycling facility
    - To conduct Road safety awareness campaign that will focus on local schools in the jurisdiction of Ngqushwa
    - To conduct Road traffic open days that will focus on the members of the community to empower them on all the function of the traffic department section
    - To conduct Roadblocks on quarterly basis
    - To conduct Joint road block including other emergency stakeholders
    - Normal law enforcement campaign
    - Speed camera law enforcement campaigns

Strategy	Objective	Key Performance Indicator	Annual Target	Baseline	Custodian	KPI NO
To strive to create wealthy using all available natural resources and strategic partnership to promote sustainable economic growth.	To create an enabling environments that promotes the capacitation of SME's Development of Local Economy and Employment creation by 2022.	Number of developmental programmes provided for Ngqushwa entrepreneurs through Ngqushwa Entrepreneurial Ecosystem by 30 June 2022.	Two (2)developmental programmes provided to Ngqushwa Entrepreneurs Skills development and Networking Session) through Ngqushwa Entrepreneurial Ecosystem by 30 June 2022.	0 developmental programmes provided in 2019/20	Director Community Services	LEDSD 1
		Number of BIGM Programmes provided by 30 June 2022.	One Service provider appointed for mentoring of Honey producers through BIGM programme 30 June 2022	LED Strategy	Director Community Services	LEDSD 2
		Number of SME's capacitated in construction by 30 June 2022	Two (2) SME's capacitated in construction by 30 June 2022	One (1) SME capacitated in Construction in 2019/20	Director Community Services	LEDSD 3
To manage quality basics services provisioning in order to ensure rendering of sustainable and affordable services to the communities of Ngqushwa	To ensure provisioning and maintenance of Municipal building and facilities by 2022.	Number of quarterly report developed on maintainance of Municipal facilities by 30 June 2022	Four (4) Quarterly report developed on maintainance of Six (6) Municipality facilities (Corporate Services facility ,Main Buildings ,Community Services facility,Technical Services,Traffic Services Department facility and Hamburg Sattelite Office) by 30 June 2022.	N/A	Director Community Services	LEDSD 4
	To promote an inclusive economic growth and maintain the healthy balance between the reources used and renewability on Ocean Environment by 2022	Number of Coastal Management Committee meeting held by 30 June 2022.	Four (4) Coastal Management Committee meetings held by 30 June 2022	Coastal Management Plan	Director Community Services	LEDSD 5
To create a conducive spatial environment to address the Social, economic, environmental and cultural needs of the communities in order to ensure sustainable development in accordance with Spatial Planning & Land Use Management Act principles and the National Development Plan	To manage planning and land development in line with the General Principles of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) and related legislation by 2022	Number of Land Use Scheme developed by 30 June 2022	One (1) Land Use Scheme developed (draft) by 30 June 2022	0 Land Use Scheme Developed in 2021/22	Director Community Services	LEDSD 6

CHAPTER 6

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

6.1 INTRODUCTION

The municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to achieve a clean administration. This will be achieved by aligning the service delivery performance processes (Budget and IDP) to the organisational structure. It is important that the financial affairs of the municipality are managed in an efficient and effective manner in order to attain a sound financial position towards sustainable service delivery.

The Budget and Treasury Department is managed by the Chief Financial Officer (CFO). The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure sustainability for Ngqushwa Local Municipality. The financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

It is important to note that this multi-year financial plan will cover key focus areas over the next five years and even longer. However, due to the fact that budgets in terms of the National Treasury's Municipal Budget and Reporting Regulations only covers a planning period of the next financial year and two outer financial years thereafter; budget information supplied in this plan 3 financial years. Ngqushwa Local Municipality will continue on its path to sustain financial viability by applying the following core principles:

- Ensure transparency and accountability;
- Manage revenue, expenditure, assets and liabilities in a responsible manner;
- Adhere to all legislative requirements;
- Well thought-out budgetary and financial planning processes;
- Effective supply chain management;
- Applying full debt management and credit control measures; and
- Effective cash flow management.

- Lastly the municipality will apply the Batho Pele Principles in rendering an efficient, responsible and effective customer service to the community.

Annual Financial Statements will be compiled according to the prescribed accounting practices that is GRAP standards and all other relevant legislation. On our last evaluation, Ngqushwa Local Municipality received an Unqualified Audit Report in 2017/2018. Corrective steps for matters raised are dealt with immediately through development, implementation and monitoring of audit action plan which is risk based. The municipality has developed financial related polices and they are reviewed on annual basis.

#	**Approved and funded posts**	**Incumbent**
1.	Chief Financial Officer	Mr .S.Ndakisa
2.	Manager :Expenditure	Mr.L.Gwayimani
3.	Manager : Revenue	Mr. S. Gubengu
4.	Manager : Budget	Ms .N Doloni
5.	Manager : Supply Chain Management	Mr A .Dlula
6.	Chief Accountant	Vacant

Table: Institutional Arrangement

6.2 LEGISLATIVE FRAMEWORK APPLICABLE

- The Constitution of the Republic of South Africa of 103 of 1996
- Local Government Finance Management Act 56 of 2003
- Local Government Municipal System Act 32 of 2000
- Division of Revenue Act
- Preferential Procurement Policy Framework Act no 5 of 2000
- Municipal Supply Chain regulations
- National Treasury Regulations

Strategic Goal: To be a financial viable municipality (self sustainability) for effective service delivery.

6.3. FINANCIAL FRAMEWORK

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. A municipality can be categorised into a developed or a developing municipality. Ngqushwa can be categorised as a developing or growing municipality simply because it is the economic hub.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. The demand for growth comes with risks that need to be managed. The priority from the financial perspective is the viability and sustainability of the municipality. This financial plan and related strategies will need to address a number of key areas in order to achieve this goal.

6.3 1 Financial Planning (Municipal Budgeting and Reporting)

Ngqushwa Local Municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance in our efforts towards a clean administration status. It is important that the financial affairs of Ngqushwa Local Municipality are managed in an efficient and effective manner to establish a sound financial position towards sustainable service delivery.

The department is responsible for the function of budgetary and accounting and expenditure and revenue management and maintenance of the financial system. The municipality has developed a 5-year financial plan in line with 5 year IDP.

6.4 THREE YEAR FINANCIAL PLANNING (MTREF)

The medium term expenditure and revenue framework (MTREF) is based on the priorities, programmes and projects of the IDP and implemented according to the service delivery and budget implementation plan (SDBIP) to ensure delivery on the IDP key

performance indicators. Our financial plan (municipal budget for 2020/2021) is prepared in line with municipal standard chart of accounts as per Treasury regulation.

Ngqushwa Local Municipality has aligned all its plan with MSCOA regulation and is implementing MSCOA as per national target. The outcome of the required integrated development plan is the alignment of the planning process and resources to the strategic direction. The result is the compilation and approval of the annual budget. Based on the financial framework, the medium term financial plan was compiled based on the following key assumptions:

- National government grants for the years 2016/2017 to 2021/2022 as per the Division of Revenue Act (DORA) with a projected increase of 4% for the outer financial years.
- Inflation, however moderate, is slightly increasing and projected to increase by an average of 6% over the period ahead.
- The cost-of-living increases by mutual agreement between the South African Local Government Bargaining Council and the unions increase with 6% over the five (5) indicative years.
- Provision has been made for a property rates and refuse removal tariff increase in average of 3.9% for 2021/2022 financial year.

6.4 1 IDP/Budget/ SDBIP Alignment

Section 153 of the Constitution requires that "a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community". The MFMA, together with the Municipal Systems Act (2000), aims to facilitate compliance with this constitutional duty by ensuring that municipalities' priorities, plans, budgets, implementation actions and reports are properly aligned. Figure 4.10 shows the main components of the financial management and accountability cycle and how they ought to be aligned:

- **Integrated Development Plan (IDP)**: This sets out the municipality's goals and development plans, which need to be aligned with the municipality's available

resources. Council adopts the IDP and undertakes an annual review and assessment of performance based on the annual report.

- **Budget**: The three-year budget sets out the revenue raising and expenditure plan of the municipality for approval by Council. The allocation of funds needs to be aligned with the priorities in the IDP.
- **Service Delivery and Budget Implementation Plan (SDBIP)**: The SDBIP sets out monthly or quarterly service delivery and financial targets aligned with the annual targets set in the IDP and budget. As the municipality's 'implementation plan', it lays the basis for the performance agreements of the Municipal Manager and senior management.
- **In-year reports**: The administration reports to Council on the implementation of the budget and SDBIP through monthly, quarterly and mid-year reports. Council uses these reports to monitor both the financial and service delivery performance of the municipality's implementation actions.
- **Annual financial statements**: These report on the implementation of the budget, and reflect the financial position of the municipality. They are submitted to the Auditor-General, who issues an audit report indicating the reliance Council can place on the statements in exercising oversight.
- **Annual report**: It is the primary instrument of accountability, in which the Mayor and Municipal Manager report on implementation performance in relation to the budget and the SDBIP, and the progress being made in realizing the IDP priorities.
- **Oversight report**: Council produces an oversight report based on outcomes highlighted in the annual report and actual performance.

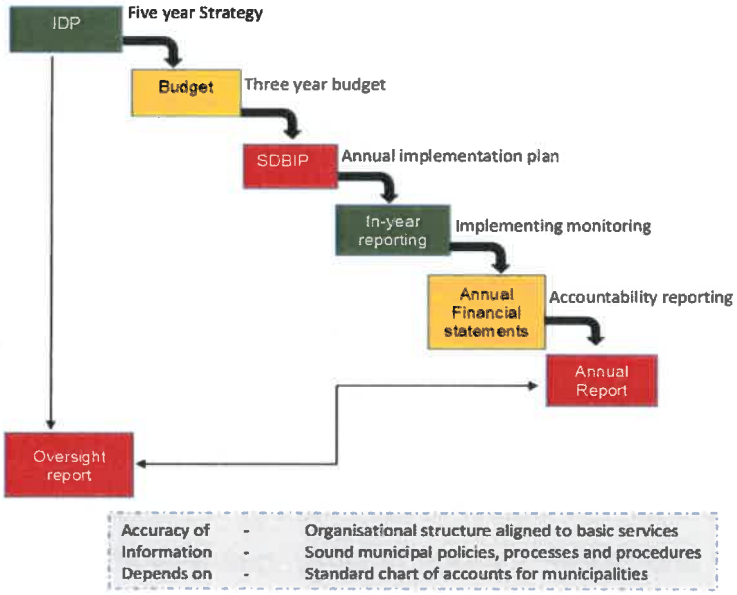


Figure: Municipal financial management and accountability cycle.

Source: National Treasury

The above figure also highlights how the level of accuracy of the information set out in each of the accountability documents is dependent on a municipality having a properly aligned organizational structure, sound policies, processes and procedures (including performance management), and implementing a standard chart of accounts.

Reforming municipal financial management is therefore not an event, but a process. The introduction of the MFMA in 2003 laid the foundation for this. Since then, regulations dealing with supply chain management, public private partnerships, the minimum competency requirements of municipal finance officials and asset transfers have been put in place. Each reform aims to build on the foundation laid by previous initiatives, taking into account the time needed for municipal systems and practices to change. Strengthening municipal budgeting and reporting practices. Key initiatives have been the introduction of the Municipal Budget and Reporting Regulations in 2009, the enforcement of in-year financial reporting processes and firmer management of conditional grants in accordance with the annual Division of Revenue Act. These reforms have been supported by strengthening National Treasury's local government database and by publishing an increasing range of local government financial information on National Treasury's website.

Future reform initiatives National Treasury is currently working on include:

- introducing a standard chart of accounts for municipalities to ensure financial transactions are captured consistently by municipalities, and so to improve the quality of financial reporting
- strengthening revenue and cash management policies, processes and procedures, with a particular emphasis on tariff setting
- ensuring the better alignment of plans, budgets and reporting by paying attention to the structure and content of SDBIPs and annual reports, and aligning the format of annual financial statements to report against budgets
- strengthening non-financial reporting, to facilitate evaluations of 'value for money'
- Finalizing of the regulations for financial misconduct to facilitate the enforcement of the provisions dealing with financial conduct in chapter 15 of the MFMA

6.5 FIVE YEAR FINANCIAL PLANNING

The Municipality is in a process of developing 5-year plan to be in line with the IDP for 5 years. His Worship the Mayor and Executive Committee are expected to provide political leadership, by proposing policies, guiding the development of budgets and performance targets, and overseeing their implementation by monitoring performance through in-year reports. In executing their duties, they may not use their position, privileges or confidential information for private gain or to improperly benefit another person. The Municipal Manager holds the primary legal accountability for financial management in terms of the MFMA and, together with other senior managers, is responsible for implementation and outputs. They have a duty to act with fidelity, honesty and integrity, and in the best interests of the municipality at all times. Non-executive Councillors, as elected representatives of the community, debate and approve the proposed policies and budgets and also oversee the performance of the municipality. They hold both His Worship the Mayor or committee and the officials accountable for performance on the basis of quarterly and annual reports.

The second mechanism involves developing a performance orientation. The legal framework introduces requirements and processes for establishing service delivery priorities and plans. The aim is to ensure alignment between the plans, budgets,

implementation actions and reporting to ensure proper management accountability for the achievement of service delivery targets.

The third mechanism involves strengthening reporting and disclosure requirements. High quality and timely management information allows management to be proactive in identifying and solving problems as they arise. It also strengthens the separation of roles and supports a performance orientation in local government. In the preparation of Financial Statement, the municipality developed a detailed process plan which serves as a guided and a monitoring tool. The municipality prepares GRAP compliant Financial Statements on annual basis and they are submitted to the office of Auditor General for auditing purposes. An Audit File is created to ensure that all the documentation is readily available for the support of Financial Statements. The municipality has developed an Audit Action Plan to address issues raised by Auditor General.

6.6 BUDGET RELATED POLICIES

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result in a Revised Budget. These principles are embedded in the **Budget Policy.**

The **Budget Virement Policy** allows the Municipal Manager and his administration to transfer funds from one vote to another vote within policy directives to improve effective service delivery.

Adequate maintenance and replacement of the municipality's assets will be provided for in the annual budget. It will be informed by **Council's Asset Management Policy.**
The budget shall balance recurring operating expenditure to recurring operating revenues. The budget will have revenue plans based on realistically expected revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages.

6.6 1 Revenue Policies

The municipality will estimate annual revenue targets through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipality will consider market rates and charges levied by other public and private organisations for similar services in establishing rates, fees and charges. Ngqushwa will set fees and user charges that fully supports the total direct and indirect cost of operations. Tariffs will be set to reflect the developmental and social policies of Council.

These principles have been embedded in a **Tariff Policy** that has been developed. The Municipality is implementing and maintaining a new valuation system based on market values of all properties within its boundaries, as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other costs increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates is contained in the **Property Rates Policy.**

6.6.2 Debt Management and Credit Control Policies and Procedures

Ngqushwa Local Municipality is following an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose, an **Indigent Policy** is developed and the **Credit Control and Debt Collection Policy** is in place.

Currently households, businesses and Agricultural farms owe 80% of all outstanding debt. The municipality has developed and adopted a Three Year Financial Recovery Plan.

6.6.3 Supply Chain Management

Strategic Objective

1. Ensuring sound Supply Chain Management through development and reviewing of compliance measures and internal controls by 2022.

The Supply Chain Management Policy will ensure that goods and services are procured compliant with legislation requirements in a fair, equitable, transparent,

competitive and cost effective manner. The Supply Chain Management policy seeks to empower local suppliers in order to benefit the Small Medium Enterprises in our Jurisdiction through various initiatives such as compulsory local supplier subcontracting on various projects up to a maximum of 30% of the total project.

Contract management resides with the Supply Chain Management unit to ensure that contracts awarded to service providers are managed and monitored appropriately as it is imbedded in the **Supply Chain Management Policy** and necessary corrective steps are taken for sub-standard performance.

The procurement function is centralized in the Supply Chain Management Office to ensure value for money and transparency in the procurement of all goods and services required to support all functions of the municipality. The Office ensures that quality goods and services are acquired in a timely manner while also supporting the objectives of the municipality's Local Economic Development Strategy. Procurement in the public space is highly regulated and the office strives to ensure that every transaction entered into is compliant to all relevant legislation and regulations. The municipality has a fully function Supply Chain Management Unit in place.

The municipal has established the following functioning Supply Chain Management Bid Committees:

- Specification Committee
- Evaluation Committee
- Adjudication Committee

6.6.4 Investment Policies

In terms of Section 13(2) of MFMA each municipality must establish an appropriate and effective cash management and investment policy. Investments of the municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of capital is the foremost objective of the

investment program. Municipality will continue the current cash management and investment practices, which are designed to emphasise safety of capital, sufficient liquidity to obligations and the highest possible returns. These principles are embedded in the **Cash Management and Investment Policy** of Council.

6.6.5 Asset Management

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant and Equipment (PPE), which are immovable and movable assets of the municipality and computer software which are intangible assets. These principles and policy statements are embedded in the Asset Management Policy of Council. The municipality has prepared a GRAP compliant asset register that is audited annually.

6.6.6 Accounting Policies

The principles on which the municipality operates with regard to the presentation, treatment and disclosure of the financial information forms part of the Accounting Policy and compiled on the annual financial statements.

6.7 REVENUE MANAGEMENT

Strategic Objective:

- Implementing sound revenue and debt management practices through revenue maximization by 2022.

Our **Revenue Management** deals with it is important that anticipated revenue levels are realistic for each revenue source and consistent with expenditure and collection experience. Municipal budgets must be credible and funded. The needs of the communities have to be met within the financial capacity and resource constraints of the municipality to ensure long term sustainability.

Tariff setting plays a major role in ensuring certain levels of revenue according to affordability and to accommodate the consideration of basic services in the IDP strategic plan. The affordability of tariffs is under pressure due to increased cost and the increasing demand for bulk infrastructure and renewal of ageing infrastructure as Ngqushwa Local Municipality expands. Appropriate ways to restructure tariffs must be explored to encourage more efficient use of utility services and to generate the resources required to fund maintenance, renewal and expansion of infrastructure to provide services. Increases in tariffs must be closely linked to the National Treasury cost-of-living guidelines and reflect an appropriate balance between the interest of poor households, other customers and ensuring the financial sustainability of the municipality.

Refuse removal tariffs are mainly affected by high labor costs, petrol price increases and vehicle costs which are in many cases beyond Ngqushwa Local municipality's control. In addition, new ways need to be explored for alternative methods to manage the landfill site such as the revival of the recycling process and measures to prevent dumping, for example, garden refuse and removal.

Revenue enhancement and maintaining of existing revenue sources are essential for sustainable service delivery. Municipal budgets must be appropriately funded to ensure a financial concern which is capable of providing and extending service delivery. It is essential that Ngqushwa Local Municipality has an adequate source of revenue from its own operations and government grants to carry out our functions. The following actions are considered:

- To seek alternative sources of own revenue to increase funding for capital projects.
- Expand revenue base through the implementation of a new valuation roll.
- The ability of the community to pay for services.
- Identification and pursuance of government grants.
- Tightening credit control measures and increase debt collection targets.
- Improve customer relations and promote a culture of payment.
- Realistic revenue estimates. Going back to basics to ensure MTREF are appropriately funded.

- The impact of inflation, the municipal cost index and other cost increases.
- Create an environment which enhances growth, development and service delivery.

6.7.1 Customer Billing

A new valuation roll implemented as from 1 July 2019 as well as the first supplementary evaluation which was obtained and implemented as from November 2019. Increased revenue from newly developed properties should expand and relieve some of the pressure on the municipality's revenue base. The municipality conducts Supplementary Valuation on an annual basis to address gaps in the general valuation roll.

Citizens are currently only billed on monthly and annual basis for rates and services. Internal billing controls are in place to identify material variances. Invoices are consolidated, displayed, itemised and clearly indicated charges.

Finding out where our finances are going often starts by analysing where we've been. The first step in assessing the financial condition of the municipality is to begin gathering information that is correlated to these environmental and organisational factors. Some of this information should be available using our own accounting and budgeting systems

- Population trends
- Median household income levels
- Unemployment rates
- Property full value trends
- Levels of indigent households

The municipality is not a water essential authority and electricity where it can detect illegal water and electricity connection.Currently Amathole District Municipality is responsible for Water Services in Ngqushwa area.The municipality has appointed a Candidate Valuer to assess properties in the Ngqushwa Area.The municipality has developed a project plan for the implementation of Section 81 of Municipal Propperty Rates of 29 of 2014 as amended (MPRA).The municipality property rates by-laws has been published and

gazzetted .The municipality has an updated supplementary valuation roll that is reviewed on annual basis and published in the municipal website .

6.7.2 Debt Collection

The continuous strict implementation of the credit control policy should result that Ngqushwa Local Municipality could maintain an exceptional payment rate.
It is however envisaged that with on-going economic pressures and increasing rate in unemployment the payment rate might become under pressure. Therefore, special attention must be paid on managing all revenue and cash streams especially debtors as well as the creation of new revenue streams.

- **Free Basic Services**

The municipality is offering free basic services to the indigent people within Ngqushwa area. Free Basic Service Coordinator is appointed to execute Free Basic Services. The Free Basic Services consist of free electricity and refuse collection. An indigent register is in place to register people that are declared as indigent. The municipality has established an Indigent steering committee that is functional to monitor the implementation of Free Basic Services of the municipality.

6.8 EXPENDITURE MANAGEMENT

Strategic Objective:

- Ensure sound expenditure management through development and review of internal controls to strengthen the control environment and achieve clean administration by 2022.

The municipality has sound and effective internal controls which are implemented on daily basis. It is essential to ensure sound Expenditure through development and reviewing of internal controls for best control environment to achieve improved audit outcomes. Individual line managers are responsible to ensure that compliance with all legislation and regulations are compiled within the process of conducting the affairs of the

municipality. The requirements of such legislation and regulations should be reflected in municipal policies which themselves need to be reviewed time and time again. This is to ensure continued relevance of such policies in line with any relevant changes and amendments. The municipality does not have any loans but it does uses overdrafts. The municipality ensures that creditors are paid within 30 days.

6.9 BUDGETING AND REPORTING

Strategic Objective:

- Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination by 2022.

Section 153 of the Constitution requires that 'a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community'. The MFMA, together with the Municipal Systems Act (2000), aims to facilitate compliance with this constitutional duty by ensuring that municipalities' priorities, plans, budgets, implementation actions and reports are properly aligned.

The Municipal Budget and Reporting Regulations came into effect on 1 July 2009. Their primary purpose is to regulate the format and content of annual budgets, adjustment budgets and in-year reports to promote greater transparency and facilitate the alignment of policy priorities, plans, budgets and reports.

Financial management strategies are important to guide Ngqushwa Local Municipality to maximize the available financial resources to ensure long-term financial viability through the following strategies that are utilized in the development of a five-year financial plan covering the lifespan of this Integrated Development Plan:

- Well, thought-out budgetary and financial planning processes in line with budget and reporting regulation.
- Effective cash flow management.
- Ensure compliance with prescribed accounting standards and adherence to all legislation requirements.

- Prepare annual financial statements according to accounting framework and review performance and achievements for past financial year.
- Ensure 100% spending of government conditional grants to prevent withholding of equitable share.
- Rolling out the Municipal Standard chart of accounts.
- Direct available financial resources towards meeting the projects as identified in the IDP.

In line with National Treasury operational programs, the municipality will roll out the Municipal Standard Chart of Accounts (MSCOA) for budgeting, operational and reporting purposes with effect from the 2019/20 financial year.

6.9.1 Municipal Bank Accounts for Conditional Grants

The municipality does not have a separate bank account for Conditional Grants. The Institution is having a main bank account as well as investment account where funds received from National Treasury for conditional grants are transferred to.

In the past three years the Municipality has improved in managing its conditional grant to project implementation as well as complete, accurate and reliable reporting to COGTA and Treasury.

6.10. FINANCIAL CONDITION ANALYSES FOR NGQUSHWA LOCAL MUNICIPALITY TOWARDS 2022.

Sound fiscal health is imperative to ensuring the effective operation of Ngqushwa Local Municipality. For this reason, we should periodically assess the financial condition of Ngqushwa Local Municipality. Performing a regular timely financial condition analysis can provide Ngqushwa Local Municipality with valuable information on the current and future state of our finances. Regular analysis can highlight potential fiscal problems and provide information necessary for timely corrective action. By taking action to address weaknesses and strengthen fiscal health, we can better ensure that resources are available to fund the level and quality of services expected by our commitments.

Financial condition may be defined as the ability of a local government to balance recurring expenditure needs with recurring revenue sources while providing services on a continuing basis. A community in good financial condition generally maintains adequate service levels during fiscal downturns, identifies and adjusts to long-term economic or demographic changes, and develops resources to meet future needs. Conversely, a municipality in fiscal stress usually struggles to balance its budget, suffers through disruptive service level declines, has a difficult time adjusting to socioeconomic forces, and has limited resources to finance future needs. Maintaining or restoring sound financial condition, therefore, requires Ngqushwa Local Municipality officials to adjust to long-term socio-economic and demographic changes, respond to the economic impact of the business cycle, and plan for the future.

There is no single measure that fully captures the financial condition of a local government. Rather, local governments need to take a comprehensive approach that focuses on both external and internal fiscal indicators that are easy to measure, evaluate and understand. Ideally, we want a financial indicator system that is comprehensive enough to match the complexity of Ngqushwa Local Municipality, but that is operationally manageable and produces regular, reliable reports for decision making.

Financial condition is also arguably affected by a combination of environmental, fiscal and organisational factors, including decisions and actions of the Councillors. For example, a steady population decline can lead to an erosion of the property tax base (a negative environmental trend). However, the ways in which Ngqushwa Local Municipality respond to this decline (such as cutting services, increasing tax rates, or engaging in economic development) also affect the financial condition of Ngqushwa Local Municipality.

Environmental factors, therefore, include measures of the Ngqushwa community needs and resources such as population, property value and poverty, and economic factors such as inflation, personal income and employment. These environmental indicators often provide the best "early warning" of future fiscal stress. Research has concluded that there is a strong correlation between environmental factors and financial condition and that fiscal stress is often apparent in these measures before it is evident in the financial data.

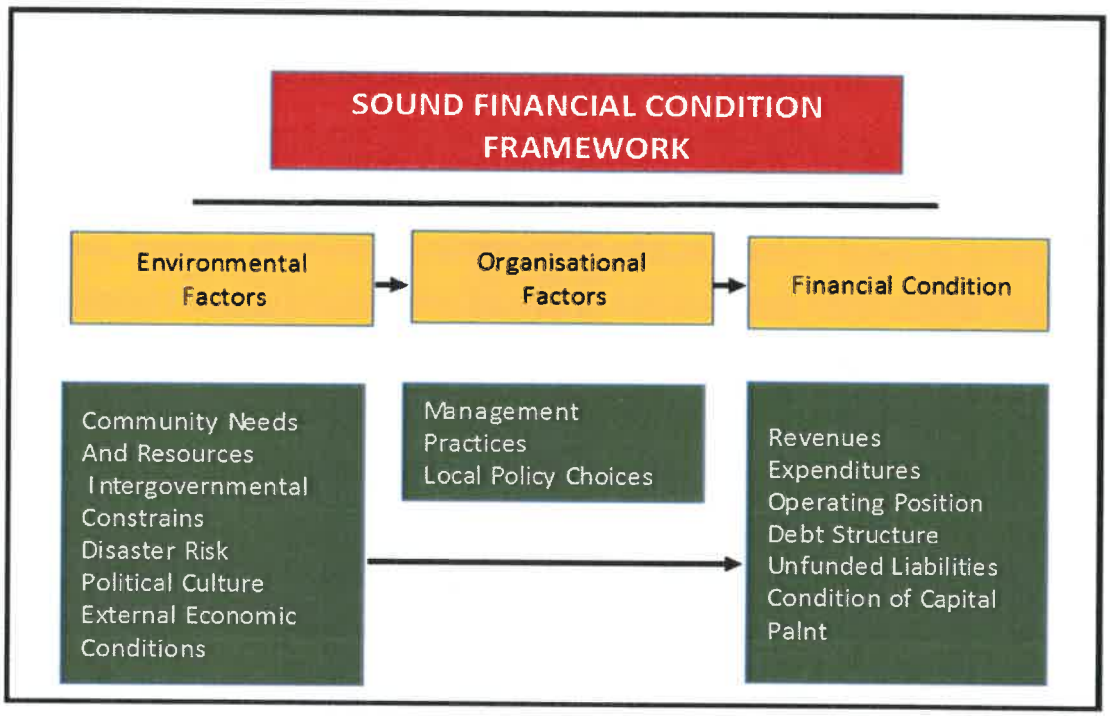


Figure : Sound Financial Condition Framework. Source: Adapted form Evaluating Financial Condition: Handbook for Local Governments, 2003

Organisational factors include management practices and legislative policies that guide fiscal decision making, often in response to environmental or political factors. While sound budgeting and management practices can help protect the financial condition of Ngqushwa Local Municipality, these factors cannot always avert fiscal stress especially when our negative environmental trends are severe. However, on the other side of the coin, poor budgeting and management practices can create fiscal problems despite a sound economic environment.

