

NGQUSHWA
MUNICIPALITY

INTEGRATED DEVELOPEMENT PLAN FOR NGQUSHWA LOCAL MUNICIPALITY

FINAL IDP

2024/2025

FOREWORD BY THE MAYOR

It is an honour to present to you the final Integrated Development Plan for 2024/25 financial year for Ngqushwa Municipality. The Constitution of the Republic of South Africa 108 of 1996 entails a number of bill of rights that government and other institutions should consider when dealing with any affairs that affect the livelihood of people. On the other hand, the Local Government Municipal Systems Act 32 of 2000 and Local Government Municipal Finance Management Act, 56 of 2003 give a clear guide on processes to be followed in implementing those.

As local government we are entrusted with a responsibility of providing basic services to the communities through all spheres of government, which include National and Provincial government. As the sphere of government closest to the people, we are required to develop transparent plans, strategies, objectives and mechanisms that will serve as a guide in driving service delivery mandate. The final Integrated Development Plan for 2024/25 detailed needs and implementation strategies to address challenges highlighted in the National and Provincial government development goals and priorities, socio-economic trends, the ever-increasing demand for jobs and social cry of our people.

This IDP has a particular significance in that, it is a strategic plan carrying the mandate of the people of Ngqushwa Local Municipality as intensive consultations were done with all stakeholders as outline in the IDP and Budget process plan. This programme laid bare challenges that our communities are facing which include social and economic exclusion, societal ills and dilapidating infrastructure; however, this provided hope to our people that, together we can build a better Ngqushwa Local Municipality for all.

I wish to emphasise that the development of final IDP is not done only to comply with the legislation or laws but the document is a strategic tool developed to respond to the needs of communities. Through planning we hope to achieve , Local Economic Development,Coastal Development, Effective Oversight, Economic Transformation, Job Creation, Quality Education, Skills Development, Improved Health Services, Provision of Quality Basic Services, Spatial Development, Human Settlements, Social Cohesion, Safe Communities,establish partnerships with public/private entities as well as building capable, ethical and developmental municipality.

Council invites everyone who wants to make a meaningful contribution in the development of Ngqushwa 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.



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Cllr. S.S.Maneli
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 2024/2025 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 introduction of District Development Model (DDM) will also assist in responding to provision of resources which are needed for sustainability of municipal projects. We also see the DDM as an opportunity to coordinate and integrate our work and service delivery within the District. There are indeed a lot we can do together and collectively.This One Plan as outlined in the DDM have the set of the objectives, outputs, roles, responsibilities and commitments in which all sector departments as well as partners will have to act and ensure all of us are held accountable for prioritizing resources and delivering results to our communities.

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:

i. Institutional Development and Design
ii. Quality Basic Services and Infrastructure Development
iii. Local Economic Development and Spatial Development
iv. Financial Viability and Management
v. 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 well- managed.The municipality further acknowledge the ongoing support and the financial contributions to the development made by other spheres of government and other public/private institutions 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''



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Mr. N Mgengo
Municipal Manager

NGQUSHWA COUNCIL AND TRADITIONAL LEADERS



Cllr Daniswa Ncanywa
Speaker & Ward Councilior Ward 12



Cllr Sanga Siyabulela Maneli
Mayor



Cllr Anathi Nodikida
Chief whip & Portfolio Head: Community Services



Cllr Lindiwe Mdabula
Portfolio Head : Technical & Corporate Services



Cllr: Sithembiso Nyaniso
Portfolio Head : Budget & Treasury Office



Cllr : Nondyebo Jako
PR Councilllor



Cllr Nomhle Seti
PR Councillor



Cllr Thobeka Dinginto
PR Councillor



Cllr Ncedo Mlotana
PR Councillor



Cllr Laduma Nomatye
PR Councillor



Cllr Sesona Maswana
PR Councillor



Cllr Robyn Coleen Taylor
PR Councillor



Cllr Mfundo Gqo
MPAC: Chairperson
Ward Councillor
Ward 1



Cllr Phumza Nodala
Ward Councillor
Ward 2



Cllr Bulela Benson Ntabeni
Ward Councillor
Ward 3



Cllr Nomfundo Agnes Ntsunguzi
Ward Councillor
Ward 4



Cllr Ntombethemba Lawu
Ward Councillor
Ward 5



Cllr Siphokazi Giftina Mhlakane
Ward Councillor
Ward 6



Cllr Mlungiseleli Luzipho
Ward Councillor
Ward 7



Cllr Nandipha Dyalvani-Totyi
Ward Councillor
Ward 8



Cllr Nomzamo Mtati
Ward Councillor
Ward 9



Cllr Lindelwa Ethel
Cinywa-Mcoboki
Ward Councillor
Ward 10



Cllr Xolani Magini
Ward Councillor
Ward 11

Traditional Leaders



Chief. Masilo Matomela
Traditional Leader



Chief. Zanemvula Njokweni
Traditional leader

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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
DDM	District Development Model
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	F
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 development of final DP 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 final 2024/25 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 Category B DraftIDP’s (2024/25)
- ADM Performance Management Framework
- District Spatial Development Framework (SDF)
- Provincial Growth and Development Plan (PGDP)
- 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
- 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 fiscus (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.
- Completion of R345 from R72 to Hamburg (R30m) by Public Works presents the area with an economic opportunity.

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	KPA 4: Financial Viability and Management
Chapter 7	KPA 5: Good Governance and Public Participation
Chapter 8	Projects and Programmes for Ngqushwa Local Municipality

CHAPTER ONE

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 reviewed annually and 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);
- Communities 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

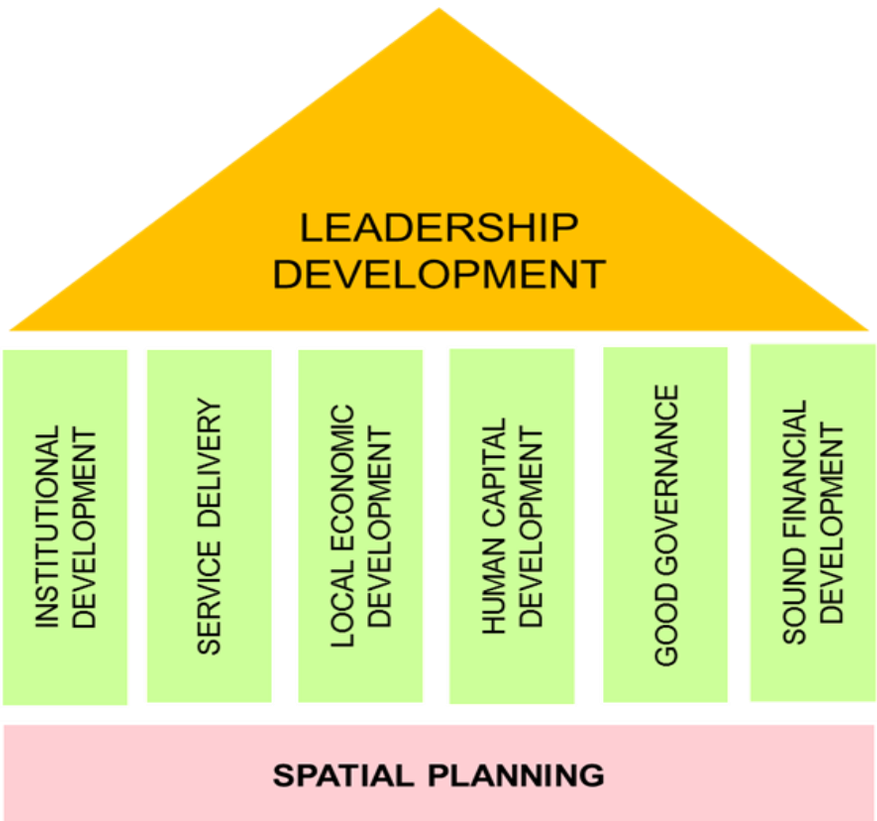


Figure : Strategic Eight KPA's

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 communities, 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 citezen s 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, service delivery and budget implementation plans, 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 citezen s 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
- 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 development of 5 years IDP.

1.5. REVISING 2023/24 IDP FOR 2024/25

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 2023/24 (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 final IDP and Budget during 2023/24; 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 2023/24 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 2023/24 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 2024/25 IDP and budget will be assessed against the following key areas:

- Outstanding findings from previous LG MTEC 3 engagements with the Municipality;
- Municipal Budget and Reporting Regulations (MBRR);
- Responsiveness of final 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 IDP are reflected in Table 1.2 below.

2024/2025 IDP/PMS & BUDGET PROCESS PLAN				
PHASE 1: DEVELOPMENT OF 2024/2025 IDP/PMS & BUDGET PROCESS PLAN FROM JULY – SEPTEMBER 2023 Tabling and Approval of 2024/2025 IDP/PMS & Budget Process Plan.				
NO	**DATE**	**ACTIVITY**	**MODE OF COMMUNICATION**	**RESPONSIBLE PERSON'S**
1.	22 August 2023	IDP/PMS& Budget Steering Committee (**2024/2025 Process plan**)	Contact Session	Mayor/Municipal Manager/HOD's
2.	24 August 2023	IDP/PMS& Budget Rep Forum Meeting (2024/2025 Process plan)	Audio, Print and Electronic media	Mayor/Municipal Manager/HOD's
3.	28 August 2023	Inter-Governmental Relations Forum (IGR)	Contact Session	Mayor/Municipal Manager/HOD's
4.	31 August 2023	Council Meeting (Approval 2024/2025 Process plan	Contact Session	Mayor/Speaker/Councillors/Municipal Manager and HOD's
5.	5 September 2023	Budget Circular providing guidance on compilation of staff budgets (initiate the budget process)	Contact Session	CFO
PHASE 2: SITUATIONAL ANALYSIS FROM OCTOBER –DECEMBER 2023 Conduct Situational Analysis for 2024/2025)				
NO	**DATE**	**ACTIVITY**	**MODE OF COMMUNICATION**	**RESPONSIBLE PERSON'S**
6.	7-8 October 2023	MPAC Roadshow on Annual Report	Contact Session	Mayor/Municipal Manager/HOD's
7.	09 November 2023	IDP/PMS& Budget Steering Committee (Situational analysis)	Contact Session	Mayor/Municipal Manager/HOD's
9.	21 November 2023	IDP/PMS& Budget Rep Forum ((Situational analysis)	Contact Session	Mayor/Municipal Manager/HOD's
8.	23 November 2023	Inter-Governmental Relations Forum (IGR)	Contact Session	Mayor/Municipal Manager/HOD's
10.	29 November 2023	Submission of Operating Budget and Capital Estimates to the Finance and Budget Office	Contact Session	HOD's
		Draft or review budget related policies such credit control and indigent policy, tariff policy, budget policy etc.	Contact Session	CFO
PHASE 3: STRATEGIES FROM JANUARY -MARCH 2024 (Conduct Strategic Planning Session, 2022/23 Annual Report Roadshows, Tabling and Adopting Draft 2024/2025 IDP/Budget)				
NO	**DATE**	**ACTIVITY**	**MODE OF COMMUNICATION**	**RESPONSIBLE PERSON'S**
11.	18 - 19 January 2024	Technical Strategic Planning	Contact Session	Municipal Manager/HOD's/IDP & PMS Manager

12.	20 - 23 February 2024	Institutional Strategic Planning	Contact Session	Mayor/Speaker/Council/Municipal Manager and HOD's
13.	1 March 2024	2024 Mid-Year Engagement with Provincial Treasury	Contact Session	Municipal Manager/HOD's
14.	7 March 2024	Tabling of a revised budget through adjustment budget	Contact Session	Mayor/Speaker/Council/Municipal Manager and HOD's
15.	1 March 2024	Consolidate and prepare proposed budget and plans for next financial years considering previous year performance as per audited financial statements	Contact Session	Municipal Manager/HOD's
16.	5-6 March 2024	Municipal Policy Workshop	Contact Session	Mayor/Municipal Manager/HOD's
17.	14 March 2024	Tabling of 2022/23 Annual Report (MPAC Annual Report Roadshows)	Contact Session	Mayor/Speaker/MPAC Chairperson/Municipal Manager and HOD's
18.	20 March 2024	IDP/PMS& Budget Steering Committee **(Draft 2024/2025 IDP)**	Contact Session	Mayor/Municipal Manager/HOD's
19.	26 March 2024	IDP/PMS& Budget Rep Forum (Draft 2024/2025 IDP)	Contact Session	Mayor/Municipal Manager/HOD's
20.	28 March 2024	Special NLM Council (2024/25 Draft IDP/Budget/SDBIP)	Contact Session	Mayor/Speaker/Councillors/Municipal Manager and HOD's
PHASE 4: INTERGRATION OF SECTOR PLANS AND APPROVAL OF IDP& BUDGET FROM APRIL – JUNE 2024 (Align Sector Plans and Final Approval of 2024/2025 IDP and Budget)				
NO	**DATE**	**ACTIVITY**	**MODE OF COMMUNICATION**	**RESPONSIBLE PERSON'S**
21.	3 April 2024	Drafts IDP/ Budget publicized for public comments	Print and Electronic media	Municipal Manager/ CFO
22.	17,18 & 19 April 2024	IDP/Budget Roadshows **(2024/2025 IDP/Budget)**	Contact Session	Mayor/Councillors/Municipal Manager/HOD's
23.	30 April 2024	Draft Budget Benchmark and Engagement Date 2024	Contact Session	Mayor/Councillors/Municipal Manager/HOD's
24.	2 May 2024	Prepare the final budget documentation for approval considering any other new information of a material nature	Contact Session	Municipal Manager /CFO
25.	9 May 2024	IDP/PMS& Budget Steering Committee **(2024/2025 IDP/Budget/SDBIP)**	Contact Session	Mayor/Municipal Manager/HOD's
26.	22 May 2024	IDP/PMS& Budget Rep Forum (**2024/2025 IDP/Budget/SDBIP**)	Contact Session	Mayor/Municipal Manager/HOD's
27.	30 May 2024	Council Meeting **(Final 2024/2025 IDP and Budget)**	Contact Session	Mayor/Speaker/Councillors/Municipal Manager and HOD's
28.	05 June 2024	Approved IDP Review and Budget published/advertised	Print and Electronic media	Mayor/Councillors/Municipal Manager/HOD's

30.	25 June 2024	• Submit annual budget reports to National & Provincial Treasuries and District Municipality. • Notify department of Local Government in the province about the budget approval.	Print and Electronic media	Municipal Manager
31	26 June 2024	• Approval of Final 2024/2025 SDBIP	Contact Session	Mayor/Municipal Manager/HOD's

ADOPTION OF PROCESS PLAN

2024/25 IDP/Budget and PMS process plan was adopted by the Council on **the 30th August 2023.**

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 .

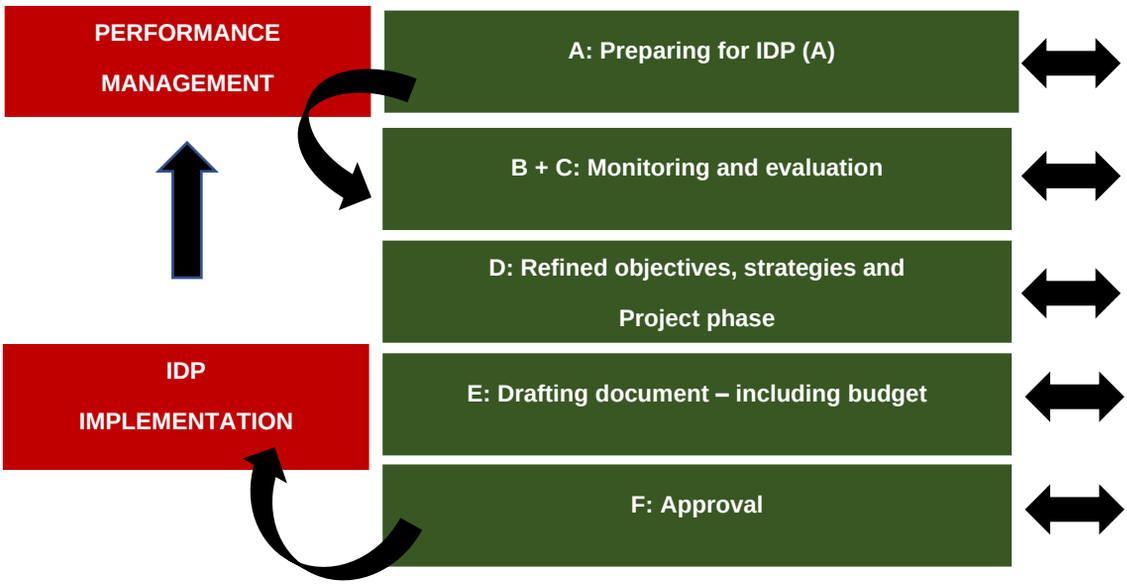


Figure 1.2: Summary of the IDP Process.

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 the Council and PR Councillors
- Ward Councillors and Traditional Leaders
- 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 planning and implementation

1.7.4 Municipal Structures participation and involvement

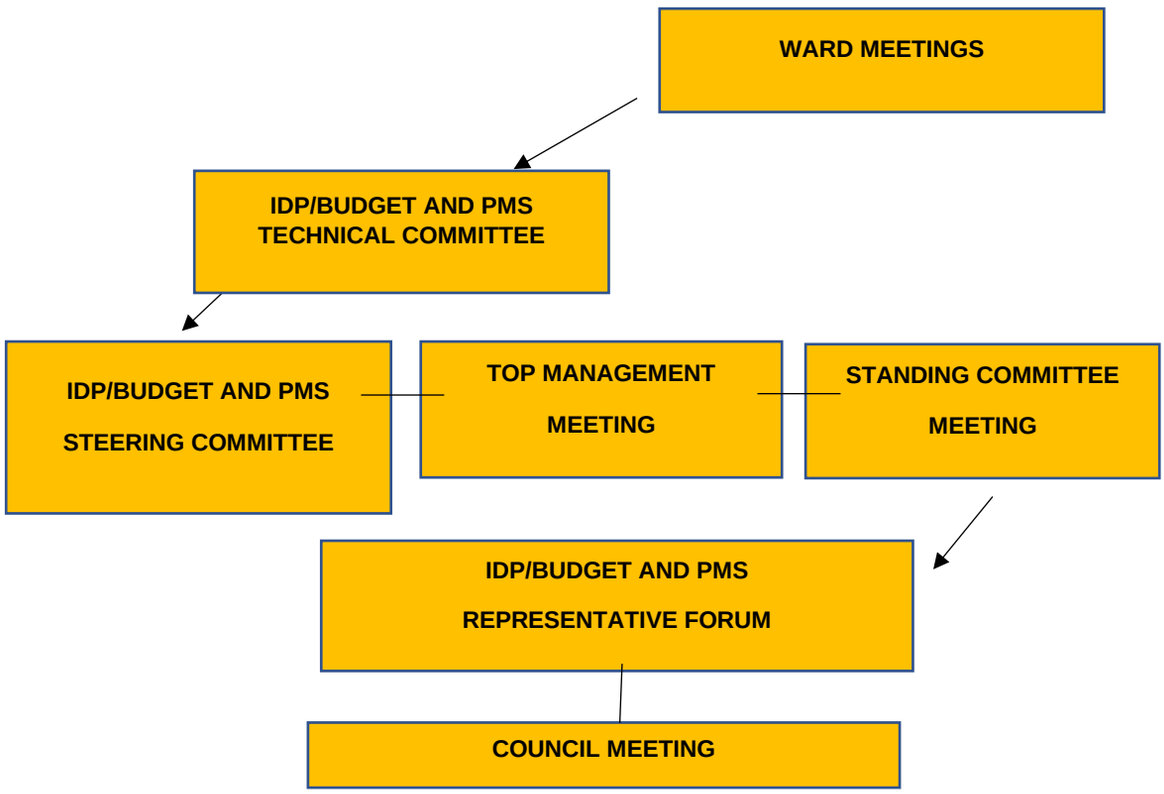


Figure: Ngqushwa Local Municipal Structures participation and involvement

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 Citezen ship" 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 citezen s 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.

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 2024/25 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 IDP and Budget are to be presented for approval on or before 31 May 2024 as indicated in Table below:

July – August 2023	Review previous IDP and budget process plans
September 2023	Set parameters and establish the budget task team
October 2023	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 2023 – February 2024	Align the budget to Council's policy priorities
February 2024	Consolidate the budget and macro summary
March 2024	Table the draft budget in Council for approval
April – May 2024	Consult the public on the IDP and budget
May 2024	Table the final budget in Council for adoption
June 2024	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	• By 2030, eradicate extreme poverty for all people everywhere, • By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty • Implement nationally appropriate social protection systems and measures for all, • By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, • By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events

GOALS	TARGETS
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	• By 2030 end hunger and ensure access by all people, in particular the poor and vulnerable • By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets • By 2030, double the agricultural productivity and incomes of small-scale food producers, • By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production,
Ensure healthy lives and promote well-being for all at all ages	• By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births; • By 2030, end preventable deaths of newborns and children under 5 years of age; • By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases; • By 2030, reduce by one third premature mortality from non-communicable diseases; • Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol; • By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education; • 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; • 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	• By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education. • By 2030, ensure that all girls and boys have access to quality early childhood development care and pre-primary education; • By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university; • By 2030, increase by [x] per cent the number of youth and adults who have relevant skills, • By 2030, eliminate gender disparities in education and ensure equal access to all levels of education • By 2030, ensure that all youth and at least [x] per cent of adults, achieve literacy and numeracy • By 2030, ensure that all learners acquire the knowledge and skills needed to promote development,
Achieve gender equality and empower all women and girls	• End all forms of discrimination against all women and girls everywhere; • Eliminate all forms of violence against all women and girls in the public and private spheres, • Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation; • Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies • Ensure women's full and effective participation and equal opportunities for leadership at all levels • 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

GOALS	TARGETS
Ensure availability and sustainable management of water and sanitation for all	• By 2030, achieve universal and equitable access to safe and affordable drinking water for all; • By 2030, achieve access to adequate and equitable sanitation and hygiene for all; • By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, • By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially; • By 2030, implement integrated water resources management at all levels, including through transboundary; • 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	• By 2030, ensure universal access to affordable, reliable and modern energy services; • By 2030, increase substantially the share of renewable energy in the global energy mix; • 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	• Sustain per capita economic growth in accordance with national circumstances • Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, • Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, (SMMEs); • Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation. • 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; • 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 • 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; • 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	• Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure • Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product; • Increase the access of small-scale industrial and other enterprises, in particular in developing countries • 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, • Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries;
Reduce inequality within and among countries	• 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 • By 2030, empower and promote the social, economic and political inclusion of all, • Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices • Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality; • Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation

GOALS	TARGETS
	• Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions; • Facilitate orderly, safe, regular and responsible migration and mobility of people,
Make cities and human settlements inclusive, safe, resilient and sustainable	• By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums • By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, • By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries; • Strengthen efforts to protect and safeguard the world's cultural and natural heritage; • 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, • 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; • 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	• Implement the 10-year framework of programmes on sustainable consumption and production; • By 2030, achieve the sustainable management and efficient use of natural resources; • 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; • By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse • Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle; • Promote public procurement practices that are sustainable, in accordance with national policies and priorities; • By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
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
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; • 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 • Effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing; • 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;

GOALS	TARGETS
	• 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,
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	• 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; • 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; • 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; • 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; • 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; • End abuse, exploitation, tracking and all forms of violence against and torture of children • Promote the rule of law at the national and international levels and ensure equal access to justice for all • 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;

GOALS	TARGETS
	• 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.
- 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**

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 330 job opportunities in 2021/22 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.

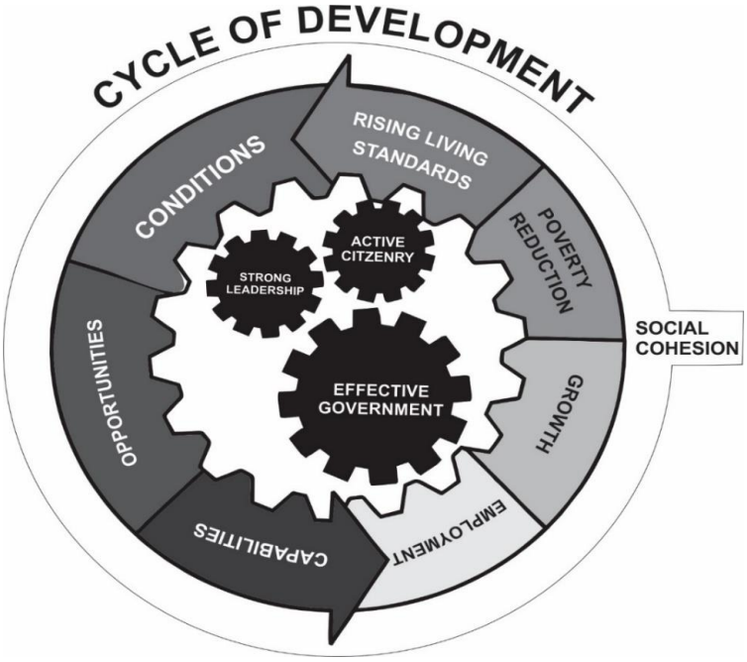


Figure : Cycle of development in South Africa towards 2030: Source: NDP 2030

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.

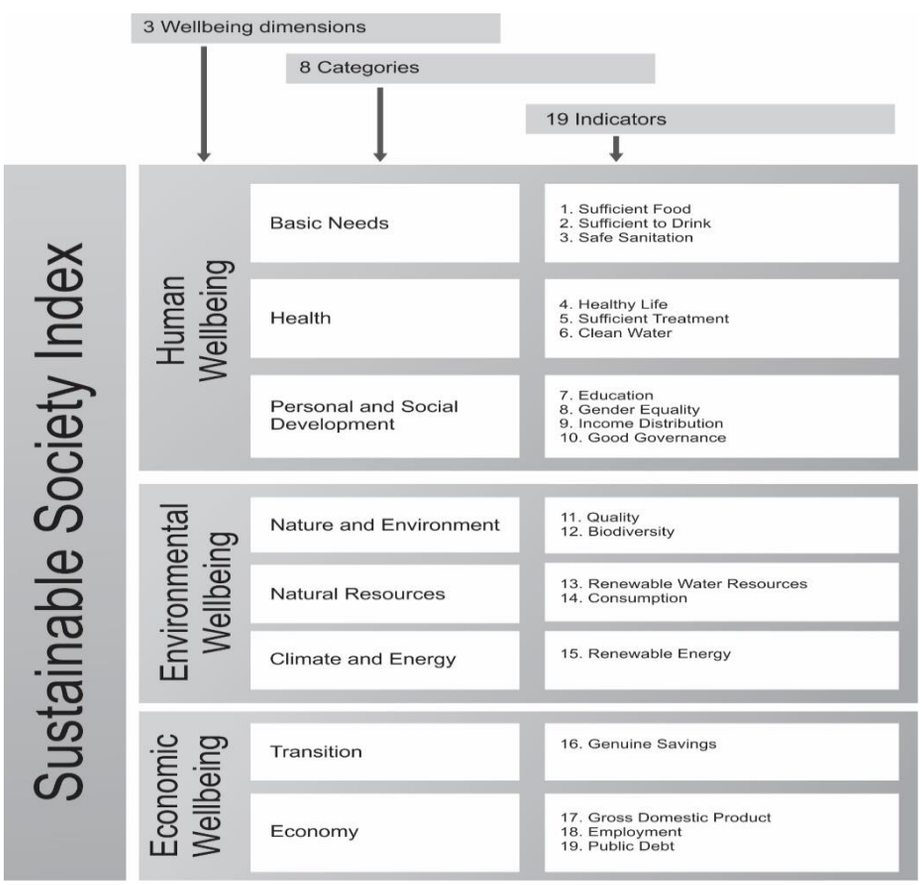


Figure 1.5: Framework for the Sustainable Society Index

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).

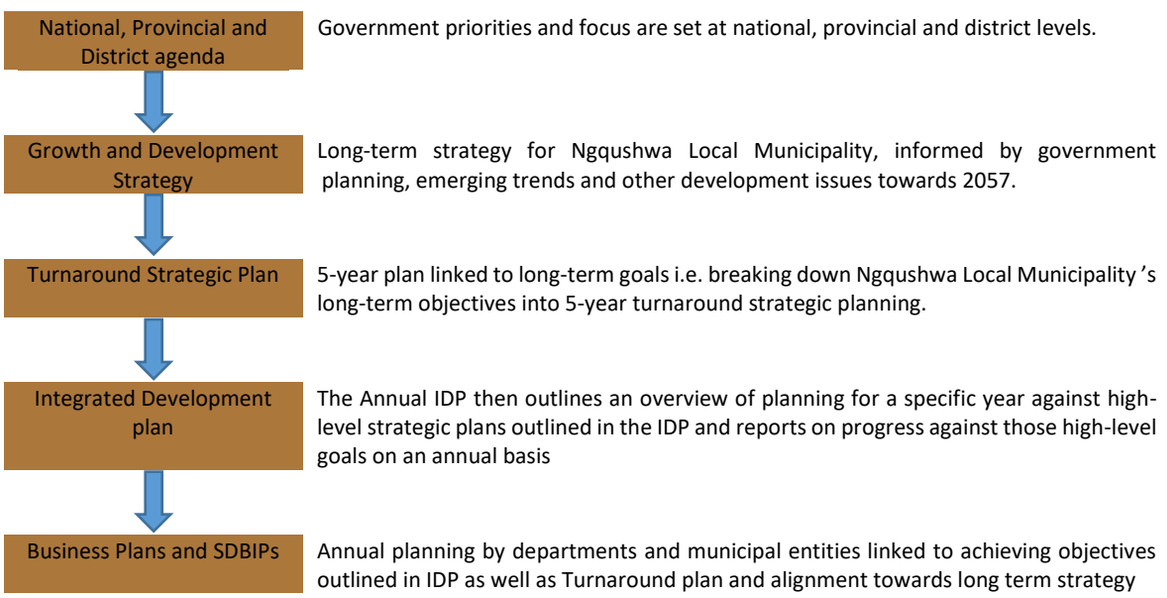
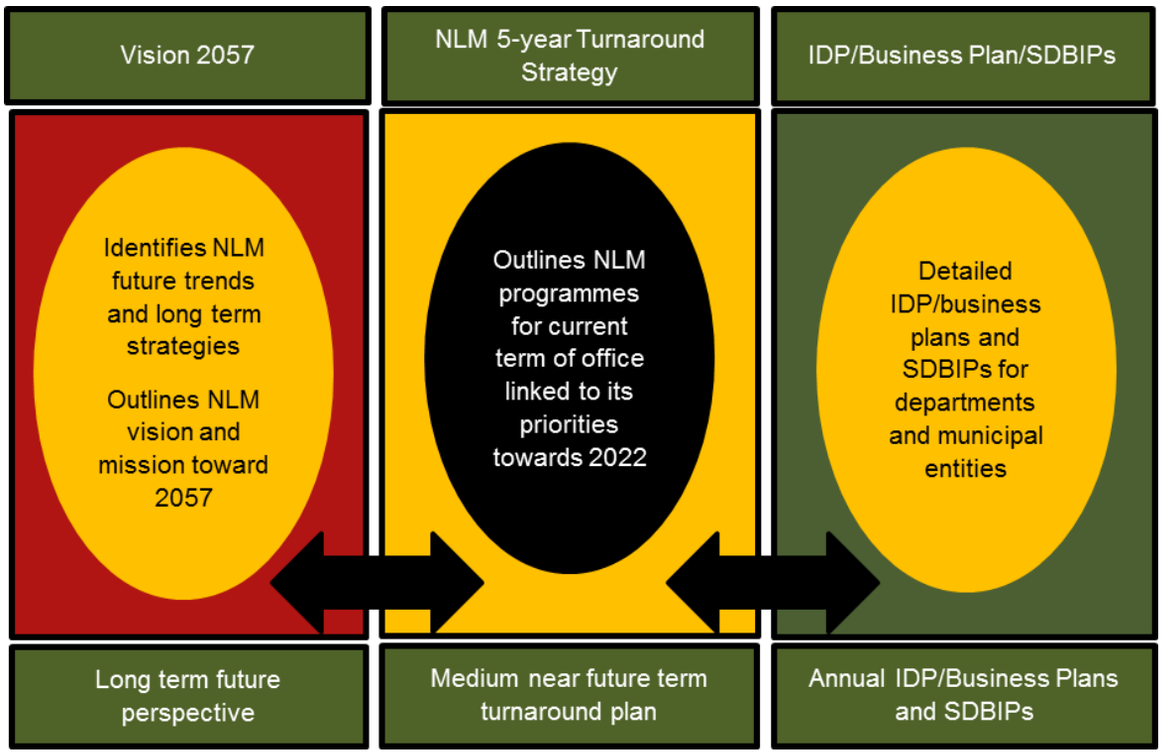


Figure : Service Delivery and Budget Implementation Plans (SDBIP)



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 2024/25

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 2024/25; 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 2023/24 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;
- Annual and Oversight Reports ;
- Biannual input from National Treasury;
- Constitutional mandate of South African Local Government;
- Local Government Turnaround Strategy adopted by Cabinet ;
- 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.

Municipal categories	**Description of categories**
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 citezen s; 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 2023/24.

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 citezen 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 participationmechanisms
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.

Some of the immediate implementation priorities of the LGTAS 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 B 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 2024/25.

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 2022/23 also stipulates that challenges confronting the institution include high prevalence of TB, HIV and AIDS; 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 ;
- 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;
- 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 2024/25.

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 2025 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, Tamara
2	Upper & Lower Mthombe, Thyatha, Zondeka, Qugqwala, Dlova, Nquthu, Tildin, Tapushe, Rode, Nyatyora & Mavathulana.
3	Qawukeni, Mabongo, Khalana, Shushu, Ntsinekana, Mqwashu, Bongweni A, Gcinisa North, Hlosini, Bongweni B, Nqwenerhana, Crossman/ Mgwangqa, Nomonti,Torr
4	Machibi, Upper & Lower Dube, Madliki, Phole, Moni, Ngxakaxha, Mdolomba
5	Tyityaba/Ferndale, Bodium, Bell, Lover's Twist, Crossroads, Tuku A, B & C, Wooldridge/Bira, Hoyi, Leqeni,
6	Cisira, Feni, Dam-dam, Makhahlane,Celetyuma,Mahlubini/Nyaniso,Ncala
7	Ndlambe, Ndwayana, Glenmore, Maqosha, Qamnyana, Gwabeni, Mankone, Horton, Eluxololweni, Rura, Baltein,
8	Peddie Town, Peddie Extension, Power, German village, Durban Location
9	Runletts, Woodlands, Pikoli, Nobumba, Ntloko, Mgwalana, Lewis, Paradise & Lower Mgwalana/Nyeleni
10	Mtati, Ngqowa/eSigingqini, Upper Gwalana, Lower Gwalana Mabaleni, Ntshamanzi, Newtondale, Maxhegweni, Upper Qeto, Lower Qeto,
11	Mpheko, Mgababa, Prudhoe, Mkhanyeni
12	Hamburg, Benton, Gcinisa-South, Wesley, Bhingqala/Soweto, Mqheleni, Tarfield/Nier, Qobo-qobo/Nuloets, Daninge

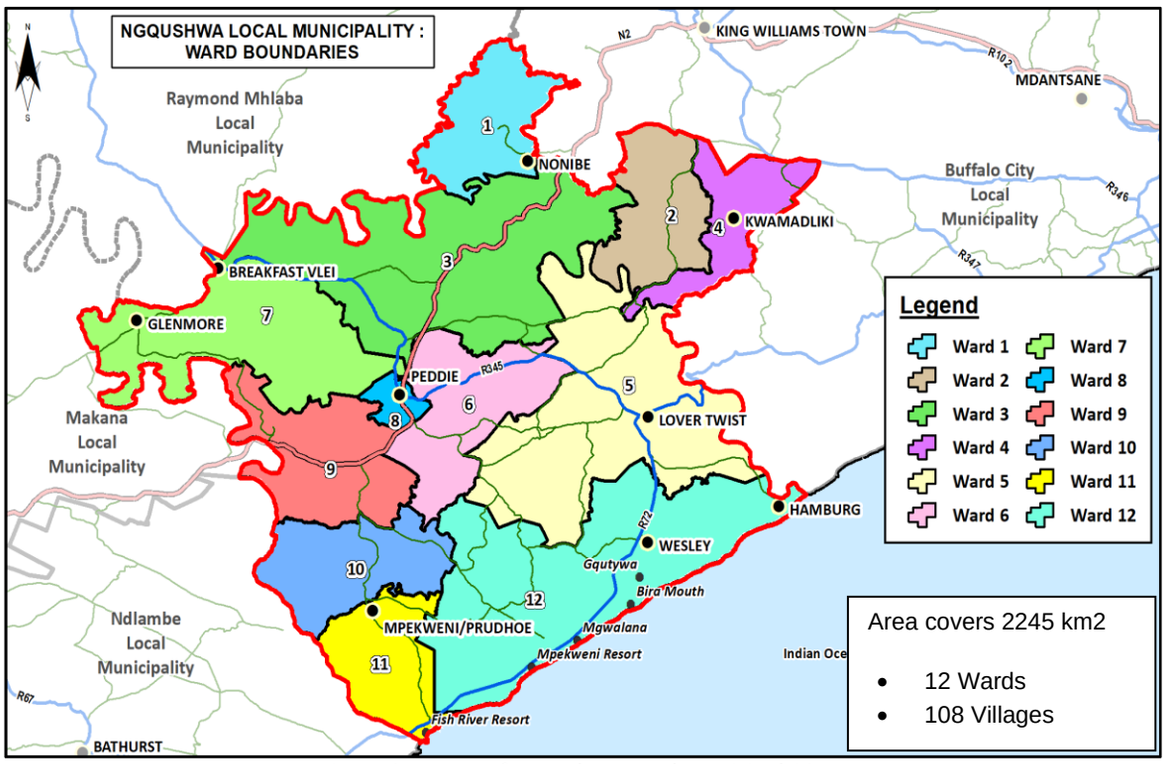


Figure 2.1: Map of Ngqushwa Local Municipal:2017

2.3 Demographic Profile

Ngqushwa Local Municipality has an estimated population of 68 300 (Stats SA: 2022). Compared to the previous census figures (66 227) , the number of Ngqushwa population has increased.

POPULATION IN NGQUSHWA		
MALE	**FEMALE**	**TOTAL**
32 614	**35 686**	**68 300**

Table: The latest figures according to Stats SA 2022 is 68 300

2.3.2 Sex and Age

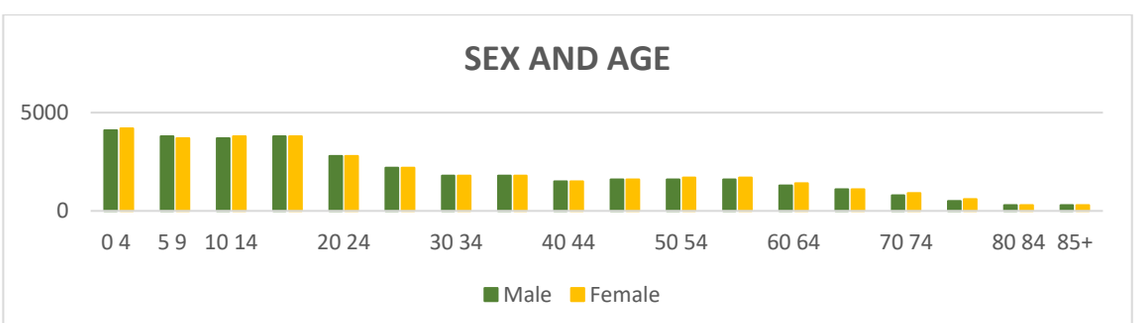
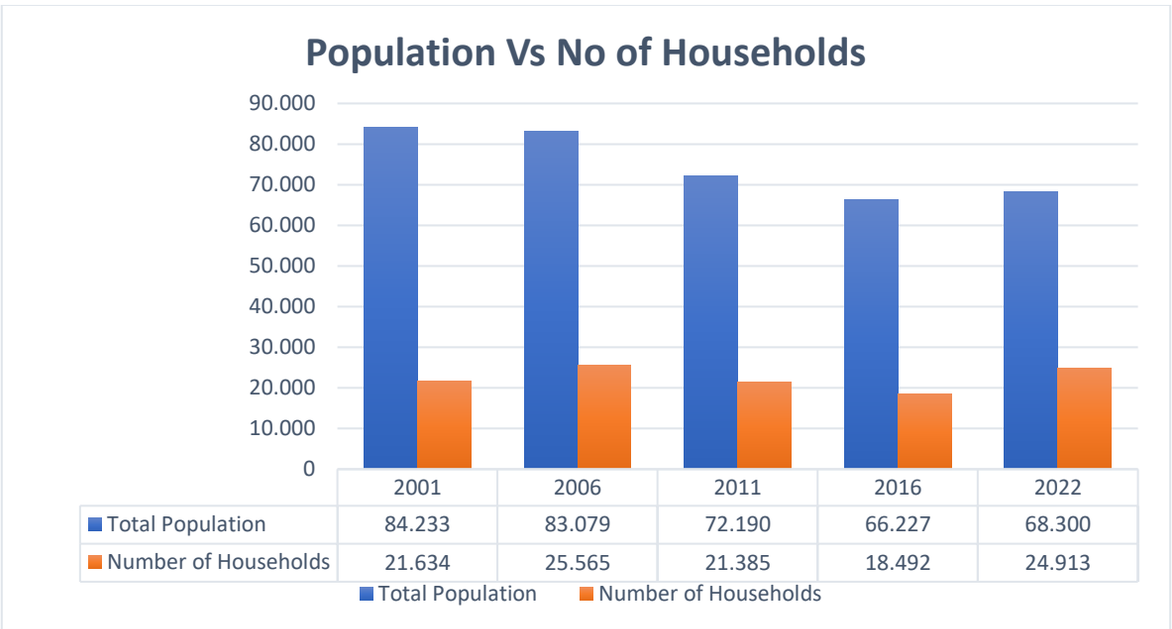


Figure : Indicates sex and age in completed years (Stats SA, 2016)

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, 2022



Source: Stats SA (2022).

2.3.4 Sector contribution to total employment

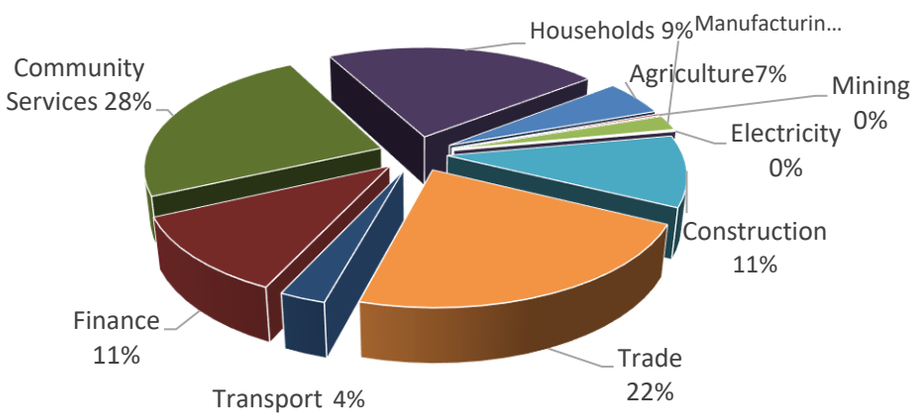
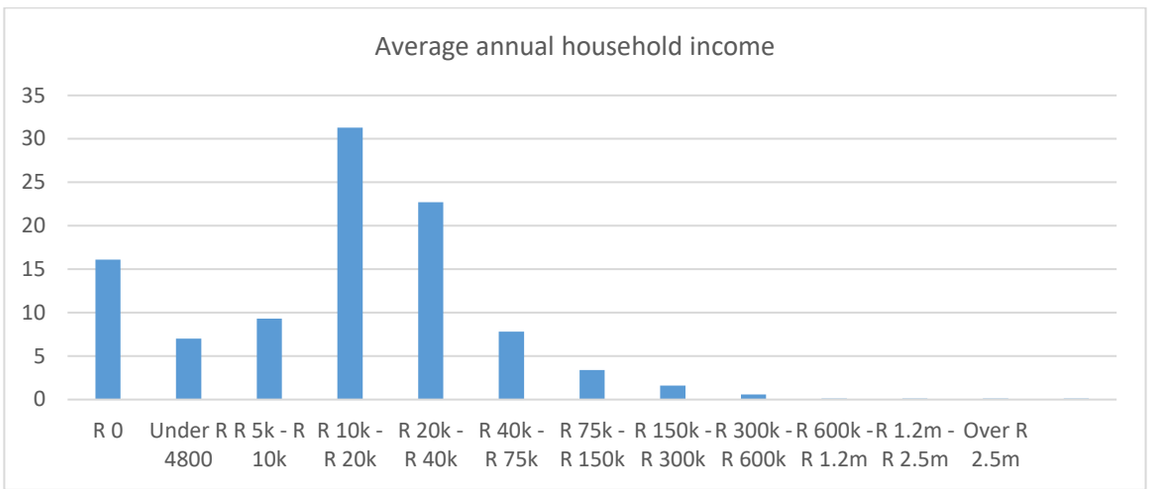


Figure : Sectors contribution to total employment Ngqushwa, 2017

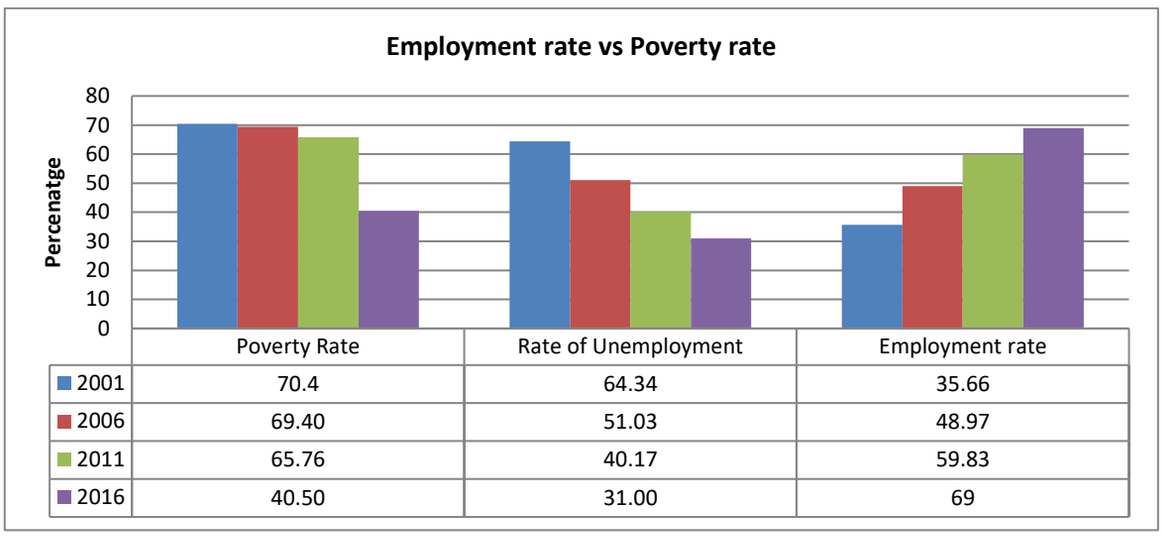
The economy of Ngqushwa is dominated by community services sector, which contributes about 28% to the GGP of Ngqushwa in 2017. Community services and Trade are the major employer in Ngqushwa as they both have the highest number of employment.