6.10.1 Assessing Ngqushwa Local Municipality Financial Condition (going concern)

Finding out where our finances are going often starts by analysing where we've been. The first step in assessing the financial condition of our municipality is to begin gathering information that is correlated to these environmental and organisational factors. Some of this information should be available using our own accounting and budgeting systems, but other data will have to be assembled from third-party sources. This data should be

examined over a reasonable time horizon, typically 5-10 years. Examples of environmental factors that Ngqushwa Local Municipality may want to examine include:

- Population trends
- Median household income levels
- Unemployment rates
- Property full value trends
- Educational attainment, such as population with at least high school education equivalency
- Age characteristics, such as population over 65
- Poverty indicators, such as numbers of single heads of households or school lunch recipients as a percentage of your community's population.

Financial trends that may be useful to examine include the following:

- Recurring major revenues (VAT, property tax, Government aid)
- Recurring major expenditures by object (salaries, fringes, contractual)
- Debt outstanding and debt service levels
- Percentage of tax and debt limit exhausted.

Ngqushwa Local Municipality factors that we may also want to consider include:

- Budget to actual financial variances for major budget categories
- Timeliness and accuracy of financial transactions
- Quality and timeliness of financial reporting (audits).

One way to help tell the fiscal story for our community in Ngqushwa is to present financial trends graphically, as in the figure below which depicts a hypothetical local government's projected budget gap. The old saying about a picture being worth a thousand words is certainly true when trying to explain complex financial data for us as to decision makers. A series of simple charts or graphs can help summarise our financial condition and help focus the discussion on the larger trends and issues towards 2022.

6.12 THE BUDGET AND TREASURY OFFICE INTENDS TO THE FOLLOWING PROJECTS FOR 2021/2022 FINANCIAL YEAR:

- Implementing sound revenue and debt management practices through revenue maximization
- Sound financial planning and reporting through budget management best practices and interdepartmental coordination
- Improved audit report by developing complete, accurate and reliable interim financial statements by 31st March 2022 and Annual Financial Statements by 31st August 2022.
- Reviewal and Implementation of Five-year financial Plan to align with municipal strategic documents.
- Reviewal and implementation of Three-year financial recovery plan to maximise revenue.
- Compliance with SCM regulation through reduction of MFMA section 32 reports
- (Irregular expenditure, fruitless and waist full and unauthorised expenditure.

6.13 CHALLENGES FACING BUDGET AND TREASURY OFFICE

- Low revenue base

6.14 RESPONSE TO THE CHALLENGES

- Development of 3 Year Financial Recovery Plan
- Implementation of 5 Year Financial Plan

Strategy	Objective	Key Performance Indicator	Annual Target	Baseline	Custodian	KPI NO
To be financial viable municipality (self -sustainability) for effective service delivery	Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination by 2022	Number of Draft Annual Financial Statements developed by 30 June 2022	Development 1 set of GRAP compliant Annual Financial Statements by 30 June 2022	2019\20 Audited Annual Financial Statements	CFO	BTO 1
		Review of 5 year financial plan (Annual budget) by 30 June 2021	Approved 5 year financial plan(Annual budget)by 30 June 2021	2020/21 Approved Budget	CFO	BTO 2
	Ensuring sound Supply Chain Management through development and reviewing of compliance measures and internal controls by 2022	Number of SCM compliance reports developed by 30 June 2022	Four (4) SCM Compliance reports by 30 June 2022	2 SCM Compliance report developed in 2020/21	CFO	BTO 3
	Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination by 2022	Number of Section 52d developed by 30 June 2022	4 Section 52d reports Development as per MFMA by 30 June 2022	4 Section 52d reports submitted in 2020/21	CFO	BTO 4

NGQUSHWA LOCAL MUNICIPALITY
mSCOA FINAL BUDGET FOR 2021/2022 FINANCIAL YEAR

Account	Description		BUDGET 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Municipal Standard Cl : COM:AGRI					
O0001/IE00036/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Basic Salary and Wages	482,137	502,386	524,491
O0001/IE00040/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Bargaining Council	247	257	269
O0001/IE00043/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Medical	6,024	6,277	6,553
O0001/IE00044/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Pension	78,542	81,840	85,441
O0001/IE00045/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Unemployment Insurance	3,867	4,029	4,207
O0001/IE00121/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Cellular and Telephone	0	0	0
O0001/IE00126/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Travel or Motor Vehicle	0	0	0
O0001/IE00595/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Skills Development Fund	3,089	3,219	3,360
O0001/IE00061/F0041/X013/R0841/001/COM:AGRI	Daily Allowance/	Daily Allowance/	885	922	963
O0001/IE01526/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Bonus	72,724	75,778	79,112
O0001/IE01530/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Leave Pay	9,917	10,333	10,788
O0001/IE01533/F0041/X013/R0841/001/COM:AGRI	Municipal Running Cost	Long Service Award	0	0	0

			657,431	**685,043**	**715,185**
O1217-1/IE00642/F0042/X013/R0842/001/COM:AGRI	EC 126_Agric1 Formalisation of grain production	Gardening Services	4,852	4,852	4,852
O1217-3/IE00550/F2495/X013/R0842/001/COM:AGRI	EC126_AGRIC3_Agri processing	Assets less than Cap Threshold	85,285	85,285	85,285
			90,137	**90,137**	**90,137**
Totals for Municipal Standard Cl : COM:AGRI			**747,568**	**775,180**	**805,322**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Account	Description				
Municipal Standard Cl : COM:LED					
O0001/IE00036/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Basic Salary and Wages	384,748	400,908	418,548
O0001/IE00040/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Bargaining Council	123	129	134
O0001/IE00043/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Medical	23,954	24,960	26,058
O0001/IE00044/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Pension	64,701	67,419	70,385
O0001/IE00045/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Unemployment Insurance	1,854	1,932	2,017
O0001/IE00121/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Cellular and Telephone	0	0	0
O0001/IE00126/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Travel or Motor Vehicle	0	0	0
O0001/IE00595/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Skills Development Fund	3,103	3,233	3,375
O0001/IE01521/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Housing Benefits	0	0	0
O0001/IE01526/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Bonus	59,909	62,425	65,171
O0001/IE01530/F0041/X096/R0841/001/COM:LED	Municipal Running Cost	Leave Pay	8,169	8,512	8,887
			546,562	**569,517**	**594,576**
O0001/IE00677/F2495/X096/R0842/001/COM:LED	Municipal Running Cost	Catering Services	26,406	26,406	26,406

O1249-1/IE00677/F2495/X096/R0842/001/COM:LED	EC126_LED3_SMME Development	Catering Services	0	0	0
O1302-1/IE00843/F0042/X096/R0842/001/COM:LED	EC126_LED1_Business Plan/Organisational	Expenditure]	150,000	150,000	150,000
O1304-1/IE00628/F0042/X093/R0841/001/COM:LED	EC126_LED1_Business Plans	LED:Audio-visual Services (Film and photograph)		0	0
O1303-2/IE00663/F0041/X096/R2145/001/COM:LED	EC126_LED1_Business Plans	Fencing honey process		0	0
O1305-1/IE00019/F0041/X096/R0842/001/COM:LED	BIGM 0 CAPACITY BUILDING	Human Resource	100,000	100,000	100,000
			276,406	**276,406**	**276,406**
Totals for Municipal Standard Cl : COM:LED			**822,968**	**845,923**	**870,982**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : COM:TOUR					
O0001/IE00036/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Basic Salary and Wages	1,386,043	1,444,257	1,507,804
O0001/IE00040/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Bargaining Council	266	277	290
O0001/IE00043/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Medical	46,142	48,080	50,195
O0001/IE00595/F0041/X087/R0841/001/COM:TOUR	Skills Development Fund	Municipal Running Cost	7,465	7,779	8,121
O0001/IE00044/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Pension	166,446	173,437	181,068
O0001/IE06117/F0041/X087/R0841/001/COM:TOUR	Bonuses	Employee Related Cost	0	0	0
O0001/IE00045/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Unemployment Insurance	4,018	4,186	4,370
O0001/IE00121/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Travel or Motor Vehicle	134,728	140,386	146,563

O0001/IE00595/F2496/X087/R0841/001/COM:TOUR	Municipal Running Cost	Skills Development Fund	10,544	10,987	11,471
O0001/IE01526/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Bonus	50,748	52,879	55,206
O0001/IE01530/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Leave Pay	21,016	21,899	22,862
O0001/IE01533/F0041/X087/R0841/001/COM:TOUR	Municipal Running Cost	Long Service Award	0	0	0
O0001/IE06075/F2496/X087/R0841/001/COM:TOUR	Municipal Running Cost	Basic Salary	663,330	691,190	721,602
O0001/IE06137/F2496/X087/R0841/001/COM:TOUR	Municipal Running Cost	Bargaining Council	104	108	113
O0001/IE06262/F2496/X087/R0841/001/COM:TOUR	Municipal Running Cost	Unemployment Insurance	1,545	1,610	1,681
O0001/IE06919/F2496/X087/R0841/001/COM:TOUR	Municipal Running Cost	Travel or Motor Vehicle	196,542	204,797	213,808
			2,705,635	**2,819,272**	**2,943,320**
O1354-1/IE00060/F0044/X087/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Accommodation			
O1354-1/IE00626/F0044/X087/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Artists and Performers			
O1354-1/IE00637/F0044/X087/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Exhibit Installations			
O1354-1/IE00657/F0044/X087/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Plants, Flowers and Other Decorations			
O1354-1/IE00667/F0044/X087/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Stage and Sound Crew			
O1354-1/IE00677/F0044/X087/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Catering Services			
O1354-1/IE00692/F0044/X087/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Personnel and Labour			
O1354-1/IE00754/F0044/X093/R0842/001/COM:TOUR	EC126_TOUR1_Hamburg Splash Festival	Gifts and Promotional Items			
O1355-1/IE00850/F0044/X093/R2140/001/COM:TOUR	EC126_TOUR3_Tourism & Heritage Month	Planning:Architectural Mqwashini Design cultural Village	123,854	123,854	123,854

O1354-2/IE00626/F0044/X087/R0842/001/COM:TOUR	Opening of Season	Artists and Performers	0	0	0
O1354-2/IE00634/F0044/X087/R0842/001/COM:TOUR	Opening of Season	Electrical	173,751	173,751	173,751
O1354-2/IE00667/F0044/X087/R0842/001/COM:TOUR	Opening of Season	Stage and Sound Crew	1,142	1,142	1,142
O1354-3/IE00677/F0044/X087/R0842/001/COM:TOUR	Tourism & Heritage Month	Catering Services	6,389	6,389	6,389
O1354-3/IE00692/F0044/X087/R0842/001/COM:TOUR	Tourism & Heritage Month	Personnel and Labour	0	0	0
O1354-3/IE00754/F0044/X087/R0842/001/COM:TOUR	Tourism & Heritage Month	Gifts and Promotional Items	86,364	86,364	86,364
			391,500	**391,500**	**391,500**
Totals for Municipal Standard Cl : COM:TOUR			**3,097,135**	**3,210,772**	**3,334,820**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:IDP					
O0001/IE00036/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Basic Salary and Wages	753,357	784,998	819,538
O0001/IE00040/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Bargaining Council	123	129	134
O0001/IE00043/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Medical	37,613	39,193	40,918
O0001/IE00044/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Pension	134,825	140,487	146,669
O0001/IE00045/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Unemployment Insurance	1,854	1,932	2,017
O0001/IE00121/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE00595/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Skills Development Fund	5,510	5,742	5,994

O0001/IE01521/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Housing Benefits	12,026	12,531	13,082
O0001/IE01526/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Bonus	116,380	121,267	126,603
O0001/IE01530/F0041/X096/R0841/001/MMO:IDP	Municipal Running Cost	Leave Pay	16,145	16,823	17,563
			1,189,951	**1,239,929**	**1,294,486**
O0018-1/IE00060/F2496/X096/R0842/001/MMO:IDP	EC126_PMS1_PMS Review	Accommodation			
O0018-1/IE00144/F2496/X096/R0842/001/MMO:IDP	EC126_IDP Review	Own Transport	107,111	107,111	107,111
O0018-1/IE00677/F2496/X096/R0842/001/MMO:IDP	EC126_IDP1_Review	Catering Services	41,413	41,413	41,413
O1343-1/IE00583/F2496/X096/R0842/001/MMO:IDP	EC126_IDP1_Project IDP and Annual Report	Printing, Publications and Books	37,316	37,316	37,316
O1343-1/IE00677/F2496/X096/R0842/001/MMO:IDP	EC126_IDP1_Project IDP and Annual Report	Catering Services	21,987	21,987	21,987
O1343-1/IE00703/F2496/X096/R0842/001/MMO:IDP	EC126_IDP1_Project IDP and Annual Report	Transport Services	70,142	70,142	70,142
O1343-1/IE00751/F2496/X096/R0842/001/MMO:IDP	EC126_IDP1_Project IDP and Annual Report	Corporate and Municipal Activities	0	0	0
			277,969	**277,969**	**277,969**
Totals for Municipal Standard Cl : MMO:IDP			**1,467,920**	**1,517,898**	**1,572,455**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : COM:CEM					
O0001/IE00036/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Basic Salary and Wages	123,596	128,787	134,454
O0001/IE00040/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Bargaining Council	123	129	134

O0001/IE00043/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Medical	5,948	6,198	6,471
O0001/IE00044/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Pension	41,818	43,574	45,492
O0001/IE00045/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Unemployment Insurance	1,570	1,636	1,708
O0001/IE00121/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Cellular and Telephone	0	0	0
O0001/IE00595/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Skills Development Fund	1,004	1,046	1,092
O0001/IE01526/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Bonus	20,432	21,290	22,227
O0001/IE01530/F0041/X004/R0841/001/COM:CEM	Municipal Running Cost	Leave Pay	2,786	2,903	3,031
			197,278	**205,564**	**214,609**
O0024-1/IE00550/F0041/X004/R0842/001/COM:CEM	Fencing of cemeteries		0	0	0
			0	0	0
O3201-1/IE00649/F0039/X004/R0842/001/COM:CEM	EC126_Repairs and Maintanance	Maintenance of Buildings and Facilities	0	0	0
			0	0	0
Totals for Municipal Standard Cl : COM:CEM			**197,278**	**205,564**	**214,609**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : COM:HOUS					
O0001/IE00036/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Basic Salary and Wages	848,693	884,338	923,249
O0001/IE00040/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Bargaining Council	324	338	353
O0001/IE00043/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Medical	60,851	63,407	66,197
O0001/IE00044/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Pension	122,954	128,118	133,755
O0001/IE00045/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Unemployment Insurance	5,147	5,363	5,599

O0001/IE00121/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Cellular and Telephone	0	0	0
O0001/IE00126/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Travel or Motor Vehicle	0	0	0
O0001/IE00595/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Skills Development Fund	6,583	6,859	7,161
O0001/IE01521/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Housing Benefits	0	0	0
O0001/IE01526/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Bonus	140,925	146,844	153,305
O0001/IE01530/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Leave Pay	51,920	54,101	56,481
O0001/IE01533/F0041/X079/R0841/001/COM:HOUS	Municipal Running Cost	Long Service Award	0	0	0
			1,237,397	**1,289,368**	**1,346,100**
O2774-3/IE00631/F0044/X077/R0842/001/COM:HOUS	EC126_HOU6_Repairs & Maintanance of Mun Buildings	Buildings-1/Building	1,200,000	1,200,000	1,200,000
			1,200,000	**1,200,000**	**1,200,000**
Totals for Municipal Standard Cl : COM:HOUS			**2,437,397**	**2,489,368**	**2,546,100**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					
Budgets					
Account	Description				
Municipal Standard Cl : COM:PARK					
O0001/IE00036/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Basic Salary and Wages	1,683,869	1,754,592	1,831,794
O0001/IE00040/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Bargaining Council	1,234	1,286	1,343
O0001/IE00043/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Medical	26,473	27,585	28,799
O0001/IE00044/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Pension	260,565	271,509	283,456
O0001/IE00045/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Unemployment Insurance	15,909	16,577	17,306
O0001/IE00061/F0041/X123/R0841/001/COM:PARK	Operational Cost	Daily Allowance	885	922	963

O0001/IE00595/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Skills Development Fund	10,507	10,948	11,430
O0001/IE01526/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Bonus	80,838	84,233	87,939
O0001/IE01530/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Leave Pay	32,982	34,367	35,879
O0001/IE01533/F0041/X123/R0841/001/COM:PARK	Municipal Running Cost	Long Service Award	17,987	18,743	19,567
			2,131,250	**2,220,762**	**2,318,476**
O1550-1/IE00642/F0041/X123/R0842/001/COM:PARK	REPAIRS & MAINT	MACHINERY	49,488	49,488	49,488
			49,488	**49,488**	**49,488**
C0002-1/IA03810/F2494/X047/R2137/001/COM:PARK	EC126_CAP Park 3_ Parks gardes	Acquisitions	0	0	0
C0006-1/IA06313/F0002/X047/R0842/001/COM:PARK	EC126_CAP Park 1_Equipment	Acquisitions	100,000	104,200	108,576
			100,000	**104,200**	**108,576**
Totals for Municipal Standard CI : COM:PARK			**2,280,738**	**2,374,450**	**2,476,540**
D0001/IR01015/F0042/X152/R0841/001/COM:POND	REVENUE	POUND FEES	-10,000	-10,000	-10,000
Municipal Standard CI : COM:POND					
O0001/IE00036/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Basic Salary and Wages	166,287	173,271	180,895
O0001/IE00040/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Bargaining Council	123	129	134
O0001/IE00043/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Medical	22,076	23,003	24,015
O0001/IE00044/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Pension	26,906	28,036	29,270
O0001/IE00045/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Unemployment Insurance	1,854	1,932	2,017

O0001/IE00595/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Skills Development Fund	1,183	1,233	1,287
O0001/IE01526/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Bonus	24,913	25,959	27,102
O0001/IE01530/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Leave Pay	3,456	3,601	3,760
			246,798	**257,164**	**268,479**
O0001/IE00550/F0042/X152/R0842/001/COM:POND	Municipal Running Cost	Assets less than the Capitalisation Threshold	0	0	0
O0001/IE00674/F0041/X152/R0841/001/COM:POND	Municipal Running Cost	Animal Care	10,000	10,000	10,000
O0001/IE00704/F0041/X152/R0841/001/COM:POND	MEDICATION	MEDICATION	10,000	10,000	10,000
			20,000	**20,000**	**20,000**
Totals for Municipal Standard Cl : COM:POND			**266,798**	**277,164**	**288,479**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : COM:REFS					
O0001/IE00036/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Basic Salary and Wages	7,849,154	8,178,818	8,538,686
O0001/IE00040/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Bargaining Council	5,735	5,976	6,239
O0001/IE00043/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Medical	313,513	326,680	341,054
O0001/IE00144/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Own Transport/	4,693	4,890	5,105
O0001/IE00044/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Pension	1,250,035	1,302,536	1,359,848
O0001/IE00045/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Unemployment Insurance	76,049	79,243	82,729
O0001/IE00121/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE00595/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Skills Development Fund	51,621	53,790	56,156
O0001/IE01526/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Bonus	655,441	682,970	713,020

O0001/IE01530/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Leave Pay	210,125	218,950	228,584
O0001/IE01533/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Long Service Award	25,238	26,298	27,455
O0001/IE03969/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Non Structured	0	0	0
O0001/IE03970/F0041/X132/R0841/001/COM:REFS	Municipal Running Cost	Shift Additional Remuner	0	0	0
			10,553,721	**10,996,977**	**11,480,844**
O0001/IE00695/F0930/X049/R2137/001/COM:REFS	Municipal Running Cost	Refuse Removal	154,080	154,080	154,080
O0001/IE00695/F0930/X049/R2145/001/COM:REFS	Municipal Running Cost	Refuse Removal	192,834	192,834	192,834
O1273-1/IE00550/F0930/X132/R0842/001/COM:REFS	EC126_REF2_Coastal Management	Assets less than the Capitalisation Threshold	140,000	140,000	140,000
O0001/IE00692/F0930/X132/R0842/001/COM:REFS	Municipal Running Cost	Personnel and Labour	105,166	105,166	105,166
O1273-1/IE00649/F0042/X049/R2137/001/COM:REFS	EC126_REF2_Coastal Management	Maintenance of Buildings and Facilities	200,000	200,000	200,000
O1273-1/IE00851/F0930/X132/R0842/001/COM:REFS	EC126_REF2_Coastal Management	Ecological	50,000	50,000	50,000
O1273-1/IE00700/F0930/X049/R2137/001/COM:REFS	EC126_REF2_Coastal Management	Swimming Supervision	150,000	150,000	150,000
			992,080	**992,080**	**992,080**
C0236-2/IA01952/F0002/X132/R2145/001/COM:REFS	Landfillsite Guardhouse				
			0	**0**	**0**
Totals for Municipal Standard Cl : COM:REFS			**11,545,801**	**11,989,057**	**12,472,924**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					
Account	Description				

Municipal Standard Cl : COM:SPAT					
D0001/IR01429/F0047/X101/R0842/001/COM:SPAT	Default Transactions	Building Plan Approval & Land Use	-170,300	-177,453	-185,261
			-170,300	**-177,453**	**-185,261**
O0001/IE00036/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Basic Salary and Wages	1,045,579	1,089,493	1,137,431
O0001/IE00040/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Bargaining Council	247	257	269
O0001/IE00043/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Medical	50,525	52,647	54,964
O0001/IE00044/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Pension	176,340	183,746	191,831
O0001/IE00045/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Unemployment Insurance	3,708	3,864	4,034
O0001/IE00121/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE00595/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Skills Development Fund	7,349	7,657	7,994
O0001/IE01521/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Housing Benefits	0	0	0
O0001/IE01526/F0041/X101/R0841/001/COM:SPAT	Municipal Running Cost	Bonus	0	0	0
			1,395,865	**1,454,492**	**1,518,489**
O0025-1/IE00855/F2496/X098/R0842/001/COM:SPAT	EC126_STP1_Planning and Survey	Land and Quantity Surveyors	200,000	200,000	200,000
O0025-2/IE00001/F2495/X101/R0842/001/COM:SPAT	EC126_STP2_SDF Review	Town Planner	0	0	0
O0025-6/IE00847/F0041/X101/R0842/001/COM:SPAT	Contracted Services [Expenditure]_	Research and Advisory	0	0	0
O0025-4/IE00001/F2495/X101/R0842/001/COM:SPAT	EC126_STP4_Land Use Scheme	Town Planner	209,712	209,712	209,712

O0025-5/IE00855/F0041/X101/R0842/001/COM:SPAT	Land Audit Survey	Town Planner	128,723	128,723	128,723
			538,435	**538,435**	**538,435**
C0006-6/IA06313/F0041/X098/R0842/001/COM:SPAT	PLOTTER	Town Planner			
Totals for Municipal Standard Cl : COM:SPAT			**1,934,300**	**1,992,927**	**2,056,924**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : COM:TRAF					
D0001/IR01141/F0042/X119/R0842/001/COM:TRAF	Default Transactions	Municipal	-642,559	-669,547	-699,007
D0001/IR01519/F0044/X119/R0842/001/FIN:REV	Default Transactions	Drivers Licence Application	-2,389,537	-2,489,897	-2,599,453
D0001/IR01523/F0044/X049/R0842/001/COM:TRAF	Default Transactions	Learner Licence Application	-179,162	-186,687	-194,901
D0001/IR02401/F0039/X119/R0842/001/COM:TRAF	Default Transactions	Vehicle Registration	-581,509	-605,932	-632,593
			-3,792,767	**-3,952,063**	**-4,125,954**
O0001/IE00036/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Basic Salary and Wages	6,670,517	6,950,679	7,256,508
O0001/IE00040/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Bargaining Council	3,086	3,215	3,357
O0001/IE00043/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Medical	496,794	517,659	540,436
O0001/IE00044/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Pension	888,933	926,268	967,024
O0001/IE00045/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Unemployment Insurance	48,880	50,933	53,174

O0001/IE00121/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE01521/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Housing Benefits	20,043	20,884	21,803
O0001/IE01526/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Bonus	414,227	431,624	450,616
O0001/IE01530/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Leave Pay	322,390	335,931	350,711
O0001/IE01533/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Long Service Award	16,227	16,908	17,652
O0001/IE03970/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Shift Additional Remuner	266,436	277,627	289,842
O0001/IE00595/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Skills Development Fund	44,509	46,378	48,419
O0001/IE03971/F0041/X153/R0841/001/COM:TRAF	Municipal Running Cost	Structured	377,887	393,758	411,083
			9,682,044	**10,088,690**	**10,532,592**
O0001/IE00059/F0042/X153/R0842/001/COM:TRAF	Municipal Running Cost	National Conference fees	8,800	8,800	8,800
O0001/IE00561/F2495/X153/R0842/001/COM:TRAF	Municipal Running Cost	Drivers Licences and Permits	301,166	301,166	301,166
O0001/IE00583/F2495/X153/R0842/001/COM:TRAF	Municipal Running Cost	Printing, Publications and Books	32,820	32,820	32,820
O0001/IE00677/F0046/X153/R0842/001/COM:TRAF	Municipal Running Cost	Catering Services	4,317	4,317	4,317
O0001/IE00792/F2495/X153/R0842/001/COM:TRAF	Municipal Running Cost	Software Licences	59,801	59,801	59,801
			406,904	**406,904**	**406,904**
O1232-2/IE00060/F0046/X153/R0842/001/COM:TRAF	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	40,979	40,979	40,979
O1232-2/IE01583/F2495/X153/R0842/001/COM:TRAF	Operational Cost [Expenditure]	Seminar/Road Transport	3,344	3,344	3,344
O1232-2/IE00060/F2495/X153/R0842/001/COM:TRAF	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	400	400	400