2.3.5 Average annual household income



Source :STATS SA 2011 & (CS) 2016 Figure : Annual Income

2.3.6 Employment rate vs Poverty rate

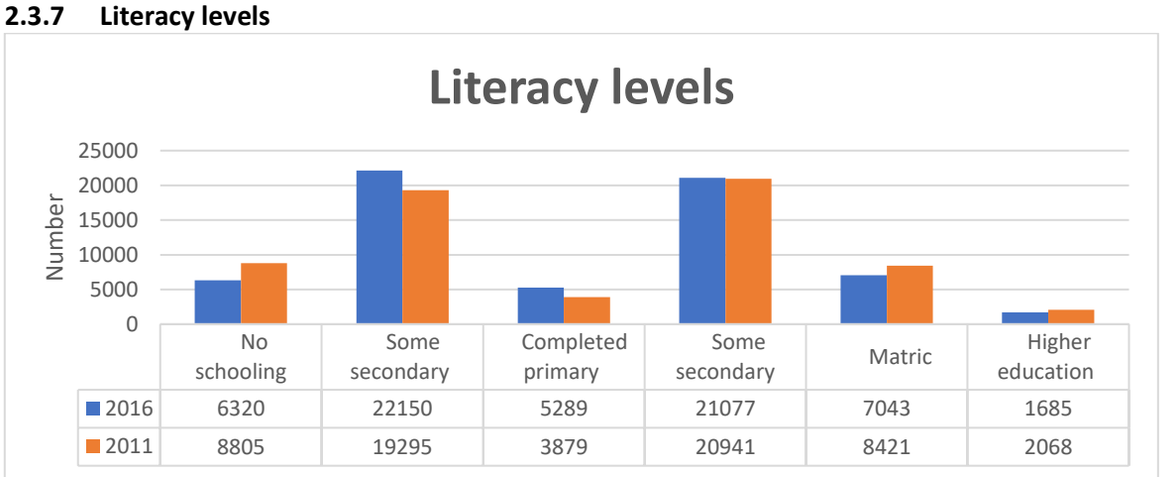


	Poverty Rate	Rate of Unemployment	Employment rate
2001	70.4	64.34	35.66
2006	69.40	51.03	48.97
2011	65.76	40.17	59.83
2016	40.50	31.00	69

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

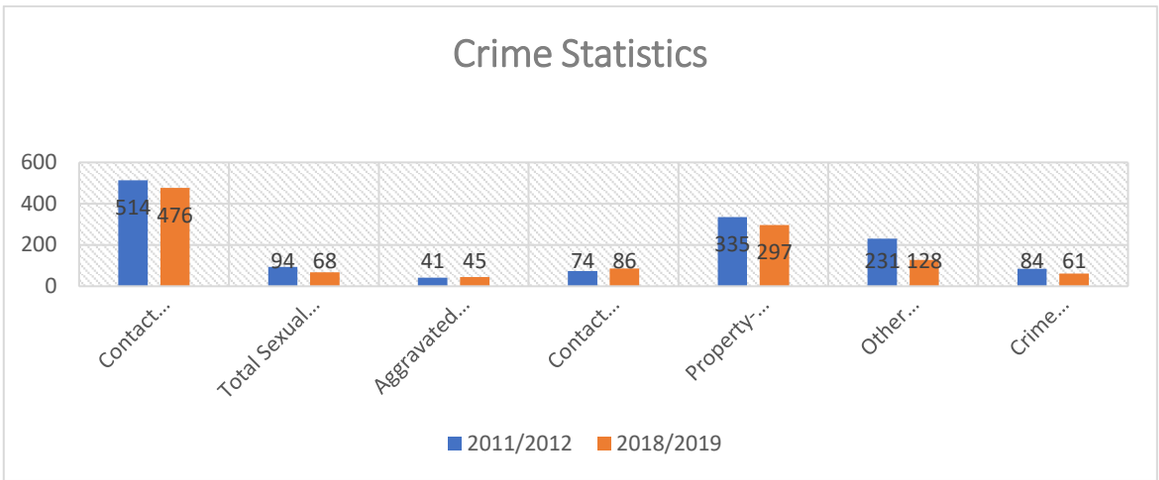


	No schooling	Some secondary	Completed primary	Some secondary	Matric	Higher education
2016	6320	22150	5289	21077	7043	1685
2011	8805	19295	3879	20941	8421	2068

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.

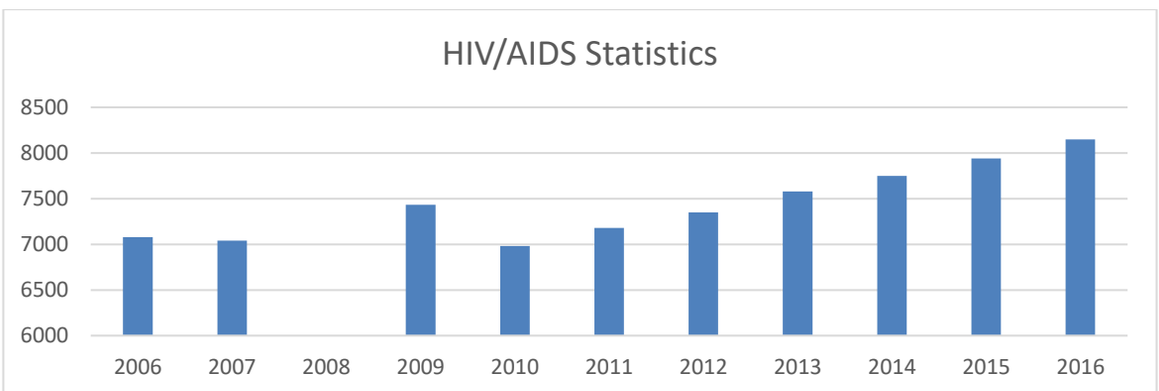
2.3.8 Ngqushwa Crime Statistics



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.

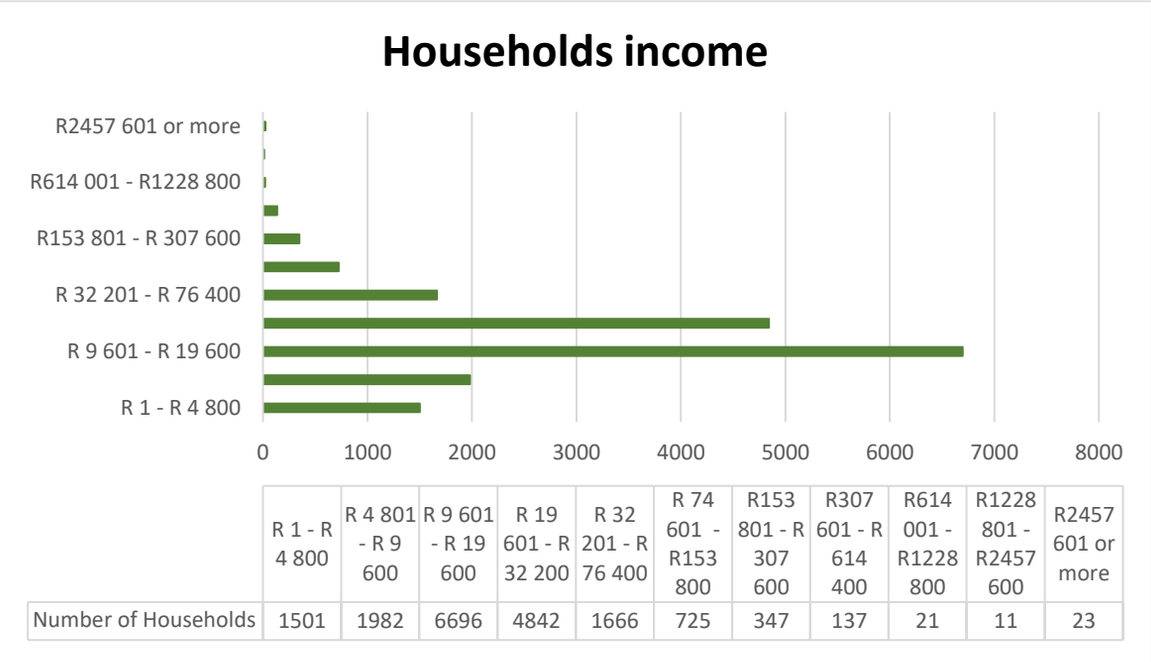
2.3.9 HIV/AIDS Statistics



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

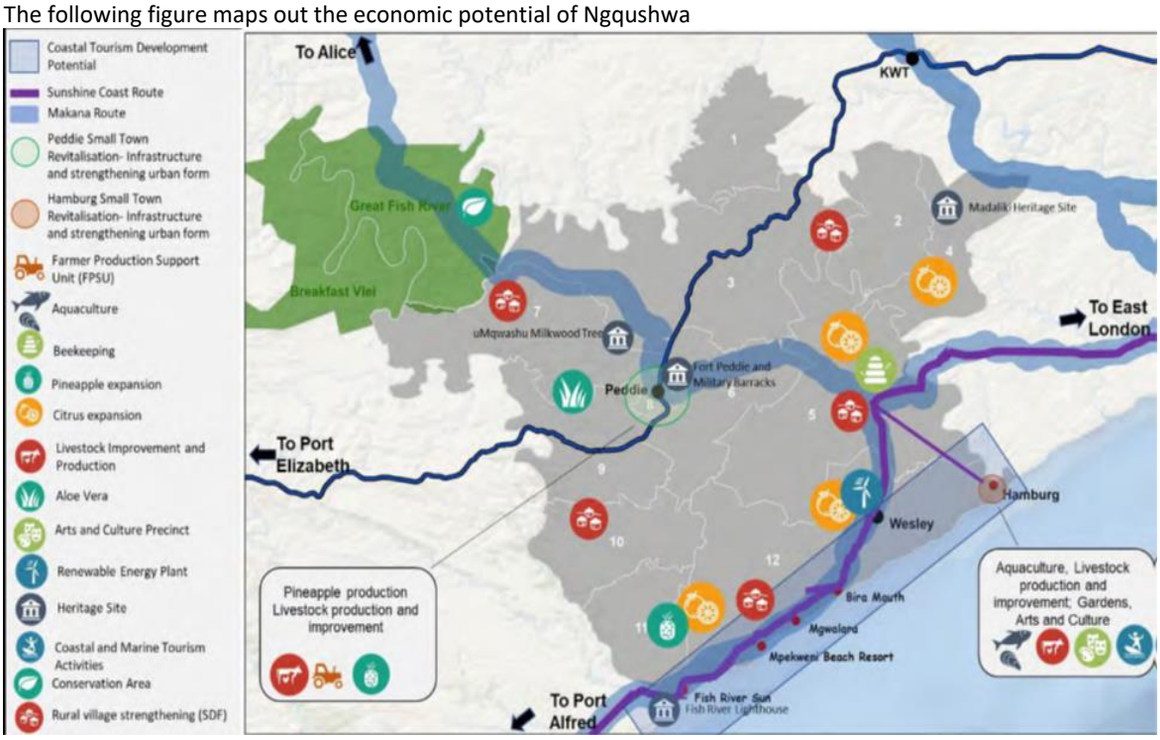
Source: ECSEC 2019 Figure : Household income.

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 2023/24, the municipality has done some commendable work under Technical Services Directorate. Gravel roads were maintained through blading, re-gravelling and patching (tar roads). One of the challenges faced by the infrastructure department is the outcry by the Ngqushwa communities on condition of District Roads that are under Public Works. Engagements with the department on maintenance of the District roads are ongoing.

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**	**Agrarian Transformation & Rural Development** **KPAs**	**Human Resource Development and Education** **KPAs**	**Infrastructure** **KPAs**	**Manufacturing Diversification** **KPAs**
• Income Security • Municipal Services • Housing • Comprehensive healthcare • Expand EPWP towards sustainability • Community safety • Gender based violence • Nutrition	• Land Reform (redistribution, redress, tenure, land use) • Area based planning • Food security • Agricultural infrastructure • Agro processing • Institution building	• 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	• Integrated infrastructure plan • Establish project preparation fund • Infrastructure finance strategy • Strengthen state capacity • Technical support centre	• 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.

Spatial Development Framework Plan	
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 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.

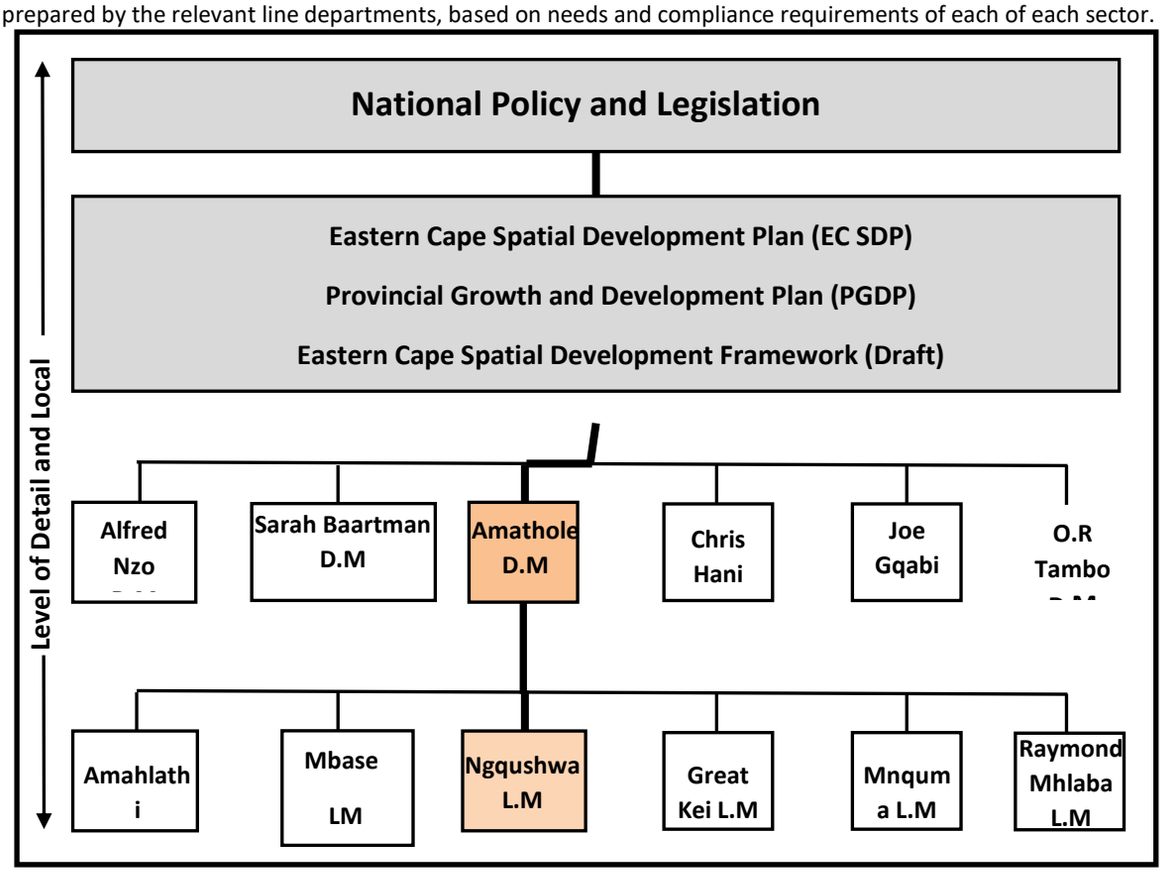


Figure 1: Policy Alignment

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.

2.5 SITUATION ANALYSIS IN TERMS OF KEY ISSUES

2.5.1 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.

2.6 KEY PERFORMANCE AREAS AND DEVELOPMENT PRIORITIES

2.6.1 Hierarchy of plans informing NgqushwaLM's Service Delivery Priorities.

National and Provincial Agenda

- Government priorities and focus areas are set at both a national and provincial level (NDP, MP Vision 2030 – MTSF)

District Agenda

- District plans (SDF, IDP, and District Management Area/Land Use Guidelines
- District Development Model, One Plan

Ngqushwa's Visin 2057

- 40 year long view of what the municipality holds about itself, what is should look like and the view ablso incorporates a project pathway of outcomes, outputs, goals and targets that must be perioodicaly attained in order for the vision to be realised

Integrated Development Plan

- Five-year plan linked to long-term goals i.e. breaking down NLM's long-term objectives into five-year strategic planning

Semi-operational

- Annual IDP review that outlines overview of planning for a specific year against high-level strategic plans outlined infive-year IDP and reports on progress against those high-level goals on an annual basis

SDBIP and Business Plans

- Annual business planning by departments linked to achieving objectives outlined in the IDP.

2.6.2 WARD PRIOROTIES

The table below indicates the key performance areas and priorities as per the adopted final 2022/23 -2026/27 IDP.

WARD 1

Year 1	2022 - 2023	Tamara Community Hall
Year 2	2023-2024	Nxopho Internal Streets
Year 3	2024 - 2025	Gobozana Community Hall (Renovations)
Year 4	2025 - 2026	Mtati Internal Streets
Year 5	2026 - 2027	Gobozana - Fencing of grave yard

WARD 2

Year 1	2022 - 2023	Ngqutu Community Hall
Year 2	2023-2024	Mavatulana Community Hall
Year 3	2024 - 2025	Tapushe Community Hall
Year 4	2025 - 2026	Tildin Community Hall
Year 5	2026 - 2027	Dlova Internal Streets

WARD 3

Year 1	2022 - 2023	Bhongweni A Community Hall
Year 2	2023-2024	Mrataza Community Hall
Year 3	2024 - 2025	Gcinisa North Community Hall
Year 4	2025 - 2026	Bhulukazi Interna Streets
Year 5	2026 - 2027	Makhuzeni Community Hall

WARD 4

Year 1	2022 - 2023	Upper Dube Community Hall
Year 2	2023-2024	Nxwashu Community Hall
Year 3	2024 - 2025	Phole Internal Streets
Year 4	2025 - 2026	Ngxakaxa Community Hall
Year 5	2026 - 2027	Madliki Internal Streets

WARD 5

Year 1	2022 - 2023	Loverstwist Community Hall
Year 2	2023-2024	Tuku B Community Hall
Year 3	2024 - 2025	Bell Internal Streets
Year 4	2025 - 2026	Tyityaba Internal Streets
Year 5	2026 - 2027	Hoyi Community Hall

WARD 6

Year 1	2022 - 2023	Nyaniso Internal Streets
Year 2	2023-2024	Feni Highmast Lights
Year 3	2024 - 2025	Dam-Dam Internal Streets
Year 4	2025 - 2026	Cheletyuma Internal Streets
Year 5	2026 - 2027	Cisira Highmast Lights

WARD 7

Year 1	2022 - 2023	Glenmore Internal Streets (Paving)
Year 2	2023-2024	Maqhosha Community Hall
Year 3	2024 - 2025	Gwabeni Internal Streets
Year 4	2025 - 2026	Ndwayana Hall (Renovations)
Year 5	2026 - 2027	Mankone Community Hall (Renovations)

WARD 8

Year 1	2022 - 2023	Peddie Extension Stadium German Village Community Hall
Year 2	2023-2024	Durban Internal Streets
Year 3	2024 - 2025	Peddie Town Street lights (Residential Area)
Year 4	2025 - 2026	Ndlovini Internal streets
Year 5	2026 - 2027	New Creation Community Hall

WARD 9

Year 1	2022 - 2023	Ntloko Community Hall
Year 2	2023-2024	Woodlands Internal Streets
Year 3	2024 - 2025	Mgwalana Community Hall
Year 4	2025 - 2026	Ross (Paradise) Internal Streets
Year 5	2026 - 2027	Lower Mgwalana Internal Streets

WARD 10

Year 1	2022 - 2023	Ntshamanzi Internal Streets
Year 2	2023-2024	Upper Qeto Community Hall
Year 3	2024 - 2025	Ngqowa/Sigingqini Household electrification (Extension)
Year 4	2025 - 2026	Lower Gwalana Internal Streets
Year 5	2026 - 2027	Lower Qeto Internal streets

WARD 11

Year 1	2022 - 2023	Mkanyeni Internal Streets
Year 2	2023-2024	Mgababa Highmast Lights
Year 3	2024 - 2025	Prudhoe Internal Streets
Year 4	2025 - 2026	Mpekweni Sports Field
Year 5	2026 - 2027	Mgababa Community Hall (Renovations)

WARD 12

Year 1	2022 - 2023	Mqheleni Community Hall
Year 2	2023-2024	Nier Internal Streets
Year 3	2024 - 2025	Wesley Community Hall
Year 4	2025 - 2026	Benton Highmast Lights
Year 5	2026 - 2027	Gcinisa Internal Streets

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

Top 10 Priorities for 2024/25 financial year:

- Internal Streets
- Community Halls
- Electrification of Village Extensions
- Water
- Sanitation
- Highmast Lights
- Dam Scooping
- RDP Houses
- Sports Fields
- Refurbishment of Boreholes

KEY PERFORMANCE AREAS

Key Performance Areas	Strategic Goals
KPA 1: Institutional Development and Design	To ensure continuous implementation of the municipal vision and mission through the Human Resource Management Plan, ensure an effective and efficient administration through systems that are aligned to the organization and by providing a secure ICT Infrastructure which delivers appropriate level of data confidentiality, integrity and availability and to strengthen communication with internal and external stakeholders by providing accurate; timeous and complete information about municipal policies and programmes

Key Performance Areas	Strategic Goals
KPA 2: Quality Basic Service Delivery and Infrastructure Development	To provide access to quality infrastructure and sustainable basic services to the communities within available resources
KPA 3: Local Economic Development and Spatial Development	Strives to ensure safe, sustainable and environmental friendly livelihoods and sustainable economic growth using all available natural resources. To provide responsive, accountable, effective and sustainable public services 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 and Land Use Management Act principles and the National Development Plan.
KPA 4: Financial Viability and Management	Effective and efficient financial governance that will ensure viability and sustainability of the municipality.
KPA 5: Good Governance and Public Participation	To promote a culture of good governance and public participation

Table: Key Performance Areas

2.7 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
• Functional Committees (LLF, SDEEF, OHS) • Approved Records Management Systems (File Plan, RM Policy, RM Procedure Manual) • Approved ICT Governance Framework	• Lack of space (offices, storage and refreshment facilities) • Lack of disaster recovery and back up site • Slow pace of grading of job decription at District Level	• Provision of digital services to the community and potential to collect more revenue through ICT • Support from Department of Sport Recreation Arts & Culture • Benchmarking best practices with other municipalities and organisations in order to better manage our fleet • Institutions of higher learning and technical colleges for staff development	• ICT information security threats • Loss of documents

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
• Skilled and competent staff Technical staff. • Formal taxi rank facility in Peddie. • Good supply of electricity throughout the municipal area. • Good Intergovernmental relations and support. • Existing Road Maintenance Plan	• High dependency on infrastructure grants • High infrastructure maintenance backlogs. • Only 2% of roads in the municipal area are surfaced. • The Regional Water Scheme in Peddie is overloaded. • Over capacitated Sewer Treatment Plant in Peddie. • Lack of the sanitation infrastructure in Hamburg.	• The N2, R72 and R345 traverse through the municipal area (Economic development gateway) • Excellent Programme Management unlocks reallocation of MIG grant to accelerate service delivery against planned projects for the MTEF. • Improved infrastructure will create investor	• Dilapidated infrastructure. • Increasing of crime rate and vandalism of social amenities. • Illegal connections to Municipal services. • Capacity strain on Sewer plants

	• Poor planning and project administration • Lack of infrastructure Master plans .	confidence and enhance growth in domestic market.	

KPA 3: LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
• Land Available for Development (SDF) • 42km Coastal belt • Strategically located along major transport route (R72 & N2). • Adequate land available for agricultural purposes. • Tourism destination attractions sites (hotels, beaches & heritage sites) •	• Financial Constraints limit ability to achieve LED objectives • Poor Road Infrastructure to economic nodal point • Value addition enterprises • Insufficient skills base to Local Farmers • Accessing/ leasing farms for farming purposes • Social Issues (Traditional Leaders • Coastal Infrastructure • By Laws enforcement	• Unique Keiskamma estuary piloted by the Department of Forestry Fisheries and Environment. • Potential to expand Hamburg Aquaculture • Small Towns Revitalisation Programme (In line with DDM) • Beach front development • Revitalization of Irrigation Schemes. • Expansion of Citrus Production • High suitability in livestock Farming • Potential to establish road worthy testing centre.	• Adverse demographical changes • Element of land invasion in Hamburg • Lack of Youth participating in economic activities • Climate Change • High rate of crime • Illegal poaching of Marine living resources •

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
• Polices and Plans available within the municipality • Better management of resources. • Reporting is done as legislated • Committed personnel • Better relations with government departments	• Low revenue base resulting to grant dependency • Limited resources • Skills GAP • Inadequate contracts management • Inadequate internal control • Lack of proper asset management.	• Disposal, leasing and development of municipal land • Collaboration with other government departments, entities and private institutions.	• Changes in legislation. • Changes in technology • Court judgements • Land not transferred beneficiaries and land invasions • Pandemics and conflicts

KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
• Policies and Plans are available. • Capable /skilled workforce • Strengthen performance monitoring and reporting. • The municipality has established good working relations with Traditional Leaders which strengthens functionality of public	• Standardise and simplify processes and systems.	• Innovative community engagement through public participation • Co sourcing of litigations matters. • Automated systems • Improve Technical Competence of the Internal Auditors on GRAP	• Changes in Legislation • Technological advancement • Demarcation Issues

participation structures at ward level. • Centralised litigation system & legal administration.			

2.8 NGQUSHWA STRATEGIC PLANNING SESSION FOR DEVELOPMENT OF 2024/25 IDP

2.8.1 INSTITUTIONAL STRATEGIC PLANNING SESSION

The Council of Ngqushwa Local Municipality held its 2024 Strategic Planning Session ("**SPS**") in Peddie on the 11 – 15 March 2024. The session was held at Mpekweni Beach Resort and Conference Centre. The session was organised by the Office of the Municipal Manager, duly authorised by the Office of the Mayor.

The following resolutions were taken at the 2024 Council Strategic Planning Session, for implementation during 2024/25 Financial Year:

Resolution No.	KPA	Resolution: Council resolved that:	Responsible Directorate
NGQ001	KPA 1	Appropriate ICT infrastructure that will ensure appropriate levels of confidentiality, integrity and availability be procured and installed to support the functionality of the municipality	Corporate Services
NGQ002	KPA 1	Develop and automate a leave management system	Corporate Services
NGQ003	KPA 1	All critical positions identified in the IDP with allocated budget be filled up within a reasonable period	Corporate Services
NGQ004	KPA 1	That the approved procurement plan be adhered to without any deviations	Corporate Services
NGQ005	KPA 1	Procure an automated performance management system	Corporate Services
NGQ006	KPA 1	Consolidate and distribute Council and Audit Committee Resolutions within 7 days after the meeting, with exception of urgent resolution to be distributed within 3 days	Corporate Services
NGQ007	KPA 1	Procure and installed double sided digital billboards and Peddie & Hamburg	Corporate Services
NGQ008	KPA 1	Finalise the review of all relevant policies for Council adoption with IDP before the end of the financial year	Corporate Services
NGQ009	KPA 1	Procure construction fleet	Corporate Services
NGQ010	KPA 1	Raise funds for a Bursary Fund for Top 10 Grade 12 achievers	Corporate Services
NGQ011	KPA 1	Facilitate installation of WIFI infrastructure in identified hotspots	Corporate Services

NGQ012	KPA 1	Organise career exhibitions for maritime studies and other scarce skills	Corporate Services
NGQ013	KPA 1	Procure refuse removal trucks	Corporate Services
NGQ014	KPA 1	Municipal buildings be branded with proper signage using the Branding Manual	Corporate Services
NGQ015	KPA 1	Implement aquaculture training	Corporate Services
NGQ016	KPA 2	Register qualifying engineering personnel with professional bodies such at ECSA and similar	Technical Services
NGQ017	KPA 2	Implement Risk Adjusted Strategy	Technical Services
NGQ018	KPA 2	Verify the overall number of connections, it is necessary to make site visits to all settlements	Technical Services
NGQ019	KPA 2	Determine the household by analysing the received data and the construction design	Technical Services
NGQ020	KPA 2	Develop business plans for Infrastructure projects from grant funders e.g. DBSA, DMRE	Technical Services
NGQ021	KPA 2	Develop concept document on desalination plant in Hamburg	Technical Services
NGQ022	KPA 2	Introduce energy saving mechanisms	Technical Services
NGQ023	KPA 2	Undertaken road infrastructure upgrades in conjunction with the Department of Transport	Technical Services
NGQ024	KPA 2	Undertake maintenance of municipal roads using MIG	Technical Services
NGQ025	KPA 2	Training of SMMEs on how to complete tender documents	Technical Services, SCM and LED
NGQ026	KPA 2	Refurbishment sodium lights to LED lights	Technical Services
NGQ027	KPA 2	Develop early detection mechanisms for under-performing contractors	Technical Services
NGQ028	KPA 2	Blacklist contractors who have defaulted on contracts	Technical Services
NGQ029	KPA 3	To ensure buildings and their services meet all statutory requirements	Community Services
NGQ030	KPA 3	To undertake maintenance work necessary to maintain the value of property assets.	Community Services
NGQ031	KPA 3	To promote effective maintenance management practices of all the NLM facilities and Develop maintenance plan	Community Services
NGQ032	KPA 3	Enhance revenue collection through traffic services	Community Services
NGQ033	KPA 3	Implement Risk Adjusted Strategy	Community Services
NGQ034	KPA 3	Package Ocean Economy initiatives and align them with ECSECC Ocean (Aquaculture) based sub-sectors	Community Services
NGQ035	KPA 3	Development of Coastal Sustainable Management Plan	Community Services

NGQ036	KPA 3	Implementation of sand dune management plan	Community Services
NGQ037	KPA 3	Upgrading of Parking Bays at Hamburg	Community Services
NGQ038	KPA 3	Undertake Livestock Improvement Programme (Medication, Feedlot, Livestock Management)	Community Services
NGQ039	KPA 3	Resuscitation of Irrigation Schemes (Vegetables, cash crops)	Community Services
NGQ040	KPA 3	Expansion of primary pineapple Production	Community Services
NGQ041	KPA 3	Facilitate film development	Community Services
NGQ042	KPA 4	BTO to develop & map SCM processes and ensure adherence thereto	Budget & Treasury Office
NGQ043	KPA 4	Develop & implement internal controls for financial management & cost containment measures and report on these through Section 71 & 72 reports	Budget & Treasury Office
NGQ044	KPA 4	Implement consequence management for non-compliance	Budget & Treasury Office
NGQ045	KPA 3	Install firewalls around the accounting system	Budget & Treasury Office
NGQ046	KPA 4	Engage the bank for safer ways of bank cash collections	Budget & Treasury Office
NGQ047	KPA 4	Sale of vacant land Designated loading bays with a Tarif in the CBD	Budget & Treasury Office
NGQ048	KPA 4	expedite qualifying payments for Conditional grants to ensure cashflows on projects	Budget & Treasury Office
NGQ049	KPA 4	Continue to monitor the implementation of RAS	Budget & Treasury Office
NGQ050	KPA 4	Disposal of sites in Hamburg	Budget & Treasury Office
NGQ051	KPA 4	Consider leasing Mthonjeni	Budget & Treasury Office
NGQ052	KPA 4	Perform an asset count and allocate a responsible person(s)	Budget & Treasury Office
NGQ053	KPA 4	refresher course on Cost containment to all facets of the Municipality including Council and Local Labour Forum	Budget & Treasury Office
NGQ054	KPA 4	Contract management module that monitors the performance of contractors	Budget & Treasury Office
NGQ055	KPA 5	Unbundling by removing Investment from the risk management unit and place the same preferably to LED	Office of the Municipal Manager
NGQ056	KPA 5	Implementation of the AAP	Office of the Municipal Manager
NGQ057	KPA 5	Capacitation of PMS	Office of the Municipal Manager
NGQ058	KPA 5	Automation of PMS	Office of the Municipal Manager

NGQ059	KPA 5	Risk action plans incorporated into the SDBIP	Office of the Municipal Manager
NGQ060	KPA 5	Automation of Risk Management	Office of the Municipal Manager
NGQ061	KPA 5	Enhance the system of monitoring of Council resolutions	Office of the Municipal Manager
NGQ062	KPA 5	Coordinate potential investment opportunities	Office of the Municipal Manager
NGQ063	KPA 5	Rate payers' awareness campaigns	Office of the Municipal Manager
NGQ064	KPA 5	Adhere to RAS and align risk to PMS	Office of the Municipal Manager
NGQ065	KPA 5	Facilitate and ensure the development of funding proposals on identified coastal/marine opportunities	Office of the Municipal Manager
NGQ066	KPA 5	Review of IPMS Policy	Office of the Municipal Manager
NGQ067	KPA 5	Cascading of IPMS to practitioners	Office of the Municipal Manager
NGQ068	KPA 5	Implement consequence management for non-compliance	Office of the Municipal Manager
NGQ069	KPA 5	Follow up on all commitments made by sector departments during 2024 Strat Planning Session	Office of the Municipal Manager
NGQ070	KPA 5	Follow up on all commitments made by various industry partners during 2024 Strat Planning Session	Office of the Municipal Manager

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 2023/24 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 act 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	Ms. K Notshulwana
2.	Manager: Human Resources	Vacant
3.	Manager: Administration	Ms. E. Maytham
4.	Manager: Information and Communication Technology	Mr. M. Fekema
5.	Manager :Corporate Communications and Brading	Ms. N.Cakwe

Table: Institutional Arrangement

3.1.2 Legislative framework applicable:

- The Constitution of the Republic of South Africa 103 of 1996
- Municipal Staff Regulations No 45181of 2021
- 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 ensure continuous implementation of the municipal vision and mission through the Human Resource Management Plan, effective and efficient administration through systems that are aligned to the organization and by providing a secure ICT Infrastructure which delivers appropriate level of data confidentiality, integrity and availability and to strengthen communication with internal and external stakeholders by providing accurate; timeous and complete information about municipal policies and programmes

3.2 MUNICIPAL ORGANISATIONAL STRUCTURE

POLITICAL STRUCTURE



Cllr S.S. Maneli
Mayor



Cllr L. Mdabula
Porfolio Head: Corporate & Technical Services



Cllr A. Nodikida
Chief of the Council
Porfolio Head: Community Services



Cllr S. Nyaniso
Porfolio Head: Budget and Treasury Office

ADMINISTRATIVE STRUCTURE

The Municipal Manager is the Administrative Head and Accounting Officer of the Municipality. He 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 and all signing financial disclosure on annual basis. Efforts are being made to develop leadership and management skills at this level to ensure improved managerial capabilities.



Mr N. Mgengo
Municipal Manager



Mrs K. Notshulwana
Director : Corporate Services



Mr V. Mbangi
Director : Community Services

Vacant
Director : Technical Services



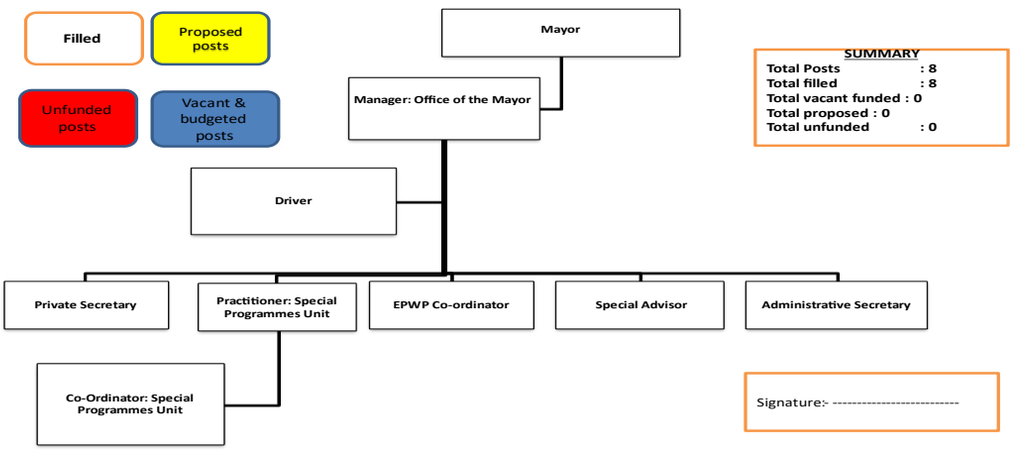
Chief Financial Officer
Mr T . Fundira

3.2.1 NGQUSHWA LOCAL MUNICIPALITY REVIEWED ORGANISATIONAL STRUCTURE 2024-2025

SUMMARY

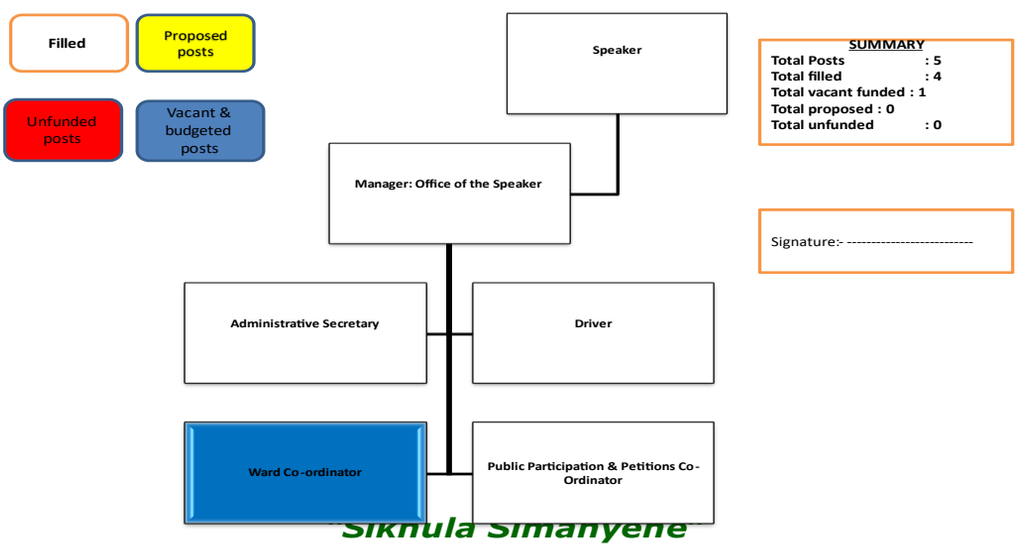
Total Posts	: 232
Total filled	: 182
Total vacant funded	: 33
Total proposed	: 8
Total unfunded	: 9

OFFICE OF THE MAYOR



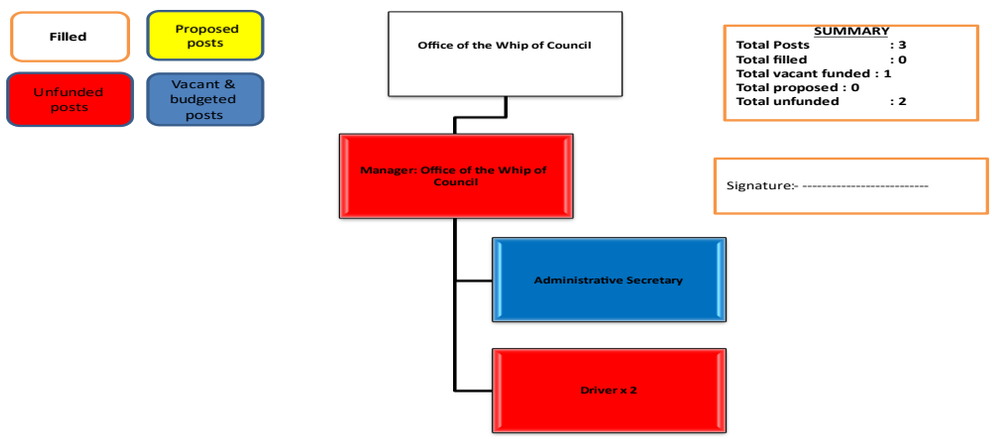
"Sikhula Simanyene"

OFFICE OF THE SPEAKER

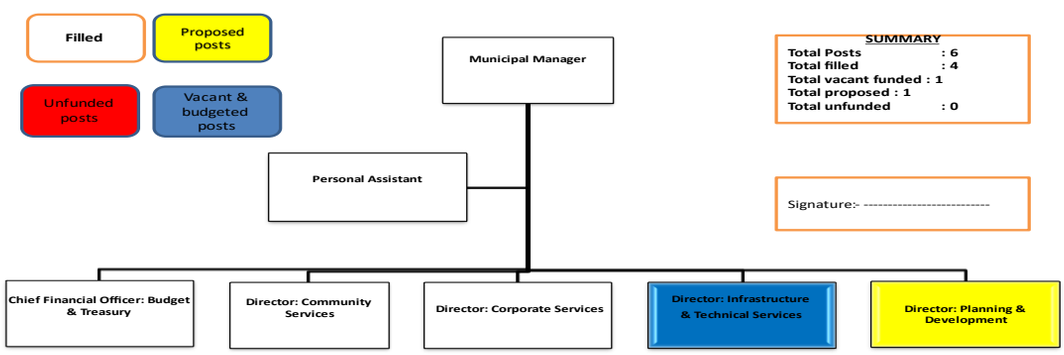


Sikhula Simanyene

OFFICE OF THE WHIP OF COUNCIL

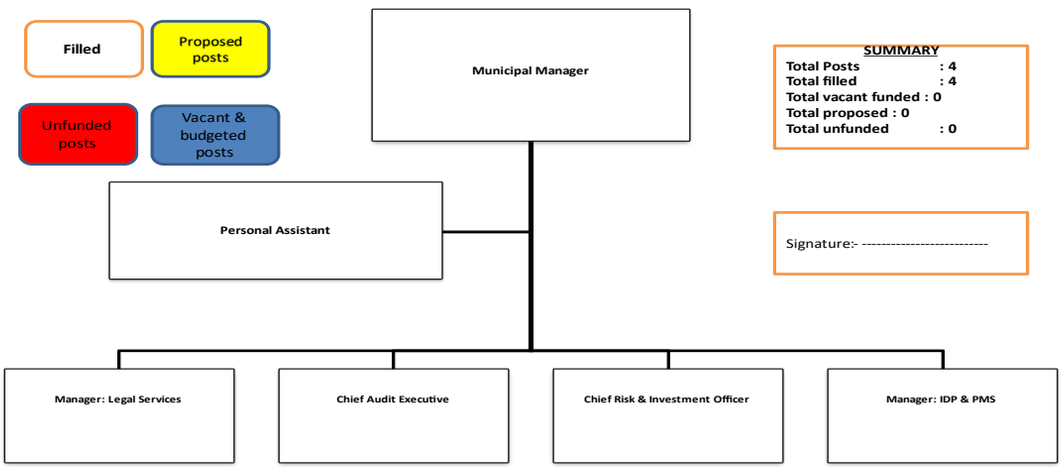


OFFICE OF THE MUNICIPAL MANAGER



"Sikhula Simanyene"

OFFICE OF THE MUNICIPAL MANAGER



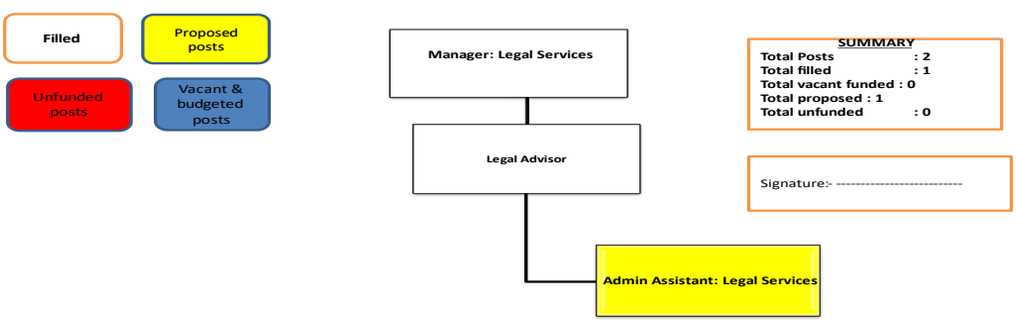
SUMMARY

Total Posts	: 4
Total filled	: 4
Total vacant funded	: 0
Total proposed	: 0
Total unfunded	: 0

Signature:- ----------

"Sikhula Simanyene"

LEGAL SERVICES UNIT

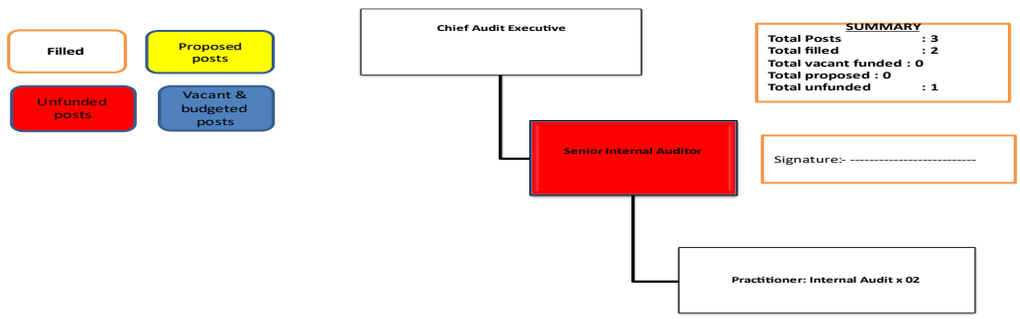


SUMMARY

Total Posts	: 2
Total filled	: 1
Total vacant funded	: 0
Total proposed	: 1
Total unfunded	: 0

Signature:- ----------

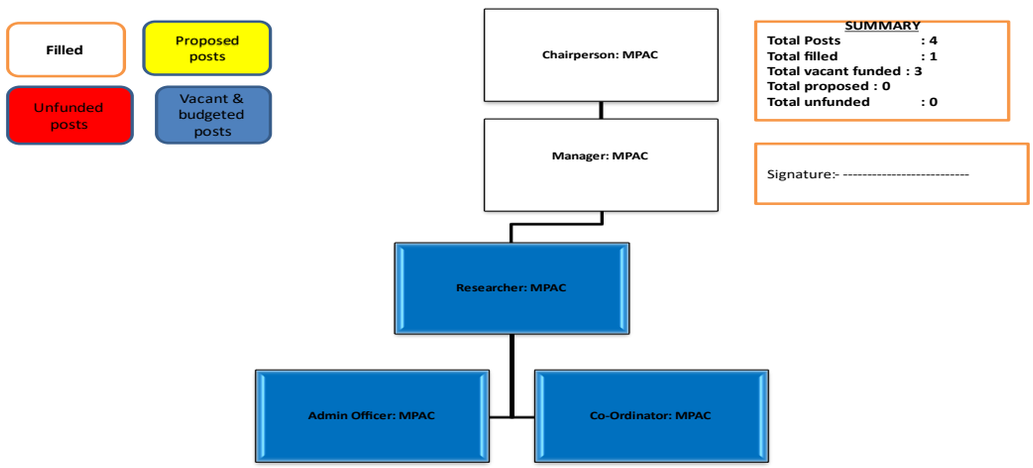
INTERNAL AUDIT UNIT



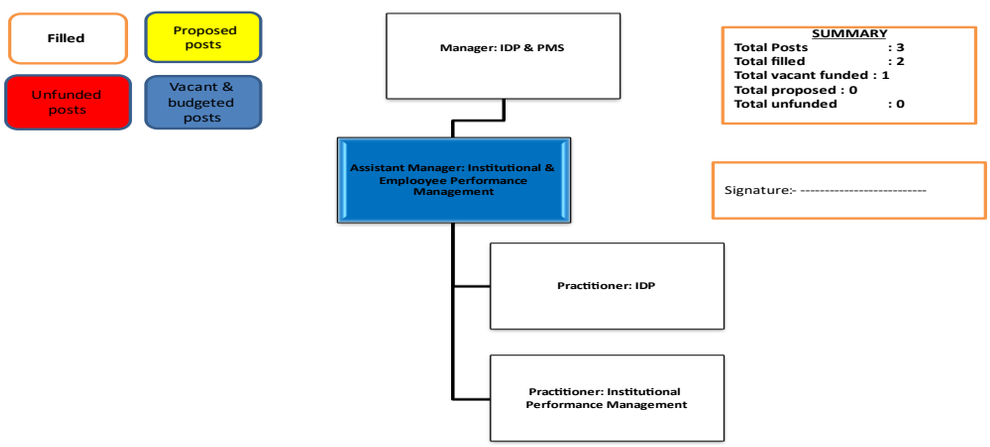
RISK MANAGEMENT UNIT



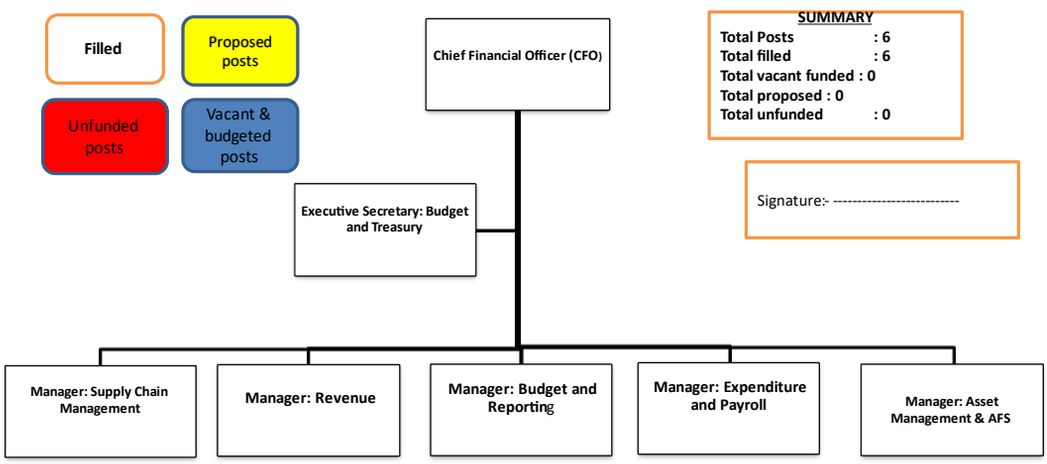
MUNICIPAL PUBLIC ACCOUNTS UNIT



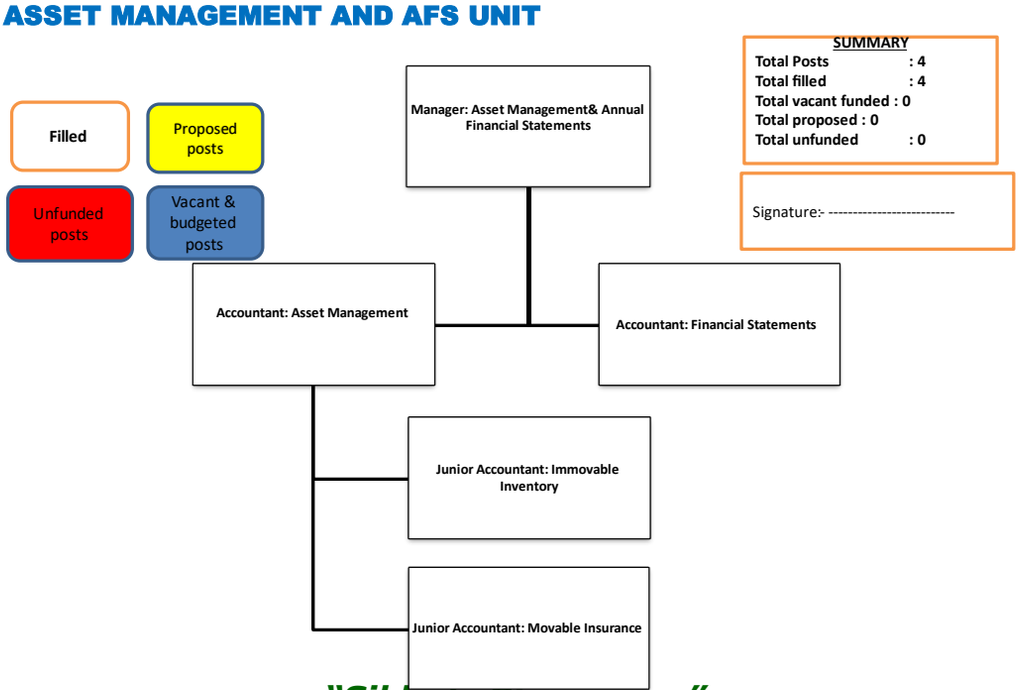
IDP AND PMS UNIT



BUDGET AND TREASURY OFFICE

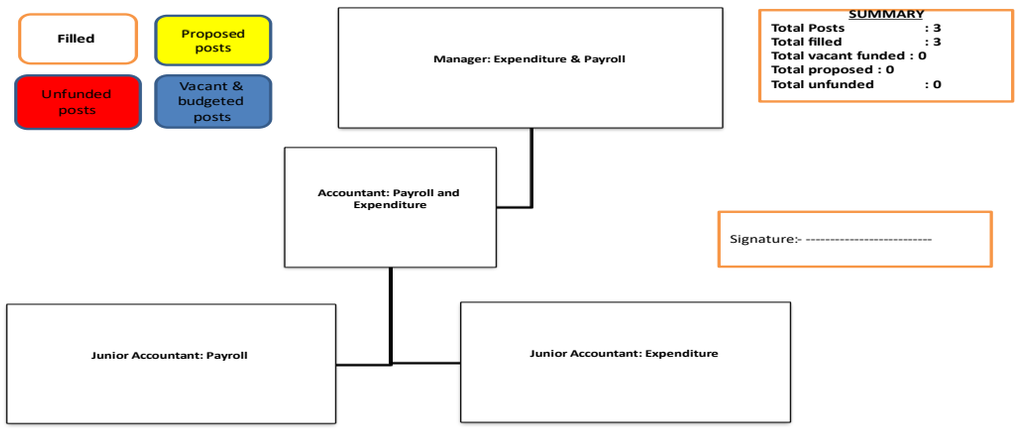


ASSET MANAGEMENT AND AFS UNIT



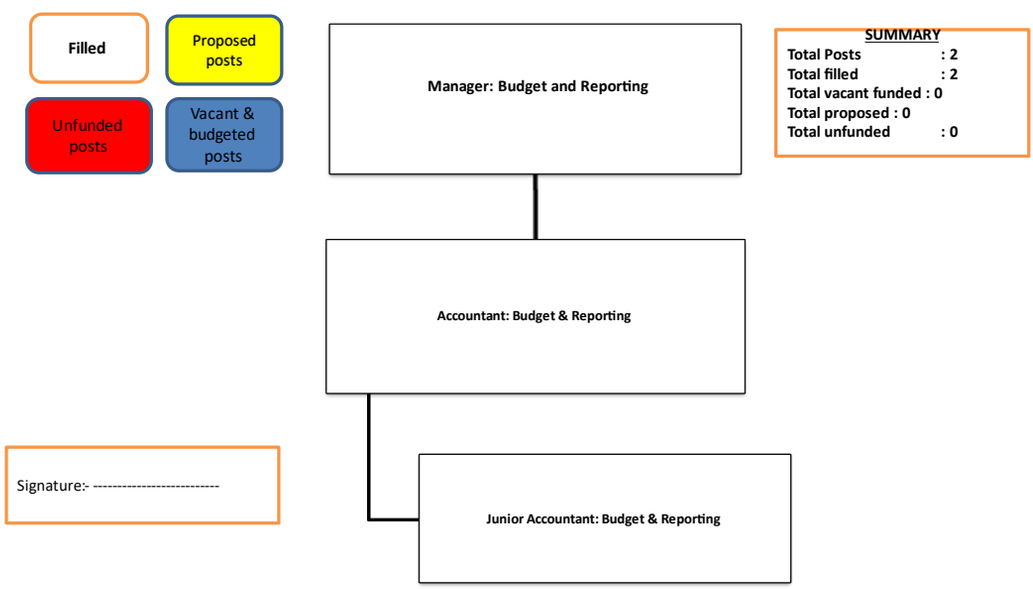
"Sikhula Simanyene"

EXPENDITURE AND PAYROLL UNIT



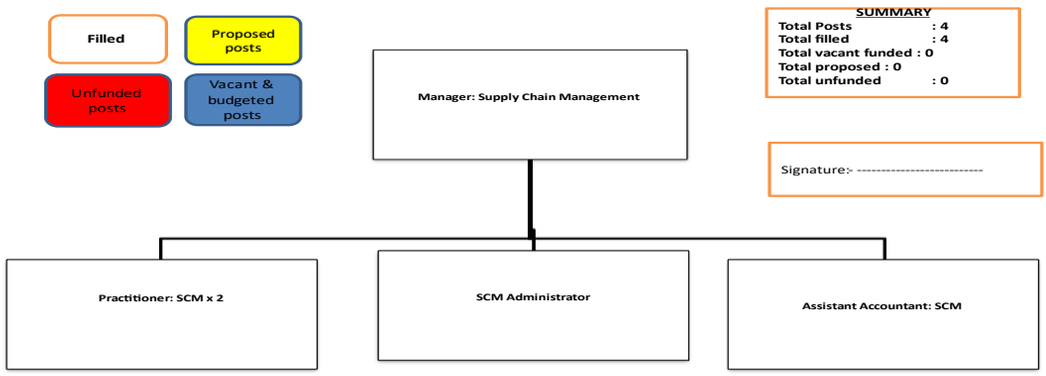
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BUDGET AND REPORTING UNIT



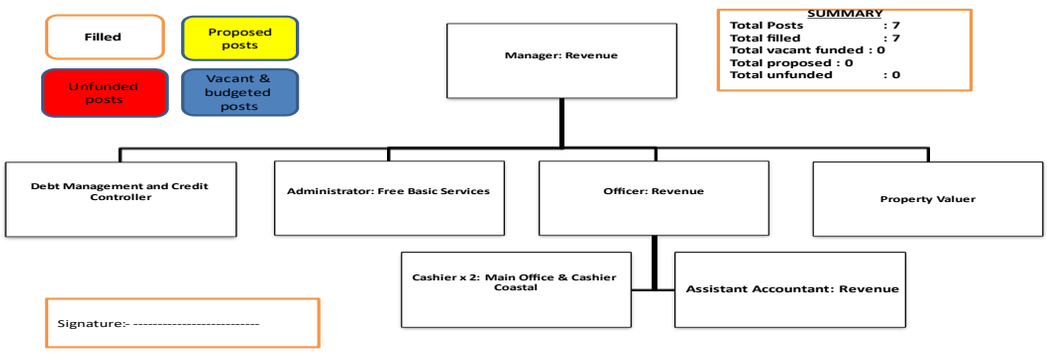
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SUPPLY CHAIN MANAGEMENT UNIT

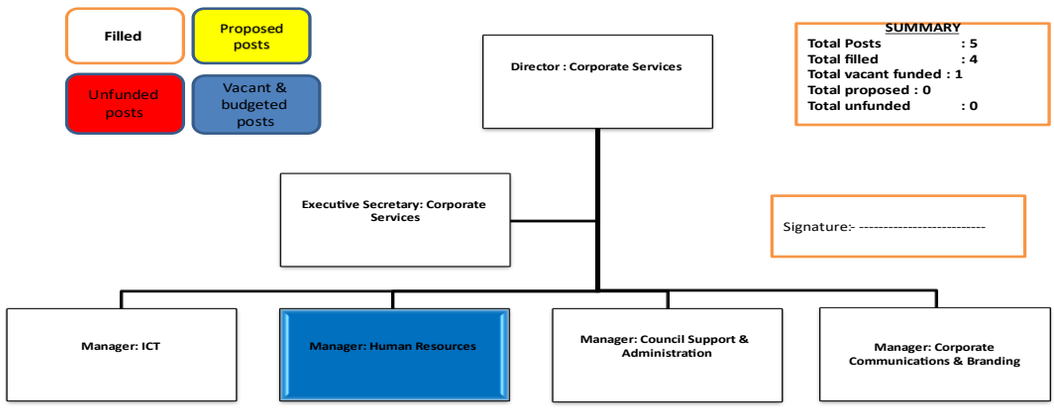


"Sikhula Simanyene"

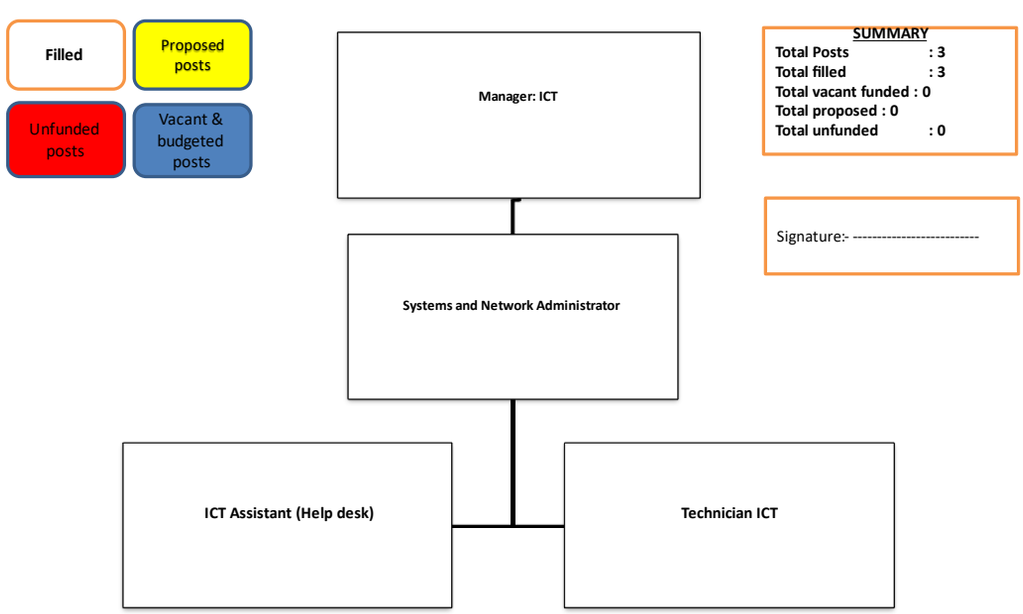
REVENUE UNIT



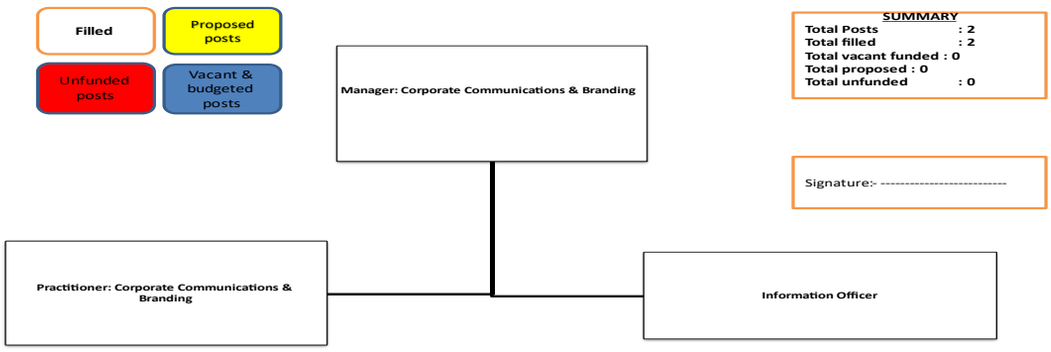
CORPORATE SERVICES DEPARTMENT



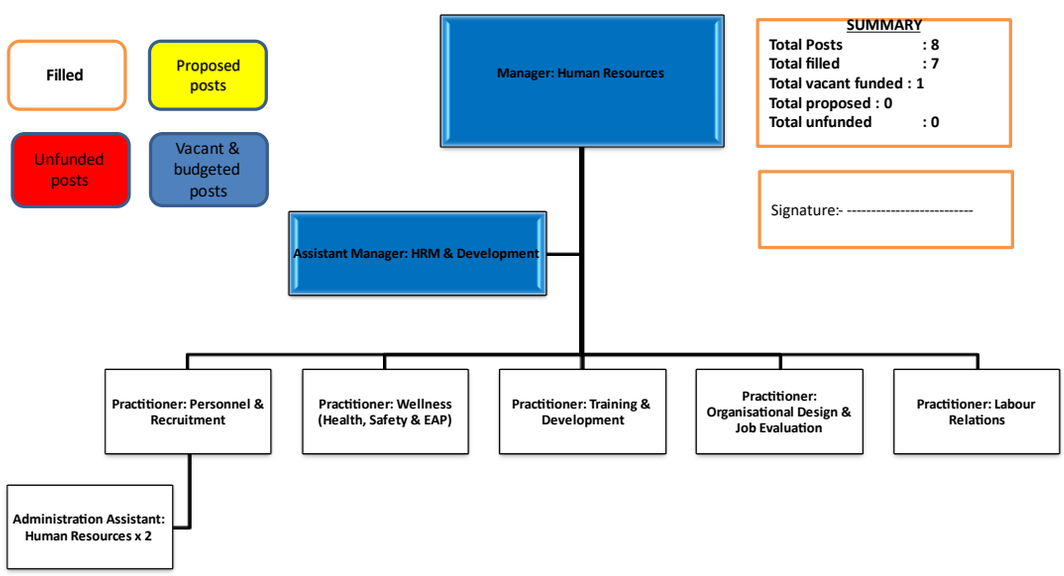
ICT UNIT



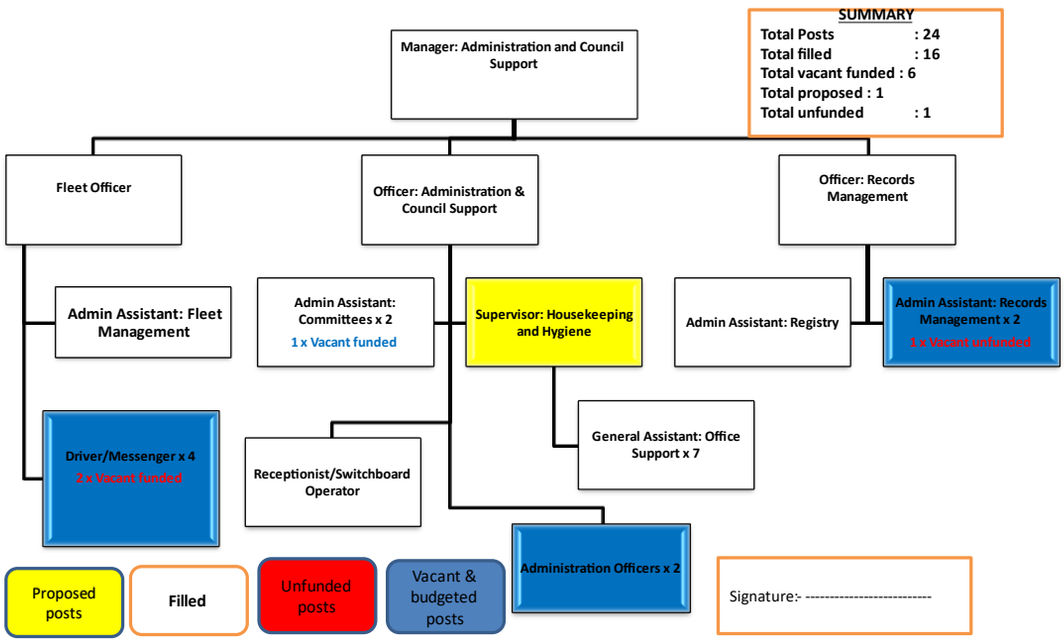
CORPORATE COMMUNICATIONS & BRANDING UNIT



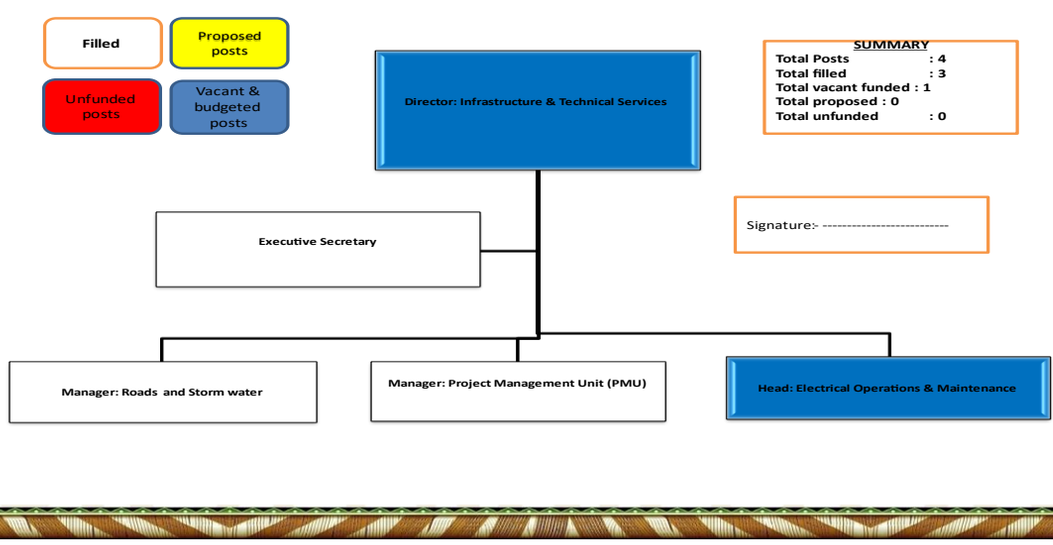
HUMAN RESOURCES UNIT



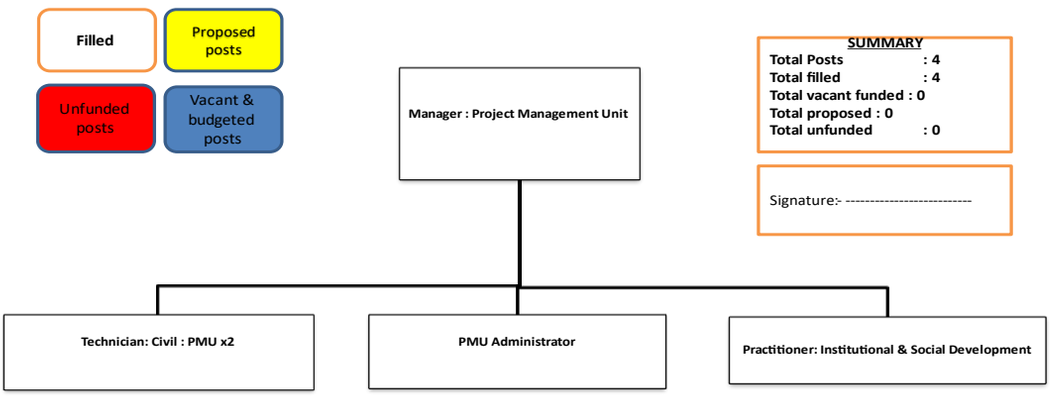
ADMINISTRATION AND COUNCIL SUPPORT UNIT



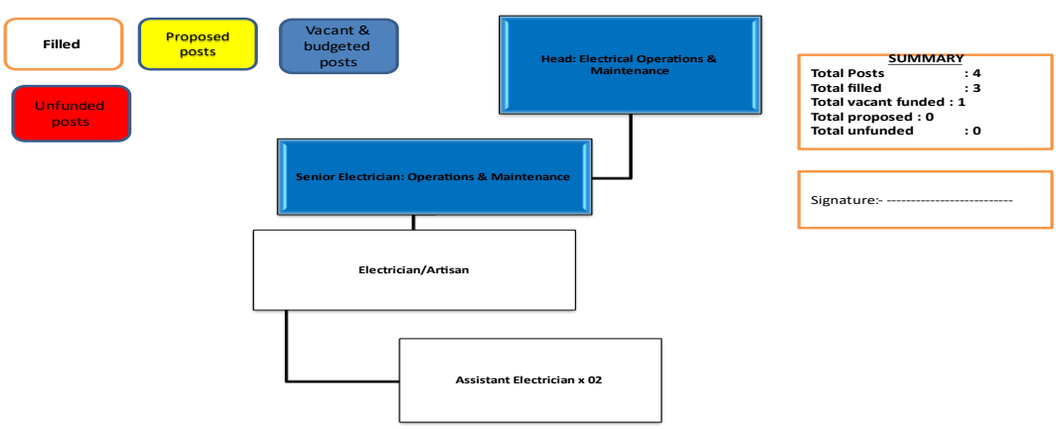
INFRASTRUCTURE & TECHNICAL SERVICES DEPARTMENT



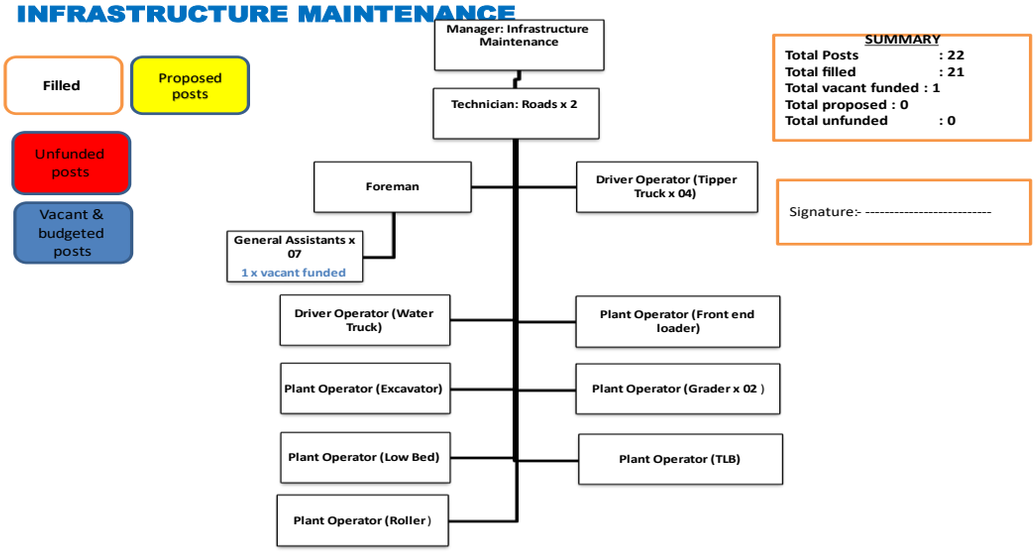
PROJECT MANAGEMENT UNIT



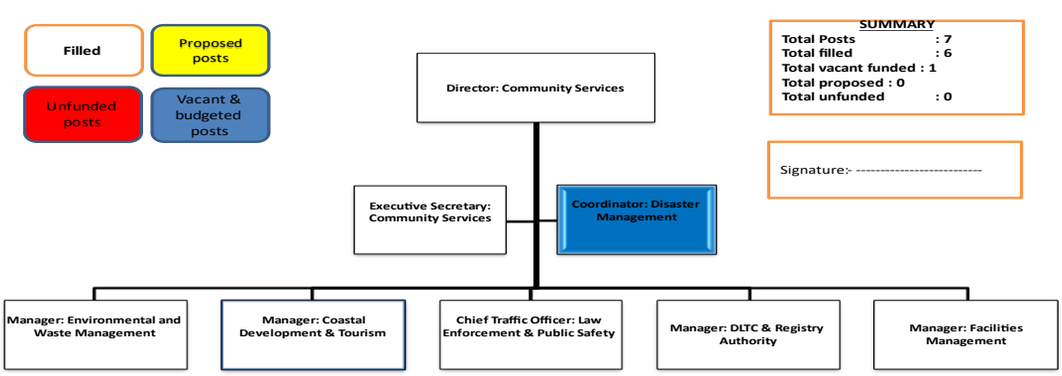
INFRASTRUCTURE MAINTENANCE



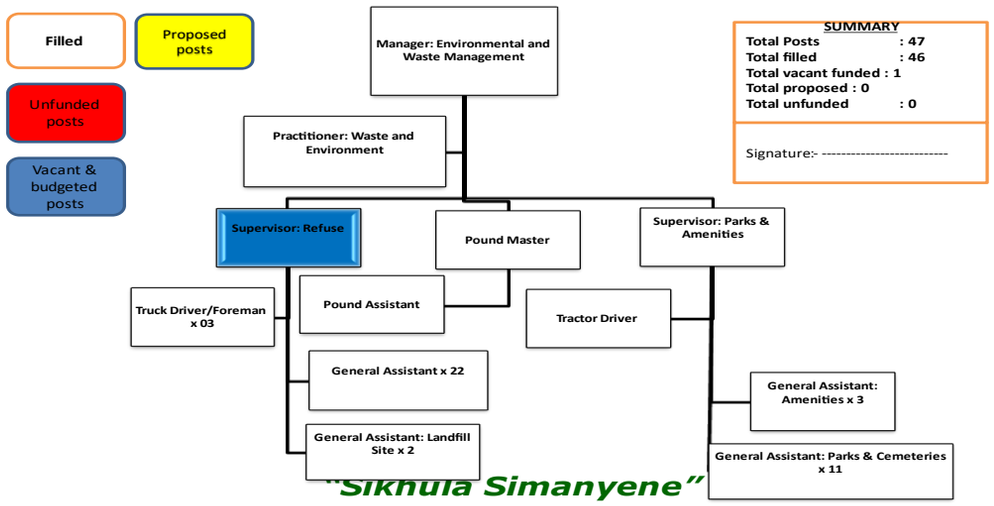
INFRASTRUCTURE MAINTENANCE



COMMUNITY SERVICES DEPARTMENT

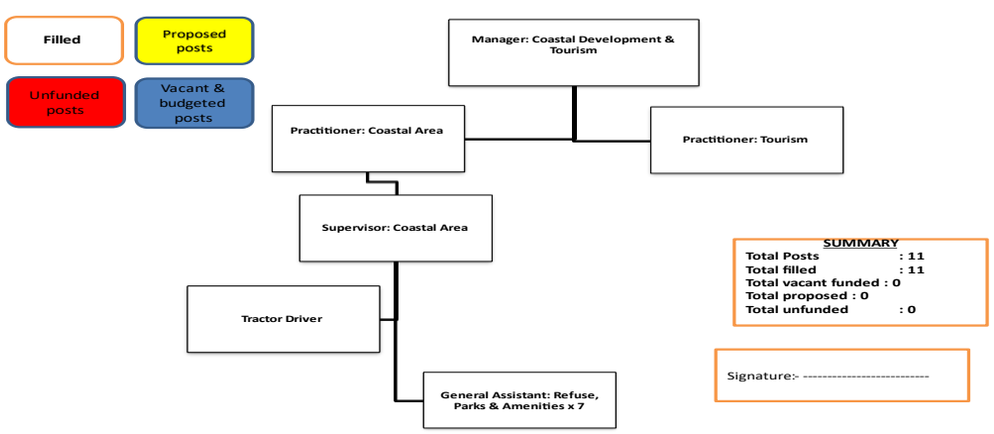


ENVIRONMENTAL & WASTE MANAGEMENT UNIT

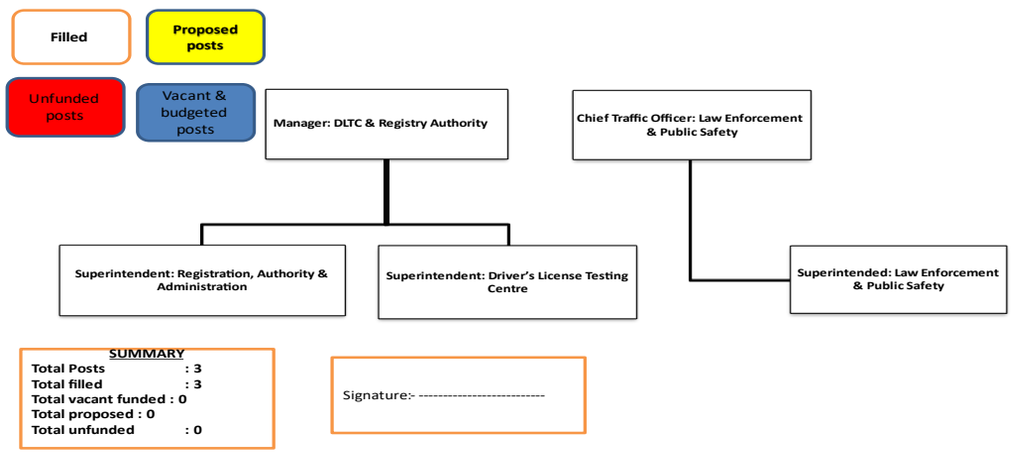


"Sikhula Simanyene"

COASTAL AREA

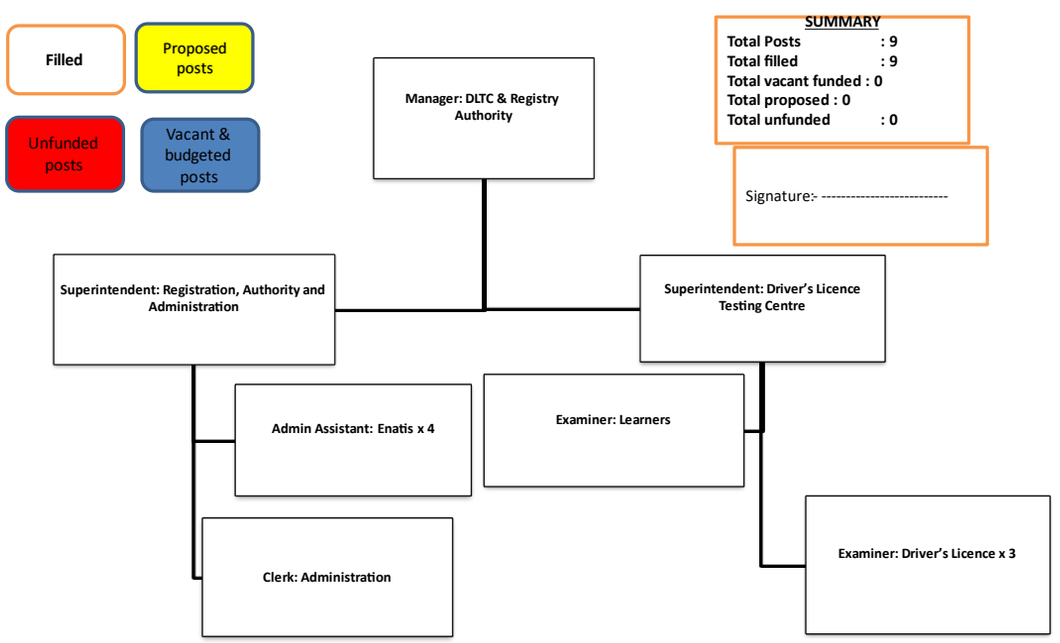


TRAFFIC SERVICES



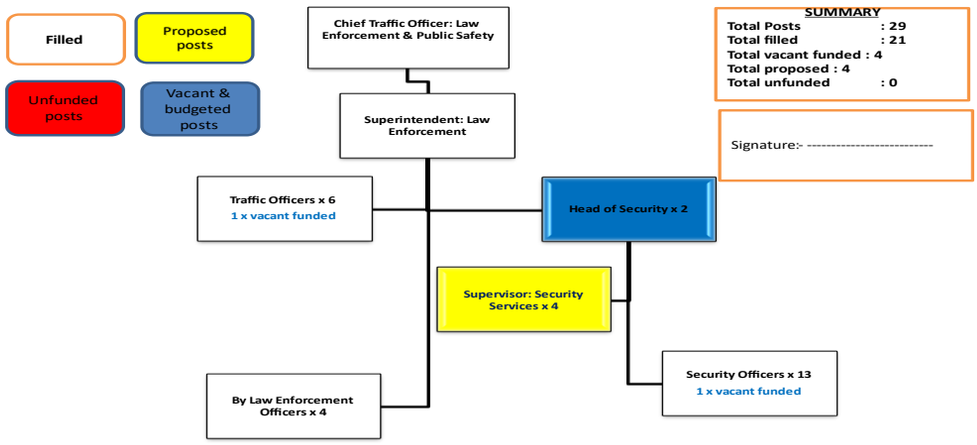
"Sikhula Simanyene"

TRAFFIC SERVICES



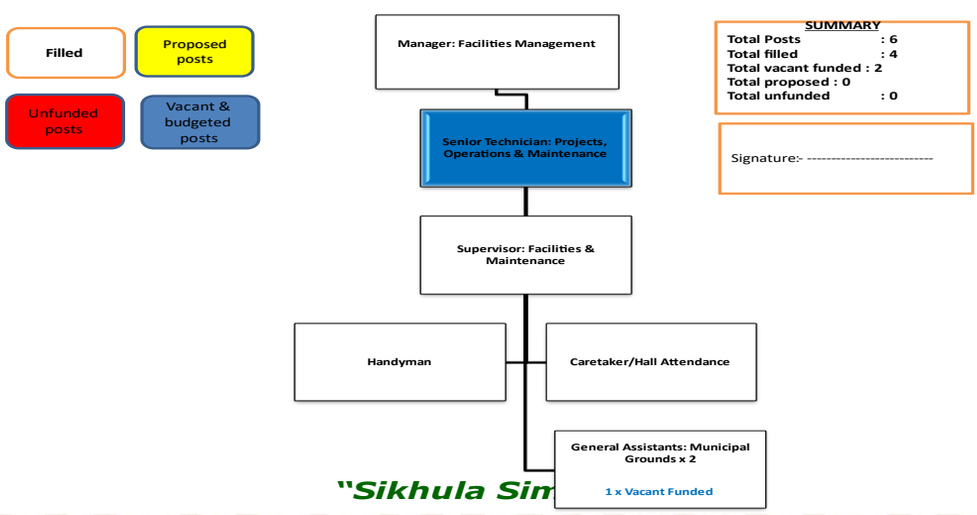
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TRAFFIC SERVICES



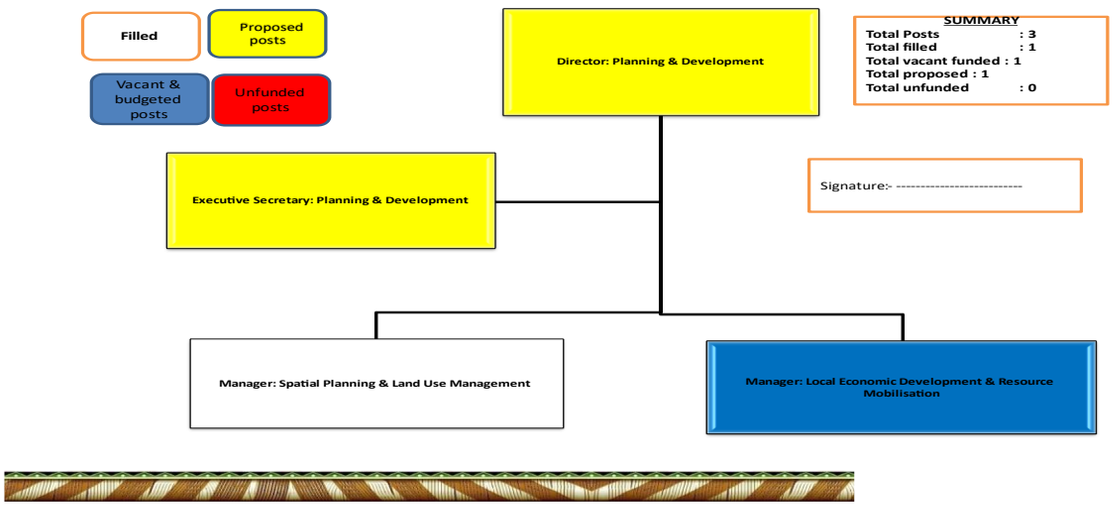
"Sikhula Simanyene"

FACILITIES MANAGEMENT UNIT

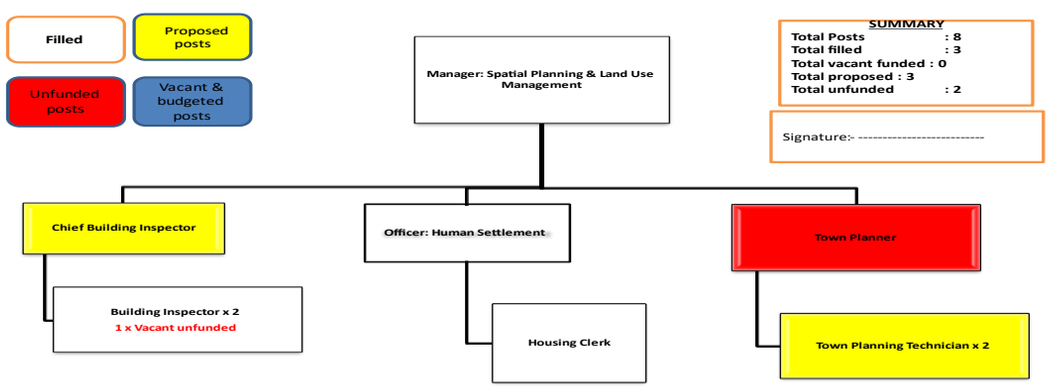


"Sikhula Sim

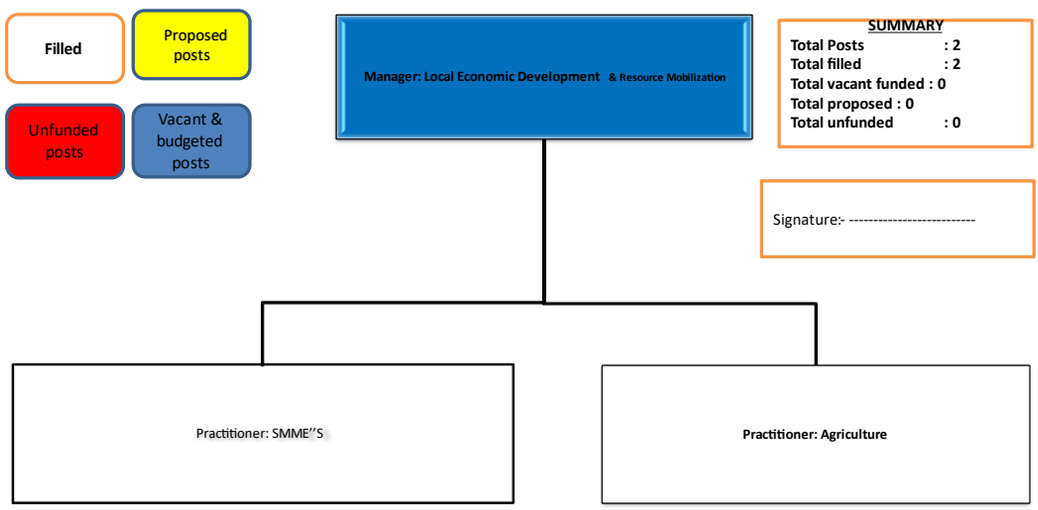
PROPOSED DEPARTMENT : PLANNING AND DEVELOPMENT



SPATIAL PLANNING AND LAND USE MANAGEMENT



LOCAL ECONOMIC DEVELOPMEMT & TOURISM



3.2.2 LOCATION OF NGQUSHWA LOCAL MUNICIPAL OFFICES

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

3.2.3 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 management (Institutional and Individual)
- 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.
- Risk and Investment management.
- 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: HIV and Aids, youth development, gender, sport development, elderly and the disabled people within Ngqushwa Municipality.
- Oversee legal services of the municipality relating to litigation and contract management.
- Management and stimulation of economic development within the Municipality
- Develops and implements the strategic plan, policies and programmes for the local economic transformation.
- 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.
- Execution of council resolutions relating to Office of the Municipal Manager.

O**fficials 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).
- Two (2) Middle Managers, One (1) Chief Risk Officer,)One(1) Chief Audit Executive and 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 resourcees 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.
- Infrastructure maintenance
- 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 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.

- 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
- Execution of council resolutions relating to community services.

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.
- Execution of council resolutions relating to Budget and Treasury.

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, 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.
- **Corporate Communication and Branding:** The section provide direction to the municipality on corporate communication and aims to set the standards for municipal branding. Maintain continuity and consistency in all applications of the corporate communication and branding.
- Execution of council resolutions relating to corporate services.

3.3.2 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	B. Ntontela

Office of the Municipal Manager	Manager: Office of the Mayor	N. Ncapayi
Office of the Municipal Manager	Manager: Office of the Mayor	M.Lobese
Office of the Municipal Manager	Manager :Office of the Speaker	A. Bovu
Office of the Municipal Manager	Manager :Office of the Speaker	P.Satiti
Office of the Municipal Manager	Manager :MPAC	U Galada
Office of the Municipal Manager	Manager : Legal Services	M Mabangula
Office of the Municipal Manager	Practitioner :/Public Participation	N. Ndabazonke
Office of the Municipal Manager	Personal Assistant: Mayor	S. Mtendeni
Office of the Municipal Manager	EPWP Coordinator	M. Mqoqi
Office of the Municipal Manager	Internal Audit Intern	M. Jijana
Office of the Municipal Manager	IDP and PMS Intern	L Mamani
Technical Services	Manager PMU	L. Mbandazayo
Budget & Treasury Office	Finance Intern	Y Ngabase
Budget & Treasury Office	Finance Intern	A Masinyane
Budget & Treasury Office	Finance Intern	S Yekani
Community Services	Chief Traffic Officer : Law enforcement and Public Safety	D.Mfiki
Community Services	Intern : Disaster	N.Monde

Table: List of contract employees

3.3.3 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 HUMAN RESOURCE MANAGEMENT (HR)

Strategic Objective

To ensure efficient management and administration of Municipal objectives, effective implementation of policies, training of staff, maintenance of discipline and promotion of sound labour relations by 2025

The municipality has the Human Resources Plan is in implementation stage. 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

Corporate Services has the following HR Committees in place

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

3.4.1.1 EMPLOYMENT EQUITY

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 2022 and 2024.
- 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.

3.4.1.2 HUMAN RESOURCE DEVELOPMENT

Ngqushwa Local Municipality has a primary purpose to provide accredited, quality training 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

- Diploma in Public Management/ Administration x 2
- Bachelor's Degree in Public Administration x 1
- Monitoring and Evaluation- All councilors
- End user computing-All councilors

Municipal Officials

- Bachelor of Commerce x 3
- Higher Certificate in Public Administration x1
- Diploma in Public Administration x1
- Bachelor Degree in Public Administration x 1
- Certificate in Municipal Management Finance Programme x 1
- ECDL grade D x 4
- Driving License x 2
- Asset Management x 3
- Trade Test Electrical x 1
- End user computing x 1
- Project Management x 2
- Microsoft IT Support x 2
- SAMTRAC x 1
- Report Writing x 8
- Presentation skills x 8
- Supervisory Skills x 5
- Welding x 2
- Ms Projects x 1
- Front End loader Certificate x 1
- Diploma Public Administration x 1
- Diploma in Graphic Design x 1
- Advanced Diploma in Risk Management x 1
- SETA Learnerships there are no learnerships currently

3.4.1.2.1 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.

3.4.1.3 HUMAN CAPITAL DEVELOPMENT

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.

3.4.1.4 EMPLOYEE ASSISTANCE & OCCUPATIONAL HEALTH & SAFETY.

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 by:

- 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 departments 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. The 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.

3.4.1.5 ORGANISATIONAL DEVELOPMENT AND DESIGN

Ngqushwa Local Municipality had undertaken an organisational development and design process 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);
- A comprehensive and high level of ODS implementation plan;
- A detailed project management plan for;
- Detailed skills transfer for 2-year programme.

3.4.1.6 LOCAL LABOUR FORUM (LLF)

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.

3.4.2 ADMINISTRATION MANAGEMENT

3.4.2.1 COUNCIL SUPPORT

Strategic Objective: To continuously ensure an effective and efficient administration through systems that are aligned to the organisation by 2025**.**

To ensure optimum functionality of the council and its structures, Council support unit is dedicated to support the work of the council and is responsible for coordinating effective functioning of the Council and its committees. The Council Support Unit takes and files minutes in all meetings of the council and its committees. A register of resolutions of the council is compiled and maintained.Council Structures meetings are held quarterly as per the approved Council Calendar to ensure effective and efficient administration. All council meetings are being advertised and are always open to the public, these meetings are convened physically or virtually through(Zoom or Teams) platforms when there is a need.

3.4.2.2 RECORDS MANAGEMENT

Strategic Objective: To ensure effective and efficient management of records by 2025.

The Ngqushwa Local Municipality have an approved Records Management Policy, Records Management Procedure Manual, and File Plan and 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 .2.3 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 2025.

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.

3.4.3 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Strategic Objectives: To provide a secure ICT infrastructure which delivers appropriate level of data confidentiality, integrity and availability by 2025.