O1232-2/IE00061/F2495/X153/R0842/001/COM:TRAF	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	79,216	79,216	79,216
O1232-2/IE01581/F0042/X153/R0842/001/COM:TRAF	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	11,097	11,097	11,097
O1232-2/IE01583/F0042/X153/R0842/001/COM:TRAF	EC126_Workshops, Seminars and Subject Matter Training	Road Transport / Tourism	5,652	5,652	5,652
O1232-2/IE01583/F0046/X153/R0842/001/COM:TRAF	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	3,104	3,104	3,104
O1255-2/IE00583/F13546/X007/R0842/001/COM:TRAF	EC126Library Programmes	Printing, Publications	57,725	57,725	57,725
O1255-1/IE00059/F13560/X153/R0842/001/COM:TRAF	EC126_LIB1_Library operations	National	9,613	9,613	9,613
O1255-1/IE00692/F13546/X007/R0842/001/COM:TRAF	EC126_LIB1_Library operations	Personnel and Labour	73,150	73,150	73,150
O1255-1/IE00660/F13560/X007/R0842/001/COM:TRAF	EC126_LIB1_Library operations	Cleaning Materials	78,424	78,424	78,424
O1255-1/IE00060/F13560/X007/R0842/001/COM:TRAF	EC126_LIB1_Library operations	Accommodation	78,424	78,424	78,424
O1255-1/IE00754/F13560/X007/R0842/001/COM:TRAF	EC126_LIB1_Library operations	Gifts and Promotional Items	78,424	78,424	78,424
O1255-1/IE00677/F13560/X153/R0842/001/COM:TRAF	EC126_LIB1_Library operations	Catering Services	65,708	65,708	65,708
O1255-1/IE01583/F13560/X153/R0842/001/COM:TRAF	EC126_LIB1_Library operations	Road Transport	58,532	58,532	58,532
O1265-1/IE00635/F1180/X019/R0841/001/COM:TRAF	EC126 Municipal Disaster Relief	Employee wellness	0	0	0
O1547-2/IE00628/F2495/X153/R0842/001/COM:TRAF	EC126_RSC2_Callibration of Speed Cameras Traffic Services	Audio-visual Services	42,862	42,862	42,862
			686,654	**686,654**	**686,654**

C0006-3/IA06313/F0002/X047/R0842/001/COM:TRAF	EC126_CAP PS 1_Plant & Equip	Acquisitions			
Totals for Municipal Standard Cl : COM:TRAF			**10,775,602**	**11,182,248**	**11,626,150**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Budgets					
Account	Description				
Municipal Standard Cl : COR:ADMN					
O0001/IE00036/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Basic Salary and Wages	4,031,501	4,200,824	4,385,660
O0001/IE00040/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Bargaining Council	2,345	2,444	2,551
O0001/IE00043/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Medical	320,866	334,343	349,054
O0001/IE00044/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Pension	725,223	755,682	788,932
O0001/IE00045/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Unemployment Insurance	33,240	34,636	36,160
O0001/IE00121/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE00595/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Skills Development Fund	38,475	40,091	41,855
O0001/IE01521/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Housing Benefits	12,026	12,531	13,082
O0001/IE01526/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Bonus	196,701	204,962	213,981
O0001/IE01530/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Leave Pay	90,977	94,798	98,969
O0001/IE01533/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Long Service Award	42,064	43,831	45,759
O0001/IE00144/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Own Transport	1,987	2,070	2,161
O0001/IE03971/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Structured	0	0	0
O0001/IE06079/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Basic Salary	488,664	509,188	531,592

O0001/IE06146/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Bargaining Council	414	431	450
O0001/IE00061/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Daily Allowance	831	866	904
O0001/IE06253/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Unemployment Insurance	1,236	1,288	1,345
O0001/IE06913/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Travel or Motor Vehicle	121,130	126,218	131,771
O0001/IE07064/F0041/X046/R0841/001/COR:ADMN	Municipal Running Cost	Leave Pay	0	0	0
			6,219,797	**6,481,029**	**6,766,194**
O0001/IE00655/F2496/X046/R0842/001/COR:ADMN	Municipal Running Cost	Pest Control and Fumigation	50,000	50,000	50,000
O0001/IE00660/F2496/X046/R0842/001/COR:ADMN	Municipal Running Cost	Preservation	80,353	80,353	80,353
O0001/IE00677/F2496/X046/R0842/001/COR:ADMN	Municipal Running Cost	Catering Services	5,772	5,772	5,772
O0001/IE00607/F2495/X050/R0842/001/COR:ADMN	Municipal Running Cost	Wet Fuel	1,272,553	1,272,553	1,272,553
O0001/IE00579/F2496/X049/R0842/001/COR:ADMN	Municipal Running Cost	Municipal Services	1,811,106	1,811,106	1,811,106
O1232-2/IE01581/F2496/X046/R0842/001/COR:ADMN	EC126_Workshops, Seminar	Air Transport	10,450	10,450	10,450
O0001/IE00059/F2496/X046/R0842/001/COR:ADMN	Municipal Running Cost	National	48,888	48,888	48,888
O0001/IE00583/F2496/X046/R0842/001/COR:ADMN	Municipal Running Cost	Printing, Publications and Books	176,340	176,340	176,340
O0001/IE00605/F2496/X050/R0842/001/COR:ADMN	Municipal Running Cost	Vehicle Tracking	21,987	21,987	21,987
O0001/IE00771/F2496/X046/R0842/001/COR:ADMN	Municipal Running Cost	Postage	10,864	10,864	10,864
O0001/IE00808/F2496/X050/R0842/001/COR:ADMN	Municipal Running Cost	Motor Vehicle Licence and Registrations	84,077	84,077	84,077
			3,572,390	**3,572,390**	**3,572,390**
O1232-2/IE00060/F2496/X046/R0842/001/COR:ADMN	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	160,504	160,504	160,504
O1232-2/IE01583/F2496/X046/R0842/001/COR:ADMN	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	55,468	55,468	55,468

O1293-4/IE00636/F2496/X046/R0841/001/COR:ADMN	EC126_CORP5_Team Building Corporate Services	Event Promoters	0	0	0
			215,972	**215,972**	**215,972**
O0001/IE00651/F2495/X050/R0842/001/COR:ADMN	Municipal Running Cost	Maintenance of Unspecified Assets	56,470	56,470	56,470
O1551-1/IE00651/F2495/X050/R0842/001/COR:ADMN	EC126_FLT01_Repairs Vehicles & Implements : Administration	Maintenance of Unspecified Assets	1,049,340	1,049,340	1,049,340
			1,105,810	**1,105,810**	**1,105,810**
C0004-2/IA06253/F0002/X047/R0842/001/COR:ADMN	EC126_CAP ADM 1_Records management projects	Acquisitions			
C0004-4/IA06253/F0002/X047/R0842/001/COR:ADMN	EC126_CAP ADM 2_Records management projects	Acquisitions			
C0261-4/IA00092/F0002/X046/R0841/001/COR:ADMN	parkhomes	Other Assets:Cost:AcquisitionsParkhomes	1,000,000	0	0
C0007-1/IA01367/F0002/X047/R0842/001/COR:ADMN	EC126CAP FLT 1_Municipal Vehicles/ Plant	Acquisitions	3,000,000	3,000,000	3,000,000
C0083-1/IA06253/F0002/X046/R0842/001/COR:ADMN	EC126_CAP ADM 3_Office Equipment and furniture	Outsourced			
C0086-1/IA05101/F0002/X047/R0842/001/COR:ADMN	EC126_CAP ADM 8_Automated agenda management and distribution system	Acquisitions			
			4,000,000	**3,000,000**	**3,000,000**
Totals for Municipal Standard Cl : COR:ADMN			**15,113,969**	**14,375,201**	**14,660,366**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : COR:HR					
O0001/IE00036/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Basic Salary and Wages	4,738,953	4,937,989	5,155,261

O0001/IE00609/F0041/X046/R0841/001/COR:HR	WORKMANS COMP	Workmans Compensation	1,039,000	1,082,638	1,130,274
O0001/IE00040/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Bargaining Council	1,188	1,238	1,293
O0001/IE00043/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Medical	217,057	226,174	236,125
O0001/IE00144/F0041/X051/R0841/001/COR:HR	Municipal Running Cost/	Own Transport	0	0	0
O0001/IE00044/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Pension	454,303	473,384	494,213
O0001/IE00045/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Unemployment Insurance	17,227	17,951	18,740
O0001/IE00121/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Cellular and Telephone	33,396	34,799	36,330
O0001/IE00061/F0041/X051/R0841/001/COR:HR	Municipal Running Cost/	Daily Allowance	3,984	4,151	4,333
O0001/IE00126/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Travel or Motor Vehicle	209,380	218,174	227,774
O0001/IE01521/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Housing Benefits	24,051	25,061	26,164
O0001/IE01526/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Bonus	182,106	189,754	198,103
O0001/IE01530/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Leave Pay	73,042	76,110	79,459
O0001/IE00595/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Skills Development Fund	24,271	25,290	26,403
O0001/IE01533/F0041/X051/R0841/001/COR:HR	Municipal Running Cost	Long Service Award	0	0	0
		Task Project	0	0	0
			7,017,959	**7,312,713**	**7,634,472**
O0001/IE00550/F2496/X047/R0842/001/COR:HR	Municipal Running Cost	Assets less than the Capitalisation Threshold	24,968	24,968	24,968
O0001/IE00584/F2496/X051/R0842/001/COR:HR	Municipal Running Cost	Professional Bodies, Membership and Subscription	2,475	2,475	2,475
O0001/IE00604/F2496/X051/R0842/001/COR:HR	Municipal Running Cost	Uniform and Protective Clothing	500,000	500,000	500,000
O0001/IE00640/F2496/X051/R0842/001/COR:HR	Municipal Running Cost	First Aid	5,361	5,361	5,361
O0001/IE00703/F2496/X051/R0842/001/COR:HR	Municipal Running Cost	Relocation Costs	10,000	10,000	10,000
			542,804	**542,804**	**542,804**

O1232-1/IE00019/F2496/X051/R0842/001/COR:HR	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Human Resources	600,000	600,000	600,000
O1232-1/IE00060/F2496/X051/R0842/001/COR:HR	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Accommodation	83,548	83,548	83,548
O1232-1/IE00061/F2496/X051/R0842/001/COR:HR	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Daily Allowance	12,265	12,265	12,265
O1232-1/IE00576/F2494/X051/R0841/001/COR:HR	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Learnerships and Internships	8,407	8,407	8,407
O1232-1/IE01581/F2496/X051/R0842/001/COR:HR	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Air Transport	24,530	24,530	24,530
O1232-1/IE01583/F2496/X051/R0842/001/COR:HR	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Road Transport	49,062	49,062	49,062
O1232-2/IE00061/F2496/X051/R0842/001/COR:HR	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	217	217	217
O1232-2/IE01583/F2496/X051/R0842/001/COR:HR	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	1,220	1,220	1,220
O1299-1/IE00060/F2496/X051/R0842/001/COR:HR	EC126_HRM11_Employee Study Assistance : Corporate Services - Human Resources	Accommodation	5,484	5,484	5,484
O1299-1/IE00061/F2496/X051/R0842/001/COR:HR	EC126_HRM11_Employee Study Assistance : Corporate Services - Human Resources	Daily Allowance	436	436	436
O1299-2/IE00638/F2496/X051/R0842/001/COR:HR	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Fire protection	8,381	8,381	8,381
O1299-2/IE00583/F2496/X051/R0842/001/COR:HR	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Printing, Publications and Books	4,417	4,417	4,417

O1299-2/IE00632/F2496/X051/R0842/001/COR:HR	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Catering Services	23,524	23,524	23,524
O1299-2/IE00635/F2496/X051/R0842/001/COR:HR	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Employee Wellness	412,080	412,080	412,080
O1297-1/IE00841/F0041/X062/R0841/001/COR:HR	_HRM2_EC126_HRM2_Employe/Medical Examinations	Services [Expenditure]	77,947	77,947	77,947
O1299-2/IE01583/F2496/X051/R0842/001/COR:HR	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Road Transport	2,316	2,316	2,316
O1300-1/IE00019/F2496/X051/R0842/001/COR:HR	EC126_HRM1_Human Resources (Recruitments and selection	Human Resources	61,223	61,223	61,223
O1300-1/IE00061/F2496/X051/R0842/001/COR:HR	EC126_HRM1_Human Resources (Recruitments and selection	Daily Allowance	6,224	6,224	6,224
O1300-1/IE00677/F2496/X051/R0842/001/COR:HR	EC126_HRM1_Human Resources (Recruitments and selection	Catering Services	4,534	4,534	4,534
O1300-1/IE00757/F2496/X051/R0842/001/COR:HR	EC126_HRM1_Human Resources (Recruitments and selection	Staff Recruitment	40,126	40,126	40,126
O1300-1/IE00815/F2496/X051/R0842/001/COR:HR	EC126_HRM1_Human Resources (Recruitments and selection	Non-employees	75,423	75,423	75,423
O1333-1/IE00060/F2496/X051/R0841/001/COR:HR	EC126_HRM3_SAIMSA Games	Accommodation	0	0	0
O1333-1/IE00061/F2496/X051/R0841/001/COR:HR	EC126_HRM3_SAIMSA Games	Daily Allowance	0	0	0
O1333-1/IE00677/F2496/X051/R0841/001/COR:HR	EC126_HRM3_SAIMSA Games	Catering Services	0	0	0
O1333-1/IE00703/F2496/X051/R0841/001/COR:HR	EC126_HRM3_SAIMSA Games	Transport Services	0	0	0

O1333-1/IE00810/F2496/X051/R0841/001/COR:HR	EC126_HRM3_SAIMSA Games	Professional and Regulatory Bodies	0	0	0
			1,501,364	**1,501,364**	**1,501,364**
Totals for Municipal Standard Cl : COR:HR			**9,062,127**	**9,356,881**	**9,678,640**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:ICT					
O0001/IE00036/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Basic Salary and Wages	1,115,551	1,162,404	1,213,550
O0001/IE00040/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Bargaining Council	370	386	403
O0001/IE00043/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Medical	66,676	69,477	72,534
O0001/IE01521/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost/	Housing Benefits	12,026	12,531	13,082
O0001/IE00044/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Pension	196,058	204,292	213,281
O0001/IE00045/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Unemployment Insurance	5,563	5,796	6,051
O0001/IE00121/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00144/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost/	Own Transport	1,992	2,075	2,167
O0001/IE00061/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost/	Daily Allowance	1,992	2,075	2,167
O0001/IE01526/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Bonus	24,913	25,959	27,101
O0001/IE01530/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Leave Pay	24,755	25,794	26,929
O0001/IE00595/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Skills Development Fund	8,550	8,909	9,301
O0001/IE00126/F0041/X052/R0841/001/MMO:ICT	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
			1,570,562	**1,636,526**	**1,708,533**
O0001/IE012465/F2496/X052/R0842/001/MMO:ICT	Municipal Running Cost	Printing Services	51,562	51,562	51,562

O0001/IE00059/F2496/X052/R0842/001/MMO:ICT	Municipal Running Cost	National	0	0	0
O0001/IE00539/F2496/X052/R0842/001/MMO:ICT	Municipal Running Cost	Furniture and Office Equipment	620,000	620,000	620,000
O0001/IE00769/F2496/X052/R0842/001/MMO:ICT	Municipal Running Cost	Cellular Contract (Subsc	700,000	700,000	700,000
O0001/IE00778/F2496/X052/R0842/001/MMO:ICT	Municipal Running Cost	Telephone, Fax, Telegrap	822,131	822,131	822,131
O0001/IE00792/F2496/X052/R0842/001/MMO:ICT	Municipal Running Cost	Software Licences	1,013,977	1,013,977	1,013,977
O1232-2/IE01583/F2496/X052/R0842/001/MMO:ICT	EC126_Workshops, Seminar	Road Transport	501	501	501
			3,208,171	**3,208,171**	**3,208,171**
O1540-1/IE00650/F2496/X052/R0842/001/MMO:ICT	EC126_ICT1_Maintanance I	Maintenance of Equipment			
			0	**0**	**0**
C0003-1/IA06193/F0002/X047/R0842/001/MMO:ICT	ec126_CAP IT 1_Computer Equipment	Acquisitions	200,000	200,000	200,000
C0026-1/IA00052/F0002/X047/R0842/001/MMO:ICT	EC126_CAP IT 2_IT infrastructure	Acquisitions/Backup offsite			
C0004-13/IA01952/F0002/X052/R0842/001/COR:ADMN	CAP ICT Equipment	Equipment			
C0027-1/IA00052/F0002/X047/R0842/001/MMO:ICT	EC126_CAP IT 2_IT infrastructure	Acquisitions/new server and storage			
C0086-2/IA05101/F0002/X047/R0842/001/MMO:ICT	EC126_CAP IT 3_Software	Acquisitions			
			200,000	**200,000**	**200,000**
Totals for Municipal Standard Cl : MMO:ICT			**4,978,733**	**5,044,697**	**5,116,704**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					

Account	Description				
Municipal Standard Cl : FIN:ASSE					
O0001/IE00036/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Basic Salary and Wages	739,200	770,247	804,137
O0001/IE00040/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Bargaining Council	370	386	403
O0001/IE00043/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Medical	39,805	41,477	43,302
O0001/IE00044/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Pension	98,761	102,909	107,437
O0001/IE01526/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Bonus	84,822	88,384	92,273
O0001/IE01530/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Leave Pay	14,964	15,592	16,278
O0001/IE00045/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Unemployment Insurance	5,518	5,749	6,002
O0001/IE00595/F0041/X047/R0841/001/FIN:ASSE	Municipal Running Cost	Skills Development Fund	5,800	6,043	6,309
			989,240	**1,030,788**	**1,076,142**
O0001/IE00801/F2494/X049/R0842/001/FIN:ASSE	Municipal Running Cost	Excess Payments	59,483	59,483	59,483
O1232-2/IE01581/F2494/X049/R0842/001/FIN:ASSE	Workshops, Seminar	Air Transport	19,786	19,786	19,786
O0001/IE00805/F0040/X049/R0842/001/FIN:ASSE	Municipal Running Cost	Premiums	790,683	790,683	790,683
O0001/IE00848/F0047/X049/R0842/001/FIN:ASSE	Municipal Running Cost	Valuer and Assessors	0	0	0
			869,952	**869,952**	**869,952**
O1232-2/IE00061/F0044/X049/R0842/001/FIN:ASSE	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	0	0	0
O1232-2/IE01583/F0044/X049/R0842/001/FIN:ASSE	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	0	0	0
			0	0	0
C0004-1/IA06253/F2494/X049/R0842/001/FIN:ASSE	EC126_CAPAST01_Scanners and barcodes	assets	0	0	0

			0	0	0
Totals for Municipal Standard Cl : FIN:ASSE			**1,859,192**	**1,900,740**	**1,946,094**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : FIN:BTO					
O0001/IE00036/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Basic Salary and Wages	2,891,522	3,012,966	3,145,536
O0001/IE00040/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Bargaining Council	741	772	806
O0001/IE00043/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Medical	221,357	230,654	240,802
O0001/IE01533/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost/	Long Service Award	16,313	16,998	17,746
O0001/IE00044/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Pension	387,005	403,260	421,003
O0001/IE01526/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Bonus	258,921	269,795	281,666
O0001/IE01530/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Leave Pay	145,647	151,765	158,442
O0001/IE01533/F0041/X058/R0841/001/FIN:BTO	Municipal Running Cost	Long Service Award	0	0	0
O0001/IE00045/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Unemployment Insurance	11,125	11,593	12,103
O0001/IE00121/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Cellular and Telephone	50,094	52,198	54,495
O0001/IE00126/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Travel or Motor Vehicle	286,257	298,280	311,404
O0001/IE00061/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost/	Daily Allowance	14,882	15,507	16,189
O0001/IE00144/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost/	Own Transport	16,925	17,636	18,412
O0001/IE00595/F0041/X049/R0841/001/FIN:BTO	Municipal Running Cost	Skills Development Fund	23,642	24,635	25,719
			4,324,432	**4,506,058**	**4,704,325**
O0001/IE00735/F0041/X048/R0842/001/FIN:BTO	Municipal Running Cost	Overdue Accounts	0	0	0
O0001/IE00759/F2494/X049/R0842/001/FIN:BTO	Municipal Running Cost	Bank Accounts	65,751	65,751	65,751

O0001/IE00759/F0041/X048/R0359/001/FIN:BTO	Municipal Running Cost	Bank Accounts	0	0	0
O0001/IE00576/F1177/X049/R0841/001/FIN:BTO	Municipal Running Cost	Learnerships and Internships	453,700	453,700	453,700
O1232-2/IE00061/F1177/X049/R0841/001/FIN:BTO	EC126_Workshops,	Daily Allowance	5,000	5,000	5,000
O0001/IE00144/F1177/X049/R0841/001/FIN:BTO	Municipal Running Cost/	Own Transport(Diciplinary board)	50,000	50,000	50,000
O1232-2/IE00060/F1177/X049/R0841/001/FIN:BTO	EC126_Workshops	Accommodation	98,300	98,300	98,300
O1232-2/IE00142/F1177/X049/R0841/001/FIN:BTO	EC126_Workshops,	Other Transport Provide	52,673	52,673	52,673
			725,424	**725,424**	**725,424**
O0001/IE00835/F1177/X049/R0841/001/FIN:BTO	Municipal Running Cost	Business and Financial Management(Mscoa)	540,327	540,327	540,327
O0001/IE00843/F1177/X049/R0842/001/FIN:BTO	Municipal Running Cost/	Organisational (DC)	150,000	150,000	150,000
O0001/IE00019/F1177/X049/R0841/001/FIN:BTO	Municipal Running Cost	Human Resources	350,000	350,000	350,000
O0001/IE00830/F1177/X049/R0841/001/FIN:BTO	Municipal Running Cost	Accounting and Auditing	1,200,000	1,200,000	1,200,000
			2,240,327	**2,240,327**	**2,240,327**
C0004-5/IA06253/F1177/X047/R0842/001/FIN:BTO	EC126_CAP BTO 1_Furn & Equip	Acquisitions	100,000	100,000	100,000
C0004-15/IA01952/F0002/X058/R0841/001/FIN:BTO	EC 126 CAP BTO 1	Storage /SCM & EXP			
			100,000	**100,000**	**100,000**
Totals for Municipal Standard CI : FIN:BTO			**7,390,183**	**7,571,809**	**7,770,076**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Account	Description				
Municipal Standard CI : FIN:CFO					

O0001/IE06059/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Basic Salary	181,522	189,146	197,468
O0001/IE06063/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Bargaining Council	123	129	134
O0001/IE06071/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Unemployment Insurance	1,854	1,932	2,017
O0001/IE06766/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Cellular and Telephone	33,902	35,326	36,880
O0001/IE06772/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Travel or Motor Vehicle	204,221	212,798	222,161
O0001/IE06782/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	leave pay	0	0	0
O0001/IE06067/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	medical	118,447	123,421	128,852
O0001/IE00144/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost/O	Own Transport	15,706	16,366	17,086
O0001/IE06069/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Pension	0	0	0
O0001/IE06061/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Bonus	97,723	101,828	106,308
O0001/IE00595/F0041/X049/R0841/001/FIN:CFO	Municipal Running Cost	Skills Development Fund	10,071	10,494	10,956
			663,569	**691,439**	**721,862**
O0001/IE00810/F2494/X049/R0841/001/FIN:CFO	Municipal Running Cost	Professional and Regulatory Bodies	46,947	46,947	46,947
O0001/IE00753/F2494/X049/R0841/001/FIN:CFO	Municipal Running Cost	Customer	0	0	0
			46,947	**46,947**	**46,947**
O0001/IE00015/F0041/X049/R0842/001/FIN:CFO	Municipal Running Cost	Accounting and Auditing	1,358,002	1,358,002	1,358,002
O0001/IE00830/F2494/X049/R0841/001/FIN:CFO	Municipal Running Cost	Accounting and Auditing	3,884,160	3,884,160	3,884,160
O0001/IE00015/F0046/X049/R0842/001/FIN:CFO	Municipal Running Cost	Accounting and Auditing	2,600,000	2,600,000	2,600,000
O0001/IE00677/F2494/X049/R0841/001/FIN:CFO	Municipal Running Cost	Catering Services	3,778	3,778	3,778
O1232-2/IE00060/F2494/X049/R0841/001/FIN:CFO	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	300,653	300,653	300,653
O0001/IE00735/F0041/X049/R0842/001/FIN:CFO	Municipal Running Cost/	Overdue Accounts/	0	0	0

O0001/IE00583/F2494/X049/R0842/001/FIN:ASSE	Municipal Running Cost	Printing, Publications and Books	10,273	10,273	10,273
O1232-2/IE01581/F2494/X049/R0842/001/FIN:CFO	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	59,435	59,435	59,435
O1232-2/IE01583/F2495/X049/R0842/001/FIN:CFO	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	80,336	80,336	80,336
O1278-1/IE00576/F1169/X049/R0842/001/FIN:CFO	EC126_CFO08_ EPWP : Roads and Stormwater	Learnerships and Internships	3,320,000	0	0
			11,616,637	**8,296,637**	**8,296,637**
O0001/IE00516/F2494/X049/R0842/001/FIN:CFO	Municipal Running Cost	Bad Debts Written Off	4,993,331	4,993,331	2,616,277
			4,993,331	**4,993,331**	**2,616,277**
O0001/IE00030/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Computer Software and Applications	289,401	289,401	289,401
O0001/IE07627/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Community Assets	2,125,533	2,125,533	2,125,533
O0001/IE00709/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Computer Equipment	312,553	312,553	312,553
O0001/IE00715/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Electrical Infrastructure	1,529,732	1,529,732	1,529,732
O0001/IE00711/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Furniture and Office Equipment	115,761	115,761	115,761
O0001/IE07539/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Other Assets	7,344,095	7,344,095	4,369,460
O0001/IE07587/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Roads Infrastructure	990,214	990,214	990,214
O0001/IE07618/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Solid Waste Infrastructure	231,521	231,521	231,521
O0001/IE07592/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Storm water Infrastructure	578,803	578,803	578,803
O0001/IE00723/F0001/X049/R0842/001/FIN:CFO	Municipal Running Cost	Transport Assets	1,736,408	1,736,408	1,736,408
			15,254,021	**15,254,021**	**12,279,386**
O0001/IE00731/F2494/X049/R0840/001/FIN:CFO	Municipal Running Cost	Finance Leases			

			32,574,505	**29,282,375**	**23,961,109**
Totals for Municipal Standard CI : FIN:CFO					
Municipal Standard CI : FIN:EXPE					
O0001/IE00036/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Basic Salary and Wages	993,258	1,034,975	1,080,514
O0001/IE00040/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Bargaining Council	370	386	403
O0001/IE00043/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Medical	58,744	61,211	63,905
O0001/IE00044/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Pension	118,989	123,987	129,442
O0001/IE00045/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Unemployment Insurance	5,422	5,649	5,898
O0001/IE00061/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost/	Daily Allowance	3,098	3,228	3,370
O0001/IE01533/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost/	Long Service Award	11,949	12,450	12,998
O0001/IE00121/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Cellular and Telephone	2,790	2,907	3,035
O0001/IE00126/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Travel or Motor Vehicle	15,940	16,610	17,341
O0001/IE00595/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Skills Development Fund	5,059	5,272	5,504
O0001/IE01526/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Bonus	19,332	20,144	21,031
O0001/IE01530/F0041/X049/R0841/001/FIN:EXPE	Municipal Running Cost	Leave Pay	18,649	19,432	20,287
			0	0	0
Totals for Municipal Standard CI : FIN:EXPE			**1,253,601**	**1,306,252**	**1,363,727**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard CI : FIN:REV					
D0001/IR00992/F0930/X132/R0842/001/FIN:REV	Default Transactions	Refuse Removal	-1,521,337	-1,585,233	-1,654,983