3.4.3.1 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.
- Approved ICT Policy.
- Approved Cell-phone policy.
- Approved Cyber security plan.

3.4.3.2 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.

3.4.3.3 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.

3.4.4 CORPORATE COMMUNICATIONS AND BRANDING

Strategic Objectives:

- To strengthen communication with internal and external stakeholders by providing accurate, timeous, and complete information about municipal policies and programmes by 2025.
- To promote a consistent corporate identity, market and brand Ngqushwa Local Municipality by making use of innovative technological mediums by 2025.

Corporate Communication and Branding unit is responsible for publication of information dissemination, implementing and managing communication actions such as: events /programmes, advertising, design and printing of communication materials, audio-visual production, and marketing and communication research. The unit also assist in organising communication enablers through (community radios, facebook page etc) for the municipality to communicate with its communities

3.4.4.1 Communication and Public Participation Strategy

Ngqushwa Local Municipality Communication Strategy has been reviewed in 2021/22. 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.

3.4.4.2 Intergovernmental Relations (IGR)

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.

3.5 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 • Disciplinary, grievance and procedure Policy • Overtime Policy • Time and Attendance Policy • Code of conduct for Councillors and Employees • Long service bonus Policy • Induction Policy	• S&T Policy • Indigent Policy • Tariff Policy • Expenditure management Policy • Debit collection and credit control Policy • Asset management Policy • Budget management Policy • SCM Policy	• Community bursary Policy • Public participation Policy • Remuneration of section 79 Committee Policy • Rules of order Policy • Delegation of authorities • Communication Policy • EPWP Policy	• Community Hall Policy • Prevention of land invasion Policy • Fire Arm Policy • Pound Policy •

INSTITUTIONAL DEVELOPMENT AND DESIGN	FINANCIAL VIABILITY AND MANAGEMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING
• 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 • 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	• Unauthorised, irregular and wasteful management Policy • Property Rates Policy • Virement Policy • Insurance Policy • Contract Management Policy	• Performance Management Policy • Policy on the Burial of pauper & exceptional cases relating to the dead • Fraud Prevention Plan • Risk Management Policy	

THE FOLLOWING IS THE LIST OF REVIEWED AND NEW POLICIES TABLED TO COUNCIL ON 31 MAY 2024 FOR ADOPTION

INSITUTIONAL DEVELOPMENT AND DESIGN	FINANCIAL VIABILITY AND MANAGEMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING

• Leave Policy • Cellphone Policy • Acting Policy • Bereavement Policy • Fleet Management Policy • Internship Policy • Occupational Health and Safety Policy • Attendance and Punctuality Policy • Task Job Evaluation Policy **NEW POLICY** • Branding Policy	• Expenditure Management Policy • Debt Collection and Credit Control Policy • Insurance Policy • Payroll Policy • Subsistance and Travel Allowance Policy	• Risk Management Policy • Ethics Management Policy • Institutional PMS Policy • IPMS 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

3.6 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

3.7. 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.

3.8 CORPORATE SERVICE DEPARTMENT INTEND TO DO THE FOLLOWING PROJECTS IN 2024/2025

1. Implementation of Human Resource plan
2. Reviewal and implementation of Records Management Strategy
3. Job maintenance
4. Implementation of Employment Equity Plan
5. Development and Implementation of Human Capital through Workplace Skills Plan
6. Implementation of ICT strategy and Governance
7. Installation and accessibility of Ngqu-wifi for learners
8. Installation and Operation of Double -sided Digital Billboard
9. Installation of the Municipal management automated systems
10. Reviewal of Municipal Policies and By-laws
11. Implementation of Communication Action Plan
12. Corporate Branding of the Municipality

CHAPTER 4

KPA 2: 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. Project Management Unit
2. Infrastructure Maintenance
3. Waste and Environment Management

4.1.1 Institutional Arrangement

#	Approved and funded posts	Incumbent
1.	Director : Technical Services	Vacant
2.	Manager :Project Management Unit	Mr L. Mbandazayo
3.	Manager : Roads and Storm Water	Mr. A. Qoma
4.	Head :Electrical Operation & Maintenance	Vancant
5.	Manager : Waste and Environment	Mr R Mkontwana

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;
- 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 provide access to quality infrastructure and sustainable basic services to the communities within available resources

Service Delivery Standards	
Service	**Percentage**
Access to Water	94.5%
Access to Sanitation	67%
Access to Electricity	94.5%
Access to Roads	2.3% Flexible road 1% block road 61% Gravel road 3.2% Earth road 32.5% Track road

Table: Current Status Quo on Service Delivery Standards

4.2 MUNICIPAL INFRASTRUCTURE AND SERVICES

4.2.1. 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 2025.

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; 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.

4.2.2. ROADS AND STORMWATER MANAGEMENT

Strategic Objective

To ensure management and proactive maintenance of municipality's roads and stormwater network infrastructure in order to provide durable and safe infrastructure that comply with all applicable quality standards by 2025.

The roads infrastructure of the municipality comprises of **705kms** Municipal roads, **1149.90kms** of Provincial roads and **85**kms 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 **15,2kms** 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 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. The average condition of the network can be rated as poor, with estimated **15,2kms** 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 300 million**.

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.

4.2.2.1. Stormwater Management Plan

Municipality plans to develop a storm water management 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 stormwater 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.

4.2.2.2 Rural Road Asset Management System (RAMS)

Amathole District Municipality is implementing Road Asset Management System (RAMS) in the district on behalf of the National Department of Transport. A service provider has been appointed so as to provide the specialist technical support to the District and its Local Municipalities. On completion of the RAMS systems, the National Department of Transport will through National Treasury, fund rehabilitation, upgrading and construction of rural roads.

The Road Asset Management System (RAMS) will include a District Integrated Transport Plan where Taxi Ranks better known as Public Transport Facilities are addressed.

4.2.2.3 Transport

Amathole District Municipality (ADM) responsible for municipal public transport, which is a shared function with the local municipalities in terms of services and infrastructure provision. The Integrated Transport Plan is reviewed on an annual bases through minor reviews undertaken annually. According to the Integrated Transport Plan (ITP), the majority of residents in the district do not have access to public transport services and/or transport facilities which are close by especially the rural areas.

The district continues to participate in the Eastern Cape Integrated Transport Planning Coordinating Committee driven by the EC Department of Transport. This committee provides a platform where all transport initiatives are ventilated where each stakeholder is required to present a progress report on the rollout of transport initiatives.

Amathole District Municipality ITP revealed a number of key public transport issues within the district as listed below:

- Funding due to non-core nature of the function
- Use of Bakkies and Un-roadworthy vehicles as public transport
- Lack of public transport Services regulation
- Enforcement of by-laws
- Buy-in at Local Level

The National Department of Transport advised the Amathole District Municipality of their intention to develop an Integrated Public Transport Network (ITPN) in Amathole District Municipality starting during the financial year 2019/2020. The primary objective of developing IPTN is to improve transport systems and to provide communities with access and mobility to basic services. IPTN will provide integrated, safe and reliable public transport services to the users. ADM as an integral part of this program will be at the forefront and will involve all local municipalities within the area of its jurisdiction.

4.2.2.4 NONE MOTORISED PUBLIC TRANSPORT SYSTEM

There are inadequate facilities to accommodate this form of public transport however the municility has upgraded Peddie Town Taxi rank and commuter shelters.

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.

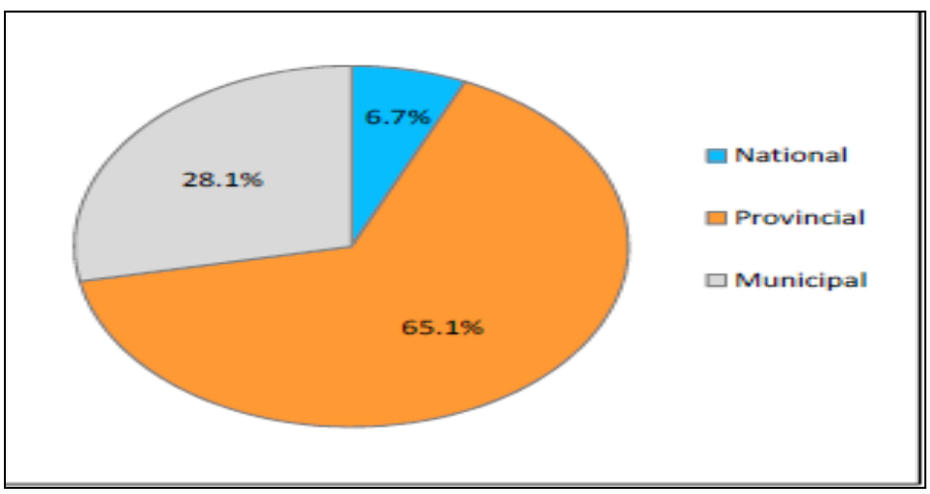
Nqqushwa Local Municipality is predominantly poor municipality with about less than 50 percent of the population owning cars, with means of transportation being non-motorized public transport system such as Donkey cart, walking and cyclying.

4.2.2.5. Integrated Infrastructure Investment Plan

The local municipality is currently developing Comprehensive Infrastructure Plan (CIP) that is yet to be adopted by the Council. The CIP seeks to include district municipality, local municipality and government departments to fully participate 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.

4.2.2.6 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.



4.2.3 ELECTRICAL SERVICES

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 plans to explore 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 avails itself for partnerships with relevant department to conduct awareness campaigns. Eskom has NERSA licence.

The municipality is annually setting aside budget for electricity infrastructure,operation and maintenance. For 2024/25 financial year the Municipality is planning to do the following electricity projects:

- Installation of High Mast
- Installation and maintainanance of Streets Lights
- Maintenance of lectricity in Municipal facilities
- Electrification of Households

4.2.4 Water and Sanitation

4.2.4.1 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.

4.2.4.2 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.

4.2.4.3 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.

4.2.5 SOLID WASTE MANAGEMENT

Strategic Objective

To manage the rendering of waste management services in accordance with applicable legislation, by-laws and standards by 2025.

The municipality provides waste management services that include waste collection, street cleaning, clearing of illegal dumping 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/licenced Peddie landfill site for disposal. Peddie landfill partial compliant as it is not fully compliant with the licence conditions . Leachate plan is not in place.

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. The municipality has a designated waste management officer and attending provincial waste management forum on quarterly basis.

The municipality is soley responsible for general waste. Hazardours and Health care risk waste are collected by private companies that are permitted to handle and dispose such waste.

a) Integrated Waste Management Plan (IWMP)

Ngqushwa Integrated Waste Management Plan has been reviewed and adopted by the Council in June 2022 and the municipality is waiting for endorsement of the IWMP by DEDEAT . IWMP is one of the environmental planning tool and EIA projects such as Land Fill Sites.

4.2.6 CEMETERIES

Strategic Objective

To ensure provision and management of affordable cemetery services by upgrading existing and providing new infrastructure by 2025.

Currently there are two cemeteries one is in Peddie Town (full) and Peddie extension. The municipality has identified an area to develop a new cementry site that will accommodate Peddie Town and an Environmental Impact Asessement(EIA) is underway.There are no municipal developed cemeteries in the rural areas. 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.

4.2.7 ENVIRONMENTAL MANAGEMENT

Strategic Objective:

To secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development by 2025.

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 revatilization, State of Environmental Report, Environmental Management Framework, Coastal Management Plans, Aquatic 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.

Mechanism to capacitate communities on Environmental issues:

- Campaigns in conserving natural water resources
- Campaigns and Awareness on waste management

4.2.7.1 Natural Environmental Analysis

Within the municipality we have natural environmental assets such as nature reserves or protected areas , archaeological(heritage sites) importance and 7 beaches. The muncipilty is planning to do EIA in 2024/25 financial year for management of sand dunes wich are constant threat to our resources. Management plans are in place for proclaimed areas such as nature reserves and heritage sites.

4.2.7.2 Climate Change Response Strategy

The municipality has developed a draft Climate Change Strategy with assistance from the Department of Economic Development, Environmental Affairs and Tourism and Amathole District Municipality and will be finalized in 2024/25 financial year.

4.2.7.3 Air Quality Management

The Amathole District Municipality is currently overseeing the Air Quality Management activities.

4.2.7.4 Mechanism to Capacitate Local Communities on Environmental Issues

The municipality does have mechanism to capacitate local communities on environmentl issues such as :

- Environmental campaigns and workshops -guided by the environmental calender

4.2.8 MAINTENANCE OF MUNICIPAL FACILITIES (BUILDINGS)

Strategic Objectives: To ensure provisioning and maintenance of municipal building and facilities by 2025.

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.

4.2.9 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 2025.

Department of Community Services is responsible for maintenance 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.

4.2.10 CHALLENGES FACED BY QUALITY BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT.

- Inadequate CAPEX to address the existing backlog

4.2.11 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)

4.2.12 QUALITY BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT INTEND TO DO THE FOLLOWING PROJECT IN 2024/25

- Construction of Internal Roads as per wards needs priority list
- Electrification of households and public lighting
- Construction Community Halls in selected wards as per wards needs priority list
- Construction of landfill site
- Beachfront upgrade at Hamburg
- Construction of Sport fields
- Borehole Programme
- Source funding for environmental related projects
- Source funding for construction recycling facility
- Land degradation and restoration projects such as EPWP (flood mopping projects that was funded by DFFE)
- Maintenance of municipal facilities parks

CHAPTER 5

KPA3: LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING AND DEVELOPMENT

5.1 INTRODUCTION

Local Economic Development (LED) and Spatial Planning & Development are seen as the only hope of alleviating poverty and ensuring more sustainable livelihoods. Local Economic Development consists of the following sections : Agriculture, SME's & Cooperatives development, Coastal Management and Tourism& Heritage, Falicity Management, Public Safety and Law enforcement. The Spatial Planning & Land Use Management consists of the following sections: Spatial Planning & Land Use Management, Land Administration, Housing, Building Control and Disaster Management.

5.1.1 Institutional Arrangement

#	Approved and funded posts	Incumbent
1.	Director: Community Services	Mr. V. Mbangi
2.	Manager : Waste and Environment	Mr.R Mkontwana
3.	Manager: Spatial Planning and Land Use Management	Mr. Z Xokozela
4.	Manager: Local Economic Development	Vacant
5.	Manager : Coastal Area	Ms.N. Jakavula
6.	Chief Traffic Officer :Public Safety and Law Enforcement	Mr. D Mfiki
7.	Manager : DLTC & Registry Authority	Ms .N.Makunga
8.	Manager Facilities Management	Ms Z Velemani

Table: Institutional Arrangement

5.1.2 Applicable Legislative Framework:

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 safe, sustainable and environmental friendly livelihoods and sustainable economic growth using all available natural resources

5.2 LOCAL ECONOMIC DEVELOPMENT

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.

a) 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.

b) 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.

c) Key factors to consider:

i) 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.

ii) 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.

iii) 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.

iv) 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.

v) 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.

d) Sector Comparative and Competitive Advantages

The comparative advantage of an area indicates a more competitive production function for an economic activity in a specific economy than in the aggregate (national or provincial or district) economy. The analysis therefore determines whether a local economy conducts an activity (included in an economic sector) more efficiently than the national or provincial economy. The table below uses location quotients to indicate the competitive advantage of each of the sectors discussed in the sections above. The location quotient is an indication of the competitive advantage of an economy. **A location quotient that is greater than one indicates a relative competitive advantage in that sector.**

Table: Competitive advantage per sector in relation to the district and Province, 2018

Industry	Location quotient Relative to Province	Location Quotient relative to District Municipality
Agriculture, forestry and fishing	**0.50**	**0.77**
Mining and quarrying	1.03	2.15
Manufacturing	0.50	0.21
Electricity, gas and water	0.21	0.27
Construction	1.28	1.18
Wholesale and retail trade	0.82	0.77

Catering and accommodation services	0.87	0.55
Transport, storage and communication	1.58	1.22
Finance, insurance, real estate and business services	0.96	1.50
General government	1.07	1.46
Community, social and personal services	1.00	1.00

Source: Quantec, 2019

Thus , competitive advantages relative to the District are found in the following sectors:

Table : Ngqushwa Competitive Advantages Sectors , 2018

Competitive Advantages Sectors	Location Quotients
Transport, storage and communication	1.58
Construction	1.28
General government	1.07
Mining and quarrying	1.03
Community, social and personal services	1.00

The sectors with values higher should, however, not be regarded as the only sectors worth developing as this measure does not take into account the latent potential of a sector. One of the competitive advantages is the Hamburg town that is situated in the coastal area attracting tourism opportunities and Peddie town that is situated along N2 national road.

5.2 .1 RURAL DEVELOPMENT AND AGRICULTURE

STRATEGIC OBJECTIVES:

To enhance equitable access to all natural resources and participation in agricultural opportunities through unlocking agricultural potential by 2025.

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.

NGQUSHWA AGRICULTURE FARMING OPPORTUNITIES

a)Livestock Production

The Livestock sector within Ngqushwa is dominated by the cattle, goats and sheep enterprises. They are in most instances farmed as integrated enterprises for optimum utilization of the natural pasture. Poultry and Piggery are also form part of the livestock enterprises. The municipality is assisting the livestock farmers through provision of infrastructure and production inputs.

i) Beef Value Chain Complex

Ngqushwa Local Municipality seek to play an influential role within the agricultural sphere, establishing itself as the leading meat processing and meat marketing town through fostering long-term strategic partnership with leading stakeholders within the province and in South Africa at large. The municipality has through its Integrated Development Planning Process (IDP) identified the beef value chain complex project as the most strategic, viable and appropriate interventions aimed at providing much needed economic development, employment generation and poverty reduction within the areas of Hamburg and Peddie towns.

Beef value chain complex comprise of the following agricultural and livestock production systems : Beef feedlot, sales pens, abattoir, deboning plant, incinerator and a marketing place.The municipality has developed a comprehensive Beef Value Chain complex business plan and submitted to various sector departments for funding. DRDAR has responded to the request by the Municipality and are in partnership to lead red meat development sector for Eastern Cape. This partnership was launched by the Premier of the Eastern Cape.

b) Irrigation Schemes/Crop Farming

Ngqushwa prides itself with 7 irrigation schemes which produce various crops, particularly vegetables and has a potential to turn around the rural economy in the area. The main challenge for sustainability of the irrigation schemes is ageing infrastructure such that the production is negatively affected. 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. Besides providing support on mechanization program and Irrigation schemes, the Municipality has developed comprehensive business plans to source funding for revitalization of irrigation schemes.

c) Citrus Production

Citrus and pineapples are the major fruit crops of significance produced in Ngqushwa Municipality. The Department of Agriculture Rural Development and Agrarian Reform has build a state of the art packhouse for Citrus production. Plans of expanding citrus production are in place to ensure sustainability of the Packhouse operations. Business plans for construction roads infrastructure leading to Citrus farms are in place.

d) 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.

e) Agro - Processing

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

- **Honey production processing**

Municipality has taken a number of meaningful strategic approaches to ensure effectiveness and sustainability of honey production processing by working with strategic partners such as Anglo Gold Ashanti,Amathole District Municipality,ASPIRE,ECDC and DRDAR in developing the honey production industry in support of local beekeepers .by constructing a honey processing facility which will be a center of the honey producing farmers. Through this partnership a honey processing facility has been constructed which will be a centre of honey production processing for Ngqushwa farmers.Furthermore, mentoring , training and support with tools of trade (beehives, hive suppers and queen excluders) will be provided to the farmers working in partnership with SEDA, Mine Workers Development Agency and Amathole District Municipality.

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.
- Absorb the unemployed youth and vulnerable groups to participate in the economy.

f) Agri-Park

The Agri-Parks development initiatives seeks to achieve rural economic development through inclusive approach of development by developing agricultural value chains that are linked Provincial and National development plans. Agri-Park concept involves integrating collective farming, farmer incubation programmes, Agri-Clusters, and Eco-Villages; while also contributing to land conservation and preservation. The municipal initiatives on network innovation system of agro-production, processing, logistics, marketing, training and extension service, employment opportunities and productivity of land, will be addressed by the programme.

The Municipality is supporting Agri-Park initiatives through facilitation/ coordination of partnerships establishment with private , public institutions and entity's for the implementation of agriculture development such as :

- Infrastructure Development
- Farmer Support Programmes
- Cooperative Support Programmes

g) Partnership Establishment

Sustainable Agricultural development innovations comes from public , private sector and academic institutions as it almost always involve a lot of time, research ,resources and financial uncertainty. The municipality is encouraging partnership establishment with public/private and academic institutions for agricultural development. The envisioned partnerships will come up with the following :

- Gaining great access to resources
- Provide social and economic value to farmers and communities.
- Help farmers continuously improve and make the most of sustainable agricultural practices.

5.2.2 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 2025.

a) 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.

b) Enterprise Development SME Database

SME's database is in place and being updated for the purpose of providing assistance through capacitation of SMEs and tools of trade.Several workshop/trainings are conducted by the municipality to assist emergent SME's in different aspects such as filling in necessary documents that are required during tendering processes in partnership with relavant department or institutions.

c) Incubation Programme

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 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 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 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;

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.

d) Informal Traders

The informal traders have been supplied with tools of trade and hawker stalls. 20 hawker stalls constructed and handed over in 2023/24 financial year. Informal and Micro Enterprise Development training workshops/trainings are provided by the municipality in partnership with Small Enterprise Development Agency ,Amathole District Municipality and other relevant institutions in accessing Information on Business Operations, Business Management and services offered for SMMEs.

e) Film and Development Sector

Amathole District Municipality together with ,ASPIRE,Eastern Cape Development Coporation (ECDC) are in partnership to develop the Film and Television industry within the District. Hamburg location in ward 12 under jurisdiction of Ngqushwa was identified as a base location for film development.

The purpose of this initiative 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.

f) Partnerships to drive LED Agenda

Municipality does not have all resources required to implement projects, therefore pooling of resources is required hence the need to have a strong functional partnerships with government, academic institutions and any other stakeholders that play a part in driving the Local Economic Agenda of a municipality through provision of opportunities to work together to improve the local economy with the aim of enhancing competitiveness, encouraging sustainable growth that is inclusive, investment attraction, retention initiatives and LED catalytic project implementation.

g) 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.

h) Municipal targets for enterprise development

- **SMME Incentive Fund:** The objective of the programme is to provide financial support to small medium and micro enterprise and informal enterprises which are based in Ngqushwa municipal jurisdiction, in order to increase their capacity to access economic opportunities and enhance their competitiveness.These enterprises are prioritised and supported to enable their meaningful economic development participation to the prioritised sectors of the local economy through employment creation, poverty alleviation and reduced inequality. Funding will be limited to R40 000 (once off) per applicant in accordance with LED funding policy.
- **Capacity Building and Sector Networking Programmes**: This will ensure fast growing population of emerging Markets to acquire high quality, relevant vital job skills. It focuses on organisational.
- **The women enterprise coaching programme**: Focuses on the development of women through achieving a specific personal and professional competence. The programme was conceived after conducting extensive research on the challenges experienced by women owned businesses. The programme seeks to group diverse women together so as to have maximum transfer of skills, networking and experience sharing.
- **Supplier Development Programme**: strengthening the performance of supplier firms by enabling them to acquire the skills and capabilities required to make them globally competitive. The programme attempts to raise awareness on opportunities available to supply to corporates and state-owned enterprises. The programme also assists them to reduce the costs of supply. The supplier development Programme presents several advantages to the buying firm as well as the supplier which yield benefits to the economy.
- **Contractor Development and Business Empowerment Programme:** Provide support to emerging Contractors In the Amathole District in order to empower them through improving their professional Development and CIDB Grading.

- **Information Dissemination Programme**: Disseminate information to Business about Review and new Municipal and Government programmes in the business Society.

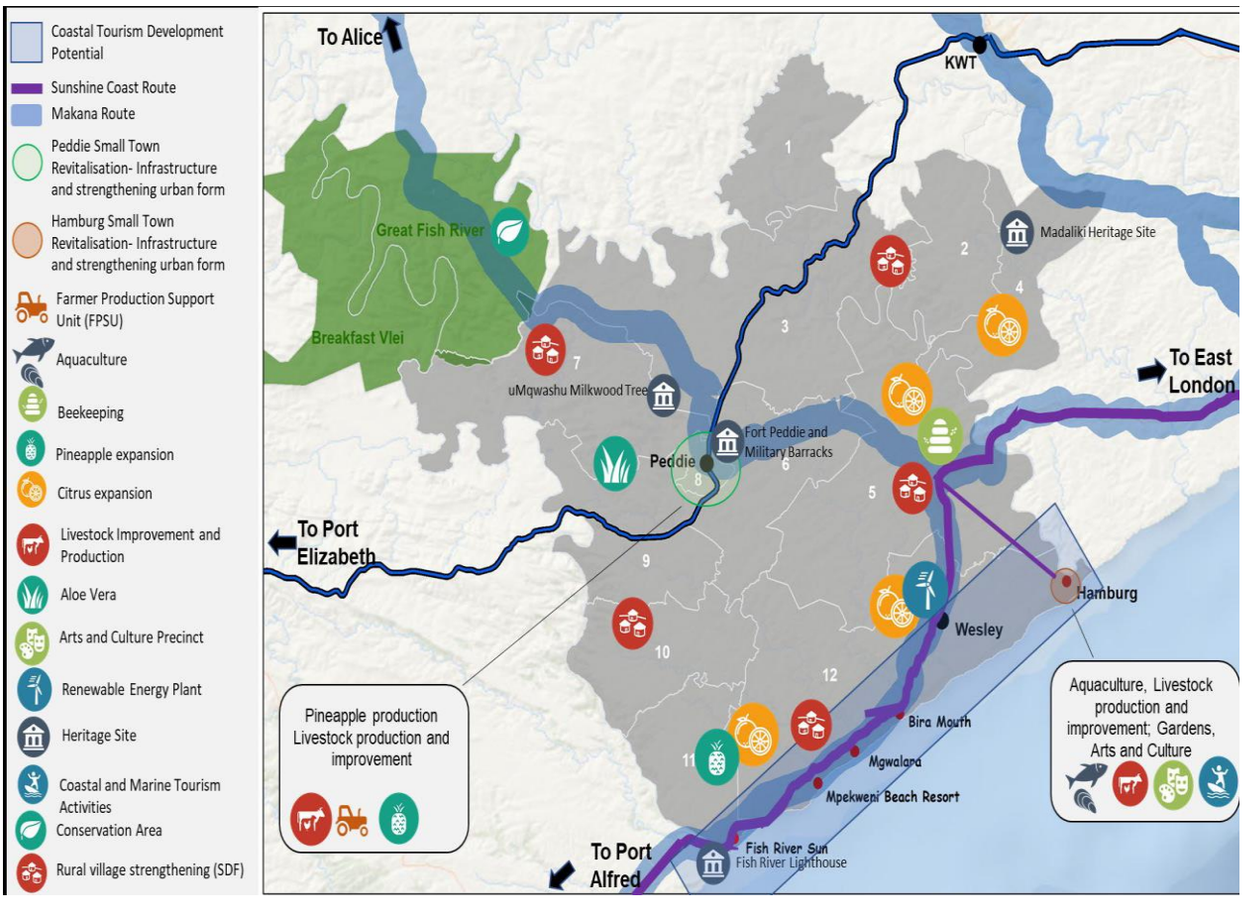
i) Available Economic Infrastructure within the municipality

- Honey Processing Plant with a purpose of processing honey for commercial markets.
- Citrus Pack Shed with a purpose of packaging anad marketing soft citrus for both local and international markets
- Artist Retreat for the purpose of accommodation
- Chalets- Accommodation Establishments that is linked to uHambo Loxolo hiking trail.
- Hiking Trails
- uHambo Loxolo
- uMqwhasu Heritage Site
- Great Fish River Reserve
- WIFI – Fibre

j)Mechanisms for attracting investments into township economies

- Establishment partnership with public/private entities
- Develop business plan to access funding for investment

k)Spatial consideration to support the implementation of LED programmes(Nodal development, Zoning, spatial mapping etc.


Coastal Tourism Development Potential
Sunshine Coast Route
Makana Route
Peddie Small Town Revitalisation- Infrastructure and strengthening urban form
Hamburg Small Town Revitalisation- Infrastructure and strengthening urban form
Farmer Production Support Unit (FPSU)
Aquaculture
Beekeeping
Pineapple expansion
Citrus expansion
Livestock Improvement and Production
Aloe Vera
Arts and Culture Precinct
Renewable Energy Plant
Heritage Site
Coastal and Marine Tourism Activities
Conservation Area
Rural village strengthening (SDF)
To Alice
KWT
Great Fish River
Breakfast Vlei
Madaliki Heritage Site
To East London
uMqwashu Milkwood Tree
Fort Peddie and Military Barracks
Peddie
To Port Elizabeth
Hamburg
Wesley
Bira Mouth
Mgwalana
Mpekweni Beach Resort
Fish River Sun
Fish River Lighthouse
To Port Alfred
Pineapple production Livestock production and improvement
Aquaculture, Livestock production and improvement; Gardens, Arts and Culture
1
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12

l) Strategic priorities and set of Indicators

Stragic Goal	Objective	Key Performance Indicator	Annual Target	Q 1Target	Q 1 Evidence Required	Q 2 Target	Q 3 Evidence Required	Q 3 Target	Q3 Evidence Required	Q 4 Target	Q 4 Evidence Required
Strives to ensure safe, sustainable and environmental friendly livelihoods and sustainable economic growth using all available natural resources	To create an enabling environments that promotes the capacitation of SME's, Development of Local Economy and Employment creation by 2025	Number of SME's profiled by 30 June 2025	50 SME's profiled for developmental programmes by 30 June 2025	Conduct profiling to 50 Ngqushwa SME's by 30 September 2024	Proof of registration for the SME's profiled and attendance register	No planned target for this quarter	No planned target for this quarter	No planned target for this quarter	No planned target for this quarter	No planned target for this quarter	No planned target for this quarter
		Number reports on developmental programmes provided to Ngqushwa SME's compiled by 30 June 2025	Three (3) reports on developmental programmes provided to 50 Ngqushwa SME's compiled by 30 June 2025	No planned target for this quarter	No planned target for this quarter	Compile quarter two report on Skills Development and Networking session provided to 20 Ngqushwa SME's by 31 December 2024	1. Signed quarterly report on skills development and Networking session provided to 20 Ngqushwa SME's 2. Attendance register	Compile quarter three report on Skills Development provided to 15 Ngqushwa SME's by 31 March 2025	1. Signed quarterly report on skills development provided to 15 Ngqushwa SME's 2. Attendance register	Compile quarter four report on Networking session provided to 15 Ngqushwa SME's by 30 June 2025	1. Signed quarterly report on Networking session conducted to 15 Ngqushwa SME's 2. Attendance register
		Number of reports on mentoring of honey processing farmers compiled by 30 June 2025	Two reports on mentoring of honey processing farmers compiled by 30 June 2025	No planned target for this quarter	No planned target for this quarter	No planned target for this quarter	No planned target for this quarter	Compile quarter three report on mentoring of honey processing farmers by 31 March 2025	Signed quarterly report on mentoring of honey processing farmers	Compile quarter four report on mentoring of honey processing farmers by 30 June 2025	Signed quarterly report on mentoring of honey processing farmers
		Number of reports on Livestock improvement scheme programmed	Four reports on Livestock improvement scheme programme compile	Compile quarter one report on livestock improvement progra	Signed quarterly report on livestock improvement schem e	Compile quarter two report on livestock improvement progra	Signed quarterly report on livestock improvement schem e	Compile quarter three report on livestock improvement progra	Signed quarterly report on livestock improvement schem e	Compile quarter four report on livestock improvement progra	Signed quarterly report on livestock improvement schem e

		compiled by 30 June 2025	d by 30 June 2025	mme scheme by 30 September 2024	programme	mme scheme by 31 December 2024	programme	mme scheme by 31 March 2025	programme	mme scheme by 30 June 2025	programme

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

- Representatives of regional or central government
- Directors of large industries and businesses
- SME owners and managers
- Entrepreneurs
- 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

5.2.4 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

5.2.5 LED DEPARTMENT INTEND TO DO THE FOLLOWING PROJECTS FOR 2024/25 FINANCIAL YEAR

- Implementation of LED Strategy
- Strengthen relations with ASPIRE development agency.
- Establish partnerships with public /private entities.
- Promote investment opportunities.

5.3. COASTAL DEVELOPMENT AND TOURISM

5.3.1 COASTAL DEVELOPMENT

STRATEGIC OBJECTIVE: To Promote an Inclusive Economic Growth and maintain healthy balance between resource use and renewability on Ocean Environment by 2025

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 source 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 pilot status (Hamburg Beach) and Blue Flag pilot status (Bira Beach).

Costal Management Committee is in place for sustainable and effective development of Coastal Area and is sitting on quarterly basis to discuss coastal related initiatiatives/issues with key role players.

MUNICIPAL ACTIVITIES IN THE COASTAL AREA

Municipalities is planning to work with following institutions which are key for the development of Coastal area:

- ECSECC
- Amathole District Municipality
- Aspire
- Department of Public Works
- Department of Transport
- DFFE
- DEDEAT
- Private /Public entities
- WWF
- ECPTA

HAMBURG MUNICIPAL OFFICES

The Ngqushwa Municipality has appointed Coastal 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.

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. The municipality intends to refurbish and maintain the properties.

The municipality has developed a Business plan for revitalization of Hamburg and Peddie Town. The business plan was submitted to various Public and Private institutions to source funding. Office of the Premier,Eastern Cape has budgeted 60 million for revitalization of Hamburg in 2024/25 financial year. .

BEACH AREA UPGRADE

The Hamburg Beach is a popular place for locals and visitors. 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.
The beach area upgrade will entail the follow;

- The provision of bulk sanitation and water infrastructure to coastal development nodes.
- Water Tanks
- Mobile Lifeguard Structure
- Braai Facilities
- Electrical infrastructure i.e. floodlights, tubing and re-establishing electrical connections.
- Resurfacing i.e. interlocking bricks
- Telecommunications infrastructure
- Improve access road to coastal nodes
- Stabilization of Sand Dunes
- Construction boardwalk and viewing decks.

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 with limited budget 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. The current investors is facing liquidation and Siyazama Aquaculture Co-operatives is at the risk of closure.

The municipality is facilitating the establishment of partnerships with public/private entity's and institution for revitalization and expansion of Hamburg aquaculture project.

PRUDHOE, BENTON AND THARFIELD (PRUBETHA) DEVELOPMENT - COASTAL AREA

The 28 000 hectares 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
- Dairy Farm
- Aquaponics
- Rice Cultivation
- Large Scale Grain
- Livestock Improvement
- Citrus Production
- Macadamia Nuts
- Poultry Production Propose to remove

NGQUSHWA LOCAL MUNICIPALITY PARTNERSHIP WITH WORLD WILDLIFE FOUNDATION SOUTH AFRICA

Ngqushwa Local Municipality is in partnership with WWF-SA . The partnership seeks to improve the impact and sustainability of the Project in the Hamburg community. 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 PARTIES' ROLES AND RESPONSIBILITIES

The Parties will collaborate to ensure the success of the Project and, in this regard, the Municipality shall specifically:

- 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.
- provide input to the terms of reference for the Hamburg community liaison officer to be appointed by WWF-SA.
- 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.
- be an active member of the Project working group.
- 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.
- 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.
- 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.
- assist WWF-SA with a handover strategy once project funding has been exhausted.

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:

- Attain the objectives of any coastal management programme in the area.
- Facilitate the management of coastal resources by a local community.
- Promote sustainable livelihoods for a local community; or
- Conserve, protect or enhance coastal ecosystems and biodiversity in the area.

THE PURPOSE OF THE SPECIAL MANAGEMENT AREA

- 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:
- Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.
- 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.
- Central to section 23 of the ICM Act is the development and promotion of sustainable livelihoods linked to the coastal natural resources.
- 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.
- The pilot site would be an area that involves the beneficiary community/ communities in the management of the coastal natural resources.

5.3.2 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 2025.

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.

5.3.3COASTAL DEVELOPMENT AND TOURISM INTEND TO DO THE FOLLOWING PROJECTS FOR 2024/25 FINANCIAL YEAR

- Establish partnerships with public/private entities.
- Water Sport Programme
- Implementation of Coastal Management Plan
- Strengthen relations with ASPIRE development agency.
- Promote investment opportunities.

5.3. 4 CHALLENGES FACING THE LED DEPARTMENT

- Access roads and aging infrastructure to execute Agricultural projects
- Lack of funds for implementation of Tourism and Heritage programmes

- 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

5.3.5 RESPONSE TO THE CHALLENGES

- Establishment of partnerships with public/private entity's
- 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
- Establish partnerships with tertiary institutions for agriculture development.

5.4 PUBLIC SAFETY AND LAW ENFORCEMENT

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 2025.

Ngqushwa Municipality Traffic Services consists of three sections Law enforcement, Driver's License Testing Centre and Registry Authority & Administration. 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

CORE FUNCTIONS OF THE TRAFFIC SECTION

a) Law Enforcement : Law enforcers conduct roadblock with or without other stakeholders through utilization of roadblock trailer and other mechanism .

b) Awareness Campaigns

Traffic services conduct awareness campaigns at schools in all wards, community halls and at taxi rank. The campaigns assist in ensuring the safety of our people and awareness of any developments of the law

c) Revenue collection for the following services

- Issuing of traffic fines
- Application & issuing of learners; driving licences and PDP'S
- Renewal of driving licenses & PRDP'S
- Registration and Licensing of vehicles
- Duplicate Certificate of vehicles
- Warrants of arrest execution

d)Security Services

Municipality has employed permanent security officers and private security company to secure all municipal sites /points.

To provide roads safety within the jurisdiction of Ngqushwa Municipality is a priority. This will be achieved through law enforcement and road safety awareness . Specific locations will be identified based on high accident rates and implement traffic law enforcement plan. To provide sustainable visible traffic patrols in identified areas to reduce accidents. Specific focus will on the execution of law enforcement plan in relation to public transport violations, enforcement of speed violations and sustained road safety education at all schools.

Ngqushwa Local Municipality has developed safety and security plan to create an environment of peace and safety for the people of Ngqushwa. To obtain the support and cooperation in crime prevention and create an environment that is conducive to local economic development.

e)Ngqushwa Community Safety Forum

Ngqushwa Municipality Community Safety Forum was established in July 2017 and it 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 Municipality jurisdiction. 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.

5.4.1 TRAFFIC SERVICES INTEND TO DO THE FOLLOWING PROJECTS FOR 2024/25 FINANCIAL YEAR

- Implementation of Traffic and Protection turnaround strategy

5.4 SPATIAL PLANNING AND LAND USE MANAGEMENT

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.

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 as per Council Resolution No. OCM 10.2.2 : 30/04/2019. This SDF was developed to create a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development. The Spatial Development Framework was reviewed in order to be SPLUMA complient. 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. Ngqushwa Local Municipality has opted for the last option which is the formation of a Single Municipal Planning Tribunal, as per the Council Resolution taken on the 23 of June 2023 (SCM5.2: 23/06/2022), terms of reference were also developed and approved by the same Council meeting. The municipal has a mucipal standlone and functional planning tribunal.

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 is being reviewed by the current administration and this with other legislative developments and will necessitate 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 is aligned with Spatial Planning and Land Use Management Act 16 of 2013 read with Ngqushwa Municipal Spatial Planning & Land Use Management By-Laws of 2016, National SDF, Provincial SDF, District SDF 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.

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 2025.
- To manage future planning and land use development in line with the General Principles of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) and related legislations by 2025.

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 regulation policies and by-laws in order to achieve orderly development by 2025.

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 2025.

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 MANAGEMENT

- To facilitate and coordinate support during disaster incidents (all hazards) by 2025.

Specific objectives / Activities

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

Strategic Priorities

- Implementation of Wall to Wall Land Use Scheme.
- Implementation of a SPLUMA compliant Spatial Development Framework (SDF).
- 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 implement a Human Settlements Sector Plan (HSSP) to facilitate planning and development of Human Settlements.

Ngqushwa Local Municipality is currently planning to have a 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 in an efficiency and efficient manner. The municipality conducts

public participation awarenesses with communities in affected areas, however the is still resistance from traditional leaders for development initiatives.

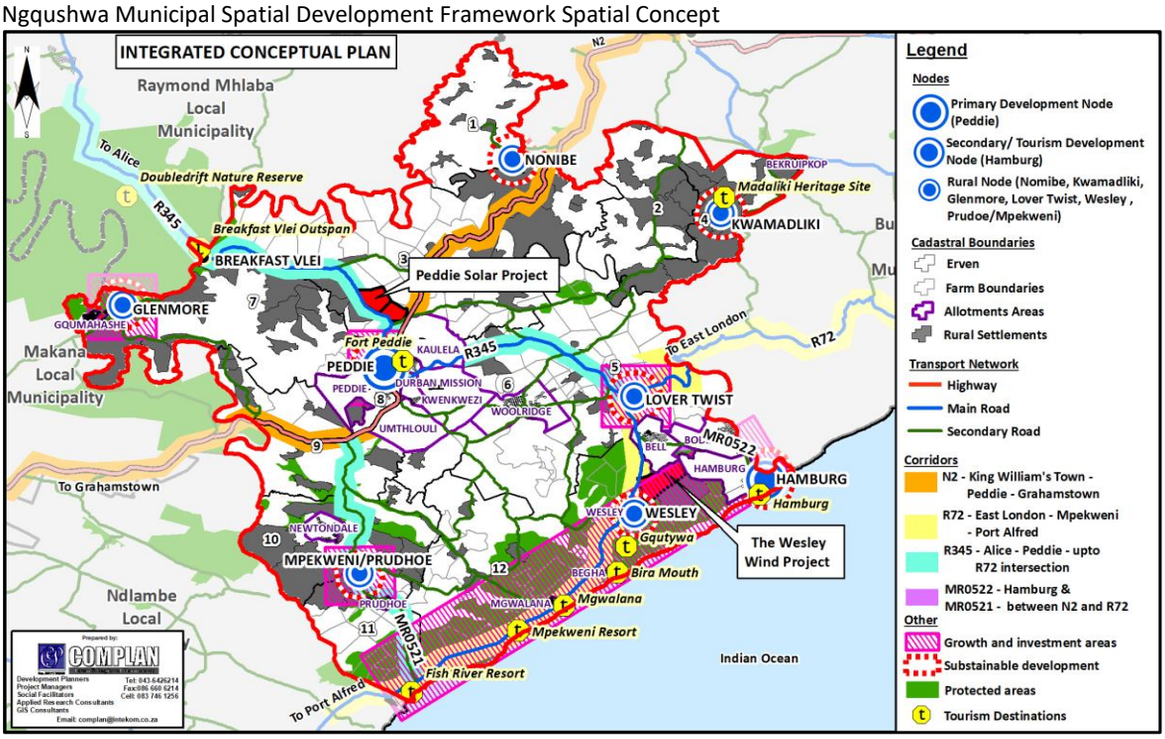
The primary aim is to motivate for a futuristic Framework for Ngqushwa Local Municipality within the context of the National, Provincial and Local spatial development imperatives. This should be done with due cognisance of the spatial policies of Amathole District and our neighbouring municipalities. 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.

5.5.2 SPATIAL PROPOSALS

The municipality is currently using Amathole District Municipality Geo Spatial Land Information System (GIS) for zoning purposes.

Ngqushwa Municipal Spatial Development Framework Spatial Concept



Spatial Analysis

Human Settlements

Holiday housing / accommodation

The existing holiday housing/accommodation area with about 92 existing residential units be retained but the area needs to be upgraded. This area is now classified as a medium density residential development zone.

Mixed Use development zone (medium to high density residential / commercial development)

The large plot sizes situated along the rear of the primary dune offer magnificent sea view are ideal for low to mixed use development zone (medium to high density residential / commercial related facilities). These plots, measuring +/- 2.2 ha in extent, could be subdivided into smaller units of 600 m2 – 800 m2 for medium to high density residential/ commercial development, (for example, lodges, backpackers, B & Bs, etc.). A modern private school is proposed for this zone.

Accommodation in town centre (mixed use development)

There will be a need for more tourism accommodation in the long run within the town centre. The redevelopment of the town centre expansion through infill mixed high density development should take cognisance of such development. This development, amongst others, would accommodate the civil servants and others who would require having central area accommodation in Hamburg.

Informal settlement upgrading

The need to formalise the existing informal residential area of Hamburg is a priority of the municipality. This upgrading exercise should be in the form of in-situ upgrade (in-fill planning and development) where the existing spaces within the identified area can be filled with residential buildings, community facilities, shops, etc. to promote compact development in line with the Spatial Planning and Land Use Management Act (SPLUMA) (Act 16 of 2013) and the Breaking New Grounds Rule (BNGR) principles. It is suggested that the implementation of the 500 low-cost housing to be approved by the Provincial Department of Human Settlements for Hamburg be located within this proposed informal upgrading area as this area has the necessary basic service like water supply, electricity and adequate space to accommodate the new houses.

Future Mixed Density Housing Area

To avoid the unnecessary and illegal “land grab” that would cause informal settlement in future, an area adjoining the existing primary school has been earmarked as future mixed density housing development.

Artist’s Retreat

According to the Hamburg LSDF (2011), this project is seen as the catalytic anchor project for the broader regeneration of Hamburg as a whole and is central to the social and economic revitalization of the town and its surroundings. The aim of this project is to attract South African and International Artists to Hamburg as a place which nurtures their creativity and facilitates the production of work across the artistic spectrum.

The project has commenced and it intends boosting Hamburg’s stagnant economy by attracting artists and arts tourism to the town. An amount of twenty eight million rand (R28 million) was initially budgeted for this project from the Department of Tourism, with the remainder from the National Treasury. It is hoped that this project will spur social and economic regeneration, attract investment, rejuvenate the area and bolster the cultural vibrancy of Hamburg.

Amongst others, the facility would cater for such disciplines as film, craft, music, photography, visual arts, arts marketing, arts entrepreneurship and dance. This ultra-modern facility will comprise accommodation facilities, a restaurant, exhibition space, music studios, a theatre, an auditorium, seminar spaces and an outdoor amphitheatre. Accommodation will consist of 8 double rooms, 8 self-catering units and 2 dormitories (Hamburg LSDF, 2011). An important aspect of this project lies with its job creation and skills development.

Urban Agriculture / Small holdings

This is an area where food gardening has been seen as an important component of the household's activities. According to the Hamburg Regeneration Strategy (2010) and LSDF (2011), Hamburg has the potential for intensive agricultural production (arable and livestock). It has been established that local farming knowledge system exists in the area through the organic gardening project of the Keiskamma Trust and this should be used to promote in organic farming in the entire area.