			-1,521,337	-1,585,233	-1,654,983
D0001/IR01043/F2496/X049/R0842/001/FIN:REV	Default Transactions	Agricultural Purposes	0	0	0
D0001/IR01043/F2494/X049/R0842/001/FIN:REV	Default Transactions	Agricultural Purposes	-1,941,937	-2,023,498	-2,112,532
D0001/IR01049/F2496/X049/R0842/001/FIN:REV	Default Transactions	Residential Developed & Vacant	0	0	0
D0001/IR01049/F2494/X049/R0842/001/FIN:REV	Default Transactions	Developed	-5,220,518	-5,439,780	-5,679,130
D0001/IR01482/F2496/X049/R0842/001/FIN:REV	Default Transactions	Business and Commercial Properties	-1,989,772	-2,073,343	-2,164,570
D0001/IR01489/F2496/X049/R0842/001/FIN:REV	Default Transactions	Other Categories	0	0	0
D0001/IR01493/F2494/X049/R0842/001/FIN:REV	Default Transactions	Public Service Infrastructure Properties	-1,371	-1,429	-1,492
D0001/IR01496/F2496/X049/R0842/001/FIN:REV	Default Transactions	State-owned Properties	-33,198,247	-31,900,670	-30,688,948
D0001/IR01481/F2496/X049/R0842/001/FIN:REV	Rebate or Exemption	Agricultural ect Property - Rebates	0	0	0
O3617/IR01049/F2494/X049/R0842/001/FIN:REV	Indigent Owners	Developed	0	0	0
O3602/IR01481/F2494/X049/R0842/001/FIN:REV	Default Transactions	Bona Fide Farmers Rebate/Agricultural Property/Current and Non-current /Finance/Whole of the Municipalit/Default/FINANCE : REVENUE	1,358,252	1,415,299	1,477,572
O3617/IR01049/F2494/X049/R0842/001/FIN:REV	Default Transactions	Indigent Owners/Developed/Current and Non-current /Finance/Whole of the Municipalit/Default/FINANCE : REVENUE	0	0	0
D0001/IR01143/F2495/X049/R0842/001/FIN:REV	Default Transactions	Interest, Dividend and Rent on Land [Revenue - Non	-5,463,328	-5,692,788	-5,943,270
D0001/IR01059/F2494/X049/R0842/001/FIN:REV	Default Transactions	Bank Accounts	-4,724,397	-4,922,822	-5,139,426
D0001/IR01050/F2496/X049/R0842/001/FIN:REV	Default Transactions/	Vacant Land	-328,359	-342,150	-357,205
D0001/IR01420/F0047/X047/R0842/001/FIN:REV	Default Transactions	/Insurance Refund	-52,762	-54,979	-57,398

D0001/IR01487/F2496/X049/R0842/001/FIN:REV	Default Transactions/	Municipal Properties/Levies	-52	-54	-57
D0001/IR01493/F2496/X049/R0842/001/FIN:REV	Default Transactions	/Public Service Infrastru	-53	-55	-58
D0001/IR01102/F0046/X049/R0842/001/FIN:REV	Default Transactions	Straight-lined Operating	-498,331	-519,261	-542,109
O3604/IR01493/F2494/X049/R0842/001/FIN:REV	Discretionary	Discretionary/Public Service Infrastru	0	0	0
O3617/IR01481/F2496/X049/R0842/001/FIN:REV	Agricultural Property	Property/Levies/Finance	0	0	0
D0001/IR01257/F0046/X006/R0842/001/FIN:REV	Default Transactions	Community Assets	-246,630	-256,988	-268,295
D0001/IR01113/F0047/X058/R0842/001/FIN:REV	Default Transactions	Tender Documents	-166,807	-173,813	-181,461
D0001/IR01426/F0047/X094/R0842/001/FIN:REV	Default Transactions	Advertisements	-32,100	-33,448	-34,920
D0001/IR01466/F2496/X059/R0841/001/FIN:REV	Default Transactions	Valuation Services	-109	-114	-119
D0001/IR01428/F0047/X101/R0842/001/FIN:REV	Default Transactions	Application Fees for Land Usage	-46,788	-48,753	-50,899
D0001/IR01433/F0047/X004/R0842/001/FIN:REV	Default Transactions	Cemetery and Burial	-1,536	-1,600	-1,671
D0001/IR01457/F0047/X046/R0842/001/FIN:REV	Default Transactions	Photocopies and Faxes	-100,382	-104,598	-109,200
D0001/IR01443/F0047/X142/R0842/001/FIN:REV	Default Transactions	Entrance Fees	-63,987	-66,674	-69,608
			-52,719,215	**-52,241,518**	**-51,924,793**
D0001/IR00977/F0040/X047/R0842/001/FIN:REV	Default Transactions	Gains	-4,264,345	-3,627,561	-3,787,174
D0001/IZ00106/F0040/X047/R0842/001/FIN:REV	Default Transactions	Gains	0	0	0
			-4,264,345	**-3,627,561**	**-3,787,174**
D0001/IR01666/F0786/X049/R0842/001/FIN:REV	Default Transactions	Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	0	-10,000,000	-10,000,000
D0001/IR01666/F0786/X049/R0842/001/FIN:REV	Default Transactions	Roll Over INEP			

D0001/IR01671/F1182/X049/R0842/001/FIN:REV	Default Transactions	Municipal Infrastructure	-22,399,100	-23,938,100	-24,857,700
D0001/IR01671/F1182/X049/R0842/001/FIN:REV	Default Transactions	Roll Over MIG			
			-22,399,100	**-33,938,100**	**-34,857,700**
D0001/IR03195/F2766/X046/R0842/001/FIN:REV	Default Transactions	Local Government SETA	-191,436	-199,476	-208,253
D0001/IR02321/F1180/X019/R0841/001/COM:TRAF	Default Transactions	Municipal Disaster relief grant			
D0001/IR03133/F2690/X049/R0842/001/FIN:REV	Default Transactions	SETA EDUC			
D0001/IR006883/F13560/X024/R0842/001/FIN:REV	Default Transactions	Library Service	-500,000	-500,000	-500,000
D0001/IR02310/F1169/X049/R0842/001/FIN:REV	Default Transactions	Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	-3,320,000	0	0
D0001/IR02318/F1177/X049/R0842/001/FIN:REV	Default Transactions	Local Government Financial Management Grant [Schedule 5B]	-3,000,000	-3,100,000	-3,100,000
D0001/IR02323/F0791/X049/R0842/001/FIN:REV	Default Transactions	Municipal Infrastructure	-1,178,900	-1,259,900	-1,308,300
D0001/IR02344/F2494/X049/R0842/001/FIN:REV	Default Transactions	Equitable Share	-90,290,000	-93,872,000	-91,052,000
			-98,480,336	**-98,931,376**	**-96,168,553**
O0001/IE00036/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Basic Salary and Wages	2,071,090	2,158,076	2,253,031
O0001/IE00040/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Bargaining Council	843	879	918
O0001/IE00043/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Medical	185,383	193,169	201,668

O0001/IE00044/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Pension	371,782	387,397	404,442
O0001/IE00144/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost/	Own Transport	46,329	48,275	50,399
O0001/IE00045/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Unemployment Insurance	12,980	13,525	14,120
O0001/IE00121/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00061/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost/	Daily Allowance	2,546	2,652	2,769
O0001/IE00126/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE01526/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Bonus	219,713	228,941	239,014
O0001/IE01530/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Leave Pay	90,215	94,004	98,140
O0001/IE00595/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Skills Development Fund	18,821	19,611	20,474
O0001/IE01533/F0041/X049/R0841/001/FIN:REV	Municipal Running Cost	Long Service Award	46,792	48,757	50,902
			3,178,610	**3,312,111**	**3,457,844**
O0001/IE00573/F0041/X032/R0842/001/FIN:REV	Municipal Running Cost	Indigent Relief	3,206,753	3,206,753	3,206,753
O0001/IE00573/F0041/X132/R0842/001/FIN:REV	Municipal Running Cost	Indigent Relief	346,495	346,495	346,495
			3,553,248	**3,553,248**	**3,553,248**
O1232-2/IE01583/F2494/X049/R0842/001/FIN:REV	EC126_Workshops, Seminars and Subject Matter Training	Road Transport			
			0	**0**	**0**
Totals for Municipal Standard Cl : FIN:REV			**6,731,858**	**6,865,359**	**7,011,092**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : FIN:SCM					
O0001/IE00036/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Basic Salary and Wages	1,300,442	1,355,060	1,414,683

O0001/IE00040/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Bargaining Council	494	514	537
O0001/IE00043/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Medical	69,736	72,665	75,862
O0001/IE00144/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Own Transport	0	0	0
O0001/IE00044/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Pension	224,837	234,280	244,588
O0001/IE00045/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Unemployment Insurance	7,417	7,728	8,069
O0001/IE00121/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE00595/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Skills Development Fund	10,076	10,499	10,961
O0001/IE00061/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost/	Daily Allowance	0	0	0
O0001/IE01521/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Housing Benefits	0	0	0
O0001/IE01526/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Bonus	124,685	129,921	135,638
O0001/IE01530/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Leave Pay	28,389	29,581	30,882
O0001/IE01533/F0041/X058/R0841/001/FIN:SCM	Municipal Running Cost	Long Service Award	0	0	0
Totals for Municipal Standard Cl : FIN:SCM			**1,878,192**	**1,957,076**	**2,043,187**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:AUDT					
O0001/IE00036/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Basic Salary and Wages	1,169,739	1,218,868	1,272,498
O0001/IE00040/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Bargaining Council	162	169	176
O0001/IE00043/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Medical	56,011	58,363	60,931
O0001/IE00044/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Pension	76,388	79,596	83,099
O0001/IE00045/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Unemployment Insurance	2,472	2,576	2,690

O0001/IE00121/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE01521/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Housing Benefits	13,916	14,500	15,138
O0001/IE01526/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Bonus	70,730	73,700	76,943
O0001/IE00061/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost/	Daily Allowance	2,434	2,537	2,648
O0001/IE00144/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost/	Own Transport	8,981	9,358	9,770
O0001/IE01530/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Leave Pay	27,118	28,257	29,500
O0001/IE01533/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Long Service Award	0	0	0
O0001/IE00595/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Skills Development Fund	3,816	3,976	4,151
O0001/IE00126/F0041/X081/R0841/001/MMO:AUDT	Municipal Running Cost	Travel or Motor Vehicle	161,363	168,140	175,539
			1,609,828	**1,677,441**	**1,751,248**
O0001/IE00584/F2496/X081/R0842/001/MMO:AUDT	Municipal Running Cost	Professional Bodies, Membership and Subscription	20,242	20,242	20,242
O0001/IE00059/F2496/X081/R0842/001/MMO:AUDT	Municipal Running Cost	National	16,000	16,000	16,000
O0001/IE00806/F2496/X081/R0842/001/MMO:AUDT	Municipal Running Cost	Risk Management Programs	5,606	5,606	5,606
O0001/IE00792/F2496/X081/R0842/001/MMO:AUDT	Municipal Running Cost	Software Licences	114,298	114,298	114,298
			156,146	**156,146**	**156,146**
O0001/IE00677/F2496/X081/R0842/001/MMO:AUDT	Municipal Running Cost	Catering Services	2,973	2,973	2,973
O0001/IE00685/F2496/X081/R0842/001/MMO:AUDT	Municipal Running Cost	Internal Auditors	0	0	0
O0001/IE00833/F2496/X081/R0842/001/MMO:AUDT	Municipal Running Cost	Audit Committee	278,584	278,584	278,584
O1232-2/IE00060/F2496/X081/R0842/001/MMO:AUDT	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	5,813	5,813	5,813
			287,371	**287,371**	**287,371**
Totals for Municipal Standard Cl : MMO:AUDT			**2,053,345**	**2,120,958**	**2,194,765**

Sage Evolution (Registered to Nqgushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:COMM					
O0001/IE00036/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Basic Salary and Wages	938,888	978,322	1,021,368
O0001/IE00040/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Bargaining Council	247	257	269
O0001/IE00043/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Medical	59,248	61,736	64,453
O0001/IE00044/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Pension	156,974	163,567	170,764
O0001/IE00045/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Unemployment Insurance	3,708	3,864	4,034
O0001/IE00121/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE01521/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Housing Benefits	12,026	12,531	13,082
O0001/IE01526/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Bonus	145,346	151,451	158,115
O0001/IE01530/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Leave Pay	19,820	20,652	21,561
O0001/IE00595/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Skills Development Fund	7,816	8,144	8,503
O0001/IE00126/F0041/X054/R0841/001/MMO:COMM	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
			1,456,191	**1,517,351**	**1,584,114**
O0001/IE00628/F2496/X054/R0842/001/MMO:COMM	Municipal Running Cost	Audio-visual Services	24,129	24,129	24,129
O0001/IE00751/F2496/X054/R0842/001/MMO:COMM	Municipal Running Cost	Corporate and Municipal Activities	396,350	396,350	396,350
O0001/IE00756/F2496/X054/R0842/001/MMO:COMM	Municipal Running Cost	Signs	90,471	90,471	90,471
			510,950	**510,950**	**510,950**
O0029-1/IE00651/F2496/X054/R0842/001/MMO:COMM	EC126_MMOComm05_Website Development(Web Hosting, Maintanance Support)	Maintenance of Unspecified Assets	62,784	62,784	62,784

O1232-2/IE00061/F2496/X054/R0842/001/MMO:COMM	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	0	0	0
O1232-2/IE00144/F2496/X054/R0842/001/MMO:COMM	EC126_Workshops, Seminars and Subject Matter Training	Own Transport	0	0	0
O1239-1/IE00755/F2496/X054/R0842/001/MMO:COMM	EC126_MMOComm03_Newsletter : Municipal Manager : Communication	Municipal Newsletters	26,225	26,225	26,225
O1345-1/IE00677/F2496/X054/R0842/001/MMO:COMM	EC126_MMOComm01_Metings and Workshops (IGR and LCF)	Catering Services	2,585	2,585	2,585
			91,594	**91,594**	**91,594**
C0004-12/IA06253/F0002/X045/R0842/001/MMO:COMM	Equipment				
			0	**0**	**0**
	F0002				
Totals for Municipal Standard Cl : MMO:COMM			**2,058,735**	**2,119,895**	**2,186,658**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:CONC					
O0001/IE00036/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Basic Salary and Wages	4,545,745	4,736,666	4,945,079
O0001/IE00040/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Bargaining Council	987	1,029	1,074
O0001/IE00043/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Medical	100,587	104,811	109,423
O0001/IE00044/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Pension	121,497	126,600	132,171
O0001/IE00045/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Unemployment Insurance	14,834	15,457	16,137
O0001/IE07231/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost/	Cell phone Allowance/	832,195	867,147	905,302
O0001/IE07238/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost/	Travelling Allowance	690,210	719,199	750,843
O0001/IE00595/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Skills Development Fund	24,775	25,815	26,951

O0001/IE00144/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost/	Own Transport	7,754	8,080	8,435
O0001/IE01526/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Bonus	32,336	33,694	35,177
O0001/IE01530/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost	Leave Pay	163,326	170,185	177,673
O0001/IE00061/F0041/X045/R0841/001/MMO:CONC	Municipal Running Cost/	Daily Allowance	1,662	1,732	1,808
			6,535,908	**6,810,415**	**7,110,074**
			6,535,908	**6,810,415**	**7,110,074**
Account	Description				
Municipal Standard Cl : CON:GEN					
O0001/IE07230/F0041/X044/R0841/001/MMO:CONC	Municipal Running Cost	Basic Salary	5,347,060	5,571,636	5,816,788
O0001/IE00595/F2496/X044/R0842/001/CON:GEN	Municipal Running Cost	Skills Development Fund	0	0	0
O0001/IE00595/F0041/X044/R0841/001/MMO:CONC	Municipal Running Cost	Skills Development Fund	58,782	61,251	63,946
O0001/IE07231/F0041/X044/R0841/001/MMO:CONC	Municipal Running Cost	Cell phone Allowance	0	0	0
O0001/IE00595/F2496/X132/R0842/001/CON:GEN	Municipal Running Cost/Skills Development Fund	Skills Development Fund	15,603	16,258	16,973
O0001/IE07238/F0041/X044/R0841/001/MMO:CONC	Municipal Running Cost	Travelling Allowance	0	0	0
O0001/IE07240/F0041/X044/R0841/001/MMO:CONC	Municipal Running Cost	Medial Aid Benefits	40,251	41,941	43,787
O0001/IE00586/F2496/X132/R0842/001/CON:GEN	Municipal Running Cost	Remuneration to Ward Committees	1,653,820	1,723,280	1,799,105
O0001/IE07241/F0041/X044/R0841/001/MMO:CONC	Municipal Running Cost	Pension Fund Contributio	80,929	84,328	88,038
Totals for Municipal Standard Cl : MMO:CONC			**7,196,444**	**7,498,695**	**7,828,638**
O0001/IE00059/F0041/X132/R0842/001/CON:GEN	Municipal Running Cost	National	47,632	47,632	47,632
O0001/IE00677/F0041/X132/R0842/001/CON:GEN	Municipal Running Cost	Catering Services	76,435	76,435	76,435

O0001/IE00677/F2496/X132/R0842/001/CON:GEN	Municipal Running Cost	Catering Services	4,632	4,632	4,632
O0001/IE00703/F2496/X132/R0842/001/CON:GEN	Municipal Running Cost	Transport Services	200,000	200,000	200,000
O0001/IE00810/F2496/X132/R0842/001/CON:GEN	Municipal Running Cost	Professional and Regulatory Bodies	741,621	741,621	741,621
O0001/IE03752/F0041/X132/R0842/001/CON:GEN	Municipal Running Cost	Bursaries (Non-Employee)	54,967	54,967	54,967
			0	0	0
			1,125,287	**1,125,287**	**1,125,287**
O1223-1/IE00836/F2496/X132/R0842/001/CON:GEN	EC126_CG7_Training of Councillors & Traditional Leaders	Commissions and Committees	202,451	202,451	202,451
O1230-1/IE00636/F2496/X132/R0842/001/CON:GEN	EC126_CG6_Team Building (Year-end Function)	Event Promoters	0	0	0
O1232-2/IE00060/F0041/X132/R0842/001/CON:GEN	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	205,832	205,832	205,832
O1232-2/IE00061/F0041/X132/R0842/001/CON:GEN	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	1,370	1,370	1,370
O1232-2/IE01581/F0041/X132/R0842/001/CON:GEN	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	63,709	63,709	63,709
O1232-2/IE01583/F2496/X132/R0842/001/CON:GEN	EC126_Workshops, Seminar	Road Transport	1,672	1,672	1,672
O1232-2/IE01583/F0041/X132/R0842/001/CON:GEN	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	73,387	73,387	73,387
O1238-1/IE00677/F2496/X132/R0842/001/CON:GEN	EC126_CG1_Mayoral Imbizo	Catering Services	20,611	20,611	20,611
O1238-1/IE00703/F2496/X132/R0842/001/CON:GEN	EC126_CG1_Mayoral Imbizo	Transport Services	60,000	60,000	60,000
O1238-1/IE00754/F0041/X132/R0842/001/CON:GEN	EC126_CG1_Mayoral Imbizo	Gifts and Promotional Items	4,920	4,920	4,920
O1238-2/IE00657/F2496/X132/R0842/001/CON:GEN	EC126_CG3_War Room Meetings	Plants, Flowers and Other Decorations	0	0	0

O1238-3/IE00677/F2496/X132/R0842/001/CON:GEN	EC126_CG4_MPAC Road Show	Catering Services	61,000	61,000	61,000
O1238-3/IE00703/F2496/X132/R0842/001/CON:GEN	EC126_CG4_MPAC Road Show	Transport Services	58,408	58,408	58,408
O0001/IE00583/F0041/X044/R0842/001/CON:GEN	STATIONERY		34,967	34,967	34,967
O1240-1/IE00677/F0041/X044/R0842/001/CON:GEN	WOMANC CAUCUS	Catering Services	26,382	26,382	26,382
O1240-1/IE00671/F0041/X044/R0842/001/CON:GEN	WOMANC CAUCUS	Transport Services	0	0	0
O1240-1/IE00754/F0041/X044/R0842/001/CON:GEN	WOMANC CAUCUS	Gifts and Promotional Items	0	0	0
O0006-1/IE00677/F0041/X044/R0842/001/CON:GEN	PETITIONS COMMITTEE	Catering Services	50,000	50,000	50,000
O0006-1/IE00703/F0041/X044/R0842/001/CON:GEN	PETITIONS COMMITTEE	Transport Services	0	0	0
O1240-2/IE00677/F0041/X044/R0842/001/CON:GEN	MORAL REGENERATION MOVEMENT	Catering Services	10,000	10,000	10,000
O1240-2/IE00703/F0041/X044/R0842/001/CON:GEN	MORAL REGENERATION MOVEMENT	Transport Services	0	0	0
O1243-1/IE00703/F0041/X044/R0842/001/CON:GEN	LOCAL INITIATION FORUM	Catering Services	0	0	0
O1243-1/IE00677/F0041/X044/R0842/001/CON:GEN	LOCAL INITIATION FORUM	Transport Services	20,000	20,000	20,000
O1293-1/IE00754/F2496/X132/R0842/001/CON:GEN	EC126_CG5_Service Delivery Program	Gifts and Promotional Items	50,000	50,000	50,000
			944,709	**944,709**	**944,709**
Totals for Municipal Standard Cl : CON:GEN			**9,266,440**	**9,568,691**	**9,898,634**
Sage Evolution (Registered to Nggushwa Local Municipality)					

Municipal Standard Cl : MMO:EXCO					
O0001/IE07206/F0041/X044/R0841/001/MMO:EXCO	Municipal Running Cost	Basic Salary	920,164	958,811	1,000,999
O0001/IE00061/F0041/X044/R0841/001/MMO:EXCO	Municipal Running Cost/	Daily Allowance	29,555	30,797	32,152
O0001/IE07214/F0041/X044/R0841/001/MMO:EXCO	Municipal Running Cost/	Travelling Allowance	322,057	335,584	350,349
O0001/IE07207/F0041/X044/R0841/001/MMO:EXCO	Municipal Running Cost	Cell phone Allowance	184,526	192,277	200,737
O0001/IE00595/F0041/X044/R0841/001/MMO:EXCO	Municipal Running Cost	Skills Development Fund	11,238	11,710	12,225
Totals for Municipal Standard Cl : MMO:EXCO			**1,467,541**	**1,529,178**	**1,596,462**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:MAYR					
O0001/IE07218/F0041/X044/R0841/001/MMO:MAYR	Municipal Running Cost	Basic Salary	1,022,965	1,065,929	1,112,830
O0001/IE07219/F0041/X044/R0841/001/MMO:MAYR	Municipal Running Cost	Cell phone Allowance	46,132	48,069	50,184
O0001/IE00595/F0041/X044/R0841/001/MMO:MAYR	Municipal Running Cost	Skills Development Fund	2,428	2,530	2,642
O0001/IE07226/F0041/X044/R0841/001/MMO:MAYR	Municipal Running Cost	Travelling Allowance	0	0	0
O0001/IE07228/F0041/X044/R0841/001/MMO:MAYR	Municipal Running Cost	Medial Aid Benefits	0	0	0
O0001/IE07229/F0041/X044/R0841/001/MMO:MAYR	Municipal Running Cost	Pension Fund Contributio	0	0	0
Totals for Municipal Standard Cl : MMO:MAYR			**1,071,525**	**1,116,529**	**1,165,656**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:MMO					

O0001/IE00128/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Basic Salary	893,258	930,774	971,728
O0001/IE00036/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Basic Salary and Wages	351,029	365,772	381,866
O0001/IE00130/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Bonuses	147,017	153,192	159,932
O0001/IE00132/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Bargaining Council	123	129	134
O0001/IE00040/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Bargaining Council	123	129	134
O0001/IE00121/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Cellular and Telephone	0	0	0
O0001/IE01564/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/T	ravel or Motor Vehicle	283,012	294,899	307,874
O0001/IE01526/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Bonus/	58,505	60,962	63,644
O0001/IE00136/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Medical	56,823	59,209	61,815
O0001/IE00043/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Medical/	42,244	44,018	45,955
O0001/IE00138/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Pension	132,642	138,213	144,295
O0001/IE00044/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Pension	63,185	65,839	68,736
O0001/IE01533/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Long Service Award	27,489	28,643	29,904
O0001/IE00144/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Own Transport	0	0	0
O0001/IE01573/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Leave Pay	0	0	0
O0001/IE00595/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Skills Development Fund	14,107	14,699	15,346
O0001/IE00061/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	/Daily Allowance	831	866	904
O0001/IE00045/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost/	Unemployment Insurance	1,854	1,932	2,017
O0001/IE00140/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Unemployment Insurance	1,854	1,932	2,017
O0001/IE01530/F0041/X045/R0841/001/MMO:MMO	Municipal Running Cost	Leave pay	8,312	8,661	9,042
			2,082,409	**2,169,870**	**2,265,345**
O0001/IE00008/F2496/X045/R0842/001/MMO:MMO	Municipal Running Cost	Legal Advice and Litigation	2,087,675	2,087,675	2,087,675

O0001/IE00059/F2496/X045/R0842/001/MMO:MMO	Municipal Running Cost	National	103,935	103,935	103,935
O0001/IE00663/F2496/X045/R0842/001/MMO:MMO	Municipal Running Cost	Safeguard and Security	1,000,000	1,000,000	1,000,000
O0001/IE00677/F2496/X045/R0842/001/MMO:MMO	Municipal Running Cost	Catering Services	5,229	5,229	5,229
			3,196,839	**3,196,839**	**3,196,839**
O1232-2/IE00060/F2496/X045/R0842/001/MMO:MMO	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	8,843	8,843	8,843
O1232-2/IE00061/F2496/X045/R0842/001/MMO:MMO	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	1,884	1,884	1,884
O1232-2/IE01581/F2496/X045/R0842/001/MMO:MMO	EC126_Workshops, Seminar/	Air Transport	78,914	78,914	78,914
O1232-2/IE01583/F2496/X045/R0842/001/MMO:MMO	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	52,502	52,502	52,502
O1336-2/IE00843/F2496/X045/R0842/001/MMO:MMO	EC126_MMO04_Development of municipal Strategy	Organisational	0	0	0
O1491-1/IE00060/F2496/X045/R0842/001/MMO:MMO	EC126_MMO07_Strategic Planning Sessions	Accommodation	121,017	121,017	121,017
O1491-1/IE00571/F2496/X045/R0842/001/MMO:MMO	EC126_MMO07_Strategic Planning Sessions	Hire Charges	114,371	114,371	114,371
O1491-1/IE00677/F2496/X045/R0842/001/MMO:MMO	EC126_MMO07_Strategic Planning Sessions	Catering Services	62,599	62,599	62,599
			440,130	**440,130**	**440,130**
Totals for Municipal Standard Cl : MMO:MMO			**5,719,378**	**5,806,839**	**5,902,314**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : MMO:RISK					

O0001/IE00036/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Basic Salary and Wages	327,677	341,439	356,463
O0001/IE00040/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Bargaining Council	162	169	176
O0001/IE00043/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Medical	54,150	56,424	58,907
O0001/IE01530/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost/	Leave Pay	27,961	29,135	30,417
O0001/IE00044/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Pension	91,265	95,098	99,282
O0001/IE00045/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Unemployment Insurance	2,781	2,898	3,026
O0001/IE00144/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	/Own Transport	0	0	0
O0001/IE00121/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Cellular and Telephone	0	0	0
O0001/IE00126/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Travel or Motor Vehicle	0	0	0
O0001/IE00595/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Skills Development Fund	3,326	3,466	3,619
O0001/IE01526/F0041/X056/R0841/001/MMO:RISK	Municipal Running Cost	Bonus	13,665	14,239	14,865
O0001/IE01530/F0041/X067/R0841/001/MMO:RISK	Municipal Running Cost	Leave Pay	0	0	0
Totals for Municipal Standard CI : MMO:RISK			**520,987**	**542,869**	**566,755**
Municipal Standard CI : MMO:SPKR					
O0001/IE00816/F0041/X044/R0841/001/MMO:SPKR	Municipal Running Cost	Basic Salary	660,177	687,905	718,173
O0001/IE00595/F0041/X044/R0841/001/MMO:SPKR	Municipal Running Cost	Skills Development Fund	6,719	7,001	7,309
O0001/IE00817/F0041/X044/R0841/001/MMO:SPKR	Municipal Running Cost	Cell phone Allowance	49,130	51,194	53,446
Totals for Municipal Standard CI : MMO:SPKR			**716,027**	**746,100**	**778,928**
Sage Evolution (Registered to Nggushwa Local Municipality)					
Budgets					
Account	Description				

Municipal Standard Cl : MMO:SPU					
O0001/IE00036/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Basic Salary and Wages	1,302,575	1,357,283	1,417,003
O0001/IE00040/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Bargaining Council	370	386	403
O0001/IE00043/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Medical	84,819	88,382	92,270
O0001/IE00044/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Pension	224,325	233,747	244,032
O0001/IE00045/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Unemployment Insurance	5,563	5,796	6,051
O0001/IE00121/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE01526/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Bonus	149,327	155,599	162,445
O0001/IE01530/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Leave Pay	57,598	60,017	62,658
O0001/IE00595/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Skills Development Fund	12,221	12,734	13,295
O0001/IE00061/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost/	Daily Allowance	0	0	0
O0001/IE00126/F0041/X045/R0841/001/MMO:SPU	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
			1,948,916	**2,030,770**	**2,120,124**
O0001/IE00694/F2690/X045/R0842/001/MMO:SPU	Municipal Running Cost	SETA EDUC			
			0	**0**	**0**
O1293-2/IE00677/F2496/X045/R0842/001/MMO:SPU	EC126_SPU1_Co-ordination of National days	Catering Services	5,000	5,000	5,000
O1293-3/IE00677/F2496/X045/R0842/001/MMO:SPU	EC126_SPU4_Support of Vulnerable Groups	Catering Services	10,000	10,000	10,000
O1293-3/IE00703/F2496/X045/R0842/001/MMO:SPU	EC126_SPU4_Support of Vulnerable Groups	Transport Services	100,000	100,000	100,000
O1293-3/IE00754/F2496/X045/R0842/001/MMO:SPU	EC126_SPU4_Support of Vulnerable Groups	Gifts and Promotional Items	200,000	200,000	200,000

O1335-1/IE00549/F2496/X045/R0842/001/MMO:SPU	EC126_SPU3_Sport Development	Achievements and Awards	10,000	10,000	10,000
O1335-1/IE00628/F2496/X045/R0842/001/MMO:SPU	EC126_SPU3_Sport Development	Audio-visual Services	0	0	0
O1335-1/IE00677/F2496/X045/R0842/001/MMO:SPU	EC126_SPU3_Sport Development	Catering Services	10,000	10,000	10,000
O1335-1/IE00703/F2496/X045/R0842/001/MMO:SPU	EC126_SPU3_Sport Development	Transport Services	35,239	35,239	35,239
O1335-1/IE00754/F2496/X045/R0842/001/MMO:SPU	EC126_SPU3_Sport Development	Gifts and Promotional Items	25,460	25,460	25,460
O1336-1/IE00016/F2496/X045/R0842/001/MMO:SPU	EC126_SPU2_Review of SPU Strategy	Business and Financial Management	0	0	0
			395,699	**395,699**	**395,699**
C0225-1/IA01952/F0041/X045/R0842/001/MMO:SPU	EC126_CAP SPU 1_Establishment of Youth Advisory Centres	Outsourced			
Totals for Municipal Standard Cl : MMO:SPU			**2,344,615**	**2,426,469**	**2,515,823**
Sage Evolution (Registered to Nqqushwa Local Municipality)					
Budgets					
Account	Description				
Municipal Standard Cl : TEC:ELCT					
O0001/IE00036/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Basic Salary and Wages	1,214,298	1,265,299	1,320,972
O0001/IE00040/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Bargaining Council	494	514	537
O0001/IE00043/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Medical	127,473	132,827	138,671
O0001/IE00044/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Pension	214,478	223,486	233,320
O0001/IE00045/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Unemployment Insurance	7,417	7,728	8,069

O0001/IE00121/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE00061/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost/	Daily Allowance	0	0	0
O0001/IE01521/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Housing Benefits	4,008	4,177	4,361
O0001/IE00144/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost/Own Transport	Own Transport	0	0	0
O0001/IE01526/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Bonus	103,369	107,711	112,450
O0001/IE00595/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Skills Development Fund	10,248	10,678	11,148
O0001/IE01530/F0041/X032/R0841/001/TEC:ELCT	Municipal Running Cost	Leave Pay	54,418	56,703	59,198
			1,848,321	**1,925,950**	**2,010,692**
O1954-1/IE00651/F0044/X032/R0842/001/TEC:ELCT	EC126_ELEC1_Maintenance of Streetlights	Maintenance of Unspecified Assets	709,608	709,608	350,000
O2774-1/IE00649/F2494/X032/R0842/001/TEC:ELCT	EC126_ELEC2_Electrification Municipal Buildings	Maintenance of Buildings and Facilities	302,000	302,000	302,000
			1,011,608	**1,011,608**	**652,000**
C0261-3/IA06253/F0002/X032/R0841/001/TEC:ELCT	EC126EC126_CAP ELEC 1_Municipal Offices	Office Equipment and Furniture			
C0261-5/IA06313/F0002/X032/R0841/001/TEC:ELCT	EC126EC126_CAP ELEC 1_Municipal Offices	Generator			
C0019-1/IA01952/F0786/X032/R0842/001/TEC:ELCT	EC126_CAP ELEC 1_Electrification programme	Outsourced	0	10,000,000	10,000,000
			0	**10,000,000**	**10,000,000**
Totals for Municipal Standard Cl : TEC:ELCT			**2,859,929**	**12,937,558**	**12,662,692**
Sage Evolution (Registered to Ngqushwa Local Municipality)					
Budgets					

Account	Description				
Municipal Standard Cl : TEC:PMU					
O0001/IE00036/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Basic Salary and Wages	1,704,643	1,776,238	1,854,393
O0001/IE00040/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Bargaining Council	247	257	269
O0001/IE00043/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Medical	46,142	48,080	50,195
O0001/IE00044/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Pension	72,846	75,905	79,245
O0001/IE00045/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Unemployment Insurance	3,708	3,864	4,034
O0001/IE00121/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Cellular and Telephone	16,698	17,399	18,165
O0001/IE00126/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Travel or Motor Vehicle	95,419	99,427	103,801
O0001/IE01526/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Bonus	67,450	70,282	73,375
O0001/IE00595/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Skills Development Fund	9,242	9,630	10,054
O0001/IE01530/F0041/X099/R0841/001/TEC:PMU	Municipal Running Cost	Leave Pay	50,829	52,964	55,294
			2,067,223	**2,154,046**	**2,248,825**
O0001/IE00751/F0044/X099/R0842/001/TEC:PMU	Municipal Running Cost	Corporate and Municipal Activities	0	0	0
O1593-2/IE00144/F0791/X006/R2138/001/TEC:PMU	EC126_OPEX PMU 6_Wesley Community hall	Own Transport	0	0	0
			0	**0**	**0**
C0040-26/IA01952/F0791/X116/R2142/001/TEC:PMU	Leqeni Internal Road	Leqeni Internal Road			
C0040-36/IA01952/F0791/X116/R2139/001/TEC:PMU	Zondeka Internal Road	Zondeka Internal Road			
C0040-35/IA01952/F0791/X116/R2140/001/TEC:PMU	Qawukeni	Qawukeni Internal Roads			

C0040-36/IA01952/F0791/X116/R2142/001/TEC:PMU	Bira	Bira Internal Roads			
C0040-37/IA01952/F0791/X116/R2138/001/TEC:PMU	New Loots	New Loots Internal Roads			
C0230-33/IA01952/F0791/X006/R2139/001/TEC:PMU	Nyatyora CommHall	Nyatyora Comm Hall			
C0040-29/IA01952/F0791/X116/R2145/001/TEC:PMU	Surfacing Peddie Phase 3	Surfacing Peddie Phase 3			

C0040-28/IA01952/F0791/X116/R2137/001/TEC:PMU	Mphekweni Internal Road	Mphekweni Internal Road 20 20			
C0040-27/IA01952/F0791/X116/R2144/001/TEC:PMU	Rura Internal Road	Rura Internal Road			
C0230-25/IA01952/F0791/X006/R2146/001/TEC:PMU	Lewis Community Hall	Lewis Community Hall			
C0230-26/IA01952/F0791/X006/R2144/001/TEC:PMU	Horton Community Hall	Horton Community Hall			
C0230-27/IA01952/F0791/X006/R2136/001/TEC:PMU	Maxhegweni Community Hall	Maxhegweni Community Hall			
C0230-28/IA01952/F0791/X006/R2136/001/TEC:PMU	Lower Mgwalana Community Hall	Lower Mgwalana Community Hall			
C0230-29/IA01952/F0791/X006/R2135/001/TEC:PMU	Zalarha Community Hall	Zalarha Community Hall			
C0230-31/IA01952/F0791/X006/R2140/001/TEC:PMU	Hlosini Community Hall	Hlosini Community Hall			
C0230-32/IA01952/F0791/X006/R2142/001/TEC:PMU	Bodium Community Hall	Bodium Community Hall			
C0230-30/IA01952/F0791/X006/R2143/001/TEC:PMU	Makhahlane Community Hall	Makhahlane Community Hall			

C0040-28/IA01952/F0791/X116/R2138/001/TEC:PMU	Hamburg Internal Road	Hamburg Internal Road 2020	0	0	0
C0230-15/IA01952/F0791/X006/R2138/001/TEC:PMU	Bhingqala Community Hall	Bhingqala Community Hall	0	0	0
C0040-22/IA01952/F0791/X116/R2138/001/TEC:PMU	Wesley Internal streets	Wesley Internal streets	0	0	0
C0040-20/IA01952/F0791/X116/R2146/001/TEC:PMU	Runlets Internal roads	Runlets Internal roads	0	0	0
C0040-23/IA01952/F0791/X116/R2139/001/TEC:PMU	Qugqwala Internal streets	Qugqwala Internal streets	0	0	0
C0040-34/IA01952/F0791/X116/R2145/001/TEC:PMU	Power Internal streets	Power Internal streets	5,657,009	6,492,842	6,644,850
C0040-28/IA01952/F0791/X116/R2137/001/TEC:PMU	Mphekweni Internal Road	Mphekweni Internal Road 20 20			
C0040-27/IA01952/F0791/X116/R2144/001/TEC:PMU	Rura Internal Road	Rura Internal Road			
C0230-25/IA01952/F0791/X006/R2146/001/TEC:PMU	Lewis Community Hall	Lewis Community Hall			
C0230-26/IA01952/F0791/X006/R2144/001/TEC:PMU	Horton Community Hall	Horton Community Hall			
C0040-33/IA01952/F0791/X120/R2141/001/TEC:PMU	Machibi Internal roads	Machibi Internal roads	3,600,567	3,751,791	3,916,870
C0040-34/IA01952/F0791/X120/R2146/001/TEC:PMU	Pikoli Internal roads	Pikoli Internal roads	3,533,685	3,682,100	3,844,112
C0040-35/IA01952/F0791/X120/R2145/001/TEC:PMU	Polar Park Internal roads	Polar Park Internal roads	3,807,563	3,967,481	4,142,050
C0040-36/IA01952/F0791/X120/R2144/001/TEC:PMU	Mxaxa Internal roads	Mxaxa Internal roads	3,408,276	3,551,424	3,707,686

C0239-1/IA01952/F0791/X022/R2145/001/TEC:PMU	Peddie Hawker Stalls	Peddie Hawker Stalls	2,392,000	2,492,464	2,602,132
			22,399,100	**23,938,100**	**24,857,700**
Totals for Municipal Standard CI : TEC:PMU			**24,466,323**	**26,092,147**	**27,106,524**
Budgets					
Account	Description				
Municipal Standard CI : TEC:ROAD					
O0001/IE00036/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Basic Salary and Wages	3,454,835	3,599,938	3,758,335
O0001/IE00040/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Bargaining Council	2,858	2,978	3,109
O0001/IE00043/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Medical	212,399	221,320	231,058
O0001/IE00044/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Pension	738,813	769,843	803,716
O0001/IE00045/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Unemployment Insurance	40,720	42,430	44,297
O0001/IE00144/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost/	Own Transport	0	0	0
O0001/IE00121/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Cellular and Telephone	18,776	19,565	20,426
O0001/IE00126/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Travel or Motor Vehicle	129,363	134,796	140,727
O0001/IE06073/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	/Basic Salary	0	0	0
O0001/IE03970/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost/	Shift Additional Remuner	0	0	0
O0001/IE01521/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Housing Benefits	20,648	21,516	22,462
O0001/IE01526/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Bonus	358,690	373,755	390,200

O0001/IE01530/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Leave Pay	187,292	195,158	203,745
O0001/IE01533/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Long Service Award	30,724	32,015	33,423
O0001/IE03969/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Non Structured	0	0	0
O0001/IE06076/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Basic Salary	781,134	813,942	849,755
O0001/IE06112/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Bonuses	155,574	162,108	169,241
O0001/IE06138/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Bargaining Council	104	108	113
O0001/IE06203/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Medical	45,498	47,409	49,495
O0001/IE06227/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Pension	0	0	0
O0001/IE06260/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Unemployment Insurance	1,545	1,610	1,681
O0001/IE06821/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Cellular and Telephone	10,390	10,826	11,303
O0001/IE00595/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Skills Development Fund	42,829	44,628	46,591
O0001/IE06912/F0041/X116/R0841/001/TEC:ROAD	Municipal Running Cost	Travel or Motor Vehicle	51,950	54,132	56,514
			6,284,143	**6,548,077**	**6,836,192**
O1232-2/IE00060/F0044/X116/R0842/001/TEC:ROAD	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	73,150	73,150	73,150
O0001/IE00059/F0041/X116/R0359/001/TEC:ROAD	Municipal Running Cost	National Conferences	22,990	22,990	22,990
O1232-2/IE01581/F0046/X116/R0842/001/TEC:ROAD	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	7,616	7,616	7,616
O1232-2/IE00061/F0046/X116/R0842/001/TEC:ROAD	EC126_Workshops, Seminar/	Daily Allowance	9,614	9,614	9,614
O0001/IE00061/F0041/X116/R0841/001/TEC:ROAD	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	836	836	836
O0001/IE00677/F0044/X116/R0842/001/TEC:ROAD	Municipal Running Cost	Catering Services	2,012	2,012	2,012
O2390-3/IE00651/F2494/X116/R0842/001/TEC:ROAD	EC126_ROAD1_Repairs & Maint Roads : Roads	Earthworks-3/Maintenance of Unspecified	260,423	260,423	260,423

O2390-2/IE00144/F0046/X116/R0842/001/TEC:ROAD	EC126_ROAD1_Repairs & Maint_Roads : Roads	Transport/Hiring of Plant	1,200,000	1,200,000	0
			1,576,641	**1,576,641**	**376,641**
C0245-6/IA01952/F0002/X129/R2139/001/TEC:ROAD	JUBISA sportsfield	Acquisitions	0	0	0
C0291-1/IA01952/F0002/X129/R2144/001/TEC:ROAD	Glenmore Sportsfield	Acquisitions	0	0	0
C0038-2/IA00092/F0002/X116/R0842/001/TEC:ROAD	EC126_CAP ROAD 1_Road signage	Acquisitions	0	0	
Totals for Municipal Standard Cl : TEC:ROAD			**7,860,784**	**8,124,718**	**7,212,833**
Totals		**INCOME**	**-183,357,400**	**-194,463,305**	**-192,714,419**
		EXPENDITURE	**156,558,300**	**157,121,005**	**154,448,143**
		CAPITAL	**26,799,100**	**37,342,300**	**38,266,276**
			0	**0**	**0**

385407
20

274,444

2020/2021 AUDIT ACTION PLAN

NGQUSHWA LOCAL MUNICIPALITY AUDIT ACTION PLAN 2019/20 FINANCIAL YEAR

Issues not resolved
Resolved, however, management feels should remain in the action plan.
Rosolved, once IA confirms will be removed from the action plan
Additional high-risk issues not on the management report.

No	EXC #	Exception Heading	Summary of Finding	Suggested Control Improvements	Nature	Directorate	Step by step action plan	Progress status	Reoccurring	POE
1	1	Non-submission of information: Supporting documentation not submitted with the annual financial statement	The following information was not submitted with the annual financial statements at 31 October 2020 as per the above requirement• Yearend bank reconciliations for all bank accounts• The following registers /listings were not submitted with the annual financial statements; o Service charges o Rental of facilities and equipment o o o For other income (RDP water debt written off,) o Licenses and permits o Heritage Assets • Supporting documentation and calculations for the following balance was not submitted with the annual financial statements; o Interest earned –outstanding debtors– R 1 410 642 Disclosures of unauthorised expenditure	Financial and performance management: Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	Internal Control Deficiency	BTO	Management will ensure that there is a proper process in place to manage and maintain information to avoid non-submissions furthermore management should ensure that information requested by AGSA as required by section 74 of MFMA is submitted within the agreed times set in terms of engagement.	In progress	Yes, annually	Accounting file
2	2	Policies in draft and not approved	When the policies were tested it was identified that some of the policies are in draft /outdated and have not been reviewed for more than 3 years.	Management should ensure policies are reviewed regularly and approved annually to facilitate the changes and any other business factors that might affect the municipality. There should be evidence for the assessment that management has to conclude that no changes are required to the listed policies	Internal Control Deficiency	Corporate Services	Management will ensure that policies are reviewed regularly and approved to facilitate changes and any other business factors that might affect the municipality. All reviewed policies should be uploaded to the website.	In progress	Yes, annually	Reviewed policies
3	2	Planning: No performance reviews done for the second, third and fourth quarters	Quarterly performance reviews for 2019/20 financial year were not performed for senior managers in the second, third and fourth quarters	Management should ensure that quarterly performance reviews are conducted timeously and the Performance Management policy is adhered to throughout the financial year	Internal Control Deficiency	MMO	The institution will adhere to PMS Policy by ensuring that quarterly performance reviews are conducted timeously	In progress	Yes, Quartely	PMS files
4	2	Planning: Audit committee-internal control deficiencies identified	1.There is no evidence that audit committee performed assessment of finance function in order to satisfy itself of the appropriateness of the expertise and adequacy of resources of the municipality's finance function 2.A member of the audit committee (Proff W. Plaatjies) has served as a member for more than 6 years.	1.The audit committee should ensure that on a yearly basis, evaluates and satisfy itself on the appropriateness of the expertise and adequacy of resources of the auditee's finance function. 2.The following is recommended in order to enhance the audit committee's independence Members should not serve for more than two consecutive terms and no more than six (6) years.	Internal Control Deficiency	MMO	1.Management going forward will ensure that at the end each financial year all audit committee members fill out a questionnaire to evaluate the expertise and adequacy of the finance function's resources and that the audit committee chair reports on this in their report which forms part of the annual report. 2. Management agrees with the finding, in order to ensure compliance with the charter and to promote independence of the audit committee members will not serve in the committee for more than two	In progress	Yes, annually	1. Audit committee report 2.

							consecutive terms and no more than six (6) years.			
5	2	Planning: Succession Policy not implemented (ISS.5)	The succession policy is still applicable but is not implemented by the Municipality.	Management should ensure that all applicable policies are applied and reasons for not implementing the policy should or any proof if the policy has been waived or repealed	Internal Control Deficiency	Corporate Services	Management will ensure that all applicable policies are reviewed and implemented. All policies must be tabled to Council including those that do not have changes.	In progress	Yes, annually	Reviewed policies
6	3	Revenue from exchange transactions: Possible understatement of Revenue from Interest on Debtors due to incorrect processing of total	Total outstanding debts being reversed/written off at year end, were not allocated and reversed to the relevant revenue line item accounts previously recognized and recorded in	It is recommended that management should to review all the customer accounts relating to the debt written off and ensure that the amount being written off for each revenue item charged to the customer is correctly recognized and processed to the correct account in the general ledger	Internal Control Deficiency	BTO/REVENUE	Management will perform a full review of the customer accounts prior any write-offs	In progress	Yes, monthly	Reviewed customer accounts, age analysis, interest schedule
7	3	Revenue from Exchange Transaction: Interest on Outstanding Debtors - unknown variance identified between the monthly interest schedule and the general ledger	A reconciliation of the monthly schedules on interest charged on overdue debts was performed in comparison with the general ledger and an unknown variance was identified	Management to reconcile transactions processed to general ledger to the underlying supporting documents on monthly records and to ensure that there is consistency between the general ledger and the relevant supporting documents.	Internal Control Deficiency	BTO/REVENUE	A monthly interest reconciliation will be performed	In progress	Yes, monthly	Interest schedule
8	4	1. SCM - Interest: Employees who are business partners with municipality suppliers	It was noted that awards were made to the following suppliers who have directors that are business partners with persons in service of the state and whom are employees of the municipality. It was further noted that this interest was not declared Misiwe Mpahlwa Municipal Manager Mark Povey Business Partner Seaspirit Trading 4 CC T/A Engene Garage 2019/20 R996 672	Management should have a database or listing of the suppliers whom interest prohibited by the MFMA SCM regulations has been identified to avoid non-compliance with legislation and regulations with the impact of irregular expenditure.	Internal Control Deficiency	BTO/SCM	Management will implement recommendations from CAATS	In progress	Yes, monthly	The affected person will not be involved in the transactions involving Seaspirit.
9	4	SCM - Motivations for deviations not reasonable and/or justifiable	SCM - Motivations for deviations not reasonable and/or justifiable	Management should always ensure that if they are to deviate from the competitive bidding process it is within the stipulated circumstances as set out in the SCM regulations and internal policies. Management should also ensure that considerations and marketing analysis are adequately done when limited bidding deviations are considered	Internal Control Deficiency	BTO/SCM	In the 20/21 financial year the municipality appointed an external mechanics to service and repair the municipal fleet. The fleet that are still under warranty will be sent to the original manufacturer for repairs and maintenance.	In progress	Yes, monthly	Appointment letter
10	4	SCM - Quotations - Less than three quotations were evaluated without written approval	The following quotations were evaluated and awarded even though less than three quotations were received and there was no approval to do so Advertisement for Construction of Surfacing of Peddie Town Internal Streets 2019/2020 FY Daily Dispatch 15 650,25- One quote obtained	Management to review and monitor compliance with applicable laws and regulations	Internal Control Deficiency	BTO/SCM	Management will ensure that three quotations were received for any transactions above R2 000 in compliance with applicable laws and regulations	In progress	Yes, monthly	Quotation register. Where no 3 quotations, a memo signed by CFO

11	5	AOPO: Internal Control Deficiency on validity of reported information on Quarterly reports and relevance of information on the POE file	With reference to the indicator " No. of household provided with constructed infrastructure for electrification by 30 June 2020" with Zero performance achieved as reported on the APR at year end, an internal control deficiency on reported quarterly reports and the relevant supporting documents filed on the POE files was identified as detailed below:	It is recommended that management provides detailed review of quarterly reports being submitted and ensure that POE files are filled with relevant and valid supporting documents.	Internal Control Deficiency	Infrastructure Services	Management will ensure that a detailed review of quarterly reports being submitted and ensure that POE files are filed with relevant and valid supporting documents.	In progress	Yes, Quarterly	Quarterly reports
12	6	Employee costs: Inconsistent disclosure affecting prior year figures	The comparative amount in Note 28: Employee Related Costs does not agree with the signed prior year financial statements and this difference was not disclosed in the prior period error note detailed under note 38 of the current financial statements	Management should properly review the annual financial statements to ensure that there are no discrepancies between the restated figures and figures in the prior year financial statements and where such exists disclosure should be performed under the prior period error note.	Internal Control Deficiency	BTO	Management will ensure that the annual financial statements are properly reviewed prior the submission to ensure that there are no errors.	In progress	Yes, annually	Reviewed AFS
13	6	Employee Costs: Differences between TB and AFS	During the audit it was noted that the Trial Balance does not agree with the amount disclosed on the AFS.The Annual Financial Statements have been understated by a factual amount of R223,023.61 and items have been classified differently in the Annual Financial Statements when compared to the Trial Balance	Management should properly review the annual financial statements to ensure that there are no discrepancies between the TB and should make the necessary adjustments to ensure that the TB amounts agrees to the annual financial statements.	Internal Control Deficiency	BTO/EXPENDITURE	Management will ensure that the annual financial statements are properly reviewed prior the submission to ensure that there are no errors and discrepancies between the TB and AFS.	In progress	Yes, annually	Reviewed AFS
14	6	Employee Costs: Inaccurate Termination Listing provided	Per testing performed over the terminations listing provided noted the following employee had been included in the list: 970649 - Z Jowela. The termination date per the listing is 16/06/2019 however this employee was included in the 2019/20 financial year listing. Furthermore, the employee file submitted had no supporting documentation to support the termination date.	Management should ensure that proper filing system is implemented to allow for easy access of information and to ensure that the information requested is readily available. Furthermore, the listings should be reviewed to ensure accurate and complete information is included.	Internal control deficiency	Corporate Services	Management will ensure that proper filing system is implemented to allow for easy access of information and to ensure that the information requested is readily available. Furthermore, the listings will be reviewed to ensure accurate and complete information is included.	In progress	Yes, monthly	Develop a checklist that will accompany the reviewed list of terminations
15	7	PPE: Asset useful lives not in line with the Asset Management Policy	PPE: Asset useful lives not in line with the Asset Management Policy	Management should ensure that they adhere to the guidelines provided in the Asset Management policy	Internal Control Deficiency	BTO	Management will ensure an adherence to the guidelines provided in the Asset Management policy	In progress	Yes, quarterly	Reviewed asset register
16	7	PPE: Asset useful lives not in line with the Asset Management Policy (sample)	The following assets were noted to have a Revised useful life that was not in line with the Asset Management Policy: The cause is due to lack of review of the calculation in the new asset register. The results in non-compliance with the Asset Management Policy	Management should ensure that they adhere to the guidelines provided in the Asset Management policy	Internal Control Deficiency	BTO	Management will review the asset register on a monthly basis and ensure an adherence to the guidelines provided in the Asset Management policy	In progress	Yes, quarterly	Reviewed asset register
17	8	Irregular Debtors: Information reported in RFT 34 not reviewed - Limitation Scope	Reconciliation included in RFT 34 is unable to agree to GRATS' statement identified as the irregular debtors list received from the municipality for the year 2019/20 financial year. Irregular debtor as a provided balance on the NPR database	Management should find alternative ways of reviewing the irregular list and keep it updated and in compliance and in line with the irregular policy requirements	Internal Control Deficiency	BTO/EXPENDITURE	Management will review the processes and procedures to make sure that the information on the irregulars register agree with the information on the application form and supporting documents attached to the application form. Register will be submitted to AGSA once the investigation process has been completed	In progress	Yes, quarterly	Reviewed irregular register
18	9	SCM: Winning contractor's grading is not suitable for the value of contract and the bid was advertised for less than 30 days	The winning contractor had a grading of 6CE PE CIDB grading which was lower than the required grading per the invitation for bidding documents of 7CE PE grading. Furthermore, the margin with which the tenderer exceeded his/her tender value range is not reasonable as it is more than 15% as stipulated on the CIDB regulation. 2.The bid above was advertised for less than 30 days as it was advertised from 20/05/2019 to 10/06/2019 and is for a bid of more than R10 million. There was no approved deviation to justify the closing date that was less than the 30 days.	Management should ensure that their processes in terms of awarding tenders are aligned with the CIDB regulations in order to ensure that compliance with the CIDB regulations are adhered to. Further ensure that when the closing date for submission of bids is less than the 30 or 14 days' requirement there is a deviation approved in accordance with the SCM policy requirements.	Internal Control Deficiency	BTO/SCM	Management will ensure that the processes in terms of awarding tenders are aligned with the CIDB regulations in order to ensure that compliance with the CIDB regulations are adhered to. Management will also ensure that when the closing date for submission of bids is less than the 30 or 14 days' requirement there is a deviation approved in accordance with the SCM policy requirements.	In progress	Yes, monthly	1. Wining bidder's CIDB 2. Advert