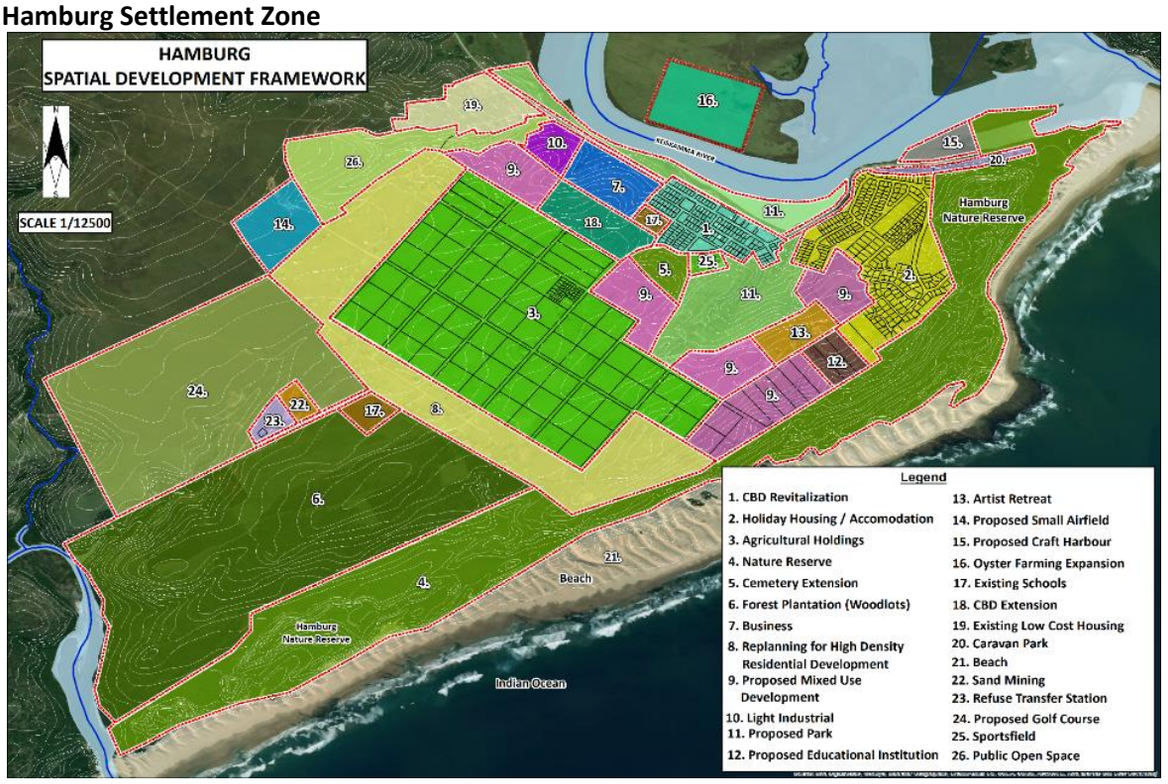
The community garden in the town has the potential to be used as a training ground for organic food production, once the dysfunctional borehole is rehabilitated.It has also been established from the above report that efficient provision of the means to work the land, agricultural extension support and sustained partners are important aspects to promote agricultural production in the area.

Commonage Management Plan

There is a need to formulate a Commonage Management Plan for Hamburg. This plan should, amongst others, take cognizance of areas for agriculture (livestock and crop production zones), light industrial area, an area for quarrying and sand mining activities to support the brick factory, an area for local recycling project to create job opportunities for local unemployed youth and women as well as income for the municipality, the need to create agricultural villages as well as an area for woodlot expansion to provide timber for house construction as well as fuel for domestic usage.

This will in the first place require an intensive survey, ranging from agricultural land use surveys, environmental land use surveys, and socio-economic surveys of the entire Hamburg area. It will also be important for the Municipality to develop and gazette municipal guidelines on quarry and sand mining to regulate illegal sand mining in the area as well as measures to protect the pristine Hamburg environment through those mentioned surveys

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
- 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 (Land Claims).
- Implementation of Small-Towns revitalization programme

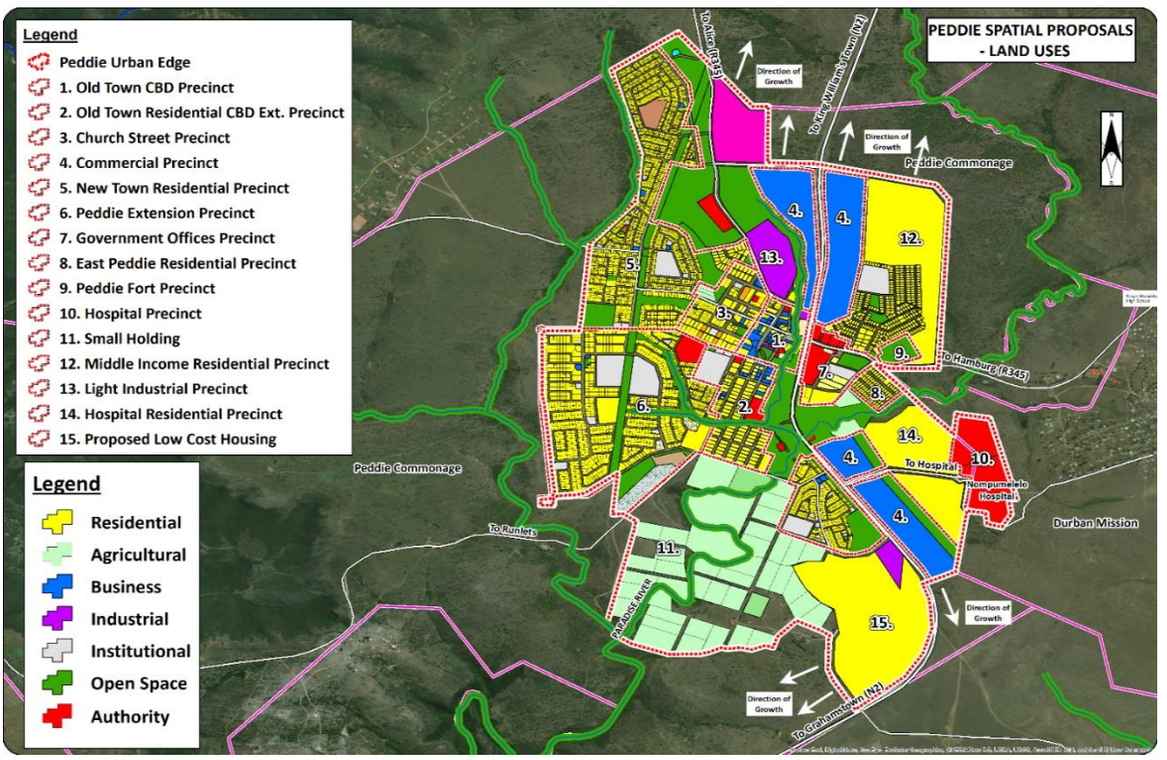
Hamburg renewed focus:

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 projects 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)
- There is a need to develop a tourism association that will drive a calendar of events including the Hamburg Water Festival
- 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.

Peddie Settlement Zone



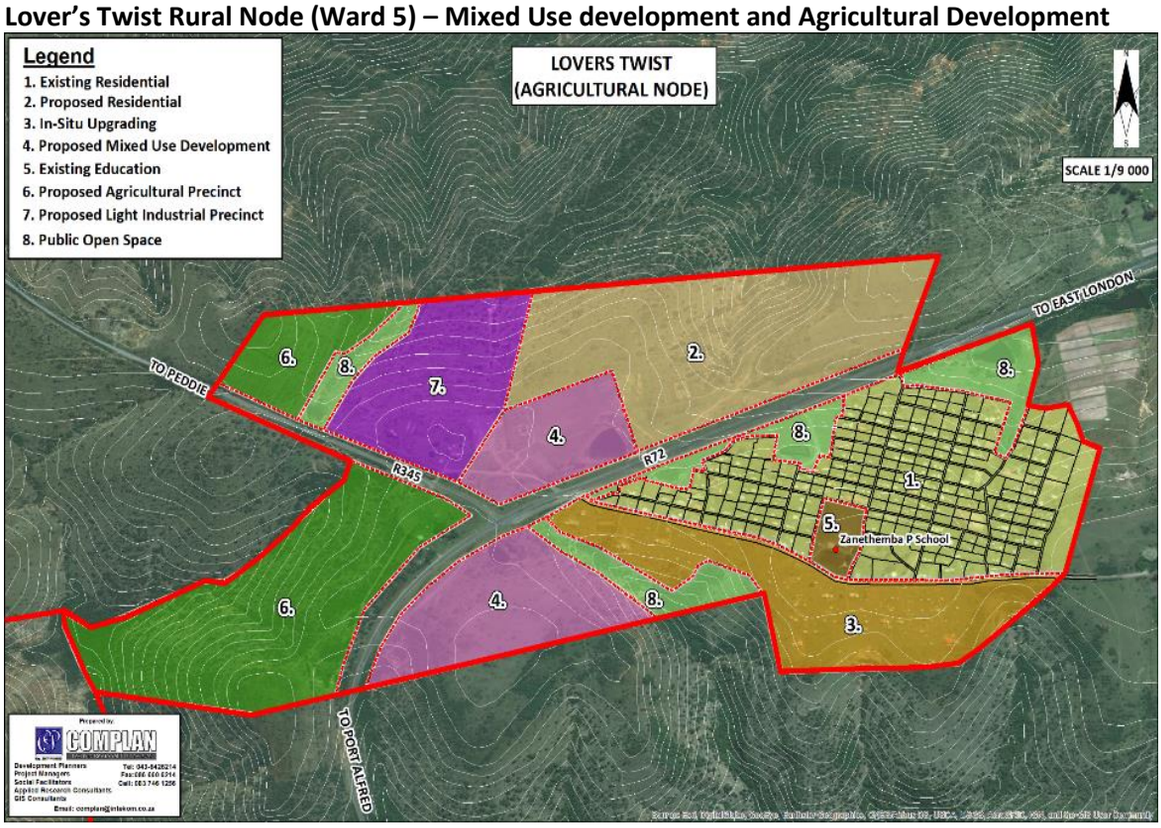
Locality and description area around Peddie Town

Proposals:

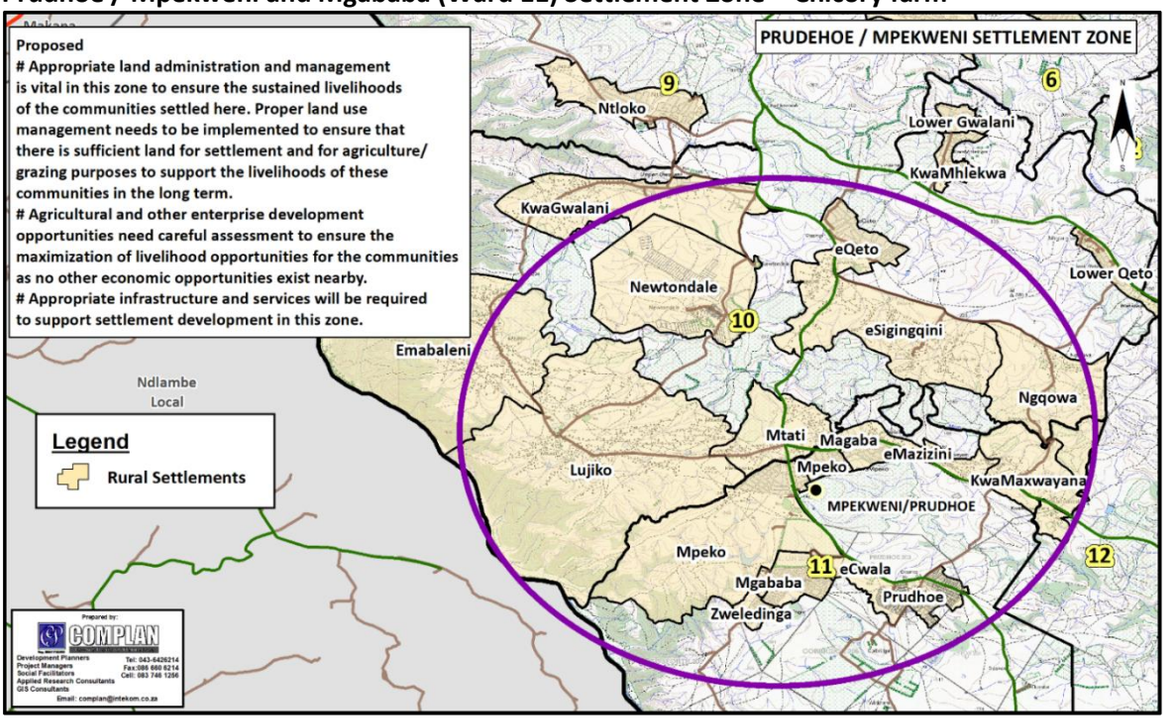
- Implementation of the wall to wall land use management scheme
- Political Intervention and negotiation with Department of Public Works to transfer their properties to Ngqushwa Local Municipality
- Implementation of a Master Plan/Structure Plan to guide development for the next 30 years
- Identify infill 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.
- Waste Treatment Plant - 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.
- Upgrade of existing animal pound

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.

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



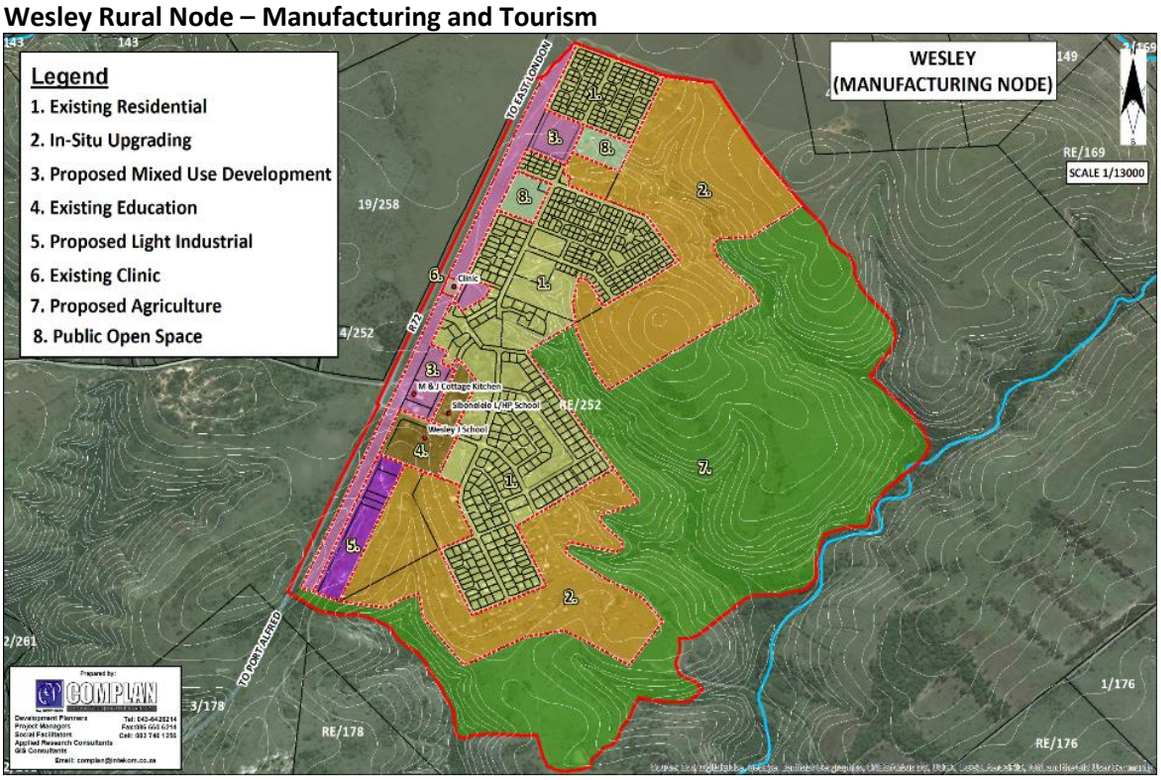
Prudhoe / Mpekweni and Mgababa (Ward 11) Settlement Zone – Chicory farm



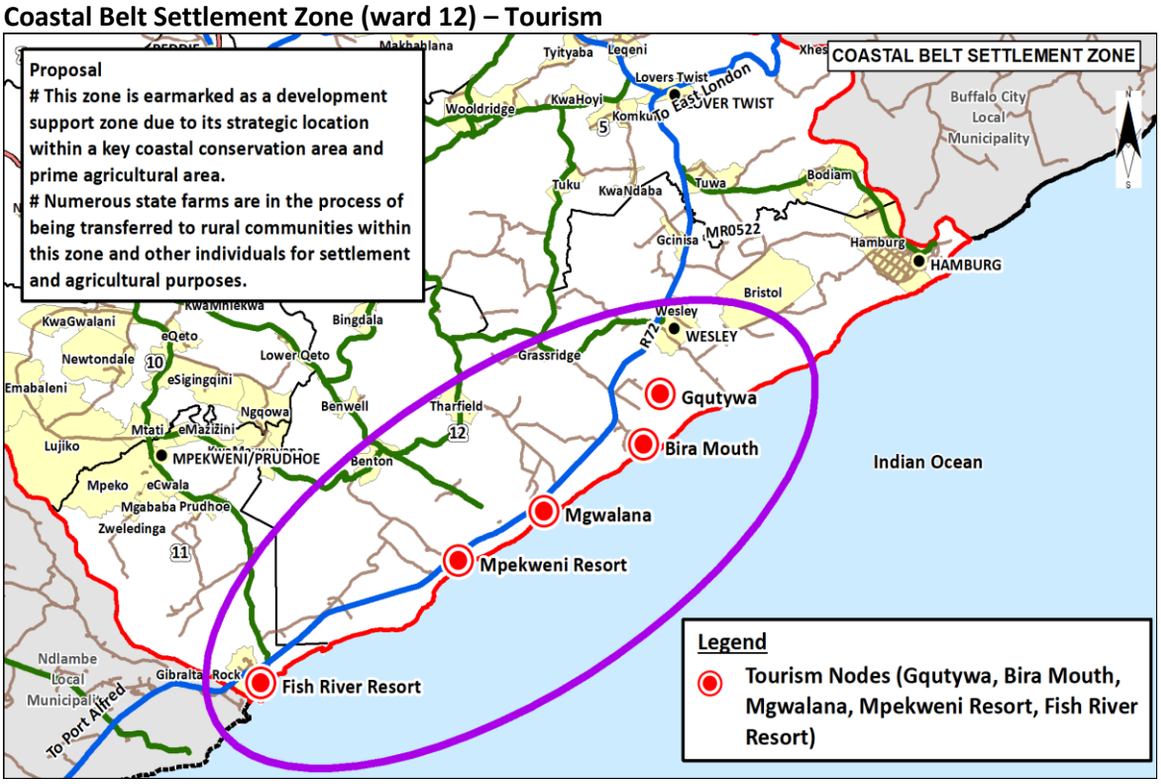
Mtati (Prudehoe) Settlement Zone



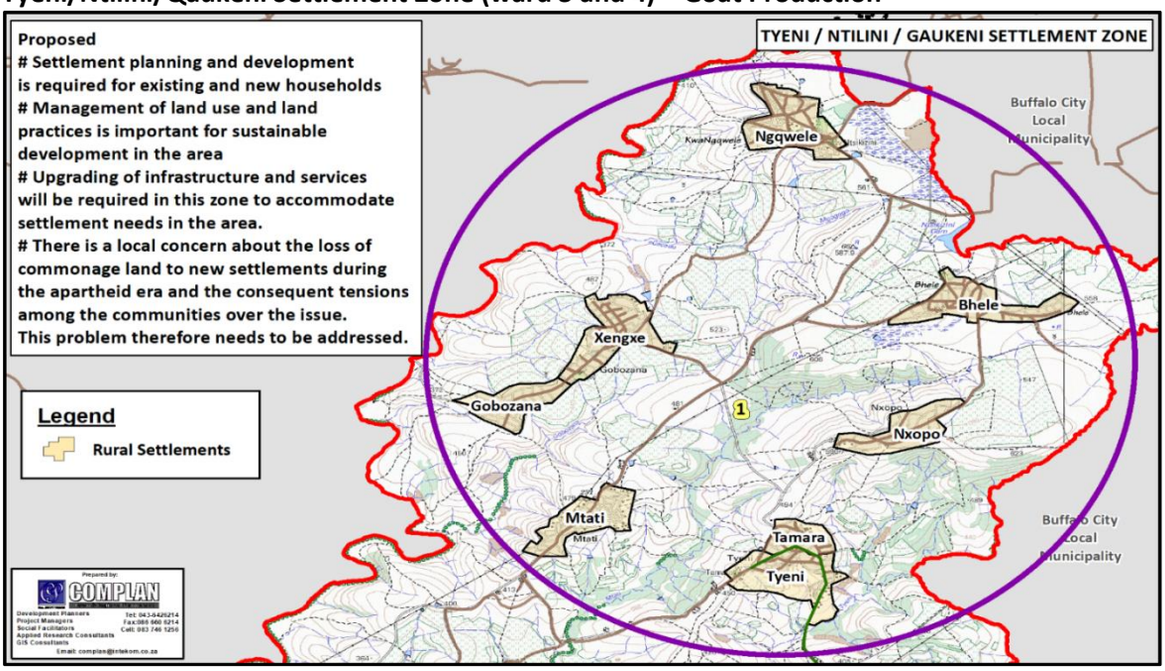
Wesley Rural Node – Manufacturing and Tourism



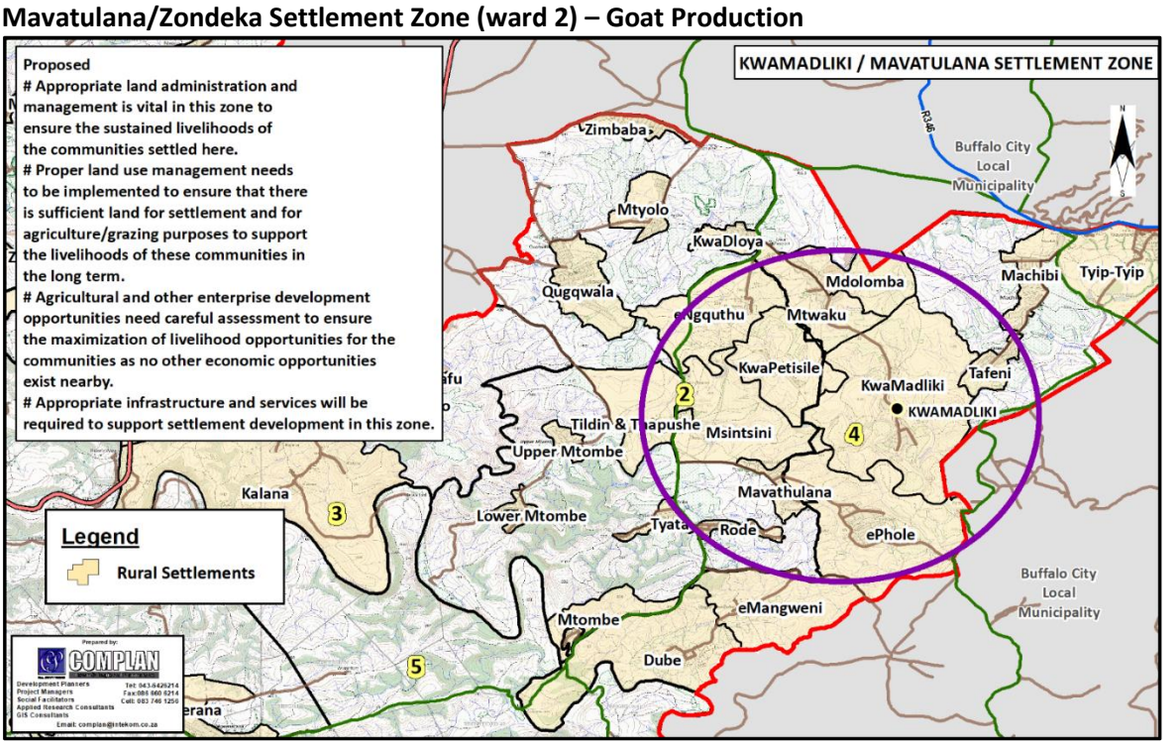
Coastal Belt Settlement Zone (ward 12) – Tourism



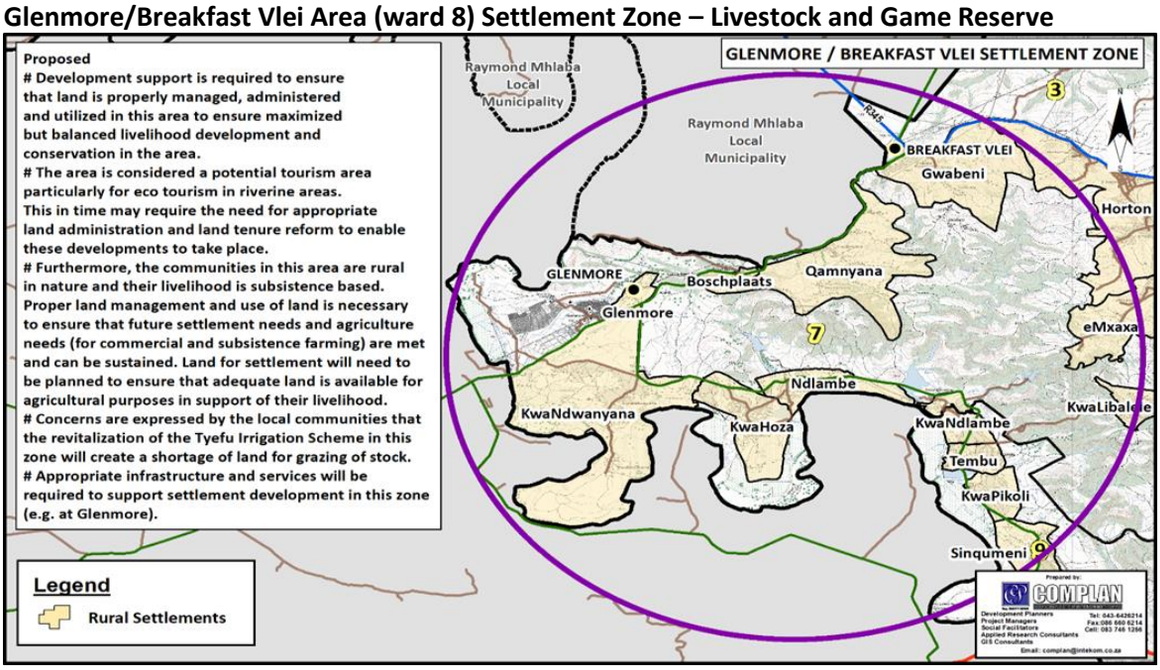
Tyeni/Ntilini/Qaukeni Settlement Zone (ward 3 and 4) – Goat Production



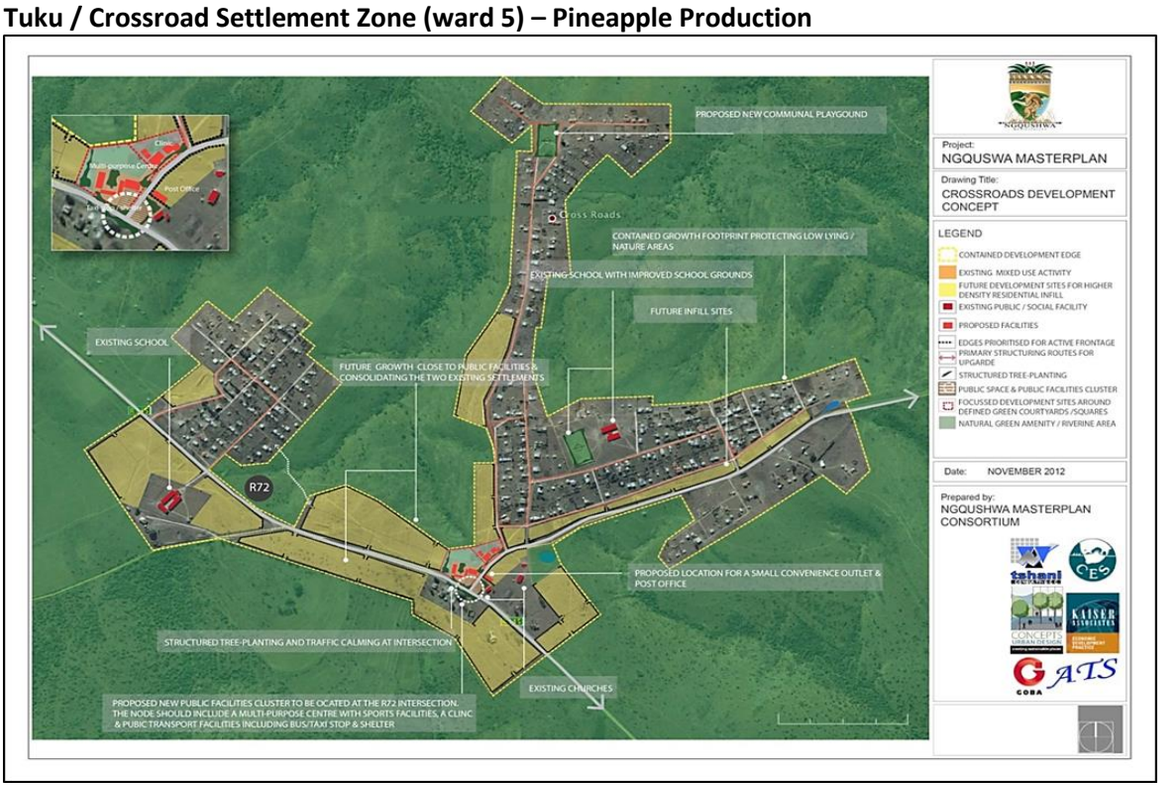
Mavatulana/Zondeka Settlement Zone (ward 2) – Goat Production



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



5.5.3 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.

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)

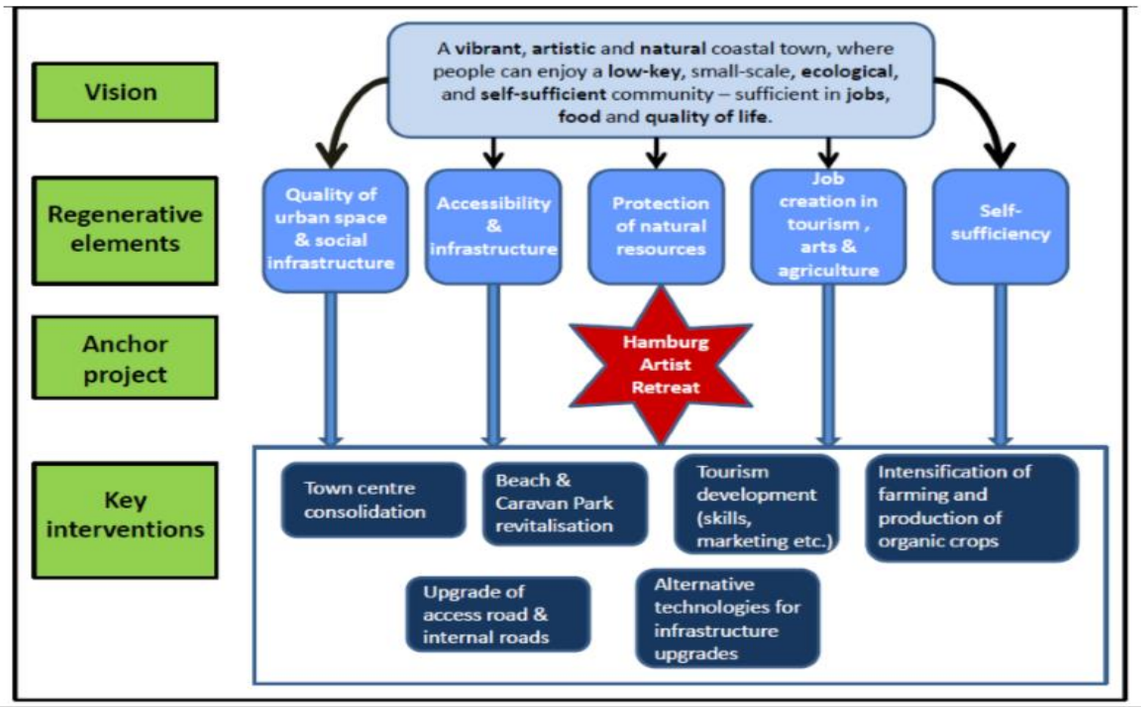
		areas, rainwater harvesting etc.) and high costs of potable water.		
Agriculture	Availability of land on the "plateau" above town; rainfall throughout the year; historically intensively farmed; Organic farming project of Keiskamma Trust	Most land is owned by the State. Lack of infrastructure (especially 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. Keiskamma 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)

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)

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.

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 • Expantion of hawkers stalls. • Establishment of a container centre
Agriculture	• Establishment of an agricultural centre. • Upgrade of animal pound
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 • Upgrade sewer treatment plant
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	• Mobile service provision vehicles: health clinic, libraries for small village schools, grant payment; • Mobile health clinic; • Learn from and collaborate with existing mobile clinic innovators and enterprise support providers to help establish these services as social enterprises and • 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). •

Following table illustrate the above key interventions and priorities for Peddie Regeneration strategy:

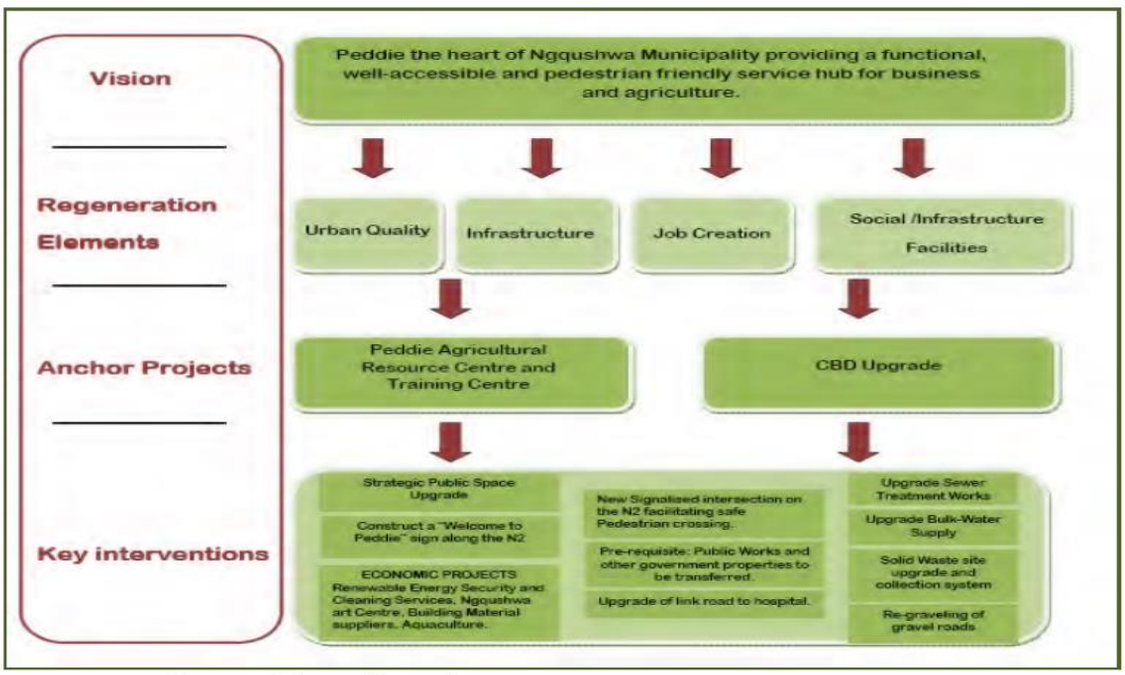


Figure 3: Summary of economic development framework

5.5.4 INFRASTRUCTURE DEVELOPMENT

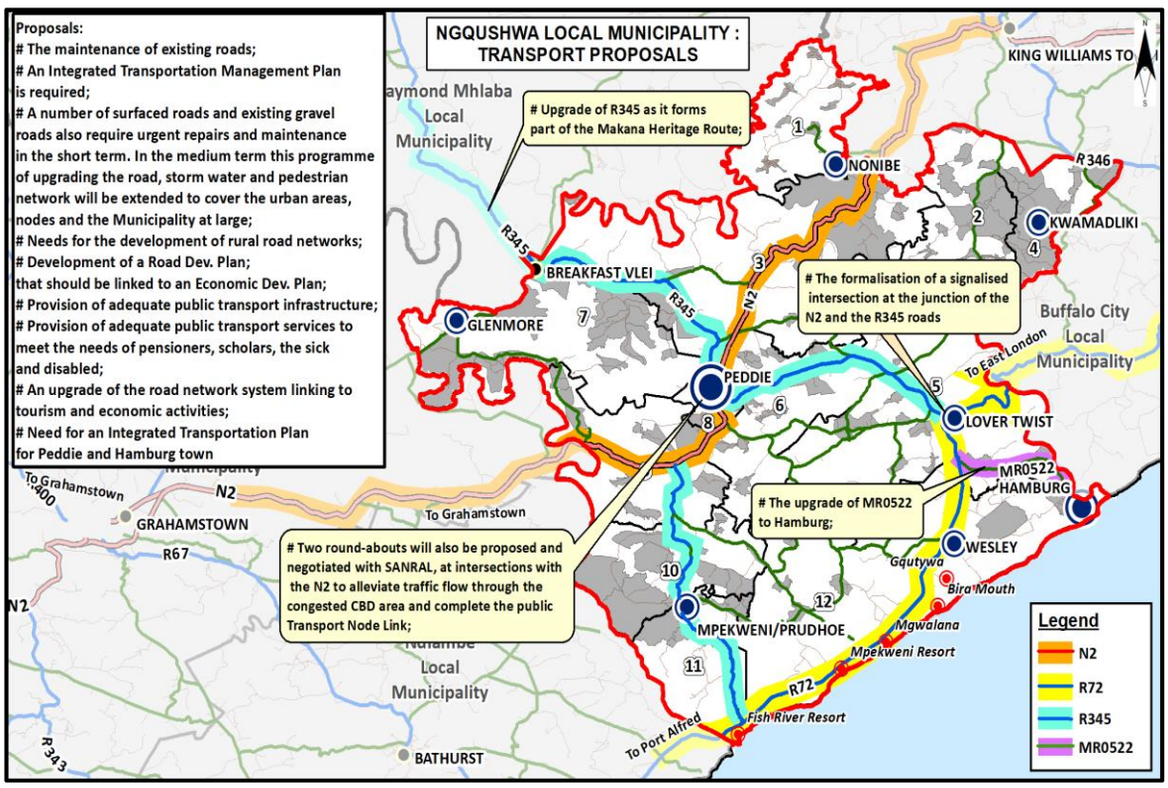
Proposals:

- 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:

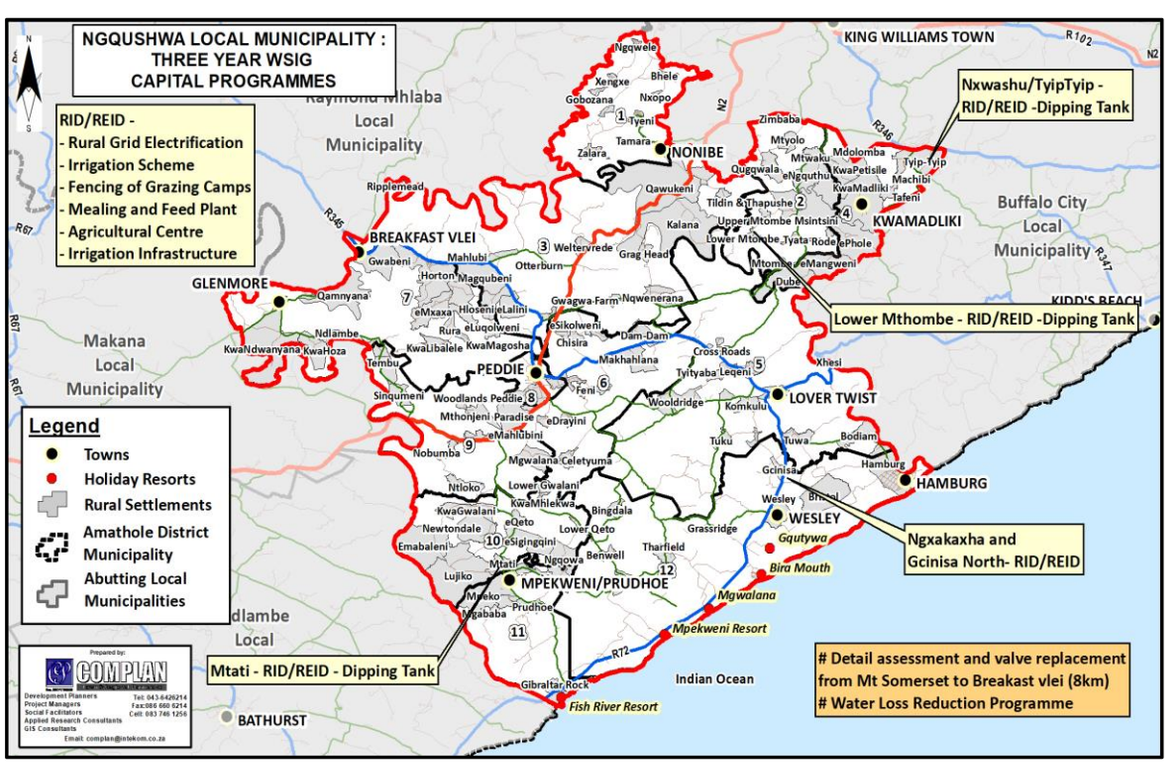
- N2 (From King William's Town through Peddie to Grahamstown);
- R 72 (Coastal road from East London to Port Alfred);
- Provincial Road (14 km Provincial road from R 72 to Hamburg);
- Provincial road from Cross Road across Keiskamma River to King William's Town villages;
- Provincial road from Great 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

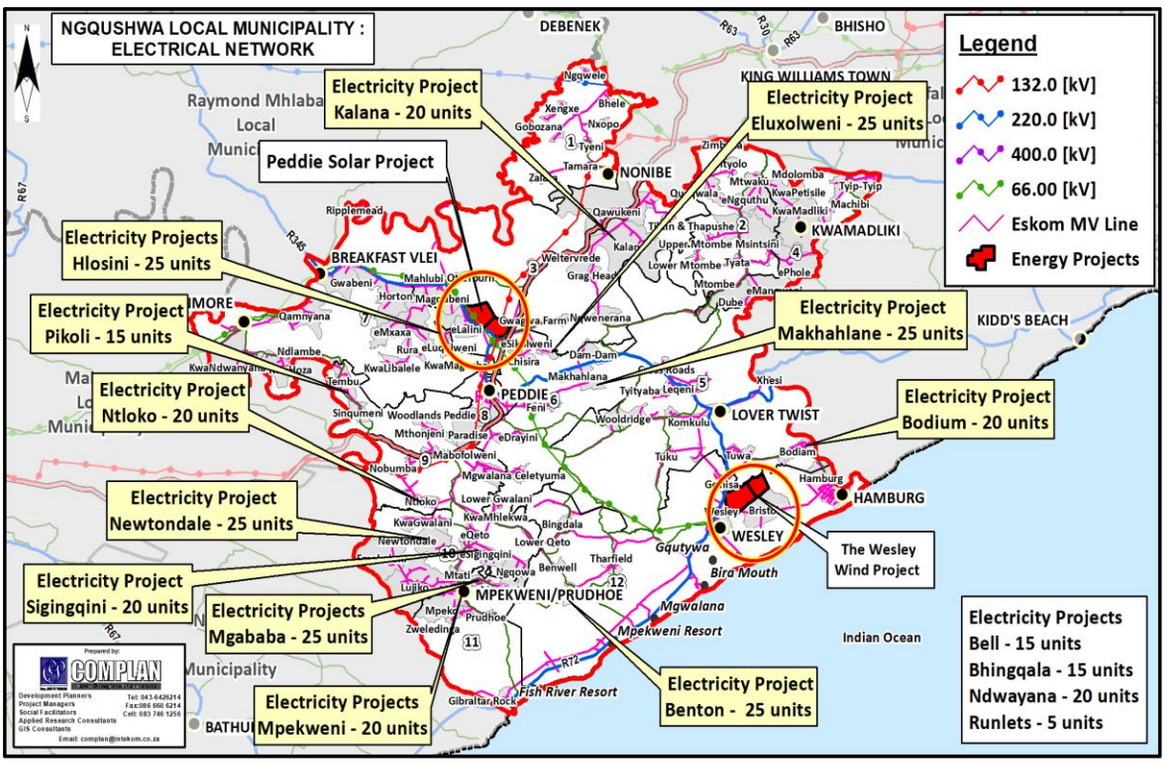


Transport Proposals

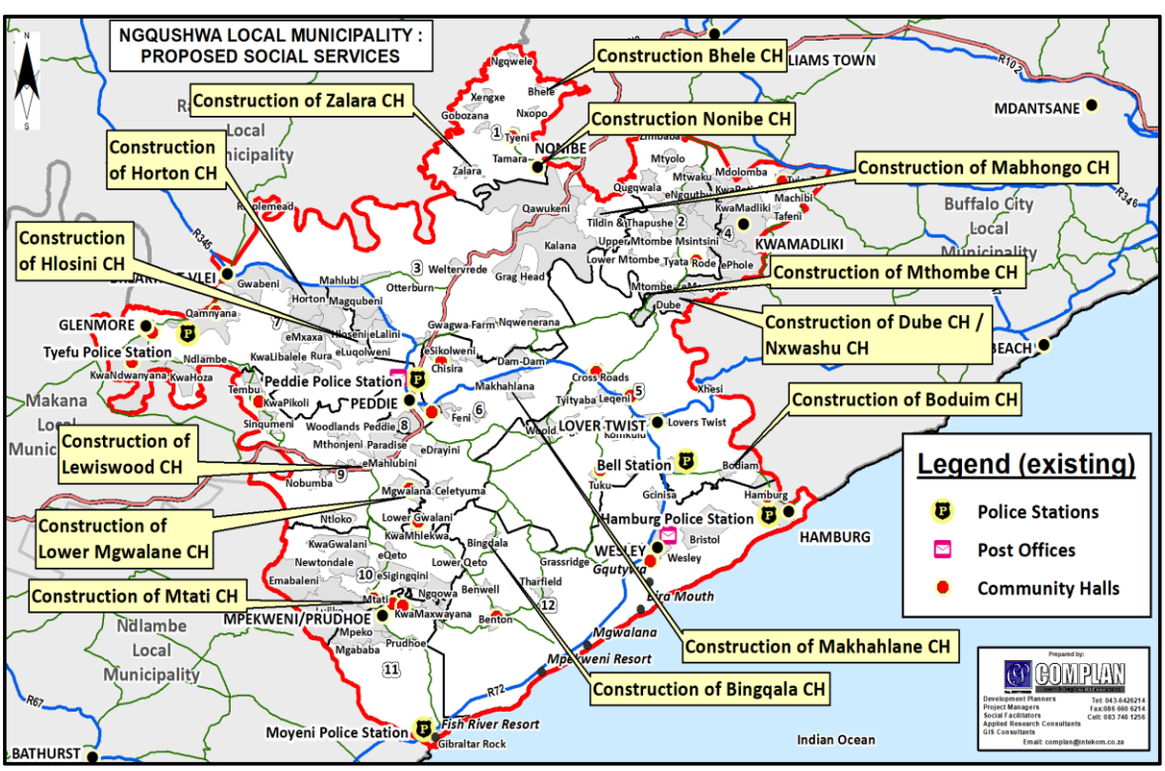
- Peddie Bulk Infrastructure Upgrade undertaken by Amathole District Municipality



- INEP electrification of +-320 villages
- Investigation of alternative renewable energy sources

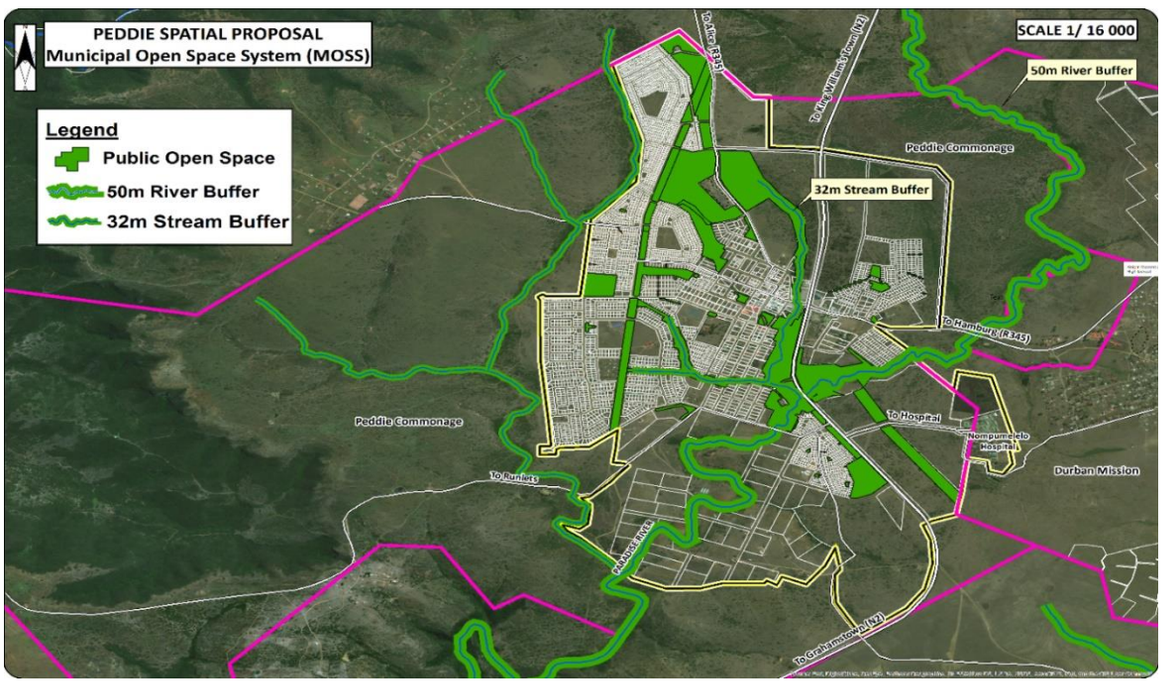


- Social services include the construction of various community halls



5.5.5 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.