19	9	SCM - The performance of the contractor/ provider is monitored	There were no performance evaluation tools performed for the supplier during the 2019/20 financial year, thus performance was not monitored. Furthermore, it could not be confirmed that the contract performance measures and the methods whereby it is monitored are sufficient to ensure effective contract management.	Management should ensure that the performance of contractors/ providers is monitored on a monthly basis and that contract performance measures and the methods whereby it is monitored are sufficient to ensure effective contract management.	Internal Control Deficiency	BTO/SCM	Management will ensure that the performance of contractors/ providers is monitored on a monthly basis and that contract performance measures and the methods whereby it is monitored are sufficient to ensure effective contract management.	In progress	Yes, Quarterly	Completed contractor's performance evaluation form
20	10	PPE: Current year depreciation incorrectly calculated	The following differences were noted when performing the recalculation of the 2020 depreciation: The cause is due to a lack of review of the new asset register's calculations. This results in the the 2020 depreciation being overstated by R530 406 and accumulated depreciation being overstated by R530 406	Management should ensure that the asset register is prepared timeously and reviewed to identify any errors	Internal control deficiency	BTO	Management will ensure that the asset register is prepared on a monthly basis and reviewed to identify any errors	In progress	Yes, monthly	Reviewed asset register
21	10	PPE: Asset useful lives not in line with the Asset Management Policy (noted in depreciation calculation)	The following assets were noted to have a Revised useful life that was not in line with the Asset Management Policy. The cause is due to lack of review of the calculation in the new asset register. The results in non-compliance with the Asset Management Policy.	Management should ensure that they adhere to the guidelines provided in the Asset Management policy	Internal Control Deficiency	BTO	Management will ensure that the register is reviewed to identify any errors and adhere to the asset management guidelines.	In progress	Yes, quarterly	Reviewed asset register
22	12	Revenue Exchange Transactions: Internal Control Deficiency identified resulting in incorrect treatment of Property lease agreements escalation clause	On inspection of the Property lease agreements entered with IEC dated 06 June 2014, it was confirmed that an escalation clause of 8% was agreed upon effective at the beginning of new lease period (being 1 June). However, on the billing report, we have identified that the escalation percentage was incorrectly applied at the beginning of the financial year, thus resulting to total rent charged being overstated for eleven (11) months by R969.76 in total .	Management to ensure that property rental escalation clauses are correctly captured on the correct accounting month for billing purposes.	Internal Control Deficiency	BTO/REVENUE	Management will review the rental agreements on monthly basis to ensure that property rental escalation clauses are correctly effected on the correct accounting month for billing purposes.	In progress	Yes, monthly	Billing reports
23	12	Revenue Exchange transactions: Errors identified on processing of Hall Hire and Building Plan Revenue in the general ledger	Errors identified on processing of Hall Hire and Building Plan Revenue in the general ledger	Management to improve and implement controls over billing and processing of transactions to the general ledger.	Internal Control Deficiency	BTO/COMMUNITY SERVICES	Management will review the general ledger and billing reports on a monthly basis to ensure that Hall hire and Building plan are billed correctly.	Done	Yes, monthly	Billing reports
24	12	Revenue nonexchange Transactions: Fines & Penalties issued not captured on time on the TCS system	A test was performed where tickets issued as per S56 books were randomly selected and traced to the TC system report for the period 2019/20 financial year used to raise revenue and corresponding debt receivable in relations to the fines issued.	Management must have a process implemented that ensures that all tickets issued are captured with the month of issue. Mantain a list of S56 fines and penalties books issued and in circulation during the year, to ensure that completeness of books used can be confirmed and verifiable"	Internal Control Deficiency	BTO/COMMUNITY SERVICES	Management will ensures that all tickets issued are captured within the month of issue.		Yes, monthly	Fines book and TCS report List of S56 fines
25	13	SCM - Winning bidder did not score highest points	The winning bidder awarded the contract had the second highest qualification scores and it was not the bidder recommended by the adjudication and evaluation committee. Calculated points of the bidders are as follows. An approval of tender ZKS & Nam General Trading JV Gxamza Trading not recommended by the BEC and BAC was granted by the accounting officer in terms of section MFMA 114 which was not found be justifiable. Therefore, the procurement was not economical as the goods/ services were not obtained at a reasonable price	Management should ensure that the requirements of the Municipal Finance Management Act are implemented and adhered to.	Internal Control Deficiency	BTO/SCM	Management will ensure that the requirements of the Municipal Finance Management Act are implemented and adhered to.	In progress	Yes, monthly	BEC report

26	13	SCM - Contract management- Expenditure more than contract Values	The payments in excess of the contract amount result to noncompliance with MFMA SCM regulation 5 and irregular expenditure amounting to R1 188 132	Management should ensure that contracts are monitored, to ensure that the expenditure to date does not exceed the contract value.	Internal Control Deficiency	BTO/SCM	Management will ensure that the projects are monitored on monthly basis to ensure that the expenditure to date does not exceed the contract value.	In progress	Yes, monthly	Signed contract register
27	13	SCM -quotes not evaluated based on predetermined criteria	The following quotes were not selected based on predetermined criteria or evaluated in accordance with the preference point system as prescribed by the PPPF Act, but only based on the lowest quoted price. Eland Project Consulting(Pty)Ltd 136 000,00 Empekweni Beach Resort - accommodation with meals and conference room from 01 July-05 July 2019 75 193,50 Sunset Events and Accomodation-Supply of accommodation and shuttle 43 400,00 The Niche Lodge and Restaurant 30 600,00	Management should ensure that their processes in terms of awarding tenders/quotes are aligned with the preferential procurement regulations in order to ensure that compliance is adhered to.Further ensure that where the expected supplier is not selected, objective criteria is used to justify that reasonable grounds existed not to select the supplier and the deviation is recorded and approved by a delegated official.	Internal Control Deficiency	BTO/SCM	Management will ensure that their processes in terms of awarding tenders/quotes are aligned with the preferential procurement regulations in order to ensure that compliance is adhered to. Further ensure that where the expected supplier is not selected, objective criteria is used to justify that reasonable grounds existed not to select the supplier and the deviation is recorded and approved by a delegated official.	In progress	Yes, monthly	Deviation register Award register
28	15	PPE: Errors noted in WIP transferred to PPE	Errors noted in WIP transferred to PPE: 1. Inconsistencies were noted when testing the WIP transferred to PPE 2. Difference between invoices paid and amount "transferred out of WIP" 3. Difference between amount per invoices and amount recognised in the Asset register	Management should implement controls with regard to the process of transferring amounts from WIP to PPE.	Internal Control Deficiency	BTO	Management will ensure that the asset team implement controls with regards to the process of transferring amount from WIP to PPE	In progress	Yes, monthly	Signed asset reconciliation
29	15	PPE: Asset recorded in the incorrect period	The following project was accounted for as transfer from WIP to PPE during the 2020 financial year end Glenmore Sportfields (Improvements) The cause is due to a lack of controls over PPE completed projects This results in the overstatement of WIP transfers for the 2020 financial year of R1,447,096 and an understatement of R1,447,096 for WIP transfers in the 2019 financial year. As well as an overstatement of WIP in 2019 financial year of R1,447,096 and an understatement of Building of R1,447,096	Management should ensure that information is are corroborated by valid relevant information.	Internal Control Deficiency	Infrastructure Services	Management will review the practical completion certificates before the capitalisation of an asset and ensure the correctness of the financial period.	In progress	Yes, quarterly	Practical completion certificates
30	15	PPE: Retention and surety not being calculated/paid per policy	Errors were noted when calculating retentions and surety on projects: Instances where the Retention was deducted more than what was allowed Instances where the Surety was deducted more than what was allowed	Management should ensure that controls are implemented with regards to the deduction of retentions and surety in order to comply with their own policies	Internal Control Deficiency	Infrastructure Services	Management will review the invoices and ensure that the deduction of retentions and surety in order to comply with their own policies	In progress	Yes, monthly	Retention register and retention policy Surity register and surity policy
31	16	SCM-Non submission of information (Transversal contract)	The municipality could not provide evidence for the auditor to confirm that the quantities per the RT57-2019 original transversal contract were not exceeded for the following procured goods 1.Barloworld Equipment Supply & Delivery of Caterpillar Backhoe Loader R977 360 2.Amalgamated Steel and Truck Compactor Refuse Truck R 1 813 976	Management should ensure that proper filing system is implemented to allow for easy access of information and to ensure that the information requested is readily available	Internal Control Deficiency	BTO/SCM	Management will ensure a proper filing system is implemented to allow for easy access of information and to ensure that the information requested is readily available.	In progress	Yes, monthly	Quantities per the RT57-2019 original transversal contract
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

33	19	PPE: Land incorrectly classified as PPE	The following property was classified as PPE Land, however has been earmarked for residential use Erf 1228 The following asset has been classified as PPE however relates to vacant land, which appears to be investment property. Erf 3282	Management should ensure that they apply the principles correctly and consistently in order to classify the land in the correct category	Internal Control Deficiency	BTO	Management will reclassify all the PPE Land from PPE and ensure the application of the principles correctly and consistently in order to classify the land in the correct category	In progress	Yes, monthly	Fixed asset register
34	19	PPE - Land incorrectly classified as PPE	asset(Erf54) was accounted for as Land PPE, but per inspection of the GIS system it was noted that it related to vacant Land and should be accounted for as Investment proper	Management should ensure that they apply the principles correctly and consistently in order to classify the land in the correct category	Internal Control Deficiency	BTO	Management will reclassify all the PPE Land from investment property and ensure the application of the principles correctly and consistently in order to classify the land in the correct category	In progress	Yes, monthly	Fixed asset register
35	19	PPE: Fixed asset register	Inspected the asset register for the 2019/2020 financial year and noted that although the asset register did make provision for the following headings, not all assets in the register had the required information assigned to them:	Management should review the asset register on quarterly basis and update all the relevant fields as required	Internal Control Deficiency	BTO	Management will review the asset register on quarterly basis and update all the relevant fields as required	In progress	Yes, Quartely	Fixed asset register
36	20	PPE: Asset that could not be traced to the asset register	Asset that could not be traced to the asset register	Management should ensure that all assets are unbundles at time of recognition and that all infrastructure assets are given correct co-ordinates in order to be traceable	Internal Control Deficiency	BTO	Management will review the fixed asset register and ensure that all assets are unbundled at time of recognition and that all infrastructure assets are given correct coordinates in order to be traceable	In progress	Yes, monthly	Fixed asset register
37	23	Retention amount calculated on incorrect basis	When performing testing of retentions, retention amounts calculated per the retention register had differences with the recalculated retention amount per auditors calculations. The projects with differences are; At overall level 1. Peddie Extention phase2 2. Qamnyana Internal Street 3. Bhingqala Community Hall 4. Electrification of Villages 5. Horton Community Hall	Management should ensure that the retention register is prepared timeously and reviewed to identify any errors.	Internal Control Deficiency	Infrastructure Services	Management will ensure that the retention register is prepared timeously and reviewed to identify any errors.	In progress	Yes, monthly	Retention register
38	26	Irregular Expenditure –Prior year misstatement not corrected	"It was noted that the uncorrected misstatement of the prior year Lower Mgwalana Community Hall reflected a misstatement of R3 137 404,thus not all items identified in the prior year were included in the irregular expenditure as management has partially adjusted the misstatement by R966 209.61.This then indicates a completeness issue which in terms of the audit methodology the auditor reverts to the original projected misstatement, which will now represent an uncorrected misstatement for purposes of the final evaluation of the effect of the misstatement.	Management should ensure that annually action plans for addressing internal and external audit findings are developed and implemented. Management should ensure that the action plans developed address the root causes and internal controls deficiencies that caused these finding in order to ensure that the finding do not reoccur in the following year. An appropriate level of management should ensure that the action plans are sufficiently monitored.	Internal Control Deficiency	BTO/SCM	Management will ensure that annually action plans are developed for addressing internal and external audit findings and implemented. Though the this issue has been resolved as per management letter we have identified inconsistencies	In progress	Yes, annually	Internal and external Audit action plan
39	27	PPE: Limitation of scope (we were unable to select samples for testing/verification from the provided information for Electrification projects)	Information was requested from RFI 60 to enable auditors to select samples and do physical verification of electrification projects. The information submitted does not allow auditor to select samples for individual households provided with electricity connections	Management should ensure that all necessary information and details are included for information requested by auditors to also enable the selection of samples where there is a need.	Internal Control Deficiency	Infrastructure Services	Management will ensure a proper filing system is implemented to allow for easy access of information and to ensure that the information requested is readily available.	In progress	Yes, monthly	Electrification report
40	30	Other receivables - Account balances could not be confirmed (ISS.56)	The following balances as reflected under other receivables could not be confirmed. The only supporting information in the accounting file received with the financial statements are GL reports with opening balance, hence their existence and rights could not be confirmed. It was the same issue from the previous financial year .1 D0001/IA02279/F2494/X049/R0842/001/FIN Collections 245,519.89 2. D0001/IA10212/F2494/X049/R0842/001/FIN Cash from Cahiers - 57,982.96 3. D0001/IA10325/F2494/X049/R0842/001/FIN Unidentified deductions from bank account 87,307.60	Management should ensure that they are able to account for all amounts reported in the financial statements and that there is supporting information for all debtors balances as at year end.	Internal Control Deficiency	BTO/REVENUE	Management will ensure that all amounts reported in the financial statements and that there is supporting information for all debtors balances as at year end. Where there are no movement in account balances coming from previous years, the management will consider to propose a write-off.	In progress	Yes, annually	Accounting file

41	32	Agent-principal disclosure shortfall	During the audit of Ngqushwa Local Muicipality it was noted that the agent – principle disclosure as required by GRAP 109 was not done.	Management should ensure that they confirm completeness of all disclosures as required by GRAP	Internal Control Deficiency	BTO	Management will review the AFS and ensure that the completeness of all disclosures as required by GRAP. Even though the matter has been resolved management feels like there are internal matters need to take place	In progress	Yes, annually	AFS
42	33	Revenue: Variances identified on amounts disclosed in Note 24- Property Rates (ISS: 56)	A performance of Property rates billed for the year were performed using analytical procedures, and the following variances were identified in relation to the presentation and disclosure of Property Rates in Note 24 of the Annual financial statements.	Management to review and correct disclosure notes.	Internal Control Deficiency	BTO/REVENUE	Management will review the AFS to ensure the correctness of disclosure notes.	In progress	Yes, annually	AFS
43	33	Revenue nonexchange transactions: Information Requested in RFI 53 not received in Fines & Penalties (ISS: 73)	Traffic fines & penalties ticket reference/number as per the S56 Fines and Penalty books for the payments made as reflected in the general ledger were requested in RFI 52, however for the transactions listed below no information was submitted.	Management to liase with all the relevant stakeholders in relation to collection of revenue through traffic fines and penalties to ensure that there is consistency of recording of information to allow easy flow of information and adequate audit trail.	Internal Control Deficiency	Community Services	Management to liase with all the relevant stakeholders in relation to collection of revenue through traffic fines and penalties to ensure that there is consistency of recording of information to allow easy flow of information and adequate audit trail. Thought it has been resolved management has an internal matter to follow up	In progress	Yes, monthly	Fines book and TCS report
44	34	Indigent Debtors: Invalid linformation recorded on the indigent register	1.Indigent debtors have ID numbers on the indigent register that is different to the supplied ID copy of the debtor 2. Indigent debtors have date of application nor date of approval by the official on the application form and coud not assess whether the the application date is before or after deceased date 3. Indigent debtors have application date or date of approval by official that is after the deceased date. 4.Indigents debtors have been included on the indigent register while they are decesed indigents	Management should make sure that the information on the indigent register agree with the information on the application form and supporting documents attached to the application form	Internal control deficiency	BTO/REVENUE	Management will maintain the register to make sure that the information on the indigent register agree with the information on the application form and supporting documents attached to the application form	In progress	Yes, monthly	Indigent register
45	35	Commitments-Prior period amount not correctly valued	Differences have been identified on some of the contracts that have been adjusted for in the corresponding figure on capital commitments. Through the work performed it was confirmed that the closing balances were adjusted for by the retention amount not previously taken into account on the closing balance calculation of commitments. Details are as follows: 1.Hamburg Internal Road -Uluntu Developers 2.Construction of Mabhongo Community Hall-Amatenza Construction 3.Electrification of 320 Ngqushwa Villages extensions- AM Engineering Consulting	Management must ensure that reviews are carried out timeously to ensure all the registers supporting the annual financial statements are accurate and complete	Internal Control Deficiency	Infrastructure Services/ BTO	Management will ensure that reviews are carried out on a quarterly basis to ensure all the registers supporting the annual financial statements are accurate and complete	In progress	Yes, Quartely	Commitments register
46	35	Commitments-Commitment amount not correctly valued and classified	During the audit it was identified that the municipality does not have a commitment for these projects. Thus the projects are incorrectly classified as commitments even though the assets were capitalised to PPE and final completion certificate existed prior to 30/06/2020. 1.8/2/705/2018-2019 MVI Construction and Maintenance Mphekweni Internal Road 2.8/2/710/2018-2019 Andile SG Trading & Projects Construction of Mthombe Community Hall 3.8/2/711/2018-2019 Amatenza Construction Construction of Mabhongo Community Hall 4.8/2/714/2018-2019 Vaxobyte Pty Ltd Construction of Bingqala Community Hall 5.8/2/713/2018-2019 Mpondo Moss Trading & Golden Rewards 906cc JV Construction of Mtati Community Hall 6. 8/2/712/2018-	Management should sufficiently review the commitments register and cross reference it to source documents before transferring the amount to the annual financial statements to avoid the inclusion of completed projects	Internal Control Deficiency	Infrastructure Services/BTO	Management will ensure that reviews are carried out on a quarterly basis to ensure all the registers supporting the annual financial statements are accurate and complete	In progress	Yes, Quartely	Commitments register

			2019 ZKS & Nam General Trading Construction of Dube Community Hall 7. 8/2/721/2018-2019 Hina Projects Jv Madoloza Civils Construction of Peddie Location Community Hall							
47	37	Receivables from exchange - Disagreement: 1. Other receivables- The debtor raised has not occurred (No document confirming that the amount will be paid to the municipality (ISS.80)	The municipality was allocated an amount of R32 696 000 per the Division of Revenue Act for 2019. However, their records indicate that R31 328 000 was transferred to the municipality with the shortfall of R1 368 000. The municipality wrote a formal letter to notify National Treasury on this shortfall. The municipality raised a debtor for the shortfall even though the National Treasury did not confirm that the amount will be paid to the municipality.	Management must ensure that a formal documentation exists confirming that there are moneys payable to the municipality before prior to raising a debtor.	Internal Control Deficiency	BTO/REVENUE	Management will ensure that formal documentation is in place confirming that there are monies payable to the municipality and raise a debtor if the money has not been paid. Even though the matter has been resolved management will follow up on the matter with Treasury.	In progress	Yes, monthly	DORA/ letter from NT
48	39	Incompleteness of the contingent liabilities	During the testing of the contingent liabilities, it was noted that the following cases are not disclosed in the AFSs - Vezokuhle Youth Development project vs Ngqushwa Local Municipality: Dispute between the parties remain unresolved	Management should make sure that all the contingent liabilities are disclosed in the AFSs.	Internal Control Deficiency	MMO/Legal	Management will review and maintain the contigent liabilities to ensure all contigent liabilities are included in the AFS. Even though the issue has been resolved, management feel like there are internal matters need to be considered.	In progress	Yes, Quarterly	Contigent liabilities register
49	40	Amount disclosed could not be verified (ISS.79)	The following statement as disclosed under Note 10 of financial statements could not be verified: The properties were generating an average monthly income of R32 543 (June 2019: R32 543). Information and workings in support of these amounts were requested from management but were not submitted	Management **must ensure that all** information included in the financial statements is verified and updated prior to reporting in financial statements.	Internal Control Deficiency	BTO	Management will review and maintain the operating lease register to ensure that the amounts are verified prior the reporting to the AFS.	In progress	Yes, annually	Operating lease register
50	41	Risk Management-Financial instrument.	During the testing of the financial instrument, risk management, it was noted that the municipality has disclosed only the following risk: >Liquidity risk >Credit risk.	Management should make sure that all the risks the municipality is exposed to, are disclosed in the AFSs.	Internal Control Deficiency	BTO	Management will review the AFS prior submission to AG and make sure that all the risks the municipality is exposed to, are disclosed in the AFSs.	In progress	Yes, annually	AFS
51	42	Statement of Cash flows	The following difference have been noted when performing the recalculations on statement of cash flows. The impact of the finding results in a factual material misstatement on the following cash flow line items of R4 260 044.74.	Management of the Municipality should ensure that financial statements are adequately reviewed to ensure that they are accurate and complete.	Internal Control Deficiency	BTO	Management will ensure that the financial statements are adequately reviewed to ensure that they are accurate and complete.	In progress	Yes, annually	AFS
52	46	Cash flow statements: Difference identified on Note 37	The following are the differences noted while auditing note 37 on Cash flows statements: Audited figures Figures per note 37 Difference Long service bonus 476 767,00 823 397,00 346 630,00 Other non-cash items 0 49 317,00 49 317,00 Total 476 767,00 774 080,00 395 947,00	Management should make sure that they review annual financial statements in order to avoid or minimise management oversight.	Internal Control Deficiency	BTO	Managemet will review the AFS Prior submission to AG and ensure that there are no differences on the figures disclosed in the AFS.	In progress	Yes, annually	AFS

53	46	Consequence management: Prior year unauthorized expenditure not authorized on the adjustment budget.	We noted during the audit of Unauthorised expenditure that an amount of R6 954 810 relating to depreciation of unauthorised expenditure was not authorised through an adjustment budget	Management should ensure that compliance with applicable laws and regulations is regularly monitored.	Internal Control Deficiency	BTO	Management will ensure that the unauthorised espenditure is authorised through adjustment budget.	In progress	Yes, annually	Unauthorised register
54	47	Cash flow statements	Cash flow statement: Recalculation difference on note 37 The following are the differences noted while auditing note 37 on Cash flows statements. The finding result in a factual material misstatement of R5 489 943	Management should make sure that they review annual financial statements in order to avoid or minimise management oversight.	Internal Control Deficiency	BTO	Management will review the AFS and ensure that the figures in the cashflow statement are correctly calculated.	In progress	Yes, annually	AFS
55	48	Segregation of duties.	The is no segregation of duties as the Head of Internal Audit is also responsible for risk management	Internal audit should not manage any of the risks on behalf of management. - Internal audit should provide advice, challenge and support to management's decision making, as opposed to taking risk management decisions themselves. - Internal audit cannot also give objective assurance on any part of the ERM framework for which it is responsible. Such assurance should be provided by other suitably qualified parties.	Internal Control Deficiency	MMO	Manamegment will consider to hire a senior risk practitioner to ensure the the seperation of duties at internal audit unit	In progress	Yes, annually	Appointment letter .
56	49	1. Employee benefits: the information on the expert report is not disclosed in the AFSs and it is not presented and disclosure as per GRAP 25.	During the testing of the employee benefits, it was identified that the employee benefit is not presented and disclosure as per requirements of GRAP 25.	Management should make sure that the employee benefits are presented and disclosed as per GRAP 25 requirements.	Internal Control Deficiency	BTO	Management will review the AFS to ensure that the employee benefits are presented and disclosed as per GRAP 25 requirements.	In progress	Yes, annually	AFS
57	50	Revenue non exchange - debt write off	During the audit of revenue from non-exchange we could not acertain why the debt write off was written off against revenue. We did not receive adequate information that this was due to revenue that was raised in the current year needing to be reversed. We are unsure if this relates to prior year or current year debt. No information could be provided to this effect. Per discussion with the CFO this was a write-off to adjust for properties incorrectly billed but we received no corroborating evidence. We also received no evidence that any debt collection processes were followed before write-off as required by their policy, and although this might not be applicable due to the CFO's explanation, we have no corroborating evidence to this effect. Therefore, this is considered a limitation as we are unsure as to whether any adjustment is required for this write-off. This is a limitation of R8,5 million on rates revenue.	Management should ensure that they write off debt in terms of their policies	Internal Control Deficiency	BTO/REVENUE	Management will ensure that debtors write off are written off against bad debt expense in the correct financial years in terms of their policies	In progress	Yes, Quartely	Approved writte-off
58	a	Leave management				Corporate Services				
59	b	Completeness of employee files				Corporate Services				
60										
61 62 63 64 65 66 67										



CHAPTER 7

KPA5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

7.1 INTRODUCTION

To strengthen good governance and public participation, the municipality has devised strategies that will improve and enhance the relationship between various stakeholders that play a critical role towards achieving municipal goals and objectives.

7.1.1 Institutional Arrangement

#	Approved and funded posts	Incumbent
1.	Municipal Manager	Mr. N. Mgengo
2.	Manager : Internal Audit	Ms L. Ramncwana
3.	Manager:Comunications and International Relations	Ms.N. Cakwe
5	Manager : IDP & PMS	Ms. X. Maswana
6.	Manager : Office of the Mayor	Ms .B Mfunda
7.	Manager : Office of the Speaker	Ms.N. Ncapayi
8.	Legal Advisor	Ms. N. Majikela

Table: Instituitional Arrangement

7.2 LEGISLATIVE FRAMEWORK APPLICABLE

- The Constitution of the Republic of South Africa of 103 of 1996
- The Prevention of Corruption Act 94 of 1992
- Protected Disclosure Act 26 of 2000
- Promotion of Access to Information Act 2 of 2000
- Local Government Municipal Systems Act 32 of 2000
- Local Government Finance Management Act of 2003
- Local Government Municipal Structures Act 117 of 1998
- Employment Equity Act 55 of 1998
- Skills Development Act 97 of 1998
- Intergovernmental Relations Act 13 of 2005

- The White Paper Paper on Local Government No 9 of 1998
- Traditional Leadership and Governance Framework Act No 41 of 2003 and Regulations
- Intergovernmental Fiscal Relations Act No 97 of 1997
- Intergovernmental Relations Framework Acct No 13 of 2005 and Regulations
- Local Government Municipal Demarcation Act No 27 of 1998 and Regulations
- Local Government Municipal Electoral Act No 27 of 2000 and Regulations

Strategic goal: To promote a culture of good governance and stakeholder involvement.

7.3 PUBLIC PARTICIPATION

Strategic Objectives:

- To strengthen participatory democracy by ensuring that all stakeholders are involved in decision making by 2022.
- Enhance public participation mechanisms to be considerate of local dynamics and vulnerable groups by 2022.

The municipality has a Communications and Public Participation Strategy to ensure municipal programmes are implemented efficiently and effectively. The Communications and Public Participation Strategy was adopted by Council on the 31 May 2017.

7.3.1 Council

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles and has delegated its executive function to the Mayor and the Legislative and Oversight to the Speaker.

7.3.2 Political Governance Structure

Ngqushwa Local Municipality is governed by the Executive Committee type led by the Mayor as the Political Head of the institution. The Municipality has 22 Councillors including Mayor and Speaker and in addition, has 5 Traditional Leaders serving in

Council. The municipality has 4 standing committees chaired by members of the Executive Committee (Portfolio Heads). Portfolio Heads report to the Executive Committee chaired by Mayor. The Executive Committee reports on the progress of implementation of processes and programmes to Council.

7.3.3 Standing Committees

- Infrastructure and Technical Services Standing Committee;
- Budget and Treasury Office Standing Committee;
- Corporate Services Standing Committee;
- Community Services Standing Committee.

7.4 MECHANISMS AND PROCEDURES FOR COMMUNITY AND STAKEHOLDER PARTICIPATION

7.4.1 Communications and Public Participation Strategy

The Municipality adopted a Public Participation Strategy and Policy on the 31st May 2017.These two documents provide for the functioning of public participation unit and to mainstream public participation in overall municipal planning and budgeting. The policy is compliant with the requirements of the Systems Act and provides for the mechanisms of public participation that may be used by the municipality.