5.5.6 LAND USE MANAGEMENT

a) 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.

b) 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.

c) 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:

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: • 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. • Establishment of Feedlot • Public-funded rural housing provision. ○ 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)

Node Type	Spatial Development Priorities
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.

d) 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.

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.

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.

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.

Land Invasion Strategies

Land Invasion Policy:

The municipality approved a land invasion policy 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.

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.

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.
- Establishment of industrial sites (Vehicle testing station and Honey processing plant)

Strategies:

Special growth and investment areas include areas for subsidised housing, rural development initiatives around Peddie, Hamburg, Mpekweni, and Gcinisa South.

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, willbe conducted in accordance with one of the following described methods:
    - Sale or Letting by Private Treaty/Public Auction/Tender/Proposals Call
    - Private Treaty Sales
    - Selected Tender
    - Unsolicited Bids
    - 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:

- 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.
- 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.
- Enhance immovable property in its ownership by pursuing the amendment of existing rights, establishment of new rights and the provision of municipal services.
- Improve immovable property in its ownership by the erection of structures thereon.
- Permit immovable property to be managed on behalf of Council, permit it to be enclosed and permit it to be cultivated.

e) 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:

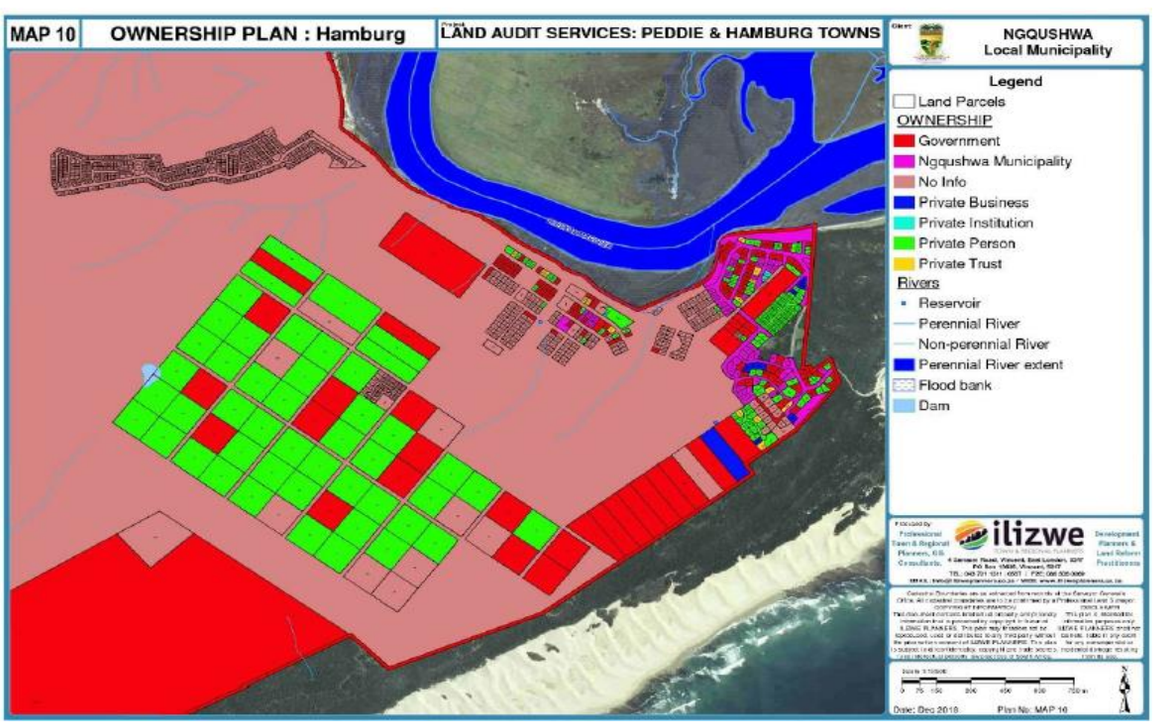
- Hamburg has 1,017 properties of which 992 are erven, 1 is the remaining allotment, 13 are open spaces and 11 are streets.
- Only ±22% of the surveyed erven are used for residential purposes.
- Just over 46% of all surveyed erven are vacant. This represents 474 erven which are standing underutilized.
- 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:

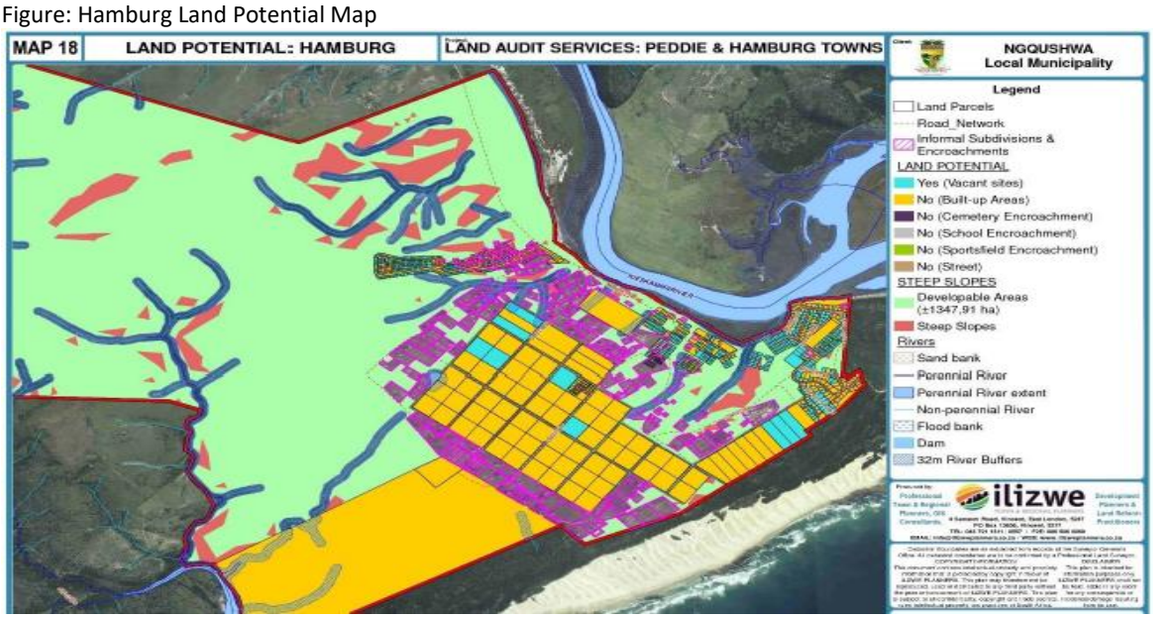
- 46% of the surveyed erven are identified as inactive sites, this represents 474 sites.
- 29% of these inactive sites are on land with no ownership info, this represents 302 sites.
- 4% of these inactive sites are on government owned land, this represents 49 sites.

- 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.

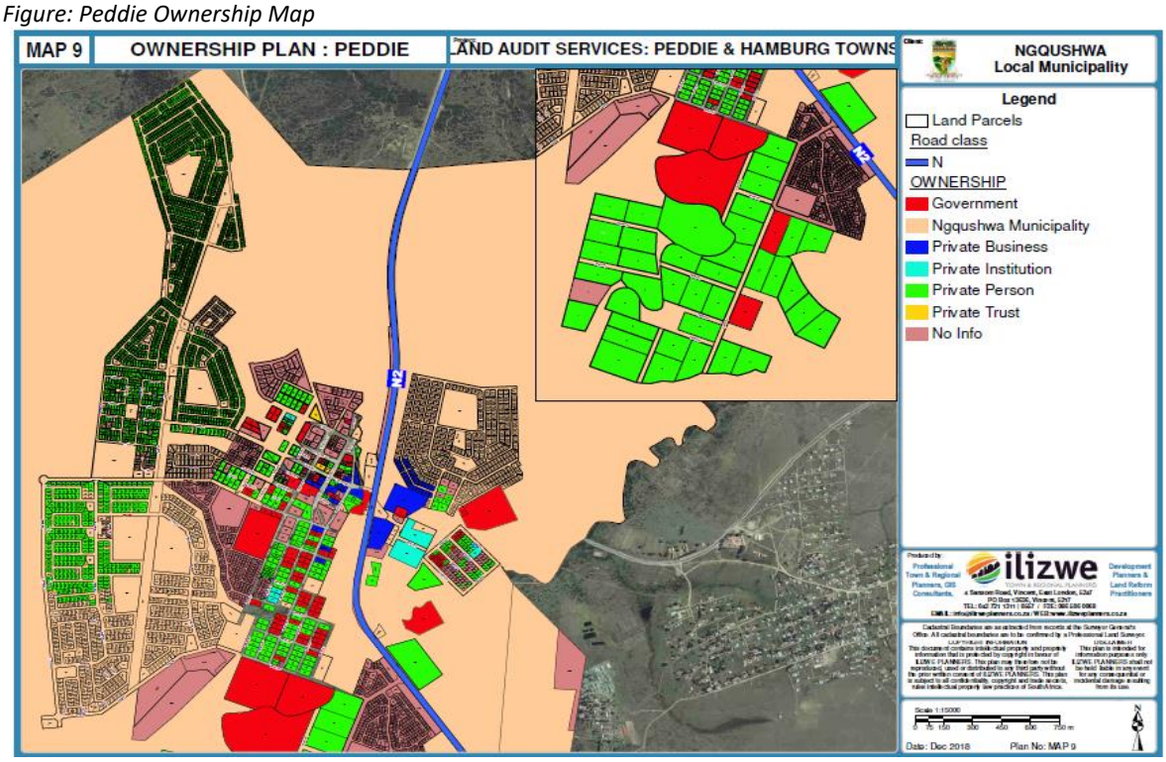
Peddie Ownership:

- 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)

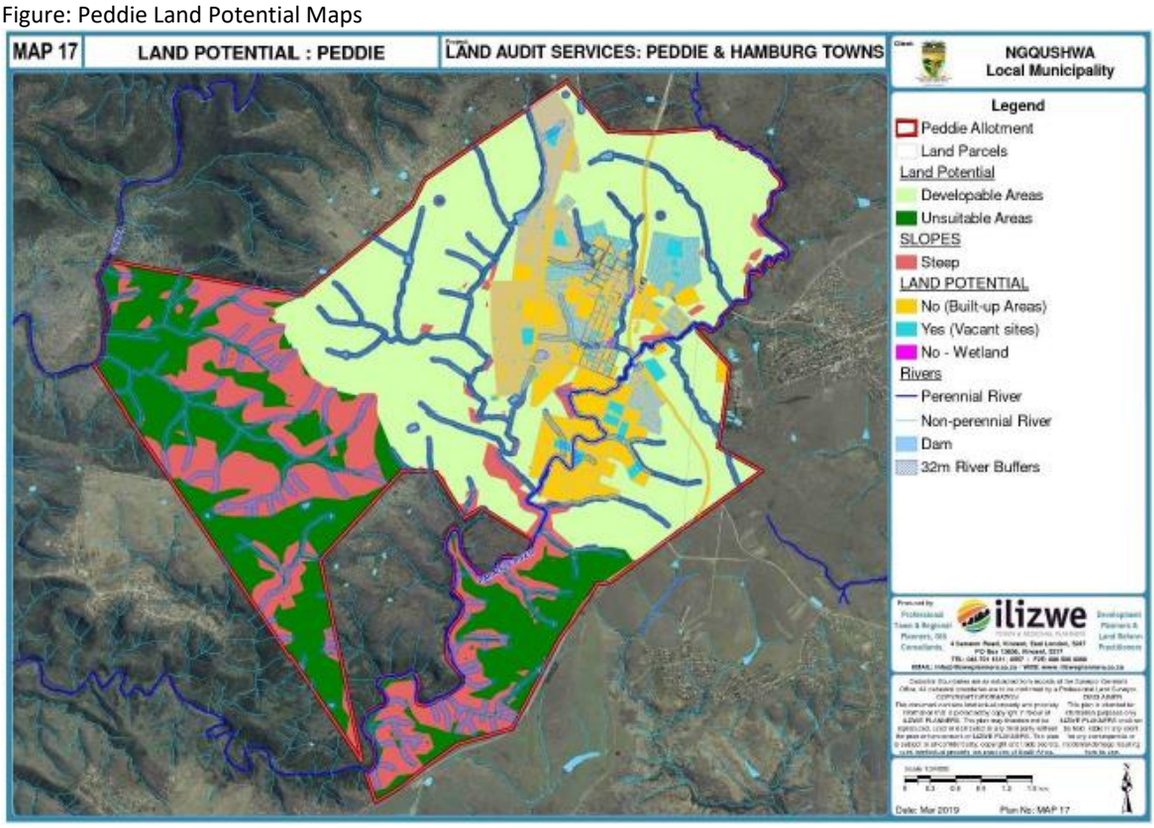
Peddie Inactive Sites:

- 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.

f) 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.

5.5.7 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

5.5.8 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

5.5.9 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.

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.

5.5.10 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.

5.5.11 Disaster Management and Contingency Plan

Due to changing climatic and other natural disaster conditions, there is a need to plan ahead. The municipality does not have a Disaster Management Plan.It relys on District guidance for Disaster,fire and all hazards related matters as they are function of the district municipality. The municipality does not have a formaly appointed Head of Disaster Management center (DMC) in terms of Section 51 of the Disaster Management Act,however the municipality has contracted a Disaster Coordinator on a part time basis for Disaster management within the

municipality.Recent amendments to the Disaster Management Act (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.

Disaster Risk Management Advisory Forum

The Disaster Risk Management Advisory Forum,established by the Minister for Provincial and Local Government in terms of Section 5 of the Disaster Management Act No.57 of 2002.The forum is a body in which Local Government and other disaster management role -players consult one another and co-ordinate their action on matter relating to disaster management.Disaster Risk Management Advisory Forum for Ngqushwa Local Municipality is not yet established. The municipality is participating at District level and also present the disaster related activities in Ngqushwa safety forum.

Disaster Risk Reduction Programmes and Initiatives

- The municipality currently does not have formally appointed qualified disaster management staff as stipulated in Municipal Staff Regulations however the vacancy is funded on the municipal orgonogram.
- The municipality has budgeted and contracted a Local Disaster Coordinator on a part-time basis. The coordinator is responsible for all Disaster related activities such as on going Disaster Risk Assessments.
- Liase with all sector department such Department of Human Settlement, SASSA, Home Affairs etc) in Disaster relief value chain.
- Conduct visits and meetings on vulnerable community with insufficient capacity to cope with disaster effects.
- Robust disaster risk reduction measures to protect Ngqushwa vulnerable communities.

Key priorities of the municipality in addressing the focus shift and these have been highlighted in the contingency plan:

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.

Conditions of vulnerability

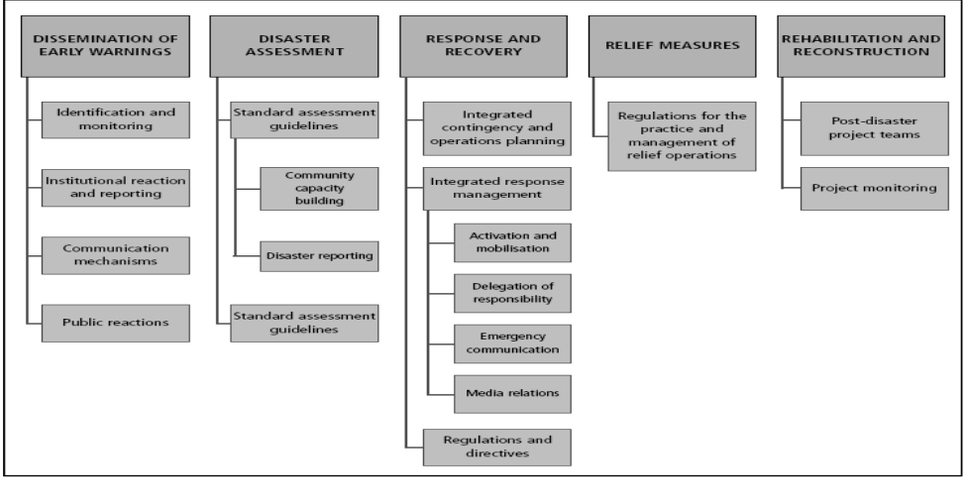
In line with the Disaster Management Act (Act 52 of 2002), Amathole District Municipality's Disaster Risk and Vulnerability Assessment Report (2006) and Ngqushwa Municipality All-Hazards Contingency Plan, the following are the disaster vulnerable areas of the municipality:

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)

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



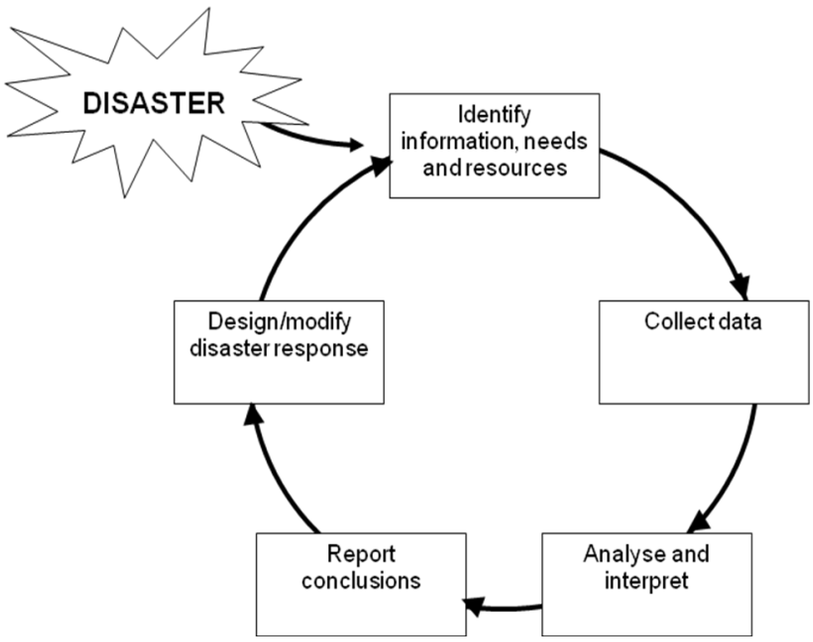
Source: NLM Contingency Plan (2016/17)

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:



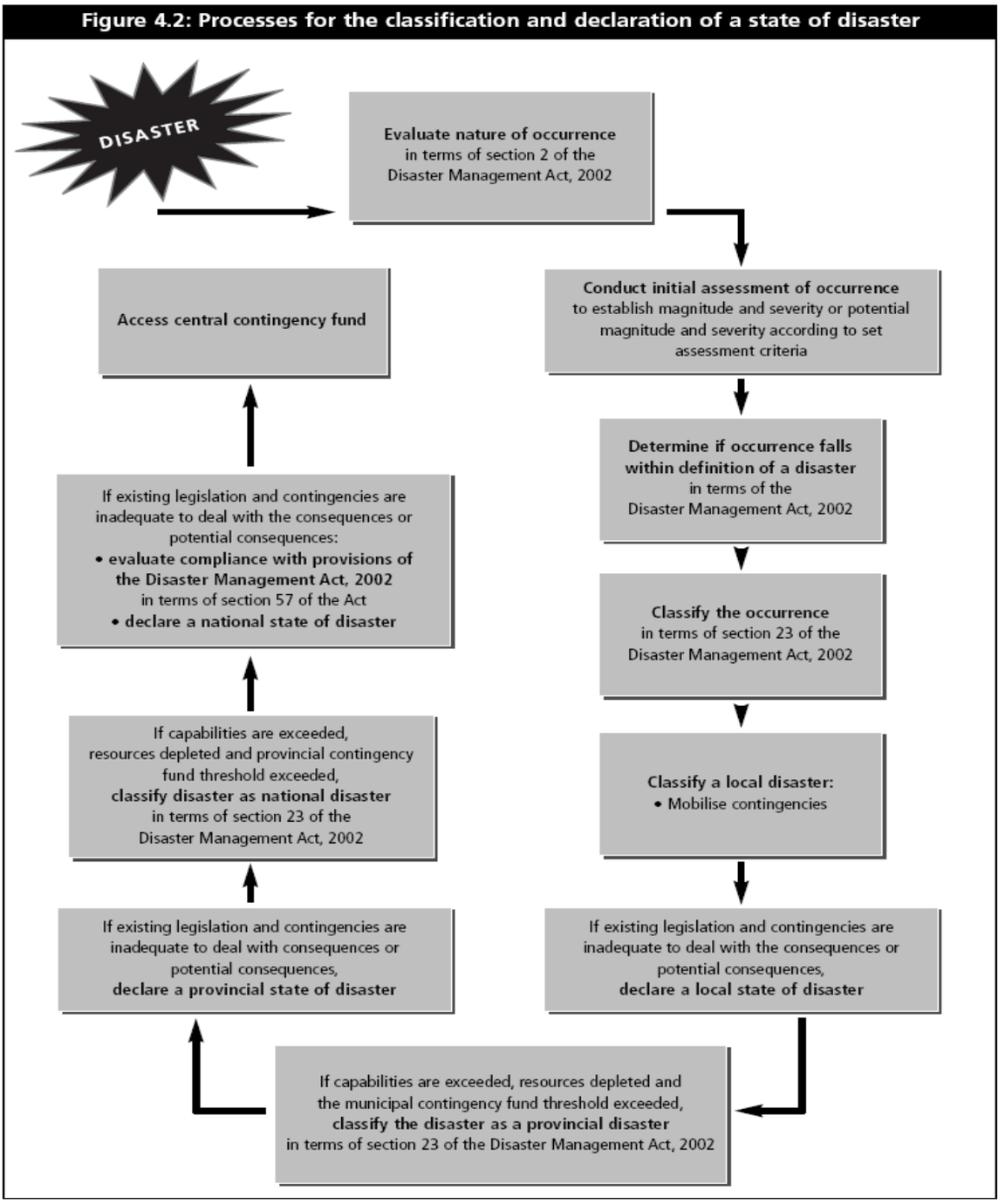
Source: NLM Contingency Plan (2016/17)

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

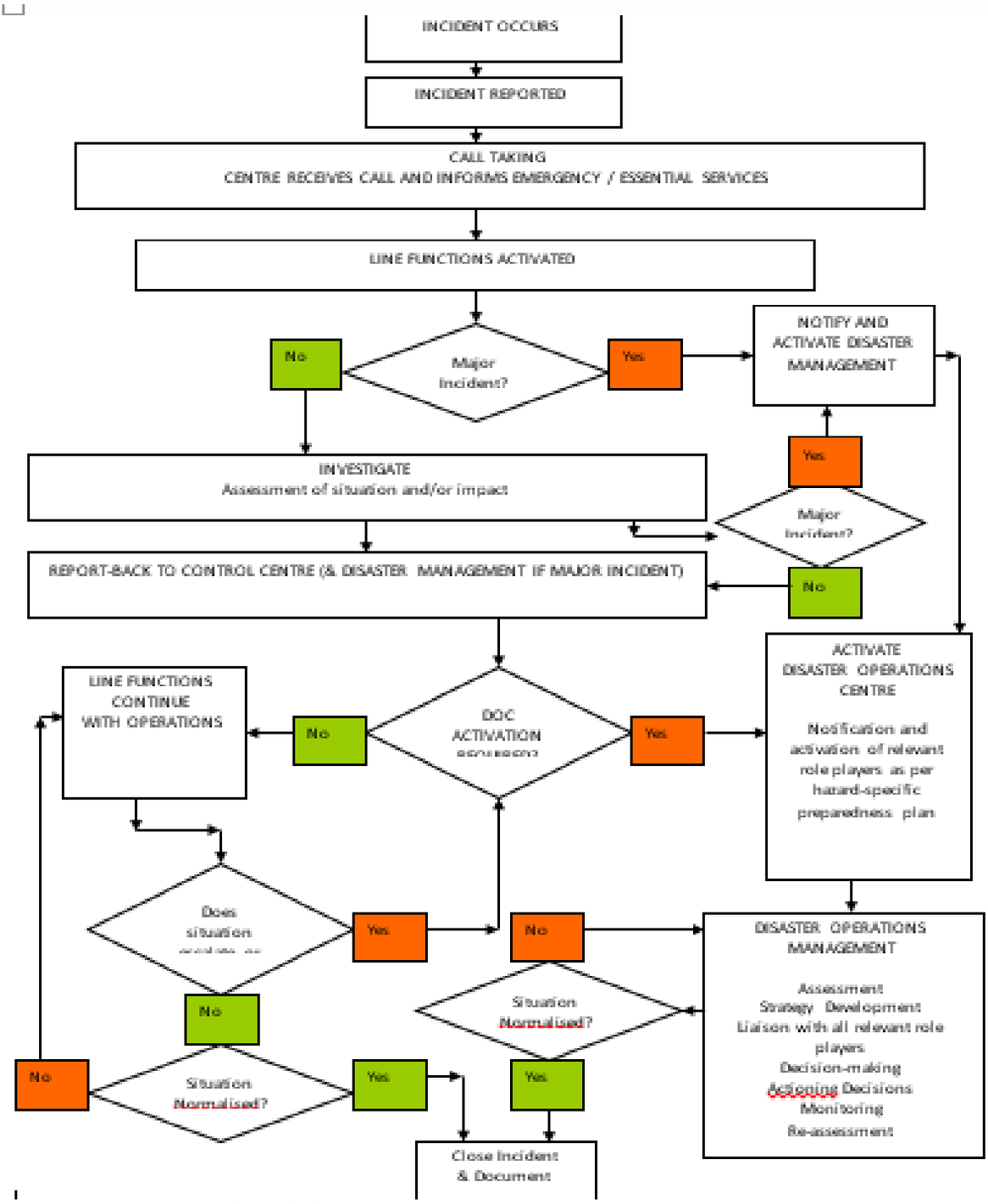


Source: NLM Contingency Plan (2016/17)

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.

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)

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

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.

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.

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.

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.

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

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.

Land and housing

The municipality is currently undertaking the review of its human settlements sector plan for the next five years.

Strategic objective:

Develop and submit business plan to department of human settlement.
Continuous update of the housing needs register.

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:

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.

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.

Conservation areas

There are a number of environmentally sensitive areas which are categorised as conservation areas and which are primarily situated along the coast.

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.

5.5.12 Housing

Finance linked Individual Subsidy programmes is not implemented by the municipality however the municipality is working with the Department of Human Settlemet on provision of Housing and temporary structure.

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)	Service provider has been has been appointed to conduct feasibility study
Total		2500		

Project schedule- approved housing projects

- Hamburg 500 – Services provider has been appointed to conduct a feasibility study for the development of units
- 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.
- 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.
- Gcinisa South 500 a– these projects are at procurement stage.

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.

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	

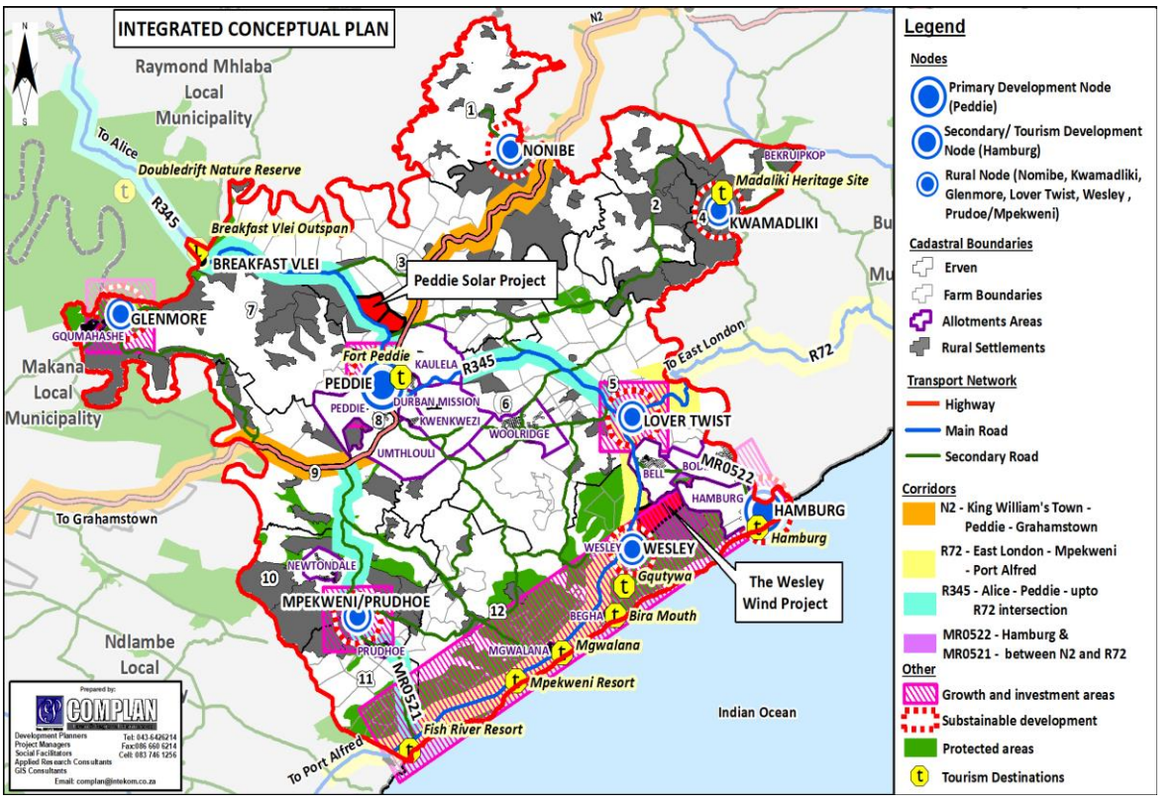
Challenges

- 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.

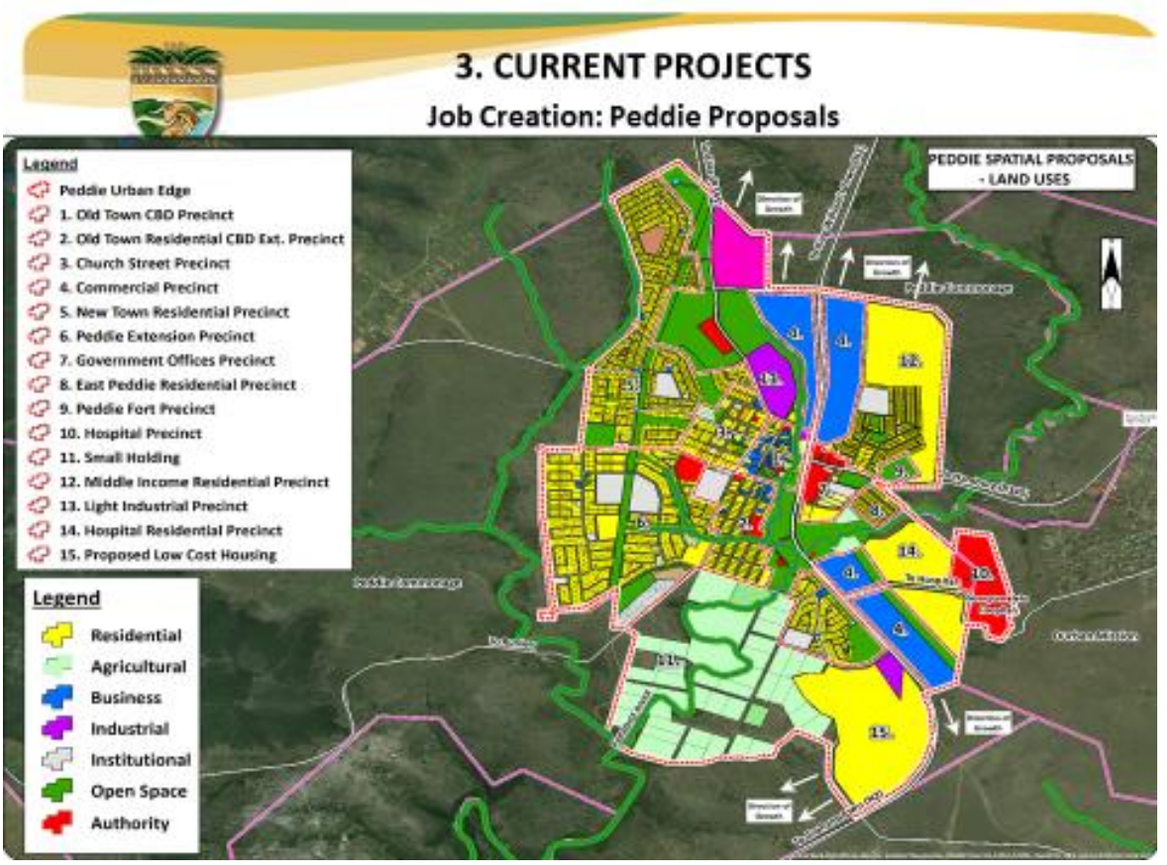
Issues for consideration

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.
- Vandalism of unoccupied houses.



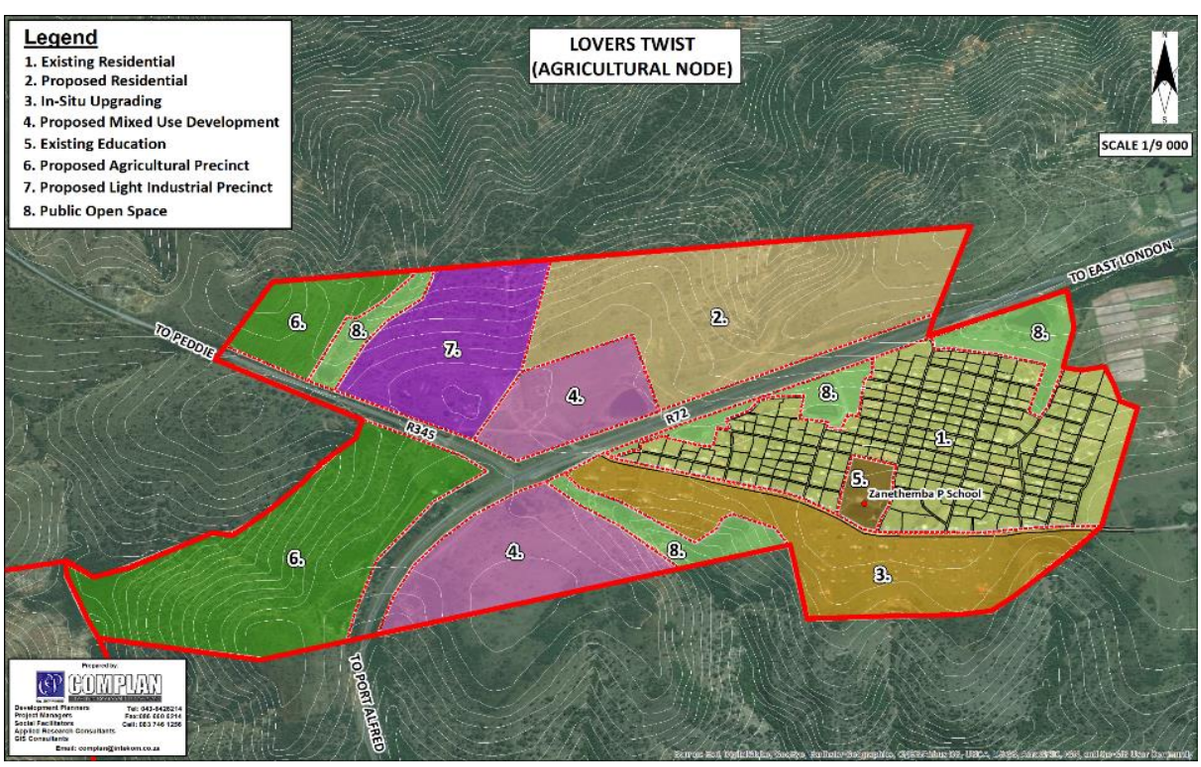
PEDDIE town spatial proposal



HAMBURG SPATIAL PROPOSAL



LOVER'S TWIST SPATIAL PROPOSAL



Challenges facing Spatial Planning

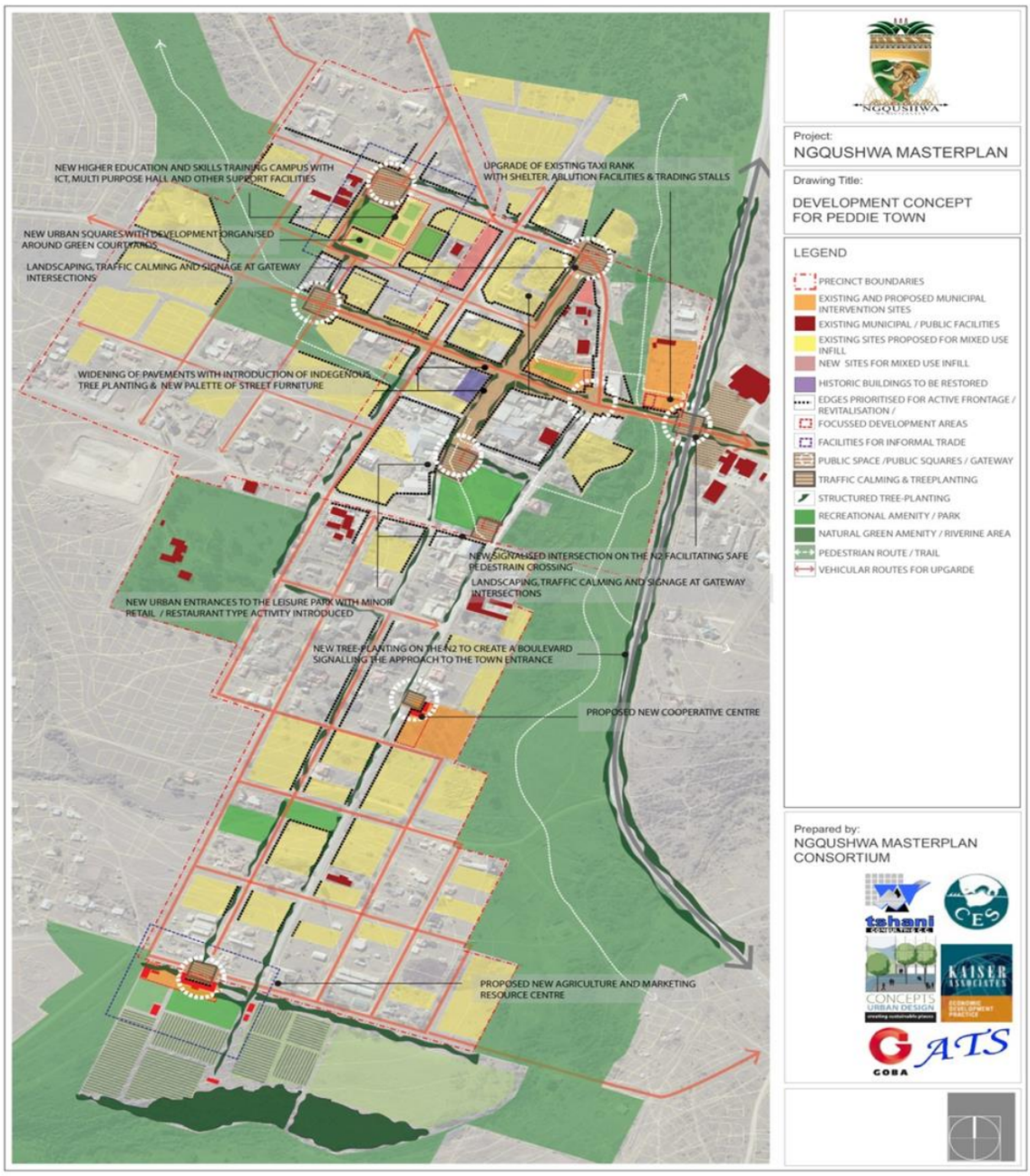
- Financial constraints from human settlements
- Vandalism
- Land invasion
- Disappearance of beneficiaries
- Lack of integrated human settlement
- Land ownership
- Difficulties experienced in transporting building materials due to the poor state of rural road networks
- During consultation with Traditional Leaders on Land development there is resistance from traditional leaders
- Resistance from business owners and their tenants
- Vacant plots and dilapidated properties
- Unregistered properties

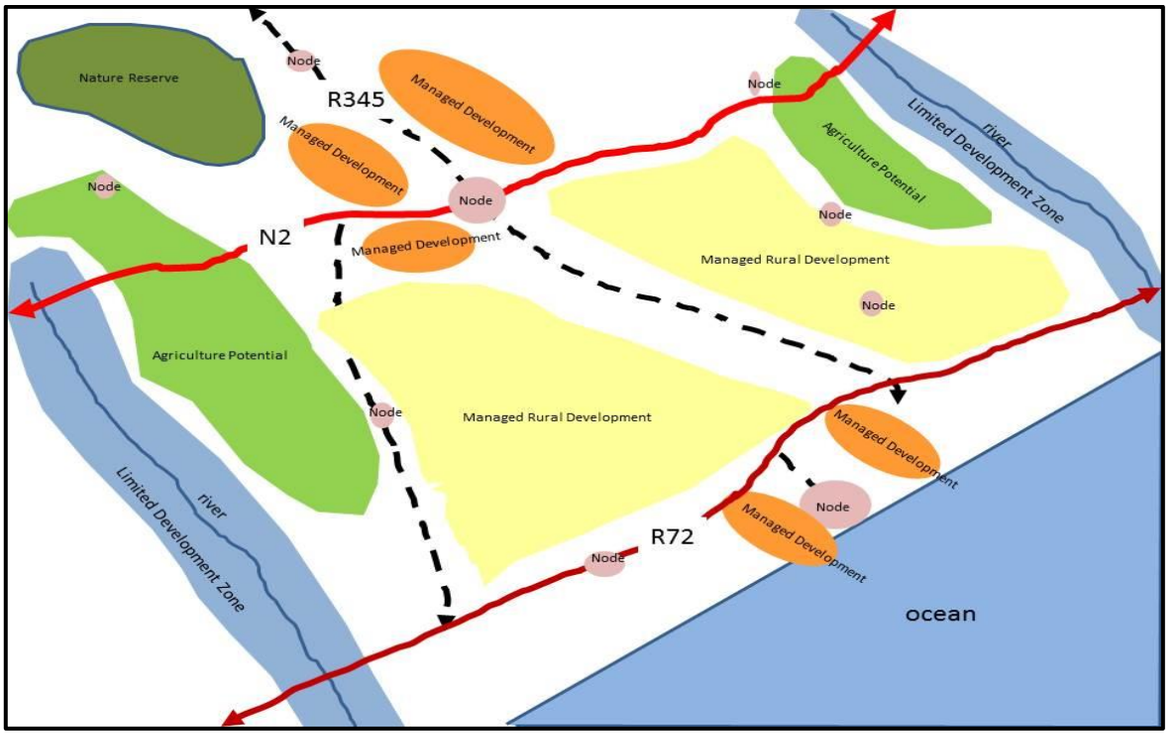
Response to the challenges

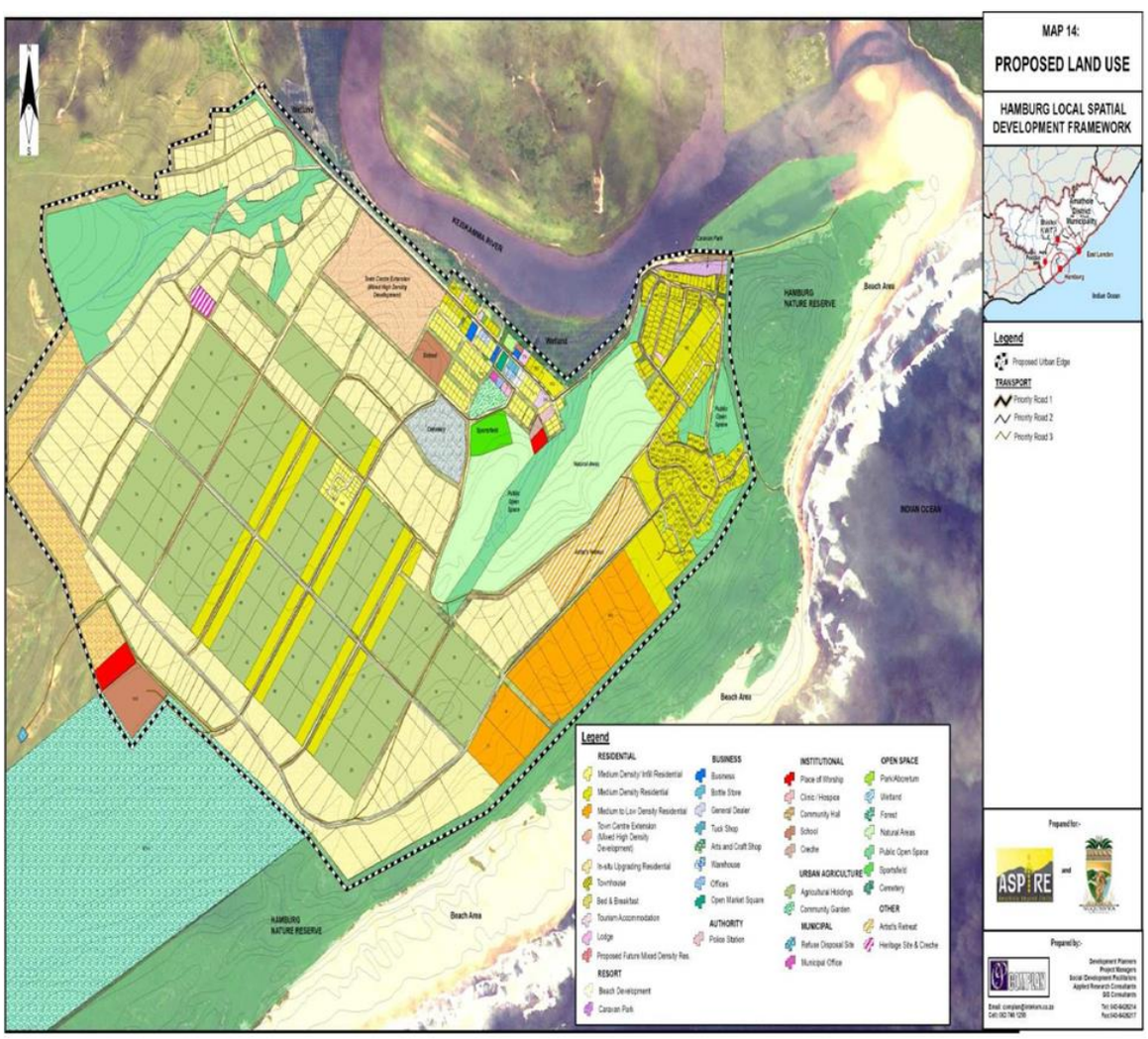
- Source funds from Department of Human Settlements
- Housing interns
- Political intervention and Intergovernmental Relations Forum
- Source funds from Department of Cooperative Governance & Traditional Affairs , Department of Rural Development and Land Reform, Department of Roads and Public Works, Department of Economic Development and Environmental Affairs and Tourism
- Revitalisation of business, and ratepayers structures
- Engage with relevant Departments regarding the Unregistered properties

The Spatial Planning department intends to the following programmes in 2024/25 financial year.

- Implementation of SDF projects
- Conducting awareness campaigns on by-laws
- 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
- Disposal of residential land


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 INDEGENOUS TREE PLANTING & NEW PALETTE OF STREET FURNITURE
NEW SIGNALISED INTERSECTION ON THE N2 FACILITATING SAFE PEDESTRAIN CROSSING
LANDSCAPING, TRAFFIC CALMING AND SIGNAGE AT GATEWAY INTERSECTIONS
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 UPGARDE
Prepared by:
NGQUSHWA MASTERPLAN CONSORTIUM
tshani
CES
CONCEPTS
KAISER ASSOCIATES
GATS
GOBA


Nature Reserve
Node
R345
Managed Development
Managed Development
Node
Node
Agriculture Potential
Limited Development Zone
river
Node
N2
Managed Development
Managed Rural Development
Node
Agriculture Potential
Node
Managed Rural Development
Managed Development
Limited Development Zone
river
Node
R72
Managed Development
Node
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
Prepared for:-
Prepared by:-
Legend
RESIDENTIAL
Medium Density Infill Residential
Medium Density Residential
Medium to Low Density Residential
Town Centre Extension (Mixed High Density Development)
In-situ Upgrading Residential
Townhouse
Bed & Breakfast
Tourism Accommodation
Lodge
Proposed Future Mixed Density Res.
RESORT
Beach Development
Caravan Park
BUSINESS
Business
Bottle Store
General Dealer
Tuck Shop
Arts and Craft Shop
Warehouse
Offices
Open Market Square
AUTHORITY
Police Station
INSTITUTIONAL
Place of Worship
Clinic / Hospice
Community Hall
School
Creche
URBAN AGRICULTURE
Agricultural Holdings
Community Garden
MUNICIPAL
Refuse Disposal Site
Municipal Office
OPEN SPACE
Park/Arboretum
Wetland
Forest
Natural Areas
Public Open Space
Sportsfield
Cemetery
OTHER
Artist's Retreat
Heritage Site & Creche
HAMBURG NATURE RESERVE
Beach Area
INDIAN OCEAN

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 (IDP and Budget) 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. 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 General Recognized Accounting Practices (GRAP) and all other relevant legislation. Corrective steps for matters raised during the external audit will be 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.

6.1.1 Institutional Arrangement

#	Approved and funded posts	Incumbent
1.	Chief Financial Officer	Mr.T.Fundira
2.	Manager :Expenditure and Payroll	Mr.L.Gwayimani
3.	Manager : Revenue	Mr. S. Gumengu
4.	Manager : Budget and Reporting	Ms .N Doloni
5.	Manager : Supply Chain Management	Mr A .Dlula
6.	Manager : Asset Management and AFS	Mr.D.Dingiswayo

Table: Institutional Arrangement

6.1.2 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

Effective and efficient financial governance that will ensure viability and sustainability of the municipality.

6.2. 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.

6.2. 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.

6.3 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 2024/2025) 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 2024/2025 to 2026/2027 as per the Division of Revenue Act (DORA) with a projected increase of 4.6% 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 5% plus 2.5% notch increase over the two (2) indicative years.
- Provision has been made for a property rates 4.9% and refuse removal tariff increase in average of 4.9%% for 2024/2025 financial year.

6.3. 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.

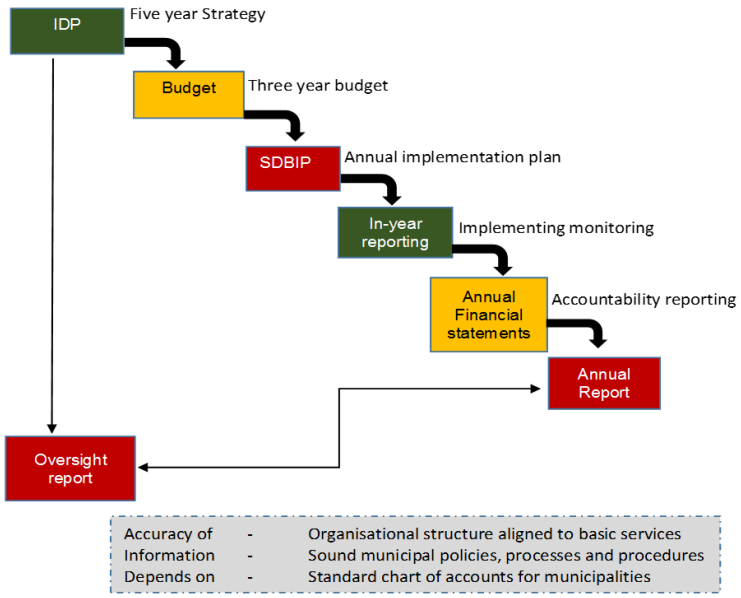


Figure: Municipal financial management and accountability cycle.
Source: National Treasury

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.

6.4 FIVE YEAR FINANCIAL PLANNING

The Municipality has developed a financial plan which is in line with the IDP. 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.

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.

6.5 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 operating revenue to operating expenditure. 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.

6.5. 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**.

6.5.2 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.

6.6 SUPPLY CHAIN MANAGEMENT

Strategic Objective

Ensuring sound Supply Chain Management through development and reviewing of compliance measures and internal controls by 2025**.**

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 Municipality remains committed to the full implementation of the SCM Regulations, MFMA requirements and the Municipal SCM policy. Control measures were implemented to address the findings raised by the Auditor General and additional controls were also implemented by the municipality to be in a position to ensure compliance with SCM and PPPFA regulations.

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

6.6.1 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 Polic**y of Council.

6.6.2 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.

6.6.3 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 2025.

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.

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements. The tariffs policy has been compiled considering, where applicable, the guidelines set out in Section 74 (see part 9 of this policy) of the Municipal Systems Act No. 32 of 2000. In setting its annual tariffs the council shall at all times take due cognisance of the tariffs applicable elsewhere in the economic region, and of the impact which its own tariffs may have on local economic development.

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.. 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.

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 valuation roll and supplementary valuation.
- 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 indicate charges. Amathole District Municipality is responsible for Water Services in Ngqushwa area. 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 purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case. 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.

In accordance with the commonly accepted best practice, the municipality will have to strive to its utmost to ensure that payment levels for the present and future financial years, in respect of all amounts legitimately owing.
All efforts will be made to ensure that municipal accounts are accurate, rendered promptly on a monthly basis to all consumers or property owners. The municipality has appointed a debt collector to assist with accounts above 90 days.

6.7.3 Revenue Collection

The municipality manages to collect revenue more than 50%, and that is always reflected in monthly section 71 reports and Section 52d reports.

Valuation Roll

- Implementation of MPRA – the municipality has managed to update the project plan in terms of Section 81 of the amendment of MPRA.
- The municipality does budget for the appointment of Service Provider to conduct General Valuation.
- Section 6 and Section 14 of MPRA is published and gazette by the municipality as stipulated in the Act, and it was last Gazetted in 2021 when there were changes made by the municipality.
- The municipality promulgated the notice in terms of section 49 for public inspection of the valuation roll in May 2024, Gazette number is 5102

6.7.3 Free Basic Services

The municipality is offering free basic services to the indigent people within Ngqushwa area. 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 and it is reviewed on an annually basis to maintain its integrity. The municipality has

established an Indigent steering committee that is functional to monitor the implementation of Free Basic Services of the municipality. The principles of the Free Basic Services and Indigent Support Policy is as follows:

- Ensure that the Equitable Share received annually will be utilised for the benefit of the poor only and not to subsidise rates and service charges of those who can afford to pay;
- To link this policy with the municipality's IDP (Integrated Development Plan), LED (Local Economic Development) initiatives and poverty alleviation programmes;
- To promote an integrated approach to free basic service delivery; and to engage the community in the development and implementation of this policy.

Cost of Free Basic Services for previous years		
Financial Year	**2021/2022**	**2022/2023**
Amount	R5,251,472.00	R 3,416,343.77

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 2025.

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 ensures that creditors are paid within 30 days. The municipality does have separate Conditional Grants Bank Account and were opened in December of 2022/2023 FY.

GRANTS SPENDING

- The municipality managed to spend all the funds for grants allocations in 2022/2023 financial year except for MIG which had unspent balance of R4,285,430 as at 30 June 2023.

CAPITAL BUDGET EXPENDITURE

- **Externally Funded capital expenditure (MIG and INEP) :** The municipality spend all INEP allocation in 2022/2023 FY, however did not for MIG in 2022/2023 FY. As results the municipality had unspent balance of R4,285,430 at the end of the financial year and applied for rollover which was approved by Nation Treasury and funds were rolled-over to 2023/2024 financial year budget.

- **Internally funded capital expenditure :** The municipality did not spend all the funds that were budgeted for capital projects internally as at end of June 2022/2023 FY.

6.9 BUDGETING AND REPORTING

Strategic Objective:

Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination by 2025.

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.
- Direct available financial resources towards meeting the projects as identified in the IDP.

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.

Budget Reports

- **Section 71 reports :** The municipality (Budget and Reporting Unit) manages to compile and submit monthly Section 71 report to CFO, CFO submit to the Accounting Officer and the Accounting Officer submit to National Treasury and Provincial Treasury within 10 working days as required by MFMA.

- **Section 52d report :**The municipality (Budget and Reporting Unit) manages to compile and submit Section 52d/Budget monitoring quarterly report to CFO, CFO to the Accounting Officer and the Accounting Officer submit to National & Provincial Treasury within 30 days after the end of the quarter as required by MFMA section 52(d).

- **Section 72 report :**The municipality (Budget and Reporting Unit) manages to compile and submit Section 72 report / Mid-year budget and performance/Six months performance report to CFO, CFO to the Accounting Officer and the Accounting Officer submit to National & Provincial Treasury on the 25th January of every year as required by MFMA.

- **Yearly reports :** The municipality (Assets and AFS Unit) manages to compile and submit yearly report/ Annual Financial Statements to CFO, CFO to the Accounting Officer and the Accounting Officer summit to National Treasury, Provincial Treasury, AG and other relevant stakeholders on the 30/31 August of that financial year.

GRANTS PERFORMANCE

The municipality always reflects grants performance for current year and previous year financial in Annual Financial Statements and the unspent balances are always reflected in AFS as well. The unspent conditional grants plan is always developed by Technical Services Department (for MIG) and the Accounting Officer submit the plan to CoGTA, National and Provincial Treasury.

6.10 ASSETS AND ANNUAL FINACIAL STATEMENTS MANAGEMENT

6.10 1 ANNUAL FINANCIAL STATEMENTS

Ensuring that the Annual Financial Statements are prepared to comply with prescribed accounting practices, the Generally Recognised Accounting Practices (GRAP) and submitted for auditing to the Auditor-General South Africa within two months after the end of the financial year the municipality have an AFS Manager in place.

The Financial Statements shall present fairly the financial position, financial performance and cash flows of the Municipality. The Cash Flow statement, shall be prepared using the accrual basis of accounting, and on the going concern basis.

Ensuring that Ngqushwa Local Municipality prepares a complete set of financial statements comprising:

- Statement of Financial Position
- Statement of Financial Performance
- Statement of Changes in Net Assets
- Statement of Cash Flows
- Comparison of budget and actual amounts
- Notes, accounting policies and other explanatory notes
- Comparative information

Corrective steps for matters raised during the external audit will be dealt with immediately through development, implementation and monitoring of audit action plan which is risk based. The municipality has developed financial related polices that are reviewed on an annual basis.

ANNUAL FINANCIAL STATEMENTS /YEAR END PREPRARTION PLAN

- The municipality (Assets and AFS Unit) manages to compile and submit yearly report/ Annual Financial Statements to CFO, CFO to the Accounting Officer and the Accounting Officer summit to National Treasury, Provincial Treasury, AG and other relevant stakeholders on the 30/31 August of that financial year.
- The municipality (Assets and AFS Unit and CFO) always prepares the AFS preparation plan in June and submit it to the Accounting Officer and Provincial Treasury.

6.10.1.1 AUDIT ACTION PLAN

The Audit Action Plan constitutes findings raised by the office of the Auditor General during the 2022/23 financial year as well as the institution's corrective action or plans to address root causes for audit queries raised. The Audit Action Plan was prepared subsequent to the release of the audit report and was presented to Council.

The plan was prepared and submitted for review and inputs to:

- Internal Audit;
- Auditor General South Africa;
- Provincial Treasury; and
- COGTA.

6.10.2 ASSET MANAGEMENT

The goal of asset management is to achieve the required level of service in the most cost-efficient manner, which is achieved through management of the asset's life cycle(Asset life Cycle: Cost, depreciation, derecognition/residual).

Ensuring that the goal of asset management to achieve the required level of service in the most cost-efficient manner, which is achieved through management of the asset's life cycle (Cost, depreciation, derecognition/residual). The objectives are:

- To ensure accurate recording of asset information
- To ensure accurate recording of asset movements

- To ensure the effective and efficient control, utilisation, optimisation of usage, safeguarding and management of Ngqushwa Local Municipality's assets
- To prescribe the accounting treatment of assets acquired and used in accordance with the applicable accounting standards approved by National Treasury
- To ensure that fixed assets are not written off and disposed of without proper authorisation
- To ensure accuracy of the depreciation charge

Repairs and Maintenance Plan

- The municipality always budget for repairs and maintenance of municipal assets in every year budget.
- The municipality Repairs and Maintenance Plan is drafted and will be approved by Council in June 2024

6.11. FINANCIAL CONDITION ANALYSES FOR NGQUSHWA LOCAL MUNICIPALITY TOWARDS 2024.

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.

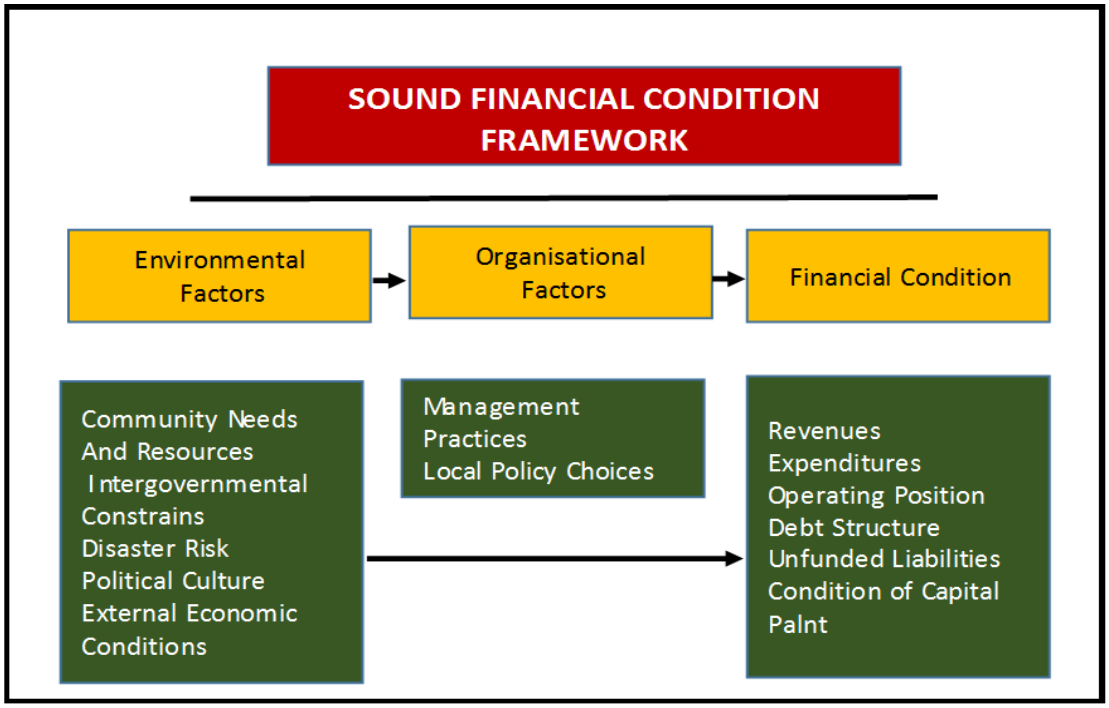


Figure : Sound Financial Condition Framework. Source: Adapted form Evaluating Financial Condition: Handbook for Local Governments, 2003

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.

6.11.1 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 2024/25.

6.12 CHALLENGE FACING BUDGET AND TREASURY OFFICE

- High salary bill which is 52% of Total Operating Budget and above the required norm of (between 25% to 40%); this emanates from the two previous year's salary bill were employment increased in the municipality, implementation of JD results during the year and other factors that are included in employees' benefits;
- High dependency on grants;
- Low municipal revenue base for municipal sustainability;
- Inadequate revenue collection has meant that the Municipality operates at financial loss.

6.13 RESPONSE TO THE CHALLENGE

- Explore other sources of revenue;
- Freeze new posts to improve high salary bill
- Revise Study allowance contracts and cut payment of S&T to employees, reduce accommodation expenditure

6.14 THE BUDGET AND TREASURY OFFICE INTENDS TO THE FOLLOWING PROJECTS FOR 2024/2025 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 and Annual Financial Statements
- Compliance with SCM regulation through reduction of MFMA section 32 reports (Irregular expenditure, fruitless and waist full and unauthorised expenditure.

NGQUSHWA LOCAL MUNICIPALITY AUDIT ACTION PLAN FOR 2022/23 FINANCIAL YEAR

No		EXC #	Exception Heading	Summary of Finding	Suggested Control Improvements	Nature	Directorate	Step by step action plan	Progress status	Reoccurring	POE	Responsible person	Frequency	Due Date
1	1	1	Non-submission of information relating to disposal of investment property	The request for information relating to disposals of investment property was submitted on the 18th of September 2023 and the information was due on the 20th of September 2023. The requested information was not submitted. The municipality removed the assets from the register without following the asset management policy for the write-off of assets.	Management should ensure the internal controls and policies in place are followed when disposing the assets of the municipality.	Limitation of scope and non-compliance	BTO	A verification excise of all assets and properties belonging to the municipality will be conducted,matching information in the deeds register,municipal demarcation's datatbase to the asset register to determine if there are any assets that may 1. not be recorded in the register 2. be erroneously recorded.		No	1.FAR 2. Asset management Quarterly report 3. Verification report	Manager Revenue	Annually	8/31/2024
2	2	2	Quoted price not reasonable	While auditing quotations it was identified that the following winning bidder, Blue Tech (Pty) Ltd, charged an unreasonable price for labour and travel disbursement on quote 8/2/022/022-23, the quoted prices have been compared to other bidders and the industry average pricing to confirm reasonability.	Management should ensure that compliance with the requirements of the MFMA to ensure that the resources of the municipality are used economically and that prices charged for goods and services are reasonable.	Non-compliance	BTO	A Competitive bidding process unfolded at the end wherein prices were considered in the tender document and subsequently appointments were effected. The process will result in prices that are firm and unambigous in nature. These are market related prices and acquired through a fair and open process.		No	1.Appointment letter of the service provider. 2. Advert	Manager SCM	Annually	31-Mar-24

3	3	2	Supplier not tax compliant at award date	During the testing of Quotations, inspected the CSD Compliance History report dated 07/09/2023 and confirmed that the following winning bidders were Tax NON-COMPLIANT at award date: Bluetech Co Pty Ltd Repairs & Maintenance of Municipal Light Vehicles, Yellow Plant & Trucks for two Months 8/2/022/2022-2023 Solanga Sydney Projects Maintenance of Lewis Hall 8/2/078/2022-2023 R176 390,00	Management should ensure that compliance with the requirements of the SCM Policy s48 are adhered to in ensuring that the contract is awarded to a supplier that is tax compliant at award date.	Non-compliance	BTO	Before an appointment is effected the following processes will unfold in the build up to the appointment : 1) Verification on csd for tax compliance and other compliance; 2)Verification on e-filling		No	1.CSD History report 2.Proof of verification on E-filing 4. Appointment letter	Manager SCM	Monthly	30-Nov-23
4	4	2	Award made to a person in the service of the state	While performing the audit of SCM CAAT data was able to verify that the Director of Marhawu Trading Company is employed by the state with information as follows: Further inspected the MBD4 Form noted that the director indicated that they have a person or are employed by the state but did not furnish particulars as requested in the MBD 4 Declaration Furthermore, the director did not indicate if he or any person has any relationship with the person employed by the NLM and who may be involved with the evaluation, preparation and / or adjudication of any bid.	Management should ensure that compliance with the requirements of the SCM Policy s49 are adhered to in ensuring that persons who have indicated to be in the service of the state are not awarded contracts.	Non-compliance	BTO	Manager SCM will develop a qoutation checklist with csd and Mbd 4		No	1) Supplier declarations 2) checklist	Manager SCM	Monthly	30-Nov-23

5	5	3	No notification of winning bidder to the DTI	While testing compliance with the local content requirements by the municipality it was noted that for the suppliers below a notification email was sent to the DTI however the municipality then failed to follow through on the process as they did not send the requested cover letter back to the DTI in order to complete the notification: Peddie Business Solutions Supply & Delivery of Promotional Material 8/2/034/2022-2023 Mkhonto Wethu Trading Supply & Delivery of Protective Clothing for EPWP 8/2/035/2022-2023 2.The DTI was not notified of the following winning bidder for local content production: Amended Recline Trading Supply and Delivery of Traffic Uniform for a Period of three years 8/2/065/2022-2023	Management should ensure that local content successful bidders are submitted to the department of trade and industry, together with their tender documents and the MBD6.2 Certificates to ensure compliance with the DTI requirements and that compliance is monitored and reviewed and the cover letter provided by the DTI is completed and sent to the email addresses stated therein along with the required attachments	Internal Control deficiency	BTO	The prevailing regulation have removed that clause. Therefore it is no longer applicable.		Yes	PPR 2022	Manager SCM	Monthly	30-Nov-23
6	6	4	Tax status non-compliant	During the testing of the deviations of the municipality, inspected the latest Central Supplier Database Compliance History summary and confirmed that the following winning bidders were Tax NON-COMPLIANT at award date 1.Sea Spirit-Fuel for December 2022 2.CCG Annual License	Management should ensure that compliance with the requirements of the Supply Chain Management regulations are adhered to in ensuring that the contract is awarded to a supplier that is tax compliant at award date	Non-compliance	BTO	Before an appointment is effected the following processes will unfold in the build up to the appoint ment : 1) Verification on csd for tax compliance and other compliance; 2)Verification on e-filling		No	1.CSD History report 2.Proof of verification on E-filing	Manager SCM	Monthly	30-Nov-23

7	7	4	No reporting of deviations made to the council	During the testing of deviation, it was noted that there was no reporting of deviations made to the council for the financial year 2022/23	Management should ensure that compliance with the requirements of the Supply Chain Management regulations is adhered to in ensuring that the deviations are reported to the Municipality's council	Non-compliance	BTO	Deviations are tabled to council through section 71 and 52d on a quartely basis.	-	No	1.Signed council minutes 2. Quartely SCM reports	Manager CFO	Quartely	31-Dec-23
8	8	5	Interest from debtors not split between exchange and non-exchange	The Interest from debtors has not been split between exchange and non-exchange transactions as required by GRAP 23. A total interest amount R2 866 241 charged from debtors was included under revenue from exchange transactions whereas it was supposed to be split based on the nature of the underlying transaction. There is no split between the interest from exchange and non-exchange transactions on the interest schedule and the general ledger.	The management should respond to this communication of audit finding with the proposed adjustment and the underlying information/calculation/schedule to support the adjusted amount. The management should also ensure that the revenue is recognised in accordance with the applicable GRAP standards	Overstatement	BTO	The following will be implemented: Properly review the annual financial statements to ensure that the presentation and disclosure is in line with the requirements of the GRAP standards .Management will also ensure that the monthly interest calculations and reconciliations reflect the split in order to support the required disclosure	-	No	1.Monthly Financial statements. 2.Interest reconciliations	Manager Revenue	Annually	31-Aug-24

9	9	6	1. Employee Costs: Non-Compliance with Competency Assessment of all Financial and SCM officials.	It was noted that no competency assessment was performed for all finance officials at middle management. It was also noted that no competency assessments performed for supply chain managers. It was further noted that it is the policy of the municipality to only perform competency assessments on senior managers. This is not in line with the legislative requirements as stated above.	The current policy should be updated to ensure that competency assessments are performed for all financial and SCM managers in accordance with the legislative requirements	Non-compliance	CORP	The alignment of policy and legislative requirements will be done during policy reviewal period		No	Reviewed Policy	Director Corporate	Annually	31-Mar-24
10	10	7	PPE-Work in progress overstated	During physical verification of work in progress additions, it was noted that there were capital assets that were completed before the 2022/23 financial year end but were still recognised under work in progress	Management should ensure that once assets are completed, they are transferred from Work in progress to completed infrastructure projects. Management should also ensure that the WIP register is monitored and reviewed regularly to ensure that all completed assets are transferred out.	Understatement	BTO	The following will be implemented: Once Technical Service recieves the final payment and corresponding completion certificate is signed and approved, on a montly basis. BTO will develop a register to record (Description and rand value) and reconcile the completion certificates, this reconcilliation will be used to update the WIP register. For every asset with an approved completion certificate WIP will be reduced and infrastructure will be increased as an addition with the capitalization. 'Monthly reconciliations of the GL information (additions) to supporting documentation to ensure capital expenditure is allocated to the correct votes.		No	FAR	CFO	Quartely	31-Aug-24

								Quarterly reconciliation of FAR to GL and review.							
11	11	7	1. WIP Fixed Asset Register is not updated	During physical verification of movable assets, it was noted that there was a generator that was purchased, the asset register did not have a bar code. When the auditors were verifying the asset, it was noted that the asset had a bar code (32698) but not the asset register.	Management should ensure that the fixed asset register is monitored and reviewed regularly.	Internal Control deficiency	BTO	The following will be implemented : 'Monthly reconciliations of the GL information will be performed and reviewed by CFO. The section will ensure that each barcoded asset is listed in Fixed asset register and each barcoded asset has a description and rand value. Specific attention will be paid to additions, ensuring that there are supporting invoices and capitalised assets have barcodes linked to the description of acquired asset. for completeness testing a seperate register will be developed where asset personnel will randomly select assets from municipality's premises and confirm that the assets are recorded in FAR.		No	1.IFS FAR 2 Asset verification	CFO	Monthly	31-Mar-24

12	12	8	1. Unauthorized Expenditure, Fruitless and Wasteful Expenditure Accounting policies inconsistent.	1. During the audit of unauthorized expenditure and Fruitless and Wasteful Expenditure, it was noted that the accounting policy note 1.22 and 1.23 in 2022/23 Financial Statements are inconsistent and incomplete. The 2022/23 financial statement did not include the recognition, classification and measurement of unauthorised expenditure as well as Fruitless and wasteful expenditure.	Management should ensure that Annual Financial Statements are reviewed and that all accounting policies are consistent to prior periods.	Non-compliance	BTO	The following will be implemented: Properly review the annual financial statements to ensure that the presentation and disclosure is in line with the requirements of the GRAP standards.Management will also ensure that the monthly in	-	No	AFS/IFS	CFO	Annually	31-03-2024 &31-08-2024
13	13	9	Contract beyond 3 years not approved by council	During the audit of competitive bids, it was identified that the draft of the following contract was not made public with information statement that summarises the municipality's obligation within 60 days before the meeting of the municipal council. Furthermore, there is no evidence that suggest that the local community was invited together with other interested persons for submission of their comments to the municipality regarding the contract and there is no evidence of recommendation from the National Treasury and the National department responsible for the local government. Through inspection of the council minutes no evidence was found regarding the approval of the contract in question.	Management should ensure that compliance with the requirements of the MFMA to ensure that the resources of the municipality are used economically and that contracts that can impose a financial obligation to the municipality for a period beyond 3 years covered in the municipality's annual budget are approved by the council	Non-compliance	BTO	Manager Supply chain will do a review of all contracts that exceed 3 years and those that exceeds 3 years will be report to the council for approval.	-	No	1.SCM quartely report 2. Council minutes	Manager SCM	Quartely	31-Mar-24

14	14	9	1. Supplier not tax compliant at award date	During the testing of Competitive bids, inspected the CSD Compliance History Summary report dated and confirmed that the following winning bidders were Tax NON-COMPLIANT at award date 1.Alomna Construction-Construction of Lovers Twist Community Hall 2.Mzantsi Facilitator CC-Life Guard Duties for 3 years 3.Alomna Construction-Construction of Tamarha Community Hall	Management should ensure that compliance with the requirements of the SCM Policy s48 are adhered to in ensuring that the contract is awarded to a supplier that is tax compliant at award date.	Non-compliance	BTO	Before an appointment is effected the following processes will unfold in the build up to the appointment : 1) Verification on csd for tax compliance and other compliance; 2)Verification on e-filling		No	1.CSD History report 2.Proof of verification on E-filing	Manager SCM	Monthly	31-11
15	15	9	1. Award made to a person in the service of the state.	While performing the audit of Competitive bids it was noted that that the Director of Where From Here Projects declared in their MBD4 that he is employed by the state at the Eastern Cape Department of Public Works and the Eastern Cap Department of Education. The contract in which the director declared to be in the employ of the state is as follows: Where From Here Projects-Construction of Ntloko Community Hall	Management should ensure that compliance with the requirements of the SCM Policy s49 are adhered to in ensuring that persons who have indicated to be in the service of the state are not awarded contracts	Non-compliance	BTO	Before an appointment is effected the following processes will unfold in the build up to the appointment : 1) Verification on csd for service of the state status and other compliance matters ; 2)Verification on e-filling MBD 4 will be verified by BEC and recorded on the compliance checklist in the BEC minutes,		No	1.Declaratons 1.CSD report	Manager SCM	Monthly	30-Nov-23

16	16	10	1. Bid not evaluated according to the bid document evaluation criteria.	1. While performing the audit of Competitive bids it was noted in the bid document specified that the bidders will be evaluated on local content, however on inspection of the bid evaluation report, local content was not evaluated for the following contract: 1.Amended Recline Trading-Supply and Delivery of Traffic Uniform for a Period of three years 2.The evaluation criteria that were not specified in the bid document was applied in the evaluation of the bid as risk mitigation was performed during the evaluation which led to elimination of a number of contractors but this was not communicated in the bid document that a risk mitigation will be performed on evaluation stage for the following contract. 1.Alomna Construction-Construction of Tamarha Community Hall	Management should ensure that compliance with the requirements of the SCM Reg 28(1)(a)(1) are adhered to in ensuring the evaluation criteria is transparent to the bidders and that the evaluation criteria specified in the bid document is applied on evaluation of the bid.	Non-compliance	BTO	1.The prevailing regulation have removed that clause. Therefore it is no longer applicable. 2.On the bid condition there will be a objectivity criteria	-	No	1. PPR 2022 2.Bid document 3.Evaluation report	Manager SCM	Monthly	30-Nov-23
17	17	10	1. Relationship with bidder not disclosed in the Annual Financial Statements.	While performing the audit of Competitive bids it was noted that that the Director of ICT Choice declared interest on the MBD4 that his wife is employed by the state in the Department of Human Settlement. The contract in which the director declared interest is as follows: ICT Choice - Supply, Delivery, Implement, Maintain & Support of Data Replication	Management should ensure that contracts awarded to bidders who have close family members in service of the state are disclosed in the annual financial statement according to SCM Reg 45.	Misstatement	BTO	1.The checklist that is used at evaluation stage will be amended to include a part that recognises the declaration on service of the states. 2. Awards to close family members will be reported on section 71 report	-	No	Declarations checklist	CFO	Quarterly	31-Mar-24

				/Disaster Recovery for NLM FOR 3 years										
18	18	10	1. Contract Management: Lack of contract monitoring	While auditing the contract management it was noted that for the following contracts 1. It could not be determined whether measures to monitor contract performance and delivery have been implemented, 2. The performance of the contractor/ provider is monitored on a monthly basis and 3. The contract performance measures are in place to ensure effective contract management.	Leadership: Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls.	Non-compliance	BTO	All contractual service provider's perfomance will be evaluated before a payment is effected. SCM will create a monthly monitoring checklist reflecting communication between SCM and a service provider. The monthly monitoring checklist will focus on SLA and confirmation that scm is satisfied that the service provider is perfoming in accordance with SLA.		No	1. Signed perfomance evaluation form 2. payment voucher	All	Monthly	31-Jan-24
19	19	10	1. Contracts Management: Contracts register not updated on a regular basis	While testing contract management it was noted that the following contract was completed in the prior financial year and thus should not have been included in the contract register: 1.8/2/185/2020-2021-Zondeka Internal Streets 2.8/2/156/2020-2021-Electrification of 278 Connections in Various Villages	Management should implement controls within the Municipality to ensure that the contracts register submitted to the AGSA is correct and all contracts therein are still ongoing	Internal Control deficiency	BTO	Manager SCM will update the contract register monthly and be reviewed by CFO on a quartely basis for all contracts awarded.		No	Reviewed contracts register	Manager SCM	Monthly	31-Mar-24

20	20	10	1. Contract Management - Inconsistent Monitoring tool	During the testing of contract management it was noted that for the following contracts that the measure utilized to monitor contract performance and delivery is not consistent with the one per the SLA: 1. Tyekana protection and cleaning -Provision of Private Security as Services for period of 3 years. 2.Indlela Data JV Indlela Capital-Internet/VPN with Hosted Telephone System	Management must ensure that all applicable laws and regulations are complied with relating to contract management	Internal Control deficiency	BTO	1.Supplier evaluation form will be amended to be in line with the SLA . 2.Amend SLA and add the addendum.	-	No	1.SLA 2. Perfom evaluation forms	Manager SCM	Monthly	31-03-2024 & 31-08-2024
21	21	10	1.Contract Management - Extension of Contract not applied per the MFMA	While auditing the contract management it was noted that for the following contract: 1. It could not be determined whether the extension to the contract was done in accordance with the auditee's policies and procedures, 2. The reasons for the proposed amendment were tabled in the council of the municipality or, in the case of a municipal entity, in the council of the parent municipality 3.The extension, expansion or variation is justifiable and not indicative circumvention of SCM processes: Batabile Construction Services-Surfacing of Peddie town streets phase 3	Management must ensure that all applicable laws and regulations are complied with relating to contract management.	Non-compliance	BTO	The user department will send a request for consideration to the BAC for recommendations to the accounting officer and all approved variations will be send to the council on quartely basis.		No	1. BAC minutes and agenda 2. SCM quartely reports	Manager SCM	Quartely	31-03-2024 & 31-08-2024

22	22	11	Receivables from non-exchange and exchange transactions-Overstatement of receivables	During the testing of the receivables from non-exchange and exchange transactions the following difference was identified Balance as per the age analysis R26 363 966,86 Add: Other debtors R6 399 906,95 Less: Impairment allowance -R10 095 251,00 Sub Total R22 668 622,81	The management should ensure that the adjustments are adequately reviewed to ensure that they have been accurately effected on the Annual Financial statements	Overstatement	BTO	The following will be implemented: Properly review the annual financial statements to ensure that the presentation and disclosure is in line with the requirements of the GRAP standards. Management will ensure a review of journals processed and ensure that the reconciliation items per the monthly debtors recons have relevant supporting documentation		No	1.AFS 2. Month recons	Manager Revenue	Annually	31-03-2024 & 31-08-2024
23	23	12	1. Cash Flow Inaccuracies	The following differences were noted in the cash flow statement amounts which are not in accordance with GRAP 2 measurement principles:	It is recommended that management ensure that calculations are in accordance with the reporting framework (GRAP 2) for accurate reporting and presentation of financial statements. Furthermore, management should ensure that the annual financial statements are reviewed for accuracy and completeness.	Misstatement	BTO	The following will be implemented: Properly review the annual financial statements to ensure that the presentation and disclosure is in line with the requirements of the GRAP standards. AFS will be prepared on a monthly basis by AFS team after the month end closure, the balancing cashflow statement will be reconciled against the GRAP checklist (GRAP 2)and reviewed by CFO. Cashflow movements (Rand value)from month to month will be tested for reasonability.	-	No	Monthly Financial Statements	CFO	Monthly	31-03-2024 & 31-08-2024

24	24	13	1.Financial Instruments and risk management: Employee related costs payables incorrectly included in the financial instrument disclosure note	During the testing of financial instruments disclosure note 14 in the annual financial statements of the municipality for the year ended 30 June 2023, we noted that accrual leave pay, accrued bonus and overtime accrual which forms part of the employee benefits were included in financial instruments. The risk management has also included incorrect amount relating to the financial instruments	Management should implement measures, controls, and processes to ensure that all financial instruments and employee related benefits are appropriately disclosed in accordance with GRAP.	Overstatement	BTO	The following will be implemented: Properly review the annual financial statements to ensure that the presentation and disclosure is in line with the requirements of the GRAP standards. Liquidity: Recalculation of funds available to cover future commitments versus the maintenance of the bank account balance to be done on a monthly basis. Recalculation of balances due within 12 months at every cut off date Recalculation and disclosure credit of balance sheet accounts where there are existing contracts (i.e. trade payables, unspent grants. Going forward only line items exposed to risk will be reflected on note 14.ie Debtors,creditors and bank.		No	AFS	CFO	Annually	31-03-2024 &31-08-2024
25	25	14	1. Statutory receivables not appropriately disclosed	During the testing of the statutory receivables disclosure note 50 in the annual financial statements of the municipality for the year ended 30 June 2023, we noted that the disclosure note did not include the following • A description of: (a) how the transaction arises, with specific reference to applicable legislation, supporting regulations, or similar means; b) how the transaction amount is determined; (c) interest or other charges levied charged (where	Management should implement measures, controls, and processes to ensure that the disclosure note is appropriately disclosed in accordance with GRAP.	Misstatement	BTO	The following will be implemented: Properly review the annual financial statements to ensure that the presentation and disclosure is in line with the requirements of the GRAP standards. (a) Grap checklist Grap 108 (b) Grap checklist and accounting policy on our financial statements. (c) AFS accounting policy and revenue policy (d) Accounting policy and revenue policy. Estimates based on Grap 26 and Grap 17 Grap checklist and CFO will determine		No	AFS	Manager Revenue	Quartely	31-03-2024 & 31-08-2024

				applicable), including the basis and rate used; (d) the basis used to assess and test whether a statutory receivable is impaired, including how receivables are grouped and assessed for collective impairment; and (e) the discount rate applied to the estimated future cash flows, where applicable, and how it was determined. • The amount of any significant impairment losses separately from any revisions to those impairment losses recognised on GRAP 108 • A reconciliation of changes in that account during the period in the notes to the financial statements. • The main events and circumstances that led to the recognition or reversal of the impairment loss. • Information about the key indicators and assumptions used to assess and calculate whether statutory receivables were impaired during the reporting period. • Information about the collectability of statutory receivables recognised at the reporting date as follows: a) An analysis of statutory receivables that are past due at the reporting, and which have been impaired. (b) An analysis of statutory receivables that are past due that have not been impaired. (c) Factors the entity				reasonableness of the estimate. Impairment calculations will be shown separately. (e) Accounting policy and revenue policy. Estimates based on Grap 26 and Grap 17 Grap checklist and CFO will determine reasonableness of the estimate						

				considered in assessing impairment losses in (a) and (b).									
26	26	15	1. Contingencies -Litigations Register Incomplete	While auditing the completeness of the litigations register it was noted that the following case had been omitted for it: This claim relates to the application brought pursuant to alleged: Various bizarre, irregular and unlawful resolutions taken by the council in the special council meetings held in 2020.	Management should improve on the review process of the litigations register to ensure that all ongoing cases are included in the register.	Understatement	BTO	Legal will ensure that the register is reveiwed before submitting to finance. Analytical procedures to be performed , a reconcilliation of prior and current year legal register with disclosure on audited AFS (Summary and rand value) will be conducted. Additional contigencies will be supported by legal confirmations, for missing contigencies supporting documents will be requested from legal section to prove if it is resolved.		No	1.Litigation register 2. Legal confirmations 3.AFS	Manager Legal	Quarterly	31-03-2024 & 31-08-2024
27	27	16	1. Preferential Procurement Policy Framework Act 2017 – Tax Pin/Certificate not submitted by the supplier	During the testing of PPPR 2017, noted that the below supplier did not provide proof of tax compliance in the form of a SARS tax pin or tax certificate; and was evaluated further where it should have been considered non-responsive because of not meeting pre-qualification criteria. Executive Insights-Training of NLM councilors, Leadership, official on Computer Literacy. 8/2/005/2022-2023	Management should ensure that only suppliers who meet the pre-qualification requirements are evaluated further. Furthermore ensure that the suppliers' tax compliance status is confirmed at the procurement stage before the supplier is awarded.	Non-compliance	BTO	Before an appointment is effected the following processes will unfold in the build up to the appointment : 1) Verification on csd for tax compliance and other compliance; 2)Verification on e-filling		No	1.CSD History report 2.Tax Certificate	Manager SCM	Quarterly	31-4-2023

28	28	17	1. Segment reporting disclosure incomplete	The following requirements per GRAP 18 segment information reporting were not disclosed on Note 49 to the financial statements The following were not disclosed for per each segment : •Interest revenue • Interest expense • depreciation and amortisation • Liabilities for Community Services segment were not disclosed: Landfill Site provision Cause	Management should ensure that all requirements are met through proper reviews. Furthermore, the management should quantify the amount for each reportable segment and disclose on the annual financial statements under segment reporting	Misstatement	BTO	The following will be implemented: Properly review the annual financial statements to ensure that the presentation and disclosure is in line with the requirements of the GRAP standards. At the close of every month AFS section will compile segmental trial balance Using Excel Pivot tables.The Pivot table will be a blueprint for the monthly segment reporting disclose note.The note will be checked against the GRAP checklist.	-	No	AFS	CFO	Annually	31-03-2024 & 31-08-2024

29	30	18	1. No bid document for the winning bidder	During the audit of competitive bids, it was identified on inspection of the CAATs data that a payment of R308 600.00 was made to B R Nonyukela Holdings. The payment was traced to the contract register and a contract to BR Nonyukela Holdings for the supply and delivery of refuse bags was identified. However, through submission of the Request for information for BR Nonyukela, there was no submission of the information for BR Nonyukela Holdings. Tender by BR Nonyukela, which resulted in insufficient and appropriate evidence to audit the contract. The contract is listed below: BR Nonyukela Supply and Delivery of Refuse Bags for 2 years 8/2/076/2022-2023	Management should ensure that sufficient information is available to auditors to perform the work as required by the MFMA 62(1)(b).	Internal Control deficiency	BTO	Manager SCM will update the contract register monthly review it for on a quartely basis for all contracts awarded.		No	Reviewed contracts register	Manager SCM	Quartely	31-Dec-23
30	31	19	1. Procurement and Contract Management: Contract Register Incomplete	During the audit of procurement and contract management it was noted that the following contracts that had been awarded and still active had not been included in the contracts register provided for audit: R2 Workshop (Pty) Ltd-Yellow Plant and Truck for Period of Three years	Management should improve on the review process of the contract register to ensure that all awarded contracts are included in the register	Non-compliance	BTO	Manager SCM will update the contract register monthly review it for on a quartely basis for all contracts awarded.		No	Revewed Contracts register	Manager SCM	Monthly	3/31/2024

31	32	20	1. AOPO – reliability	Per the schedule received and the POE, a total of 336.1 km was maintained through dry blading however the actual achievement reported in the APR is 250 km.	Management should ensure there are strong oversight and review measures to ensure that reported performance information is in line with the relevant legislation	Understatement	Tech	1. Manager will ensure that what workdone recorded on the job card is correct and verified. 2.The recorded work on the job card is the same as the recored work on the schedule.			Work Schedule and Job cards	Manager Roads	Annually	8/31/2024

32	33	20	2. AOPO – Consistency	While assessing the indicators and targets for consistency to determine whether the reported indicator and target is consistent with the planned indicator and target, the following inconsistencies were identified between SDBIP and the APR. **Target per SDBIP** Number of Sport Field upgraded by 30 June 2023 One Sport Field Upraded (Phase 1) in Peddie Extension by 30 June 2023 **Target per APR** Number of Sport Field upgraded by 30 June 2023 40% progress of one Sport Field Upgraded (Phase 1) in Peddie Extension by 30 June 2023. b. The below reported indicators and targets per the APR are not included in the SDBIP. 1.Number of km surfaced (paving) by 30 June 2023 Surfacing(paving) of 5% in 5km at Glenmore Internal Streets (Ward 7) by 30 June 2023. 2.Number of km constructed by 30 June 2023 Construction of 5% in 5km at Nier Internal Gravel Roads (Ward 12) by 30 June 2023 3.Number of km constructed by 30 June 2023 Construction of 5% in 5km at Mkanyeni Internal Gravel Roads (Ward 11) by 30 June 2023 4.Number of Professional Service Providers (consultant) appointed for development of	Management should ensure that all indicators are included in the SDBIP, and proper reviews take place before the final approval of the SDBIP.	Internal Control deficiency	MMO	Manager IDP and PMS will align the indicators with targets during SDBIP and budget adjustement. After alignment,SDBIP will be submitted to Internal Audit for review.		Yes	1.APR 2. Adjusted SDBIP 3.Internal Audit reports	Manager IDP&PMS	Annually	8/31/2024

				designs for installation of highmast light by 30 june 2023 One consultant appointed for development of designs for the installation of 7 highest lights in Feni (3) Ward 6 and Mgababa (4) Ward 11 by 30 June 2023 Achievement(s) per the APR are not consistent with planned and reported indicators. The indicator is planned and reported as a number whereas the achievement is reported as a percentage.														