7.4.1.1 Ward Committee Structures and War Rooms

Ngqushwa Municipality has two structures in which formalised public participation with its communities and stakeholders takes place. Ward committees are convened on quarterly basis and War Room meetings are convened on bi-monthly basis and part of the discussions is to ensure all wards development priorities are included in the IDP.

7.4.1.2 The Ward Committee system

Ngqushwa Municipality has 12 functional ward committee structures with 120 ward committee members who are paid a stipend of R1000 per month. The Ward Councillor chairs Ward Committee meetings. Ward Committee reports to Speaker and their reports find expression in the Speaker's report to Council. Ward Committee's term of office is in-line with that of the Council.

7.4.1.3 The War Room System

The Mayor of Ngqushwa his worship Cllr Mnikelo Siwisa accompanied by senior officials from various government departments and Public Participation team established Operation Masiphathisane War Rooms in all wards of Ngqushwa and launched Ngqushwa War Room on the 28th of March 2017 at Ncumisa Kondlo Indoor Sports Centre. The war room mechanism would also build a modern public service that is quick to respond to the needs of the people. This approach is further empowering communities to drive their own development.

It promotes meaningful collaboration between government, civil society, and communities to better respond to the needs of the people. This is an integrated service delivery model characterised by establishment of war rooms at ward level, as the service delivery engines. Active participation of stakeholders (Community leaders; Government Departments; Civil Society; Field Workers and Community Structures) is vital for the war room to be fully functional.

None attendance by sector departments in war rooms meeting is obstructing sittings of the war room meetings at ward levels.

7.4.2 Traditional Leaders serving in Council

One of the mechanisms for the enhancement of participatory democracy was the inclusion of Traditional Councils into municipal Councils as per the provision of the Chapter 81 (2) (a) and (4) of the Municipal Structures Act, 117 of 1998. These Traditional Councillors constitute 17% of the Municipal Council Structure and that resulted in

Ngqushwa Municipality having 5 Traditional Leaders serving in Council which their role is to ensure that matters relating to Traditional Councils are considered in the decision-making processes of Municipal Council.

Below is the list of Traditional Leaders participating in Ngqushwa Municipal Council:

- Chief Z. P. Njokweni
- Prince G. L. Zitshu
- Princess N. Ngqondi
- Prince A. Goni
- Prince N. Mhlauli

7.4.3 Petitions and Complaints Management System

The Municipality has a functional Petitions and Complaints Management Committee section 79) which deals with community complaints and petitions.

Petitions and Complaints lodged by community are received by the offices of the Speaker and the Municipal Manager. The issues are referred to the Petitions and Complaints Management Committee which sits quarterly not unless there are issues that require special sitting of the committee.

Below is the list of Petitions and Complaints Management Committee members:

- Cllr. S.S.Maneli Speaker/Chairperson
- Cllr. N. Leve
- Cllr. N. Jako
- Cllr. N. Lawu
- Cllr. B.Ntabeni
- Prince G. L. Zitshu

7.4.4 Municipal Public Accounts Committee

The role of the Municipal Public Accounts Committee is to exercise an oversight role and to ensure efficient and effective utilisation of municipal resources. One of the mechanisms to achieve this is to involve communities in the oversight of municipal finances through the establishment of well-capacitated audit committees.

MPAC prepares the oversight report over the Annual Report and other oversight functions as determined by the Council. MPAC is a section 79 committee, the meetings sit quarterly. Section 129 of the Local Government: Municipal Finance Management Act No 56 of 2003 No 56 of 2003, provides that members of the public may attend the meetings of the Council preparing the oversight report over the Annual Report and to make inputs on the oversight report. MPAC conducts Annual Roadshows for the tabling of Annual Report to provide members of the public an opportunity to make inputs in preparation of the oversight report in order to have a balanced and well-informed oversight report. Dates of meetings of the MPAC Roadshows are publicised to encourage community members to attend the meetings.

Below is the list of Municipal Public Accounts Committee Members:

- Cllr. A.Mfeketho – Chairperson
- Cllr. N. Mtati
- Cllr. L. Moyeni
- Cllr. R. Taylor
- Cllr. N. Majamani
- Prince N. Mhlauli

7.4.5 Multi-party Women's Caucus

The first step in the political empowerment of women is to ensure that, though they are elected through electoral system into Council, they are empowered in such a way that they focus on issues affecting women not from the political perspective but advocate for objective and equitable representation of all vulnerable groups.

This is a Section 79 Committee as per the dictates of the Municipal Structures Act stipulates that Municipal Council may establish one or more committees necessary for the effective and efficient performance of any of its functions or the exercise of any its functions or the exercise of any of its powers. This group focuses on issues that affect women internally and externally across party lines. They access support and knowledge to improve their capacity as Councillors.

Below is the list of Women's Caucus Members:

- Cllr.N. Mtati – Chairperson
- Cllr. P. Sitole
- Cllr. T. Skweyiya
- Cllr. N. Lawu
- Cllr. N. Gxasheka
- Cllr. R. Taylor
- Cllr. N. Fulani
- Cllr. N. Majamani
- Cllr. D. Ncanywa
- Cllr. N. Jako
- Cllr. Z. Nduneni
- Princess N. Ngqondi

7.4.6 Community Development Workers Programme

The main objective of the Community Development Worker Programme (CDWP) is to bridge the gap between government service delivery programmes and the people specifically the marginalised communities by:

- Ensuring that government maintains direct contact with people
- Strengthen coordination and integration of service delivery at community level
- Improve people's access to government information and services
- Enhance service delivery
- Ensure transformation and that government services reaches the intended people.

- To assist government to improve the quality of life for economically and socially disadvantages groups.

CDW's are attached to the office of the Speaker, they form integral part of the Ward Committee structures, War Rooms and are obligated to serve as additional members in all Community non-statutory structures.

The current challenge facing the municipality is the delay in filling of the vacant positions by the Department of Cooperative Governance and Traditional Affairs.

Below is the list of Community Development Workers:

Ward	Name of CDW	Contact Details
1	Ms Ncumisa Mahlaza	083 963 9047
2	Mr Monde Nodi	073 096 5017
3	Ms Nomabandla Yaphi	073 278 0528
4	Ms Nwabisa Ngeni	083 249 5364
5	Ms Veliswa Bekani – Coordinator	072 146 8016
6	Vacant	
7	Ms Nomathemba Mbana	073 603 3032
8	Ms Gcobisa Woji	073 534 9105
9	Vacant	
10	Ms. Nombuliso Mpalala	078 029 7551
11	Vacant	
12	Mr Zwelanele Bala	078 122 0902

7.4.7 Ward Based Plans

Ngqushwa Local Municipality has developed Ward Based Plans in 2017/2018 Financial Year with assistance from EC COGTA. During the development of an Integrated Development Plan, it is very critical for a municipality to develop ward based plans in order to ensure that community needs and priorities are taken care by means of a detailed planning that will assist in coordinating the programmes and projects as well as monitoring and evaluation will be effective. Ward based plans will contribute to public knowledge and the municipality to have a better understanding of the municipal wards.

Competitive advantage of ward based plans is to drive the municipality programmes fairly and equitably to all the communities and deliver services based on the needs and priorities identified. Ward based planning will allow an opportunity to the communities to be involved in the planning process and be able to control the service delivery issues. Lastly, ward based plans will enable to promote community ownership.

7.4.8 Tools/Methods used for enhancement of public participation

- Mayoral Imbizo - set out to enable communities to interact with the Council on issues of Service delivery, government programmes as well as opportunities available for the public.
- IDP/Budget and PMS Representative Forum – set out to ensure meaningful participation of communities in the development of IDP and Budget.
- IDP/Budget Roadshows – allows for members of the public to comment on the Draft IDP and Budget before finalisation.
- Ward Meetings – conducted by Councillors to ensure that there is constant interaction between the communities and the municipality.
- Ward Committee Meetings – to consolidate and escalate community issues to the level of Council.
- War Room Meetings – to ensure that stakeholders are widely represented in governance of their wards.
- Annual Report Roadshows – To ensure that communities input in the development of the oversight report.

7.5 INTERNAL AUDIT AND RISK MANAGEMENT

Strategic Objectives

- To provide value-added and trusted assurance, consulting and advisory services to Council by 2022.
- To continuously ensure that Ngqushwa Local Municipality has and maintains and effective process of risk management by 2022.

7.5.1 Audit Committee

The Audit Committee is a sub-committee of Council. The responsibilities of the Committee are detailed in the Audit Committee Charter. This charter was approved by Council and it is reviewed on a yearly basis.

The purpose of the committee is to provide:

- Independent assurance on the adequacy of the risk management framework, performance management, governance and the control environment;
- Independent scrutiny of the municipality's financial and non-financial performance; and
- To oversee the financial reporting and compliance processes.

The committee meets quarterly and accordingly reports to Council on the matters pertaining to Internal Audit, ICT, Performance management, risk management, control environment, compliance and financial management. The main objective of the committee is to:

- Increasing public confidence with regards to both financial and non-financial reporting; Reinforcing the importance and independence of internal and external audit and similar review processes;
- Providing additional assurance through a process of independent review.
- Raising awareness of the need for internal control and the implementation of audit recommendations.

7.5.2 Risk Management

Ngqushwa Municipality's Council monitors risk through the Audit Committee. The Committee plays an oversight role to ensure that there is an effective risk management process and system within the organisation. This approach provides technical assistance to the Council to exercise its role in ensuring that an adequate and effective risk management system and process is in place. The Council is expected to exercise the duty of care, skill, and diligence in identifying, assessing and monitoring risks as

presented by Audit Committee. The Audit Committee recommends to the Council risk strategies and policies that need to be set, implemented and monitored.

7.5.3 Fraud Management

The council is committed to the highest possible standards of openness, probity and accountability and recognises that the electorate need to have confidence in those that are responsible for the delivery of services. A fraudulent or corrupt act can impact on public confidence in the Council and damage both its reputation and image.

Fraudulent and corrupt practices undermine the basic values and principles governing public administration and any criminal and other irregular conduct is detrimental to good, effective, accountable and transparent governance and can hamper the service delivery capacity of the Municipality. Procedures are provided in terms of which employees and councillors may without fear of reprisals, disclose information relating to suspected or alleged criminal or other irregular conduct. Policies and strategies are in place setting out the Council's approach and commitment to the prevention, deterrent and detection of fraud and corruption.

7.5.4 Internal Audit

The Council resolved to establish the Internal Audit Function and placed it under the Municipal Managers Department. The Manager Internal Audit reports administratively to the Municipal Manager and functionally to the established Audit Committee of the Municipality.

The Internal Audit department provides a central point for the coordination of and responsibility for activities that promote accountability, integrity and efficiency in the municipality. The unit provides an independent, objective assurance and consulting services designed to add value and improve the Municipality s operations. It assists the Municipality in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes. The municipality has received an Unqualified Audit Opinion in 2017/2018,Qualified Audit Opinion in 2018/19 and 2019/20 financial years

7.6 COMMUNICATIONS

Strategic Objectives:

- To strengthen communication with internal and external stakeholders by providing accurate, timeous, and complete information about municipal policies and programmes by 2022.
- To promote a consistent corporate identity, market and brand Ngqushwa Local Municipality by making use of innovative technological mediums by 2022.

7.6.1 Communication and Public Participation Strategy

Ngqushwa Local Municipality Communication Strategy has been reviewed in 2017/18. The strategy has been developed in alignment with the National Communication Framework of Government, Government priorities and it supports the municipality's Vision, Mission and strategic objectives. The purpose of developing the communication strategy is to focus in the light of changing internal and external communications that have an impact on the priority issues, objectives, strategies, and programmes of the IDP that are aimed at improving the lives of people. The municipality's head of administration, Councillors, tribal authorities, ward committees, Community development workers (CDWs), electronic media (radio and TV), social media (facebook) and print media (newspapers and newsletters) are utilised for communication with the communities.

7.6.2 Intergovernmental and International Relations

The municipality has and holds quarterly Intergovernmental Relations Forum that is attended by sector departments and government agencies, part of the role played by this is to facilitate relevant intergovernmental dialogues which most of the time talks to national and provincial issues. There is improvement in the attendance of IGR forum though some departments are not consistent in attending the forum.

Another challenge that is still faced by the community of Ngqushwa is that many Government Departments do not have local offices within the municipality which makes it difficult for the communities to access other services.

The municipality has relations with Federation of Canadian Municipalities (FCM), wherein the Global Affairs Canada (Global Affairs) initiated a project in partnership with the South African Local Government Association (SALGA), an initiative named the Building Inclusive Green Municipalities Program (BIGM). BIGM will strengthen the capacity of the South African municipal sector and specific municipalities in Eastern Cape Province to contribute to South Africa's priorities for reducing poverty, supporting economic growth, and responding to climate change by transitioning to a low carbon economy. SALGA, as the voice of municipalities in South Africa, will be better equipped to engage directly with its members and other stakeholders to meet these priorities.

7.7. SPECIAL PROGRAMMES UNIT

Strategic Objectives:

- To continuously ensure mainstreaming, create more conducive and accessible environment for vulnerable groups to ensure effective functioning of special programmes with NLM by 2022.
- To continuously promote the unearthing and nurturing of talent in various sporting codes within Ngqushwa Local Municipality by 2022.
- To ensure that there is continuous capacitation of the unemployed by providing skills development interventions by 2022
- To promote, facilitate, coordinate and monitor realization of the rights of women, youth, children, senior citizens and people living with disabilities by 2022
- To encourage women empowerment and gender equality by 2022

Special Programme Unit is responsible to coordinate the following National Days:

- Mandela Day
- Women's Month
- 16 Days of Activitism
- World Aids Day
- Disability Awareness day

- Back to School Campaign
- Human Rights Day
- Youth Day
- Christmas for older persons, orphans and vulnerable children

The municipality is currently engaging with the Amathole District Municipality to assist in the development of HIV/Aids Strategy, SPU Strategy and Sport Development Strategy.

7.7.1 Expanded Public Works Programme (EPWP)

The municipality annually receive Expanded Public Works Programme (EPWP) funding from the Department of Public Works for programmes that will be runned by Ngqushwa Local Municipality. The beneficiaries of the programme are the unemployed people from the Ngqushwa area. The municipality has appointed an EPWP Administrator. EPWP is a creation of short and medium term jobs for semi skilled and unskilled people to help create income relief poverty alleviation and social developmet within Ngqushwa community. Ngqushwa Local Municipality is intending to do the following EPWP projects in 2021/22 financial year:

- Road Rangers
- Road Maintenance
- EPWP Social Programs
- EPWP Home base care
- Graduate Development Program
- Maintenance of Heritage Site
- EPWP Seasonal Life Guards
- Waste Management
- N2 Crossing Assistance
- Bush Clearing
- Peace Officers
- Road Paving

7.7.2 Ilima Program

This program was launched in the Easter Cape and it aims at salvaging matriculants. The Ilima program involves community leaders, communities, traditional leaders, religious leaders, principals, teachers, learners and departmental officials who have come together with strategies that will improve the schools matric pass rate. It provides support in terms of groceries. The learners/matriculants are kept in quarantine for a period 3months, studying for the awaited matric examination.

Ngqushwa Council,visited schools during the 2018/2019 financial year after matric results to commend, motivate, identify challenges encountered by learners especially matriculants and come up with possible solutions.The following are some of the challenges:

- Many learners are heading families and have no time to concentrate on their studies, taking care of their siblings during exams
- Poverty is the challenge, where some learners don't have food, some end up not completing exams

The municipality has committed to support the identified schools within Ngqushwa jurisdinction in a form of ILIMA to continue to maintain the school's performance for grade 12 learners. The municipality is also mobilising all stakeholders in the communities to join forces

7.7.3 Indigenous Horse Raising

Horse racing forms the fabric of the culture of the people residing in the Ngqushwa Municipality. The culture has been passed down from various generations, it still has its roots firmly entrenched despite the lures of modernity.

A platform should be created to showcase the sport and its cultures to our communities. We have in our midst horserace owners of high calibre who are celebrated in the sport but who are competing in other districts for the lack of material support.

7.7.4 Imbizo

The Mayoral Imbizo is an on-going Mayoral Outreach Programme aimed at bringing government closer to the people, whereby the Municipality interacts with communities regarding upcoming service delivery projects in their areas and progress on existing ones. It also affords the public a platform to raise their concerns to the Municipal leadership.

7.7.5 Development of a Training Academy

Ngqushwa Local Municipality Turnaround Strategy's pillar 5 puts more emphasis on Human Capital Development. This is part of joint Initiative on priority skills acquisition. he focus will be on Ngqushwa producing artisans for the country.

7.7.6 Development of high-performance Sports Academy

Swimming, rugby, cricket, soccer, karate /judo, gymnastics, boxing, athletics and netball. This will assist in unearthing and nurturing of talent in Ngqushwa. This will assist in the resuscitation of school sport.

7.7.7 Development of Early Childhood Development Centres (ECD Centres)

We will all remember that the then system of education was biased towards a certain group of people in the country. African people more especially those in rural areas did not have adequate facilities to support formal education. The establishment and support of ECD Centres in our villages will assist in addressing the imbalances of the past.

7.7.8 Development of Ward Advisory Centres for School Leavers

This will talk to our Vision 2057 and National Vision 2030 with special reference to Youth Development. This will create an enabling environment for young people to participate in Nation Building and creation of better life for all.

7.8 INTERGRATED DEVELOPMENT PLANNING AND PERFORMANCE MANAGEMENT

Strategic Objectives

- To continuously ensure effective, economical and compliant integrated planning by 2022.
- To promote a high –performance culture on on-going basis by 2022.

7.8.1 Integrated Development Planning

Ngqushwa IDP has a lifespan of 5 years (2017 -2022) that is directly linked to the council's elected term of office. The period for this IDP cycle is 2021-2-22. The municipality has adopted IDP/PMS and Budget process plan on the 18th August 2020 for annualy review of IDP .Process plan guides the municipality in developing the 2021/2022 Integrated Development Planning (IDP).

7.8.2 Institutional Performance Management System

To strengthen good governance, Ngqushwa Local Municipality performance management unit is conducting monitoring, evaluation and implementation of programmes and projects. The municipality has adopted a performance management policy that guides the implementation of Institutional Performance Management System and it is reviewed on annual basis.

The monitoring, evaluation and reporting of the performance management system is conducted on quarterly basis and the Internal Audit, Audit Committee and MPAC perform quality assurance. The Municipality is currently implementing a manual performance management system to ensure performance information is reported on quarterly basis

7.9 LEGAL SERVICES

Legal Service Unit - Provides legal guidaince, advice and opinions to council and officials of Ngqushwa Local Municipality.Monitor compliance with the applicable regulatory

framework within and outside the Municipality.It ensures that legal risks are identified and addressed in accordance with applicaple legislative so that the Municipality is not expose to legal litigation.

Strategic Objectives

- To reduce litigation cases and outsourcing of legal matters by 2022.
- To promote a culture of legal compliance within the municipality by 2022.
- To create a culture of transparency and accountability by 2022.
- Provide legal services to the Municipality, ensure that the legal risks are identified and adressed in accordance with applicable legislations by 2022.

Legal Services Policies

3 Litigation Management Policy

4 Delegation Policy

7.10 ALIGNMENT OF SECTOR PLANS WITH GLOBAL, NATIONAL, PROVINCIAL AND DISTRICT PLANS

KEY PERFROMANCE AREA	OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS	NATIONAL DEVELOPMENT PLAN	PROVINCIAL DEVELOPMENT PLAN	DISTRICT VISION 2030	Back to Basics (B2B)
Institutional Development and Design	• To create a safe working environment for all employees • Striving towards the creation of a stable and capacitated leadership to improve service delivery and good performance in service delivery/oversight • To ensure good, sound industrial relations between the employer and the employees • To ensure good, sound industrial relations	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Skilled and capable workforce to support an inclusive growth path	Capable ,Conscientious and accountable institutions	Education and Skills development – the idea is to mobilise all key stakeholders around a single Human Resource Development Strategy for the region that addresses life-long and quality learning throughout the district with the aim of ensuring higher employment,	Building institution and administrative capabilities

KEY PERFROMANCE AREA	OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS	NATIONAL DEVELOPMENT PLAN	PROVINCIAL DEVELOPMENT PLAN	DISTRICT VISION 2030	Back to Basics (B2B)
	between the employer and the employees • To build and enhance the human resource capacity of the municipality • To provide a secure ICT Infrastructure which delivers appropriate level of data integrity and availability • To align technology with municipality goals, enabling a contribution to municipality's strategic objectives • To render a corporate fleet administration service to the municipality				productivity and entrepreneurship levels in our communities	
Quality Basic Services and Infrastructure Development	• To manage administration and implementation of capital projects i.e. internal roads and community halls. • To manage the repairs, maintenance and operational processes with regards to roads and storm-water network • To manage the provisioning and maintenance of electrical services to ensure the rendering of effective, efficient, economical and electrical maintenance services.	Ensure availability and sustainable management of water and sanitation for all	An efficient, competitive and responsive economic infrastructure network	Improved economic infrastructure that promotes new economic activity	The intention is to trigger Strategic Infrastructure Investment i.e. to utilize investment in infrastructure in order to spatially reconfigure the district, generate jobs and to boost economic activity. Infrastructure audit has to be conducted in order to guide this investment.	Deliver municipal services to the right quality and standard

KEY PERFROMANCE AREA	OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS	NATIONAL DEVELOPMENT PLAN	PROVINCIAL DEVELOPMENT PLAN	DISTRICT VISION 2030	Back to Basics (B2B)
	• To manage the rendering of waste management services in accordance with applicable legislation, by-laws and standards. • To provide new cemeteries while maintaining existing cemeteries according to the legislation • To ensure effective, efficient and economic coastal management of the environment by 2022 and beyond. • To provide easily accessible new facilities that accommodate persons with disabilities whilst adapting, upgrading and maintaining existing ones. • To manage the provisioning and maintenance/operation of parks, sport grounds, commonage and public amenities • To manage the rendering of efficient and sustainable traffic and law enforcement services to all roads users and public. • Manage the implementation of boreholes programmes with Ngqushwa Municipal jurisdiction.					

KEY PERFROMANCE AREA	OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS	NATIONAL DEVELOPMENT PLAN	PROVINCIAL DEVELOPMENT PLAN	DISTRICT VISION 2030	Back to Basics (B2B)
Local Economic Development and Spatial Development	• To create an enabling environment that promotes the development of Local Economy and facilitate job creation. • To market Ngqushwa Local Municipality as a tourism destination of choice • To conserve natural resources available to us in order to ensure that generation to come can still benefit from them. • To enhance equitable access and participation in agricultural opportunities by unlocking agricultural and entrepreneurial potential • To ensure integrated spatial planning for effective land use management and development so as to promote sustainable developments.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Make cities and human settlements inclusive, safe, resilient and sustainable	Decent employment through inclusive economic growth Sustainable human settlements and improved quality of household life	Growing, inclusive and equitable economy Develop and implement a provincial land-use and spatial planning System	There is a commitment to protect the environmental state of the district and to adopt a "green" approach to all public and private sector activity within the region.	Deliver municipal services to the right quality and standard
Financial Viability and Management	• Implementing sound revenue and debt management Practices through revenue maximization • Ensure sound expenditure management through development and review of internal controls to strengthen the control environment and achieve clean administration	Silent	Responsive, accountable, effective and efficient local government system	Silent	Silent	Sound financial management and accounting

KEY PERFROMANCE AREA	OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS	NATIONAL DEVELOPMENT PLAN	PROVINCIAL DEVELOPMENT PLAN	DISTRICT VISION 2030	Back to Basics (B2B)
	• Ensuring sound Supply Chain Management through development and reviewing of internal • Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination					
Good Governance and Public Participation	1. To strengthen participatory democracy by ensuring that all stakeholders are involved in decision making. 2. Enhance public participation mechanisms to be considerate of local dynamics and vulnerable groups 3. To provide value-added and trusted assurance, consulting and advisory services Council 4. To continuously ensure that NLM has and maintains an effective process of risk management 5. To strengthen communication with Internal and external stakeholders by providing accurate, timeous, and complete	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	An efficient, effective and development oriented public service	Silent	Institutional Development – this driver addresses the need to strengthen and build collaborative partnerships within government, and amongst the public, private and civil society sectors The acknowledgement is that better co-ordination, collaboration, good governance and the creation of an enabling environment for businesses and institutions to thrive will be essential for development in the region.	Good governance and sound administration

KEY PERFROMANCE AREA	OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS	NATIONAL DEVELOPMENT PLAN	PROVINCIAL DEVELOPMENT PLAN	DISTRICT VISION 2030	Back to Basics (B2B)
	information about municipal policies and programmes.					

1. THE OFFICE OF THE MUNICIPAL MANAGER INTENDS TO DO THE FOLLOWING PROJECTS FOR 2021/2022 FINANCIAL YEAR

- Review of IDP
- Implementation of Communication Action Plan
- Conduct Annual Risk Assessment
- Develop implementation and reporting on the Annual Internal Audit Plan.
- Conduct Annual Report Roadshows
- Implement strategies to discourage Fraud and Corruption and create awareness.
- Develop and implement the Internal Audit Strategy
- Develop and implement the Annual Internal Audit Plan
- Monitor the implementation of recommendations from both Internal and External Audit
- Periodically report on the implementation of the Internal Audit Plan
- Develop and implement a risk management strategy and plan;
- Conduct annual risk assessment workshops that will inform the institutions operational and strategic risk registers;
- Continue to monitor and report on the risk action plans to improve control process.
- Strengthening the Intergovernmental Relations forum and participate in International Relations
- To conduct Corporate Branding of the Municipality
- To effectively monitor the functioning of War Rooms and Ward Committees.
- To ensure the structures of Vulnerable groups are opening effectively

7.12 CHALLENGES FACED BY THE OFFICE OF THE MUNICIPAL MANAGER DEPARTMENT

- Lack of financial resources for implementing programmes and projects

- Poor attendance of Intergovernmental Relations Forum
- Lack of targeted training for internal auditors, particularly those at a lower level.
- The pressure to deliver on the expected value by other stakeholders within the municipality with limited resources.

7.13 RESPONSE TO THE CHALLENGES

- Source funding from donors and other sector departments by submitting of Business Plans
- An automated audit management system should be procured to facilitate automated review of work, coaching, generation of reports, tracking of management action plans, and to support the deadline driven nature of internal audit work, and the effective utilisation of available resources.
- Internal audit personnel should be provided with targeted training (IIA courses) to enhance their technical knowledge and skills
- To constantly communicate with Head of Departments of Sector Departments to ensure they are represented in the Intergovernmental Relations Forum

7.14 THE OVERVIEW AND PURPOSE OF THE IDP ANALYSIS AND ASSESSMENT

There will be a common IDP analysis window of 2 weeks, scheduled to take place after adoption of final IDPs. The analysis will broadly cover the following important aspects:

1. Are all issues identified in the TAS covered and integrated in the IDP?
2. Does the IDP being analysed need to be simplified?
3. Have Municipalities been accordingly analysed on basket categories *namely* High, Medium and Low?
4. Is there a clear commitment by all Sector Departments involved?
5. Have MEC comments been questioned? Were the previous MEC comments taken into account? If so, have the comments materialised into a higher quality IDP? Does the MEC process add value to the process? In the event of plans not being of a higher quality, then steps maybe taken to simplify the IDP for the municipality in concern. The use of simplified IDP's will allow for sector departments to mobilise funds in a more efficient manner.

6. Assessors to check whether Water Services Plan, EIA and other plans are outdated? Plans like the Workplace Skills Plan gives insight to capacity-related issues. It is important that municipalities should provide a detailed report on what exactly they require from sector plans. The IDP implementation for the past 4 years must be assessed.
7. The monitoring and evaluation process must be well integrated with the IDP assessments.

7.14.1 Key Focal Areas

- Spatial Considerations
- Service Delivery and Infrastructure Planning
- Financial Planning and Budgets
- LED
- Good Governance: Public Participation, labour, IGR etc.
- Institutional Arrangement

7.15 MEC COMMENTS FROM THE PAST 3 YEARS

KPA	RATING 2018/19	RATING 2019/20	RATING 2020/21
Spatial Planning, Land, Human Settlement and Environmental Management.	High	High	High
Basic Service Delivery	Medium	Medium	Medium
Financial Planning and Budget	High	High	High
Good governance and Public participation	High	High	High
Institutional Arrangements	High	High	High
Overall rating	High	High	High

Strategy	Objective	Key Performance Indicator	Annual Target	Baseline	Custodian	KPI NO
To promote a culture of good governance and stakeholder involvement.	To continuously ensure effective, economical and compliant integrated planning by 2022	Review of 2021/22 IDP by 30 June 2022	Approved Final 2022/23 IDP by 30 June 2021	2020/21 Final IDP	Municipal Manager	GGPP 1
	To strengthen communication with internal and external stakeholders by providing accurate, timeous, and complete information about municipal policies and programmes by 2022	Number of Stakeholder Data base developed and programmes implemented in the Communication Action Plan by 30 June 2022	1 Stakeholder Data base developed and 20 programmes implemented in the Communication Action Plan by 30 June 2022	2020/21 Communication Action Plan	Municipal Manager	GGPP 2
	To provide value-added and trusted assurance, consulting and advisory services to Council by 2022 and beyond.	One Audit Management System with CAATS data interrogation capability advertised by 30 June 2022	To procure Audit Management System with CAATS data interrogation capability by 30 June 2022.	Not Applicable	Municipal Manager	GGPP 3
	To continuously ensure that NLM has and maintains an effective process of risk management by 2022	Number of Fraud and Risk meetings by 30 June 2022	Ensure that four Quarterly Fraud and Risk Committee meetings seat by 30 June 2022	One Fraud and Risk Committee Meeting conducted in 2019/20	Municipal Manager	GGPP 4
		Number of Fraud,Ethics and Risk awareness workshop conducted by 30 June 2022	One Fraud,Ethics and Risk awareness workshop conducted by 30 June 2022.	One Fraud,Ethics and Risk workshop in 2019/20	Municipal Manager	GGPP 5
		Number of reports on implementation of Risk Management action plans submitted to Audit Committee by 30 June 2022	Two (2) quarterly reports on implementation of Risk Management action plan submitted to Audit Committee by 30 June 2022	Four quarterly Risk Management Report developed in 2019/20	Municipal Manager	GGPP 6
	To provide value-added and trusted assurance, consulting and advisory services to Counci by 2022	Number of Audit Committee Report submitted to Council by 30 June 2022	4 Audit Committee reports submitted to Council by 30 June 2022	Four quarterly Audit Committee report in 2019/20	Municipal Manager	GGPP 7
		2021/22 Annual Internal Audit Plan developed and submitted to Audit Committee for approva by 30 June 2022	One(1) 2021/22 Annual Internal Audit Plan developed and submitted to Audit Committee for approval by 30 June 2022	2019/20 Annual Internal Audit Action Plan	Municipal Manager	GGPP 8
	Provide legal services to the Municipality, ensure that the legal risks are identified and adressed in accordance with applicable legislations.	Number of Disciplinary board meetings held by 30 June 2022	Four (4) Disciplinary board meetings held by 30 June 2022	Two Disciplinary meeting conducted in 2019/20	Municipal Manager	GGPP 9
	To strengthen participatory democracy by ensuring that all stakeholders are involved in decision making by 2022	Conduct 2020/21 Annual Report Roadshows for tabling of 2019/20 Audited Annual Report by 30 June 2022	Conduct One (1) 2020/21 Annual Report Roadshows by 30 June 2022	2019/20 Annual Report Roadshows	Municipal Manager	GGPP 10
	To accelerate municipal response towards issues of the vulnerable groups through mainstreaming same into all municipal processes and programmes by 2022.	Number of SPU programmes for the valunerable groups implemented by 30 June 2022	4 SPU programmes implemented by 30 June 2022	Not Applicable	Municipal Manager	GGPP 11

CHAPTER 8

PROJECTS AND PROGRAMMES

8.1 INTRODUCTION

Ngqushwa Local Municipality has identified key areas of focus that will create the necessary momentum for higher economic growth. While other sectors will not be neglected, attention will be shifted to priority sectors to ensure the impact and results of our efforts are optimal. Under this Ngqushwa Local Municipality's, implementation strategies are clearly spelt out. Our emphasis is on a formalised structure, which encourages accountability.

At over 23 years of democracy, Ngqushwa is no longer a young municipality. We have come of age and, thus, we need a new approach and fresh determination: our destiny is in our hands, and more vigour and urgency is required to actualise Vision 2057. We must, collaboratively, do everything possible to ensure a high execution rate under Ngqushwa Local Municipality long term vision of 2057. To ensure that services are rendered to our communities, below a list of all projects and programmes that the municipality intends to do are as follows:

8.2 VISION 2057 CATALYS PROJECTS

CATALYST PROJECTS	SOURCE OF FUNDING	Year 1 (10 Yrs) VISION 2057	Year 2 (10 Yrs) VISION 2057	Year 3 (10 Yrs) VISION 2057	Year 4 (10 Yrs) VISION 2057
SMALL TOWN REVITALISATION PROJECT/ HAMBURG DEVELOPMENT	Department of Economic Development ,Environmental Affairs and Tourism Industrial Development Corporation Department of Corporative Governance and Traditional Affairs Department of Roads and Public Works	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures	-	-
SMALL TOWN REVITALISATION PROJECT/ PEDDIE TOWN DEVELOPMENT	Department of Economic Development ,Environmental Affairs and Tourism Industrial Development Corporation Department of Corporative Governance and Traditional Affairs Department of Roads and Public Works Office of the Premier	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures	-	-
NGQUSHWA TRAINING ACADEMY	Department of Sport ,Recreation, Arts and Culture Donors Private Sector	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures	-	-
NGQUSHWA SPORT CENTRE	Department of Sport ,Recreation, Arts and Culture Donors Private Sector	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures	-	-
CENTRES OF EXCELLENCE IN MATHS AND SCIENCE	Department of Maths and Science Donors Private Sector	Business Plans Architecture Design Source Funding Construction on Centre	Constructing 3 Centres	-	-
CONSTRUCTION OF NGQUSHWA LOCAL MUNICIPALITY OFFICES	Department of Roads and Public Works Own Revenue	Business Plans Architecture Design Source Funding Construction	-	-	-

REVISED SDF TO BE VISION 2057 COMPLIANT	Amathole District Municipality Own Revenue Department of Rural Development and Land Reform Department of Corporative Governance and Traditional Affairs	Establishment of Municipal planning tribunal Implementation of SPLUMA by-laws Appointment of Administration Officer Development of LSDF for all villages	Functional municipal planning tribunal Implementation of SPLUMA by-laws	Implementation of SPLUMA by-laws	Implementation of SPLUMA by-laws
LAND USE SCHEMES	Own Revenue Department of Rural Development and Land Reform Department of Corporative Governance and Traditional Affairs	Customisation and implementation of Land use schemes Development and implementation of grazing land policy	Implementation of Land use schemes Implementation of grazing land policy	Implementation of Land use schemes Implementation of grazing land policy	Implementation of Land use schemes Implementation of grazing land policy
HOUSING SECTOR PLAN	Department of Human Settlement	Facilitation and coordination of housing development Monitor timeous completion of land claims Unlocking land parcels owned by government departments Constant Updating of housing needs register	Facilitation of Housing Development Monitor timeous completion of land claims Monitor timeous completion of land claims Constant Updating of housing needs register	Facilitation of Housing Development Monitor timeous completion of land claims Constant Updating of housing needs register	Facilitation of Housing Development Monitor timeous completion of land claims Constant Updating of housing needs register
DISASTER MANAGEMENT CONTINGENCY PLAN	Amathole District Municipality Department of Corporative Governance and Traditional Affairs	Development and implementation of Disaster Management and contingency plan Recruitment of personnel	Implementation of Disaster Management and contingency plan	Implementation of Disaster Management and contingency plan	Implementation of Disaster Management and contingency plan

REGISTRATION AND MAINTENANCE OF MUNICIPAL PROPERTIES **(OWN REVENUE)**	Own Revenue	Identification and facilitate registration of municipal unregistered properties Maintenance of municipal properties	Maintenance of municipal properties	Maintenance of municipal properties	Maintenance of municipal properties
ESTABLISHMENT OF SMALL ECONOMIC ZONE (SEZ)	Amathole District Municipality Canadians Department of Economic Development ,Environmental Affairs and Tourism Industrial Development Corporation Department of Corporative Governance and Traditional Affairs Department of Roads and Public Works East London Industrial Development Zone Eastern Cape Development Corporation Department of Rural Development and Land Reform	Development and Implementation of the LED Strategy Review of the LED Strategy Site Identification Feasibility Study Business Plan Development Establishment of SEZ	Implementation of Small Economic Zone Monitoring and Evaluation	Implementation of Small Economic Zone Monitoring and Evaluation	Implementation of Small Economic Zone Monitoring and Evaluation
REVATALIZATION OF IRRIGATION SCHEME	Amathole District Municipality Department of Rural Development and Agrarian Reform Department of Rural Development and Land Reform	Business Plans Site Identification Infrastructure Development Capacity Building Mentoring Production Inputs Marketing	Monitoring and Evaluation	Monitoring and Evaluation	Monitoring and Evaluation
REVATALIZATION OF CITRUS FRUIT AND MAIZE PLANTATION	Amathole District Municipality Department of Rural Development and Agrarian Reform Department of Rural Development and Land Reform	Business Plans Site Identification Extraction of Interest	Implementation of the Citrus fruit and Maize Plantation	Implementation of the Citrus fruit and Maize Plantation	Implementation of the Citrus fruit and Maize Plantation

DEVELOPMENT OF MQWASHU HERITAGE HEROES ACRE	**DEDEAT,DSRAC,ADM,DWS)** Amathole District Municipality Department of Sport,Recreation,Arts and Culture Department of Economic Development ,Environmental Affairs and Tourism Department of Water and Sanitation	Develop, Implement and Review Tourism Sector Plan Conduct research on critical issues that affect Tourism and Heritage Identify , develop and Package Tourism and Heritage products Marketing Ngqushwa as a tourist destination Development of Business to source funding	Review and Implementation Tourism Sector Plan Marketing Ngqushwa as a tourist destination Development of Business to source funding	Review and Implementation Tourism Sector Plan Marketing Ngqushwa as a tourist destination Development of Business to source funding	Review and Implementation Tourism Sector Plan Marketing Ngqushwa as a tourist destination Development of Business to source funding
FREE WI-FI	Donors	Development of Business Plans Appointment of Service Provider (Development and Maintenance) Feasibility Study Roll out of the project Pilot in 4 Wards inclusive Peddie and Hamburg	Roll out the project the rest of the wards	Monitoring and Evaluation (impact)	Monitoring and Evaluation (impact)
SPORT ACADEMY (SWIMMING,SOCCER,RUGBY ,BOXING,NETBALL,CRICKET ,KARATE AND JUDO)	Department of Sport,Recreation,Arts and Culture Own Revenue	Identification of land Development of Business Plans Signing of MOU with relevant stakeholders Archicture design Building (Construction)	Accreditation Recruitment & Attract Rollout. Participate in National and Provincial programmes	Participate in International Programmes (Exchange programmes)	Participate in International Programmes (Exchange programmes)

TRAINING ACADEMY (ARTISANS)	Construction Education Authority Own Revenue	MOU's signed with NMMU for accreditation and syllabus Development of Business Plans Architecture design Construction	Roll out Recruit and Attract students	Enrol 5000 students	Monitors and maintain the Training Academy
HUMAN CAPITAL DEVELOPMENT	SETAS Own Revenue	Business Plan Source funds for Artisans Curriculum Entrepreneurship	-	-	-
DEVELOPMENT OF EARLY CHILDHOOD CENTRES	Department of Social Development\ Lotto	Perform needs analysis and assessment for the development of Early Childhood Development centres in all wards Facilitate development of Business Plans and Architectural Plans Construction of all ECD Source funding to develop ECDC for the all ward Monitors functioning of ECDC quarterly	Monitors functioning of ECDC quarterly Source funding for maintenance ECDC for the all ward	Monitors functioning of ECDC Source funding for maintenance ECDC for the all ward	Monitors functioning of ECDC
DEVELOPMENT OF 12 ADVISORY CENTRES FOR SCHOOL LEAVERS (NYDA	National Youth Development Agency	Collect and create database of school leavers (drop outs) in all wards Establish 12 ward based youth advisory centres Develop and maintain youth advisory centre	Maintain youth advisory centre and extend services rendered	Maintain youth advisory centre and extend services rendered	Maintain youth advisory centre and extend services rendered
CONSTRUCTION OF A MULTI PURPOSE /THUSONG CENTRE IN PEDDIE	Office of the Premier Department of Human Settlement Department of Economic Development ,Environmental Affairs and Tourism	Needs Analysis/Demand Management Identification of Sites Business Plan Development Financial Resource Mobilisation Construction	Maintenance of Multi-Purpose Centre	Maintenance of Multi-Purpose Centre	Maintenance of Multi-Purpose Centre

DEVELOPMENT OF AN INTEGRATED WELLNESS PLAN AND WELLNESS CENTRE IN HAMBURG	Department of Roads and Public Works	Develop an integrated wellness plan and wellness centre implement	Develop an integrated wellness plan and implement	Develop an integrated wellness plan and implement	Develop an integrated wellness plan and implement
ESTABLISHMENT OF ELEARNING FOR NGQUSHWA	SPAR EASTERN CAPE	Development of ICT Infrastructure in Ngqushwa Conduct awareness campaign on eLearning Provision of eLearning	Promote use of eLearning in all wards	Promote use of eLearning and other new technological innovations in all wards	Promote use of eLearning and other new technological innovations in all wards

8.3 LED UNFUNDED INFRASTRUCTURE PROJECTS

#	Project Description	Priority Areas
1.	Hawkers Stalls	Peddie Town
2.	Access Roads	Ngqushwa Heritages Sites
3.	Umqwashini Heritage Theatre	Mqwashini Heritage Sites
4.	Community Chalet	Pikoli and Ndlambe
5.	Access Roads to economic nodal areas/farms	Ripplemead farm Naudeshoek farm Siyamila farm Waterfall farm Dube irrigation scheme Tyefu irrigation scheme Zalarha irrigation scheme Clifford Farm Binqala Tarfield Bingqala Pineapple Cooperative Ngxakaxha Irrigation Scheme
6.	Construction of Small Stock Dipping Tank	Crossman Location Kwashushu Location Hlosini Location Etyeni Location Lower Gwalana Location

7.	Revitalisation of Boreholes	Tarfield Location Dreehook Farm Peddie North Location Lower Qeto Location Belmount Farm Ngqwele Location Gwabeni Location Mgwangqa Farm Gwanga Farm Qugqwala Location Bingqala Farm
8.	Construction of sharing sheds	Lower Gwalana Location Tuku Location Bell Location (renovation) Kalana Location Mahlubini/Nyaniso Location Feni Location
9.	Beachfront upgrade	Hamburg Town Bira Town
10.	Construction of Landfill Site	Peddie Town/Hamburg
11	Upgrading and Refurbishment of Sports fields	Peddie Extension
12	Eletrification of Town streets	Peddie Town
13	Surfacing of Internal streets	Humburg

8.4. KPA 1: INSTITUTIONAL DEVELOPMENT AND DESIGN

DESCRIPTION PROJECT	Year 4	Revenue Source	Year 5	Revenue Source
	2020/2021		2021/2022	
	Individual Performance Management-General workers	Equitable Share	Introduction of electronic performance management system	N/A
	Implementation of HR Strategy	Equitable Share	Implementation of HR Strategy	Equitable Share
	Implementation of Records Management System	Equitable Share	Implementation of Electronic Records Management System	Equitable Share
	Server consolidation and virtualization Phase 2	Equitable Share	Not Applicable	Not Applicable

8.4 KPA 2: QUALITY BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT - PROJECT PLAN: MUNICIPAL INFRASTRUCTURE GRANT (MIG)

MIG (CAPITAL PROJECTS)	WARD	Year 3 2019/2020	Year 4 2020/2021	Year 5 2021/2022	Year 6 2022/2023
	1	Zalarha Community Hall			
	2		Zondeka Internal Roads Nyatyora Community Hall	Zondeka Internal Road	
	3	Hlosini Community Hall	Qawukeni Internal Roads		
	4			Machibi Internal Road	
	5	Leqeni Internal Road Bodium Community Hall	Bira Internal Roads		
	6		Makhahlane Community Hall		
	7	Horton Community Hall Rura Internal Road		Mxaxa Internal Roads	
	8	Surfacing/Paving of Peddie Town Streets Phase 3	Power Internal Roads Surfacing of Peddie Town Street Phase 3	Power Internal Roads Pola Park Internal Road Surfacing of Peddie Town Street Phase 3 **Construction of Hawkers Stalls in Peddie Town**	Construction of Landfill Site
	9	Lewis Community Hall		Pikoli Internal Roads	
	10	Maxhegweni Community Hall Lower Mgwalane Community Hall			

	11	Mphekweni Internal Road Phase 2			
	12	Hamburg Internal Roads Phase 2	New Loots Internal Roads		Beach Front Upgrade

8.4.1 ELECTRICTY PROJECTS

OPEX	Year 3	Year 4	Year 5
PROJECTS	**2019/2020**	**2020/2021**	**2021/2022**
	Construction of electricity infrastructure for 300 households	Construction of electricity infrastructure for (278) households and Upgrade of Ngqushwa SWER line 19kv to 22kv fox(11.25km) line	Not Applicable

- **KPA3: LOCAL ECONOMIC DEVELOPMENT AND SPATIAL DEVELOPMENT PROJECTS**

OPEX	**Year 4**	**Revenue Source**	**Year 5**	**Revenue Source**
PROJECTS	**2020/2021**		**2021/2022**	
	Implementation of the LED Strategy	Equitable Share	Implementation of the LED Strategy	Equitable Share
	Implementation of the BIGM Programme	Equitable share and Own Revenue	Implementation of the BIGM Programme	Equitable Share and Own Revenue

	Implementation of Coastal Management Plan	Equitable share	Implementation of Coastal Management Plan	Equitable Share
	Implementation of SDF	Equitable Share	Implementation of SDF	Equitable Share
	Implementation of Land use schemes	Equitable Share	Implementation of Land use schemes	Equitable Share
	Eight (8) roadblocks to be conducted and one quarterly awareness/workshop to be conducted	Equitable Share	Eight (8) roadblocks to be conducted and one quarterly awareness/workshop to be conducted	Equitable Share

8.6 KPA4: FINANCIAL VIABILITY AND MANAGEMENT PROJECTS

OPEX PROJECTS	Year 4	Revenue Source	Year 5	Revenue Source
	2020/2021		2021/2022	
	Implementation, monitoring and reporting on the Financial Recovery Plan	Own Revenue	Implementation, monitoring and reporting on the Financial Recovery Plan	Own Revenue
	Development of GRAP compliant Financial Statements	Own Revenue	Development of GRAP compliant Financial Statements and Fixed Asset Register	Own Revenue
	Compliance with SCM regulation	Own Revenue	Compliance with SCM regulation	Own Revenue

8.7 KPA5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION PROJECTS

OPEX PROJECTS	Year 4	Revenue Source	Year 5	Revenue Source
	2020/2021		2021/2022	
	Review of 2020/2021 IDP	Equitable share and Own Revenue	Review of 2021/2022 IDP	Equitable share and Own Revenue
	Implementation of Communication Action Plan	Equitable share and Own Revenue	Implementation of Communication Action Plan	Equitable share and Own Revenue

	Conduct Annual Risk Assessment	Equitable share	Conduct Annual Risk Assessment	Equitable share
	Conduct Annual Risk Assessment	Equitable share	Conduct Annual Risk Assessment	Equitable share
	Development, implementation and reporting on the Annual Internal Audit Plan	Equitable share	Development of the Internal Audit 3year rolling Plan Development, implementation and reporting on the Annual Internal Audit Plan	Equitable share
	Audit Management System with CAATS data interrogation capability	Equitable share	Not Applicable	Not Applicable
	Audit Committee reports submitted to Council	Equitable share	Audit Committee reports submitted to Council	Equitable share
	Conduct Annual Report Roadshows	Equitable share	Conduct Annual Report Roadshows	Equitable share
	Implementation of 4 SPU programmes	Equitable share	Implementation of 4 SPU programmes	Equitable share

8.8 SECTOR DEPARTMENTS PROJECTS 2021/2022

SECTOR DEPARTMENT	PROJECT	BUDGET	LOCALITY	STATUS
DEDEAT	**Renewable Energy Projects** **Independent Power Producers (IPPs):** (i)ChabaWind Farm (ii)Golden Valley Wind Farm (iii)NxubaWind Farm **(iv)Wesley C iskeiWind Farm** (v)Cookhouse Wind Farm (vi)AmakhalemoyeniWind Farm	R15.1 billion is set aside over a period of 20 years	Great Kei Raymond Mhlaba Raymond Mhlaba **Ngqushwa** Raymond Mhlaba Raymond Mhlaba	The Energy Programme which supports the participation of local communities in the Wind farm value Chain . Our focus in the district is in Great Kei, Raymond Mhlaba and Ngqushwa . DEDEAT assist in providing clarity on the functioning of Community Trust from the Wind Farms. Business Plans are in place.
HARMONEY GOLD MINE	**Construction of Honey processing plant project, protective clothing and equipment.**	R5 000 000.00	Ngqushwa Local Municipality	Zoning stages

DEA	**Working for the Coast**	R12m Duration of 2years	Ngqushwa Local Municipality	Rehabilitation of coastal dunes, development of a no man's land hiking trail, development of Hamburg Caravan Park, upgrade and maintenance of the structure and ablution facilities and recreational facilities such as picnic sites in line with oceans economy braai areas and other amenities, construction and maintenance of slipway/ boat launch in line with oceans economy, board walks and walk ways, paving and street lights
	Thuma Mina Programme	2year	Ngqushwa Local Municipality	Youth Outreach Program- Objective is to advocate and conduct ward based environmental education at schools, communities and give support to municipality
	Good Green Deeds	R13 500 000.00	Ngqushwa Local Municipality	Changing people's attitudes and behaviour towards waste and its management.

	EC Tyefu Community Aloe Forex Project	R10m	Ngqushwa Local Municipality	Construction of multipurpose processing facility, processing hub to support smaller Aloe Forex projects and harvesters in the Eastern Cape
	Working for the Coast Fish River to Great Kei (Ngqushwa, BCMM, Great Kei	R13,6m	Ngqushwa Local Municipality	Beach clean up

DEPARTMENT OF HUMAN SETTLEMENT

PROJECT NAME	NO. OF SUBS.	PROJECT BUDGET
Peddie 500	**500**	**R 16.234,584.10**
Peddie 23 Destitute	**23**	
Gcinisa 500	**500**	**R2 88m**
Hamburg 500	**500**	**R2 88m**
Mpekweni 500	**500**	**R 2.88m**

SANRAL PROJECTS

#	Ugrade of Pikoli Gravel Road,Phase 2	**R115 000 000.00**

AMATHOLE DISTRICT MUNICIPALITY 2021/2022 PROJECTS

MIG				
MIG THREE YEAR CAPITAL PLAN 2021 to 2024	**2021/22**	**2022/23**	**2023/24**	**Region**
Emergency Interventions at Sewage Systems in the Amathole District Municipality – Ngqushwa LM	500 000	-	-	EC126 NGQUSHWA
Ngqushwa Region 2C Sanitation Project	1 000 000	-	-	EC126 NGQUSHWA
Ngqushwa Villages Water Reticulation - Budget Maintenance	1 594 023	-	-	EC126 NGQUSHWA
Peddie Wastewater Treatment Works	35 748 410	45 000 000	20 000 000	EC126 NGQUSHWA
Repairs and Refurbishment of Water Infrastructure: Ngqushwa	500 000	-	-	EC126 NGQUSHWA

WATER SERVICES INFRASTRUCTURE GRANT (WSIG) THREE YEAR CAPITAL PLAN

Project Name	Local Municipality	2021/22	2022/23	2023/24
Feni Village Package Plant	EC126 NGQUSHWA	-	2 500 000	-

DEPARTMENT OF SOCIAL DEVELOPMENT 2021/2022 PROJECTS

HOME BASED CARE							
DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	LOCATION	WARD	PROJECT NAME	PURPOSE/ACTYIVITY	NO. OF BENEFICIARIES	ALLOCATION
Amathole	NLM	Feni	6	Masincedane	Home Based Care	640	R29 0553.00

PROGRAMME: CARE and SERVICES TO FAMILIES: 3.2						
DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	LOCATION	WARD	PROJECT NAME	PURPOSE/ACTYIVITY	ALLOCATION
Amathole	NLM	Peddie Town	08	Ngqushwa Special Needs	Care and support to families	R74 930.00
				Isitya Sabadala	Care and support to families	R74 930.00
				Siyazama Service Centre	Care and support to families	R74 930.00

		Ntsinekana	03	Sukume Service Centre	Care and support to families	R74 930.00
VICTIM EMPOWERMENT						
Amathole	NLM	Lujiko		Amazizi White Door	150 Beneficiaries	R151 425.00
				Cisira	150 Beneficiaries	R100 594.00

RESOURCE CENTRE

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	LOCATION	WARD	PROJECT NAME	PURPOSE	NUMBER OF BENEFICIARIES	ALLOCATION
Amathole	NLM	Peddie Extension	8	Peddie Family Resource Centre	Residential Centre	200	R89 400.00

DISABILITY - SPECIAL DAY CARE CENTRES : 2.3

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	LOCATION	WARD	PROJECT NAME	PURPOSE	NUMBER OF BENEFICIARIES	ALLOCATION
Amathole	NLM		8	Nomzamo Special needs	Residential Centre	74	R1 776 000.00
Amathole	NLM			Inkwenkwezi		20	R61 930 000

CARE SUPPORT SERVICES TO CHILDREN

Amathole	NLM	Cisira	6	Sakuluntu Drop in Centre		40	R126 672.00
				Harvest Season		40	R126 672.00

DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM (DRDAR) 2021/2022 PROJECTS

PROGRAM	DESCRIPTION	AMOUNT (R)
Household Food Production	Production inputs	R1 040 000.00
Cropping	170ha	R544 000.00
Pineapple Development	6 farms	R3 700 000.00
Citrus Development	Infrastructure for Waterfall farm & Craighead	R 900 000.00 (Craighead) R7 170 000.00 (Waterfall)
Poultry Production	Production inputs	R71 428.00
Qeto Land Care	Junior Land Care Equipment	R575 500.00
Fodder production	Machinery	R350 650.00
Vegetable production	4 schemes	R315 000.00

Total Budget	R14 666 578.00

ESKOM 2021/2022 FINANCIAL YEAR

Project Name	Project Type	DoE TOTAL Planned CAPEX Excl 15% VAT 2020/2021	DoE TOTAL Planned CAPEX Incl 15% VAT 2021/2022	TOTAL Planned Connections 2021/2022	Beneficiaries-Village names
Ngqushwa Extension 2021/22	Households	R 3 750 000.00	R 4 312 500.00	150	Zalarha (48), Nxwashu (34), Ntsinekana (12), Baltein (9), Horton (11), Rura (7)
Ngqushwa Type 2 Infills	Infills	R 600 000.00	R 690 000.00	40	
Ngqushwa Sch 5B Pre-engineering	Pre-Engineering	R 392 500.00	R 451 375.00		
Ngqushwa Ext Pre-eng (2022/23 Plan)	Pre-Engineering	R 475 000.00	R 546 250.00		

Total		**R 5 217 500.00**	**R 6 000 125.00**	**190**	

NGQUSHWA
MUNICIPALITY

"Sikhula simanyene"