33	34	21	1. Preferential Procurement Regulations of 2022 not applied	During the testing of PPPR 2022, noted that for the below contract which was advertised after the 16th of February 2022 the municipality did not apply the correct formula to calculate the points out of 80 for price in respect of a tender as the Rand value was equal to or below R50 million, inclusive of all applicable taxes. Supplier Name -Marhawu Trading-repairs of Lowbed truck Amount - R29000 Date awarded-26 April 2023	Management should ensure that they apply the Preferential Procurement Regulations of 2022 are applied correctly to all tenders for which they are applicable.	Non-compliance	BTO	All qoutation in excess of R2000 specific goals will be allocated. Evaluation will be done on all qoutes in excess of R2000.		No	1.Payment voucher with evaluation report.	Manager SCM	Monthly	3/31/2024

34	35	22	1. Non-compliance with legislation	The following non-compliances were identified during the audit: **Expenditure management** 1. Reasonable steps were not taken to prevent irregular expenditure amounting to R1 754 394 as disclosed in note 43 to the annual financial statements, as required by section 62(1)(d) of the MFMA.. 2. Reasonable steps were not taken to prevent fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA. 3. Fruitless and wasteful expenditure amounting to R404 131 was incurred in the current year relates to interest from late payments of suppliers, cancelled travel and accommodation arrangements and amounts considered not recoverable from a supplier where goods were not delivered. **Consequence Management** Disciplinary proceedings were not instituted by the council where independent investigators' reports confirmed the financial misconduct by a senior manager, as required by disciplinary regulations for senior managers 5(6) and municipal regulations on financial misconduct procedures and criminal proceedings 6(8). **Strategic planning and performance management** The SDBIP for the year under	Management should ensure that they develop and maintain internal controls, perform adequate reviews and ensure compliance with legislation	Non-compliance	BTO/IDP	The municipal will development complance checklist document that denotes the person responsible for the compliance with legislation.the checklist will be monitored on a monthly basis through various cimmittes including MANCO.EXCO,Audit Committee and Council but not limited to these committes. The checklist developed will take into consideration the following key areas : - Expenditure Management, Consequence mananagement, Strategic planning, Performance Management, AFS, Annual report, Performance and Contract Management The above mentioned key points are not exhaustive considering that the management of UIF&WE, is guided by circular 68		No	Compliance checklist	Manger AFS & Asset	Annually	######

				review did not include monthly revenue projections by source of collection and the monthly operational and capital expenditure by vote. **AFS, APR, and Annual report** The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. 1. Material misstatements of non-current assets (Investment property) and disclosure items (Statutory receivables, Cash flow statements, Risk management, Segment information) identified by the auditors in the submitted financial statements. **Performance and Contract Managemen**t 1.The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2) (b) of the MFMA. Similar non-compliance was also reported in the prior year. 2.The contract performance and monitoring measures were not in place to ensure effective contract management, as required by section 116(2) (c) (ii) of the MFMA. Similar non-compliance was also reported in the prior year. 3. Awards were made to providers who were in the service of other state institutions or whose											

				directors / principal shareholders were in the service of other state institutions, in contravention of MFMA 112(1) (j) and SCM Regulation 44. 4. Some of the quotations were accepted from bidders whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of SCM regulation 43									

35	35	23	1. Overstatement of Property plant and Equipment (INEP ASSETS)	The municipality recognised expenditure relating to this INEP grant as WIP in the previous financial years, which would be derecognised once completed, and Eskom verifies and accepts the quality of the connections. For the grant in question (The INEP totalling R19 604 784), the transfer had not occurred, as Eskom last accepted assets in the 2016/17 financial period.In the 2022-23 financial year the National Treasury issued additional guidance on the accounting treatment for the INEP grants and projects which indicated that the municipality should have been accounted for as costs incurred on the project in terms of construction contracts as per GRAP 11. In terms of the INEP guide from national treasury, municipalities that are not licensed to distribute electricity should not recognise WIP, as they will not own/control or operate the infrastructure assets, and should only recognise an expenditure for the money spent. Therefore, as Ngqushwa is unlicenced, the municipality should have recognised an expense in the prior years, and not recognise the expenditure as WIP.The payments made towards the 892 connections that were not made amounted to R12 085 013 (including VAT). As	The municipality should derecognise the WIP and recognise the expense. As the expense relates to previous periods, the adjustment should be made on accumulated surplus. Moreover, the municipality should make an adjustment in accordance to GRAP 3 taking into account the effect on the amount of construction revenue that should have been recognised in terms of GRAP 11 in the previous years as this may suggest it should potentially not have been recognised as revenue.	Overstatement	BTO	The cfo will propose a journal that will affect current year as well as prior year assets, as assets in both financial years are overstated by the amount that relates to INEP and expenditure is understate in the previous financial years.				CFO	Annually	8/31/2024

				there was no value derived from the payments made towards the 892 electricity connections that were not completed, and the expenditure could have been prevented if the municipality had implemented internal controls to verify the existence of electricity connections before paying contractors, the amount of R12 085 013 constitute fruitless and wasteful expenditure. Thus, there will be no impact on the fruitless and wasteful expenditure that was disclosed in the prior year annual financial statements										

NGQUSHWA LOCAL MUNICIPALITY AUDIT ACTION PLAN 2022/23 FINANCIAL YEAR

No		EXC #	Exception Heading	Summary of Finding	Suggested Control Improvements	Nature	Directorate	Step by step action plan	Progress status	Reoccurring	POE	Responsible person	Frequency	Due Date
1	1	38	PPE-Issues identified in engineers reports submitted for INEP project	Noted that there are differences between the number of planned connections per municipal engineers report and the Memorandum Of Understanding : Number of planed connections per the MOU = 283 Number of planed connections per the engineers report = 257 Difference = 26	Management should ensure that supporting reports prepared by the expert are adequately reviewed to ensure that they agree to the annual financial statements submitted for audit.	Misstatement	Technical Services			No	Reviwed engineers report and AFS	Director Technical Services	Annual	8/31/2024
2	2	47	2. No connections	During the verification of no connections, it was noted that there is some work done on site in relation to the connection. However, the work done is not costed and added into the WIP asset by the municipality. Refer to the attached annexure for details.	Management should ensure that there are proper controls in place and proper verification to ensure connection are properly costed.	Misstatement	Technical Services	Technical Services will appoint an Electrical Engineer to conduct physical verification and conduct assessment.	-	No	Progress report	Director Technical Services	Annual	8/31/2024

NGQUSHWA LOCAL MUNICIPALITY

SYSTEM BUDGET FOR FINAL BUDGET: 2024/2025

Item Number	Account Type	Project Description	Item	2024/25	2025/26	2026/27
O0001/IE01526/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	79.788	85.453	91.520
O0001/IE01530/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	13.990	14.983	16.047
O0001/IE01521/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	14.083	15.083	16.154
O0001/IE00036/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	957.456	1.025.435	1.098.241
O0001/IE00040/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	344	368	394

O0001/IE00043/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	85.376	91.438	97.930
O0001/IE00044/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	167.793	179.706	192.465
O0001/IE00045/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	6.270	6.715	7.192
O0001/IE01533/F0041/X079/R0841/001/COM:HOUS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	7.525	8.059	8.631
O0001/IE00595/F0041/X079/R0841/001/COM:HOUS	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	8.700	9.318	9.979
				1.341.323	**1.436.557**	**1.538.553**
O2774-3/IE00631/F0044/X077/R0842/001/COM:HOUS	4200 - Contracted Services [Expenditure]	EC126_HOU6_Repairs & Maintanance of Mun Buildings	Building	1.000.000	500.000	223.000
				1.000.000	**500.000**	**223.000**

TOTAL MSC : HOUSING				**2.341.323**	**1.936.557**	**1.761.553**
O0001/IE00121/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	17.153	18.370	19.675
O0001/IE00126/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	98.016	104.975	112.428
O0001/IE00036/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	938.015	1.004.614	1.075.941
O0001/IE01526/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	81.035	86.788	92.950
O0001/IE00040/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	150	161	172
O0001/IE00043/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	21.500	23.027	24.661

O0001/IE00044/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	167.776	179.688	192.446
O0001/IE00045/F0041/X101/R0841/001/COM:SPAT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	3.074	3.292	3.526
O0001/IE00595/F0041/X101/R0841/001/COM:SPAT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	7.899	8.460	9.060
				1.334.617	**1.429.375**	**1.530.860**
D0001/IR01429/F0047/X101/R0842/001/COM:SPAT	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Building Plan Approval	(187.577)	(196.206)	(205.231)
O0025-5/IE00855/F0041/X101/R0842/001/COM:SPAT	4200 - Contracted Services [Expenditure]	Land Audit Survey/ Spatial Planning	Land and Quantity Surveyors	230.000	107.897	112.968
C0006-10/IA00092/F0002/X101/R0842/001/COM:SPAT	8900 - Property, Plant and Equipment [Assets -	Machinery and Equipment	Acquisitions	50.356	51.000	51.300

	Non-current Assets]					
				280.356	**158.897**	**164.268**
TOTAL MSC : SPATIAL				**1.614.973**	**1.588.271**	**1.695.128**
O0001/IE01526/F0041/X152/R0841/001/COM:POND	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	16.121	17.266	18.492
O0001/IE01530/F0041/X152/R0841/001/COM:POND	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	4.285	4.589	4.915
O0001/IE00036/F0041/X152/R0841/001/COM:POND	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	193.456	207.192	221.902
O0001/IE00040/F0041/X152/R0841/001/COM:POND	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	150	161	172
O0001/IE00043/F0041/X152/R0841/001/COM:POND	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	27.009	28.927	30.981

O0001/IE00044/F0041/X152/R0841/001/COM:POND	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	33.427	35.801	38.343
O0001/IE00045/F0041/X152/R0841/001/COM:POND	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	2.502	2.680	2.870
O0001/IE00595/F0041/X152/R0841/001/COM:POND	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	2.361	2.529	2.708
				279.313	**299.144**	**320.384**
O0001/IE00674/F0041/X152/R0841/001/COM:POND	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Animal Care	5.000	5.200	5.300
				5.000	**5.200**	**5.300**
TOTAL MSC : POUND				**284.313**	**304.344**	**325.684**
D0001/IR01015/F0042/X152/R0841/001/COM:POND	2100 - Fines, Penalties and Forfeits [Revenue -	Default Transactions	Pound Fees	(11.015)	(11.521)	(12.051)

	Non-exchange Revenue]					
O0001/IE01530/F0041/X004/R0841/001/COM:CEM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	3.428	3.672	3.933
O0001/IE00036/F0041/X004/R0841/001/COM:CEM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	156.936	168.078	180.011
O0001/IE01526/F0041/X004/R0841/001/COM:CEM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	13.078	14.006	15.001
O0001/IE00040/F0041/X004/R0841/001/COM:CEM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	151	161	173
O0001/IE00044/F0041/X004/R0841/001/COM:CEM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	26.746	28.645	30.679
O0001/IE00045/F0041/X004/R0841/001/COM:CEM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	1.966	2.105	2.255

O0001/IE00595/F0041/X004/R0841/001/COM:CEM	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	1.707	1.828	1.958
				204.012	**218.497**	**234.010**
O1341-1/IE00856/F0930/X004/R2145/001/COM:CEM	4200 - Contracted Services [Expenditure]	Environmental/ feasibility studies	Landscape Designer	40.000	-	-
				40.000	**-**	**-**
TOTAL MSC : CEMETERIES				**244.012**	**218.497**	**234.010**
O0001/IE00121/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	41.446	44.389	47.540
O0001/IE00126/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739
O0001/IE00036/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.276.154	1.366.761	1.463.801
O0001/IE01526/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost	Municipal Running Cost	Bonus	109.661	117.447	125.785

	[Expenditure]					
O0001/IE01521/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	28.166	30.166	32.307
O0001/IE00040/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	355	380	407
O0001/IE00043/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	87.038	93.217	99.836
O0001/IE00044/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	213.736	228.912	245.164
O0001/IE00045/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	5.291	5.666	6.069
O0001/IE00595/F0041/X096/R0841/001/COM:LED	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	15.013	16.079	17.221
O0001/IE01530/F0041/X096/R0841/001/COM:LED	4900 - Employee Related Cost	Municipal Running Cost	Leave Pay	45.673	48.916	52.389

	[Expenditure]					
O0001/IE00061/F0041/X096/R0841/001/COM:LED	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Daily Allowance	2.795	2.650	2.700
O0001/IE00144/F0041/X096/R0841/001/COM:LED	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Own Transport	11.933	12.780	13.687
				1.951.238	**2.089.433**	**2.237.644**
O0001/IE00677/F9418/X096/R0842/001/COM:LED	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	70.000	73.220	76.588
O1305-1/IE00019/F0041/X096/R0842/001/COM:LED	4200 - Contracted Services [Expenditure]	Training/ Capacity Building	Human Resources	450.000	470.700	492.352
O1249-1/IE00599/F0041/X098/R0842/001/COM:LED	4710 - Operational Cost [Expenditure]	EC126_LED3_SMME Development/ Entrepreunial Support System	Supplier Development Programme	600.000	627.600	656.470
				1.120.000	**1.171.520**	**1.225.410**
TOTAL MSC : LOCAL ECONOMIC DEVELOPMENT				**3.071.238**	**3.260.953**	**3.463.054**

O0001/IE00121/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
O0001/IE00126/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739
O0001/IE00036/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.135.294	1.215.900	1.302.229
O0001/IE01526/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	94.608	101.325	108.519
O0001/IE00040/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	301	322	345
O0001/IE00043/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	56.579	60.596	64.898
O0001/IE00044/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost	Municipal Running Cost	Pension	201.746	216.070	231.411

	[Expenditure]					
O0001/IE00045/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	5.291	5.666	6.069
O0001/IE06137/F2496/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	127	136	145
O0001/IE06262/F2496/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	1.880	2.013	2.156
O0001/IE00595/F0041/X087/R0841/001/COM:TOUR	4710 - Operational Cost [Expenditure]	Skills Development Fund	Skills Development Fund Levy	12.992	13.914	14.902
O0001/IE01530/F0041/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	25.861	27.697	29.663
O0001/IE06919/F2496/X087/R0841/001/COM:TOUR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	239.145	256.124	274.309
				1.907.747	**2.043.197**	**2.188.264**

O1354-1/IE00754/F0044/X087/R0842/001/COM:TOUR	4710 - Operational Cost [Expenditure]	EC126_TOUR1_Hamburg Splash Festival/ Tourism Development	Gifts and Promotional Items	750.000	-	-
O1354-1/IE00637/F0044/X087/R0842/001/COM:TOUR	4200 - Contracted Services [Expenditure]	EC126_TOUR1_Hamburg Splash Festival/ Tourism Development	Exhibit Installations	150.000	-	-
O1354-2/IE00626/F0044/X087/R0842/001/COM:TOUR	4200 - Contracted Services [Expenditure]	Opening of Season/ Tourism Development	Artists and Performers	29.900	33.044	34.597
O1354-2/IE00634/F0044/X087/R0842/001/COM:TOUR	4200 - Contracted Services [Expenditure]	Opening of Season/ Tourism Development	Electrical	300.000	314.700	329.491
O1354-2/IE00667/F0044/X087/R0842/001/COM:TOUR	4200 - Contracted Services [Expenditure]	Opening of Season/ Tourism Development	Stage and Sound Crew	70.000	52.450	54.915
O1354-3/IE00677/F0044/X087/R0842/001/COM:TOUR	4200 - Contracted Services [Expenditure]	Tourism & Heritage Month/ Tourism Development	Catering Services	20.000	7.037	7.368
O1354-3/IE00754/F0044/X087/R0842/001/COM:TOUR	4710 - Operational Cost [Expenditure]	Tourism & Heritage Month/ Tourism Development	Gifts and Promotional Items	80.000	100.833	105.573

O1355-1/IE00850/F0044/X087/R2140/001/COM:TOUR	4200 - Contracted Services [Expenditure]	EC126_TOUR3_Tourism & Heritage Month/ Tourism Development	Architectural	31.500	33.044	34.597
				1.431.400	**541.107**	**566.539**
TOTAL MSC : TOURISM				**3.339.147**	**2.584.305**	**2.754.804**
D0001/IR01141/F0042/X119/R0842/001/COM:TRAF	2100 - Fines, Penalties and Forfeits [Revenue - Non-exchange Revenue]	Default Transactions	Municipal	(674.045)	(705.051)	(737.483)
D0001/IR01523/F0044/X049/R0842/001/COM:TRAF	1200 - Licences or Permits [Revenue - Exchange Revenue]	Default Transactions	Learner Licence Application	(187.941)	(196.586)	(205.629)
D0001/IR02401/F0039/X119/R0842/001/COM:TRAF	1000 - Agency Services [Revenue - Exchange Revenue]	Default Transactions	Vehicle Registration	(610.002)	(638.063)	(667.413)
				(1.471.988)	**(1.539.699)**	**(1.610.526)**

O0001/IE03971/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Structured	558.552	598.209	640.682
O0001/IE03970/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Shift Additional Remuneration	323.808	346.798	371.421
O0001/IE01530/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	415.734	445.251	476.864
O0001/IE01533/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	35.314	37.822	40.507
O0001/IE01521/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	14.083	15.083	16.154
O0001/IE00121/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
O0001/IE00126/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739

O0001/IE00036/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	6.549.035	6.585.616	7.053.195
O0001/IE01526/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	516.514	553.187	592.463
O0001/IE00040/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	3.609	3.866	4.140
O0001/IE00043/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	578.365	619.429	663.408
O0001/IE00044/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	1.075.386	1.151.738	1.233.512
O0001/IE00045/F0041/X153/R0841/001/COM:TRAF	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	64.277	68.840	73.728
O0001/IE00595/F0041/X153/R0841/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	79.498	85.142	91.188

O0001/IE00061/F0041/X153/R0841/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Daily Allowance	8.400	8.812	9.226
O0001/IE00144/F0041/X153/R0841/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Own Transport	3.500	3.600	3.650
				10.360.000	**10.666.827**	**11.423.755**
O1232-2/IE01581/F0042/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	15.402	28.745	30.096
O1232-2/IE01583/F0042/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	10.334	6.437	6.739
O0001/IE00059/F0042/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	National	9.240	9.693	10.148
O1232-2/IE01583/F0046/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	3.600	3.650	3.700

O1232-2/IE00060/F0046/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	180.000	127.745	133.749
O0001/IE00677/F0046/X153/R0842/001/COM:TRAF	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	68.533	37.798	39.575
O1232-2/IE01583/F9418/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Workshops, Seminars and Subject Matter Training	Road Transport	10.334	6.437	6.739
O0001/IE00792/F9418/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Software Licences	120.791	65.868	68.964
O0001/IE00561/F9418/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Drivers Licences and Permits	189.549	261.777	274.081
O0001/IE00583/F9418/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Printing, Publications and Books	54.461	36.150	37.849
O1547-2/IE00628/F9418/X153/R0842/001/COM:TRAF	4200 - Contracted Services [Expenditure]	Computer Equipment	Audio-visual Services	45.005	47.210	49.429

O0001/IE00550/F0930/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Assets less than the Capitalisation Threshold	10.000	11.000	12.000
O0001/IE00798/F0042/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Road Traffic and Other Fines	25.000	20.980	21.966
C0006-3/IA06193/F0002/X007/R0842/001/COM:TRAF	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	Machinery and Equipment	Acquisitions	70.000	-	-
C0006-3/IA06313/F0002/X047/R0842/001/COM:TRAF	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126_CAP PS 1_Plant & Equip (safe)	Acquisitions	31.500	32.949	29.969
				843.749	**696.438**	**725.004**
O1255-1/IE01583/F13560/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_LIB1_Library operations	Road Transport	61.459	64.470	67.500
O1255-1/IE00059/F13560/X153/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_LIB1_Library operations	National	10.000	10.500	10.550

O1255-1/IE00677/F13560/X153/R0842/001/COM:TRAF	4200 - Contracted Services [Expenditure]	EC126_LIB1_Library operations	Catering Services	68.993	72.374	75.776
O1255-1/IE00754/F13560/X007/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_LIB1_Library operations	Gifts and Promotional Items	40.345	42.322	44.311
O1255-1/IE00060/F13560/X007/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126_LIB1_Library operations	Accommodation	61.345	64.351	67.376
O1255-1/IE00660/F13560/X007/R0842/001/COM:TRAF	4200 - Contracted Services [Expenditure]	EC126_LIB1_Library operations	Preservation/Restoration/Dismantling/Cleaning Services	50.845	53.337	55.843
O1255-2/IE00583/F13560/X007/R0842/001/COM:TRAF	4710 - Operational Cost [Expenditure]	EC126Library Programmes	Printing, Publications and Books	61.611	62.000	63.000
O1255-1/IE00692/F13560/X007/R0842/001/COM:TRAF	4200 - Contracted Services [Expenditure]	EC126_LIB1_Library operations	Personnel and Labour	200.308	207.673	235.083
O1255-1/IE00649/F13560/X077/R0842/001/COM:TRAF	4200 - Contracted Services [Expenditure]	Library Programmes	Maintenance of Buildings and Facilities	162.094	209.973	194.561

				717.000	**787.000**	**814.000**
TOTAL MSC : TRAFFIC				**11.920.750**	**12.150.265**	**12.962.759**
O0001/IE01526/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	718.739	769.770	824.423
O0001/IE00121/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
O0001/IE00036/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	8.735.807	9.356.049	10.020.328
O0001/IE00040/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	7.004	7.501	8.034
O0001/IE00043/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	359.202	384.705	412.019
O0001/IE00044/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost	Municipal Running Cost	Pension	1.468.745	1.573.025	1.684.710

	[Expenditure]					
O0001/IE00045/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	96.562	103.418	110.761
O0001/IE00595/F0041/X132/R0841/001/COM:REFS	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	93.985	100.658	107.804
O0001/IE01530/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	207.175	221.885	237.638
O0001/IE00126/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739
O0001/IE01533/F0041/X132/R0841/001/COM:REFS	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	61.733	66.116	70.810
				11.882.876	**12.726.560**	**13.630.146**
O0001/IE00695/F0930/X132/R2137/001/COM:REFS	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Refuse Removal	126.084	132.262	138.478

O0001/IE00695/F0930/X132/R2145/001/COM:REFS	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Refuse Removal	210.870	302.112	316.311
O0001/IE00692/F0930/X132/R0842/001/COM:REFS	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Personnel and Labour	300.000	313.800	328.235
O1273-1/IE00005/F0930/X132/R0842/001/COM:REFS	4200 - Contracted Services [Expenditure]	EC126_REF2_Coastal Management/ Environmental Health	Water	150.000	121.159	126.854
O1273-1/IE00649/F0042/X132/R2137/001/COM:REFS	4200 - Contracted Services [Expenditure]	EC126_REF2_Coastal Management/ Environmental Health	Maintenance of Buildings and Facilities	200.000	262.145	274.466
O1273-1/IE00700/F0930/X132/R2137/001/COM:REFS	4200 - Contracted Services [Expenditure]	EC126_REF2_Coastal Management/ Environmental Health	Swimming Supervision	200.000	255.536	267.547
O1273-1/IE00550/F0930/X132/R0842/001/COM:REFS	4710 - Operational Cost [Expenditure]	EC126_REF2_Coastal Management/ Environmental Health	Assets less than the Capitalisation Threshold	53.525	66.638	69.770
O1273-1/IE00571/F0041/X132/R0842/001/COM:REFS	4710 - Operational Cost [Expenditure]	EC126_REF2_Coastal Management/ Environmental Health	Hire Charges	200.000	314.700	329.491

				1.440.479	**1.768.353**	**1.851.152**
C0006-9/IA06313/F0002/X132/R0842/001/COM:REFS	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	(Machinery and Equipment/ Cages Refuse street bins	Acquisitions	200.000	104.900	109.830
TOTAL MSC : REFUSE				**13.523.355**	**14.599.813**	**15.591.128**
O0001/IE01526/F0041/X013/R0841/001/COM:AGRI	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	30.826	33.014	35.358
O0001/IE00036/F0041/X013/R0841/001/COM:AGRI	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	369.908	396.172	424.300
O0001/IE00040/F0041/X013/R0841/001/COM:AGRI	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	150	161	172
O0001/IE00043/F0041/X013/R0841/001/COM:AGRI	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	3.692	3.954	4.235

O0001/IE00044/F0041/X013/R0841/001/COM:AGRI	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	64.933	69.544	74.481
O0001/IE00045/F0041/X013/R0841/001/COM:AGRI	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	2.645	2.833	3.034
O0001/IE00595/F0041/X013/R0841/001/COM:AGRI	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	4.040	4.327	4.634
O0001/IE01530/F0041/X013/R0841/001/COM:AGRI	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	8.324	8.914	9.547
O0001/IE00061/F0041/X013/R0841/001/COM:AGRI	4710 - Operational Cost [Expenditure]	Daily Allowance/	Daily Allowance	582	625	670
				485.101	**519.544**	**556.433**
O1217-1/IE00642/F0042/X013/R0842/001/COM:AGRI	4200 - Contracted Services [Expenditure]	EC 126_Agric1 Formalisation of grain production/ Assistance Support	Gardening Services	60.000	5.344	5.595
O0001/IA10352/F0046/X013/R0842/001/COM:AGRI	7600 - Inventory [Assets -	Municipal Running Cost	Acquisitions	100.000	-	-

	Current Assets]					
				160.000	**5.344**	**5.595**
TOTAL MSC : AGRICULTURE				**645.101**	**524.889**	**562.028**
O0001/IE01530/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	365.500	391.451	419.243
O0001/IE01533/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	25.800	27.632	29.594
O0001/IE01521/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	28.166	30.166	32.307
O0001/IE00121/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	57.045	61.095	65.433
O0001/IE00126/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	325.974	349.118	373.905

O0001/IE00036/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	5.073.117	4.604.398	4.931.310
O0001/IE01526/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	161.250	172.699	184.960
O0001/IE00040/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	1.396	1.496	1.602
O0001/IE00043/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	276.249	295.862	316.869
O0001/IE00044/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	602.991	645.803	691.655
O0001/IE00045/F0041/X051/R0841/001/COR:HR	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	24.106	25.817	27.650
O0001/IE00595/F0041/X051/R0841/001/COR:HR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	48.146	51.564	55.225

				6.989.739	**6.657.100**	**7.129.755**
O1299-1/IE00061/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM11_Employee Study Assistance : Corporate Services - Human Resources	Daily Allowance	458	480	503
O1300-1/IE00061/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM1_Human Resources (Recruitments and selection	Daily Allowance	6.535	6.855	7.178
O1232-1/IE00061/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Daily Allowance	12.878	13.509	14.144
O0001/IE00061/F0041/X051/R0841/001/COR:HR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Daily Allowance	8.538	9.169	9.830
O0001/IE00144/F0041/X051/R0841/001/COR:HR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Own Transport	20.546	22.066	23.655
O1299-1/IE00060/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM11_Employee Study Assistance : Corporate Services - Human Resources	Accommodation	5.758	6.040	6.324
O1333-1/IE00060/F2496/X051/R0841/001/COR:HR	4710 - Operational Cost	EC126_HRM3_SAIMSA Games	Accommodation	100.000	104.600	109.412

	[Expenditure]					
O1333-1/IE00677/F2496/X051/R0841/001/COR:HR	4200 - Contracted Services [Expenditure]	EC126_HRM3_SAIMSA Games	Catering Services	80.000	83.680	87.529
O1333-1/IE00703/F2496/X051/R0841/001/COR:HR	4200 - Contracted Services [Expenditure]	EC126_HRM3_SAIMSA Games	Transport Services	120.000	125.520	131.294
O1300-1/IE00815/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM1_Human Resources (Recruitments and selection	Non-employees	49.194	51.457	53.824
O1300-1/IE00019/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services [Expenditure]	EC126_HRM1_Human Resources (Recruitments and selection	Human Resources	64.284	67.434	70.603
O1300-1/IE00677/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services [Expenditure]	EC126_HRM1_Human Resources (Recruitments and selection	Catering Services	25.761	27.023	28.293
O1232-2/IE01583/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	1.281	1.344	1.407
O1232-2/IE00061/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	228	239	250

	[Expenditure]					
O0001/IE00584/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Professional Bodies, Membership and Subscription	8.599	2.726	2.854
O0001/IE00640/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services [Expenditure]	Municipal Running Cost	First Aid	10.000	10.460	10.941
O0001/IE00604/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Uniform and Protective Clothing	700.000	732.200	765.881
O0001/IE00703/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Transport Services	150.000	156.900	164.117
O1232-1/IE01581/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Air Transport	20.000	27.019	28.288
O1232-1/IE01583/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Road Transport	34.540	54.039	56.579
O1232-1/IE00060/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Accommodation	180.000	92.024	96.349

	[Expenditure]					
O1232-1/IE00019/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services [Expenditure]	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Human Resources	921.015	963.382	1.007.697
O1232-1/IE00576/F2494/X051/R0841/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM8_Traninig Expenses : Corporate Services - Human Resources	Learnerships and Internships	8.827	9.260	9.695
O1299-2/IE01583/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Road Transport	2.432	2.551	2.671
O1299-2/IE00583/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Printing, Publications and Books	1.000	4.865	5.094
O1299-2/IE00638/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services [Expenditure]	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Fire Protection	6.000	6.276	6.565
O1299-2/IE00632/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services [Expenditure]	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Catering Services	136.000	142.256	148.800
O1299-2/IE00635/F2496/X051/R0842/001/COR:HR	4200 - Contracted Services	EC126_HRM2_Employee Assistance Programme : Corporate Services - Human Resources	Employee Wellness	179.000	187.234	195.847

	[Expenditure]					
O0001/IE00550/F2496/X051/R0842/001/COR:HR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Assets less than the Capitalisation Threshold	20.216	21.146	22.119
O1297-1/IE00841/F0041/X062/R0841/001/COR:HR	4200 - Contracted Services [Expenditure]	_HRM2_EC126_HRM2_Employe/Medical Examinations	Medical Examinations	50.000	52.300	54.706
O1232-1/IE00019/F2766/X062/R0841/001/COR:HR	4200 - Contracted Services [Expenditure]	Workshops, Seminars and Subject Matter Training	Human Resources	191.436	191.436	191.436
O0001/IE00609/F0041/X051/R0841/001/COR:HR	4710 - Operational Cost [Expenditure]	WORKMANS COMP	Workmen's Compensation Fund	957.038	1.006.364	1.078.822
				4.071.564	**4.181.855**	**4.392.707**
TOTAL MSC : HUMAN RESOURCE				**11.061.303**	**10.838.956**	**11.522.462**
O0001/IE06079/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary	663.312	710.407	760.846

O0001/IE06913/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	196.851	210.827	225.796
O0001/IE06253/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	2.645	2.833	3.034
O0001/IE06146/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	204	219	234
O0001/IE00595/F0041/X046/R0841/001/COR:ADMN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	88.555	94.843	101.577
O0001/IE01526/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	444.654	476.225	510.037
O0001/IE00036/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	5.206.505	6.111.667	6.545.596
O0001/IE00121/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	46.821	50.145	53.706

O0001/IE01530/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	73.556	78.778	84.372
O0001/IE00126/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739
O0001/IE00040/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	3.696	3.959	4.240
O0001/IE00043/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	426.076	456.328	488.727
O0001/IE00044/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	807.555	864.892	926.299
O0001/IE00045/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	41.815	44.784	47.964
O0001/IE03971/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Structured	2.932	3.140	3.363

O0001/IE01521/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	14.083	15.083	16.154
O0001/IE00144/F0041/X046/R0841/001/COR:ADMN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Own Transport	9.106	9.753	3.996
O0001/IE06195/F0042/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	24.649	26.399	28.273
O0001/IE01533/F0041/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	59.555	63.784	68.312
O0001/IE06235/F0042/X046/R0841/001/COR:ADMN	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	161.250	172.699	184.960
				8.387.802	**9.518.836**	**10.188.224**
O1232-2/IE01581/F2496/X046/R0842/001/COR:ADMN	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminar	Air Transport	20.305	21.239	22.216
O1232-2/IE01583/F2496/X046/R0842/001/COR:ADMN	4710 - Operational Cost	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	50.000	52.300	52.300

	[Expenditure]					
O1232-2/IE00060/F2496/X046/R0842/001/COR:ADMN	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	180.000	188.280	196.941
O0001/IE00059/F2496/X046/R0842/001/COR:ADMN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	National	30.000	31.380	32.823
O0001/IE00677/F2496/X046/R0842/001/COR:ADMN	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	30.000	6.358	6.656
O0001/IE00583/F2496/X046/R0842/001/COR:ADMN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Printing, Publications and Books	350.000	208.680	218.488
O0001/IE00655/F2496/X046/R0842/001/COR:ADMN	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Pest Control and Fumigation	120.000	125.520	131.294
O0001/IE00660/F2496/X046/R0842/001/COR:ADMN	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Preservation/Restoration/Dismantling/Cleaning Services	350.000	176.621	184.922
O0001/IE00579/F2496/X049/R0842/001/COR:ADMN	4710 - Operational Cost	Municipal Running Cost	Municipal Services	2.100.000	2.196.600	2.297.644

	[Expenditure]					
O0001/IE00808/F2496/X050/R0842/001/COR:ADMN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Motor Vehicle Licence and Registrations	150.000	156.900	164.117
O0001/IE00605/F2496/X050/R0842/001/COR:ADMN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Vehicle Tracking	130.000	135.980	142.235
O0001/IE00607/F9418/X050/R0842/001/COR:ADMN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Wet Fuel	2.600.000	2.719.600	2.844.702
O0001/IE00651/F9418/X050/R0842/001/COR:ADMN	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Maintenance of Unspecified Assets	29.294	30.641	32.050
O1551-1/IE00651/F9418/X050/R0842/001/COR:ADMN	4200 - Contracted Services [Expenditure]	Transport Assets	Maintenance of Unspecified Assets	2.000.000	2.500.000	1.415.000
				8.139.599	**8.550.098**	**7.741.389**
C0004-2/IA06253/F0002/X047/R0842/001/COR:ADMN	8900 - Property, Plant and Equipment [Assets -	EC126_CAP ADM 1_Records management projects	Acquisitions	-	1.000.000	-

	Non-current Assets]					
C0007-1/IA01367/F0002/X047/R0842/001/COR:ADMN	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126CAP FLT 1_Municipal Vehicles/ Plant	Acquisitions	2.900.000	4.000.000	-
C0083-1/IA06253/F0002/X046/R0842/001/COR:ADMN	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126_CAP ADM 3_Office Equipment and furniture	Acquisitions	350.000	366.100	382.941
C0004-15/IA06233/F0002/X047/R0841/001/COR:ADMN	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126_CAP ADM 3_Office Equipment and furniture	Acquisitions	400.000	418.400	437.646
				3.650.000	**5.784.500**	**820.587**
TOTAL MSC : ADMINISTRATION				**11.789.599**	**14.334.598**	**8.561.976**
O0001/IE07231/F0041/X044/R0841/001/CON:GEN	4800 - Remuneration of Councillors	Municipal Running Cost	Cell phone Allowance	899.935	941.332	984.633

	[Expenditure]					
O0001/IE00595/F2496/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	18.985	20.333	21.777
O1232-2/IE00061/F0041/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	1.439	1.509	1.580
				920.359	**963.174**	**1.007.990**
O1232-2/IE01581/F0041/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	40.000	41.840	43.765
O1232-2/IE01583/F0041/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	82.836	86.571	84.631
O1232-2/IE00060/F0041/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	235.119	245.935	257.248
O0001/IE00059/F0041/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	National	50.014	52.464	54.930

O0001/IE00677/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	65.257	84.189	88.146
O1238-1/IE00677/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	EC126_CG1_Mayoral Imbizo	Catering Services	126.000	132.174	138.386
O1238-1/IE00703/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	EC126_CG1_Mayoral Imbizo	Transport Services	105.000	110.145	115.322
O1238-1/IE00754/F0041/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	EC126_CG1_Mayoral Imbizo	Gifts and Promotional Items	21.000	22.029	23.064
O1238-2/IE00657/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	EC126_CG3_War Room Meetings	Plants, Flowers and Other Decorations	17.000	-	-
O1238-2/IE00703/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	EC126_CG3_War Room Meetings	Transport Services	44.058	44.058	46.129
O0001/IE00810/F2496/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Professional and Regulatory Bodies	910.000	951.860	995.646

O1232-2/IE01583/F2496/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminar	Road Transport	8.056	8.450	8.847
O1223-1/IE00836/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	EC126_CG7_Training of Councillors & Traditional Leaders	Commissions and Committees	250.000	222.990	233.470
O1238-3/IE00677/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	EC126_CG4_MPAC Road Show	Catering Services	150.000	156.900	164.117
O1238-3/IE00703/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	EC126_CG4_MPAC Road Show	Transport Services	180.000	188.280	196.941
O1293-1/IE00754/F2496/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	EC126_CG5_Service Delivery Program	Gifts and Promotional Items	50.000	55.073	57.661
O0001/IE00677/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	4.864	5.102	5.342
O0001/IE00703/F2496/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Transport Services	67.300	70.396	73.634

O0006-1/IE00677/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	PETITIONS COMMITTEE	Catering Services	67.500	55.073	57.661
O1240-1/IE00671/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	WOMANC CAUCUS	Transportation	18.799	26.014	27.237
O1240-1/IE00677/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	WOMANC CAUCUS	Catering Services	27.701	29.058	30.424
O1243-1/IE00703/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	LOCAL INITIATION FORUM	Transport Services	31.000	10.490	10.983
O1243-1/IE00677/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	LOCAL INITIATION FORUM	Catering Services	20.000	22.029	23.064
O1240-2/IE00677/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	MORAL REGENERATION MOVEMENT	Catering Services	30.500	11.015	11.532
O1240-2/IE00703/F0041/X044/R0842/001/CON:GEN	4200 - Contracted Services [Expenditure]	MORAL REGENERATION MOVEMENT	Transport Services	10.000	10.460	10.941

O0001/IE00583/F0041/X044/R0842/001/CON:GEN	4710 - Operational Cost [Expenditure]	Municipal Running	Printing, Publications and Books	12.274	12.839	13.429
				2.624.276	**2.655.433**	**2.772.551**
TOTAL MSC : COUNCIL GENERAL				**3.544.635**	**3.618.607**	**3.780.541**
O0001/IE06766/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	100.008	107.109	114.713
O0001/IE06059/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary	1.203.519	1.288.969	1.380.485
O0001/IE06782/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	252.625	270.561	289.771
O0001/IE06772/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	237.998	254.896	272.994
O0001/IE06061/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost	Municipal Running Cost	Bonuses	71.272	76.332	81.752

	[Expenditure]					
O0001/IE06071/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	2.645	2.833	3.034
O0001/IE06063/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	150	161	172
O0001/IE00595/F0041/X049/R0841/001/FIN:CFO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	16.431	17.597	18.847
O0001/IE06067/F0041/X049/R0841/001/FIN:CFO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	171.564	183.745	196.791
				2.056.213	**2.202.204**	**2.358.561**
O1232-2/IE00060/F2494/X049/R0841/001/FIN:CFO	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	350.000	350.000	355.000
O0001/IE00810/F2494/X049/R0841/001/FIN:CFO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Professional and Regulatory Bodies	49.294	51.710	54.140

O0001/IE00677/F2494/X049/R0841/001/FIN:CFO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	14.724	10.770	11.276
O0001/IE00830/F2494/X049/R0841/001/FIN:CFO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Accounting and Auditing	3.100.000	3.800.000	3.712.290
O1232-2/IE01581/F2494/X049/R0842/001/FIN:CFO	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	112.407	65.465	68.542
O1232-2/IE01583/F9418/X049/R0842/001/FIN:CFO	4710 - Operational Cost [Expenditure]	Workshops, Seminars and Subject Matter Training	Road Transport	68.353	66.457	69.581
O0001/IE00015/F0041/X049/R0842/001/FIN:CFO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Accounting and Auditing	1.600.000	1.673.600	1.750.586
O0001/IE00015/F0046/X049/R0842/001/FIN:CFO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Accounting and Auditing	1.800.000	1.563.770	1.774.826
O1278-1/IE00576/F1169/X049/R0842/001/FIN:CFO	4710 - Operational Cost [Expenditure]	EC126_CFO08_ EPWP : Roads and Stormwater	Learnerships and Internships	1.480.000	-	-

O0001/IE00735/F0041/X049/R0842/001/FIN:CFO	4520 - Interest, Dividends and Rent on Land [Expenditure]	Municipal Running Cost/	Overdue Accounts	520.652	544.602	569.654
O0001/IE00059/F2496/X049/R0842/001/FIN:CFO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	National	12.000	12.552	13.129
O0001/IE00571/F0041/X049/R0842/001/FIN:CFO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Hire Charges	45.000	47.070	49.235
				9.152.430	**8.185.995**	**8.428.259**
O0001/IE07568/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation [Expenditure]	Municipal Running Cost	Improved Properties	47.622	49.955	52.303
O0001/IE07616/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation [Expenditure]	Municipal Running Cost	Public Open Space	265.672	278.690	291.788
O0001/IE00709/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation	Municipal Running Cost	Computer Equipment	805.936	845.427	885.162

	[Expenditure]					
O0001/IE07539/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation [Expenditure]	Municipal Running Cost	Capital Spares	201.615	211.494	221.434
O0001/IE00711/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation [Expenditure]	Municipal Running Cost	Furniture and Office Equipment	410.905	431.039	451.298
O0001/IE07627/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation [Expenditure]	Municipal Running Cost	Building Plan Offices	3.442.868	5.709.569	5.977.918
O0001/IE07587/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation [Expenditure]	Municipal Running Cost	Roads	11.234.077	11.745.160	13.604.823
O0001/IE00723/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation [Expenditure]	Municipal Running Cost	Transport Assets	842.506	883.789	870.755
O0001/IE00715/F0041/X049/R0842/001/FIN:CFO	4400 - Depreciation and Amortisation	Municipal Running Cost	Machinery and Equipment	998.775	837.915	877.297

	[Expenditure]					
				18.249.976	**20.993.038**	**23.232.778**
TOTAL MSC: CHIEF FINANCIAL OFFICER				**29.458.619**	**31.381.238**	**34.019.598**
O0001/IE00595/F0041/X049/R0841/001/FIN:BTO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	36.225	38.796	41.551
O0001/IE01526/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	247.175	264.725	283.520
O0001/IE01530/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	89.732	96.103	102.926
O0001/IE00121/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	45.479	48.708	52.167
O0001/IE00126/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	259.885	278.337	298.099

O0001/IE00036/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	2.966.103	3.176.696	3.402.241
O0001/IE00040/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	988	1.058	1.134
O0001/IE00043/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	245.399	262.823	281.483
O0001/IE00044/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	459.109	491.706	526.617
O0001/IE00045/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	17.131	18.347	19.650
O1232-2/IE00061/F1177/X049/R0841/001/FIN:BTO	4710 - Operational Cost [Expenditure]	Workshops, Seminars and Subject Matter Training	Daily Allowance	5.250	5.507	5.766
O0001/IE01533/F0041/X049/R0841/001/FIN:BTO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	17.142	18.359	19.663

O0001/IE00061/F0041/X049/R0841/001/FIN:BTO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Daily Allowance	5.423	5.808	6.221
				4.395.041	**4.706.974**	**5.041.037**
O0001/IE00759/F2494/X049/R0842/001/FIN:BTO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Bank Accounts	69.039	72.421	75.825
O0001/IE00576/F1177/X049/R0841/001/FIN:BTO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Learnerships and Internships	847.037	886.001	926.757
O0001/IE00019/F1177/X049/R0841/001/FIN:BTO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Human Resources	797.500	621.972	719.073
O1232-2/IE00060/F1177/X049/R0841/001/FIN:BTO	4710 - Operational Cost [Expenditure]	EC126_Workshops	Accommodation	200.000	209.200	218.823
O1232-2/IE00142/F1177/X049/R0841/001/FIN:BTO	4710 - Operational Cost [Expenditure]	EC126_Workshops,	Other Transport Provider	55.307	58.017	60.743
O0001/IE00830/F1177/X049/R0841/001/FIN:BTO	4200 - Contracted Services	Municipal Running Cost	Accounting and Auditing	121.000	126.566	132.388

	[Expenditure]					
O0001/IE00835/F1177/X049/R0841/001/FIN:BTO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Business and Financial Management	823.907	861.806	901.449
				2.913.789	**2.835.983**	**3.035.059**
C0004-5/IA06253/F9412/X047/R0842/001/FIN:BTO	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126_CAP BTO 1_Furn & Equip	Acquisitions	185.000	193.510	202.411
TOTAL MSC: BUDGET & TREASURY OFFICE				**7.493.830**	**7.736.466**	**8.278.508**
O0001/IE01530/F0041/X049/R0841/001/FIN:EXPE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	108.931	116.665	124.948
O0001/IE01526/F0041/X049/R0841/001/FIN:EXPE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	61.414	65.774	70.444
O0001/IE00036/F0041/X049/R0841/001/FIN:EXPE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	791.502	847.698	907.885

O0001/IE00040/F0041/X049/R0841/001/FIN:EXPE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	322	345	370
O0001/IE00043/F0041/X049/R0841/001/FIN:EXPE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	71.166	76.219	81.631
O0001/IE00044/F0041/X049/R0841/001/FIN:EXPE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	113.289	121.332	129.947
O0001/IE00045/F0041/X049/R0841/001/FIN:EXPE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	5.699	6.104	6.538
O0001/IE00595/F0041/X049/R0841/001/FIN:EXPE	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	10.021	10.732	11.494
O0001/IE00061/F0041/X049/R0841/001/FIN:EXPE	4710 - Operational Cost [Expenditure]	Municipal Running Cost/	Daily Allowance	2.709	2.901	3.107
TOTAL MSC: EXPENDITURE				**1.165.052**	**1.247.771**	**1.336.363**

O0001/IE01530/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	42.956	46.006	49.272
O0001/IE01533/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	32.250	34.540	36.992
O0001/IE00121/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
O0001/IE00126/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739
O0001/IE00036/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	2.077.953	2.225.487	2.383.497
O0001/IE01526/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	173.163	185.457	198.625
O0001/IE00040/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	902	966	1.035

O0001/IE00043/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	196.958	210.942	225.918
O0001/IE00044/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	363.759	389.586	417.247
O0001/IE00045/F0041/X049/R0841/001/FIN:REV	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	15.367	16.458	17.627
O0001/IE00595/F0041/X049/R0841/001/FIN:REV	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	24.720	26.475	28.355
O0001/IE00061/F0041/X049/R0841/001/FIN:REV	4710 - Operational Cost [Expenditure]	Municipal Running Cost/	Daily Allowance	626	670	718
O0001/IE00144/F0041/X049/R0841/001/FIN:REV	4710 - Operational Cost [Expenditure]	Municipal Running Cost/	Own Transport	6.136	6.572	7.038
				3.068.715	**3.286.594**	**3.519.942**
O0001/IE00573/F0041/X132/R0842/001/FIN:REV	4710 - Operational Cost	Municipal Running Cost	Indigent Relief	28.000	271.493	284.263

	[Expenditure]					
O0001/IE00573/F0041/X032/R0842/001/FIN:REV	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Indigent Relief	2.536.532	2.600.000	2.500.000
O0001/IA010635/F2496/X049/R0842/001/FIN:REV	Debt Write-offs/ Expenditure	Municipal Running Cost	Debt Write-offs	1.628.772	1.703.696	1.782.066
O0001/IZ00060/F0930/X132/R0842/001/CONTRA	6300 - Impairment Loss [Gains and Losses]	Municipal Running Cost	Waste Management	375.234	392.495	410.550
O0001/IZ00041/F2496/X049/R0842/001/CONTRA	6300 - Impairment Loss [Gains and Losses]	Municipal Running Cost	Property Rates	1.500.937	1.569.980	1.642.199
				6.069.475	**6.537.663**	**6.619.077**
D0001/IR00992/F0930/X132/R0842/001/FIN:REV	1600 - Service Charges [Revenue - Exchange Revenue]	Default Transactions	Refuse Removal	(1.659.718)	(1.736.065)	(1.815.924)
D0001/IR01143/F9418/X049/R0842/001/FIN:REV	2200 - Interest, Dividend and Rent on Land [Revenue - Non-	Default Transactions	Property Rates	(5.731.030)	(5.994.657)	(6.270.412)

	exchange Revenue]					
D0001/IR01257/F0046/X006/R0842/001/FIN:REV	1400 - Rental from Fixed Assets [Revenue - Exchange Revenue]	Default Transactions	Community Assets	(269.063)	(281.440)	(294.386)
D0001/IR01426/F0047/X094/R0842/001/FIN:REV	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Advertisements	(33.673)	(35.222)	(36.842)
D0001/IR01102/F0046/X049/R0842/001/FIN:REV	1400 - Rental from Fixed Assets [Revenue - Exchange Revenue]	Default Transactions	Straight-lined Operating	(522.750)	(546.796)	(571.949)
D0001/IR01059/F2494/X049/R0842/001/FIN:REV	1100 - Interest, Dividend and Rent on Land [Revenue - Exchange Revenue]	Default Transactions	Bank Accounts	(6.529.393)	(6.829.745)	(7.143.913)
D0001/IR01519/F0044/X119/R0842/001/FIN:REV	1200 - Licences or Permits [Revenue - Exchange Revenue]	Default Transactions	Drivers Licence Application/Duplicate Drivers Licences	(2.506.624)	(2.621.929)	(2.742.538)

D0001/IR01433/F0047/X004/R0842/001/FIN:REV	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Cemetery and Burial	(1.611)	(1.685)	(1.762)
D0001/IR01443/F0047/X142/R0842/001/FIN:REV	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Entrance Fees	(67.122)	(70.210)	(73.439)
D0001/IR01113/F0047/X058/R0842/001/FIN:REV	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Tender Documents	(181.980)	(190.351)	(199.107)
D0001/IR01428/F0047/X101/R0842/001/FIN:REV	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Application Fees for Land Usage	(49.081)	(51.339)	(53.700)
D0001/IR01420/F0047/X047/R0842/001/FIN:REV	1300 - Operational Revenue [Revenue -	Default Transactions	Insurance Refund	(55.348)	(57.894)	(60.557)

	Exchange Revenue]					
D0001/IR00977/F0040/X047/R0842/001/FIN:REV	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Scrap	(4.451.148)	(4.230.861)	(4.075.153)
D0001/IR01671/F0791/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Municipal Infrastructure Grant	(24.507.150)	(25.539.800)	(27.463.550)
D0001/IR02323/F1182/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Municipal Infrastructure Grant	(1.289.850)	(1.344.200)	(1.445.450)
D0001/IR02310/F1169/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Expanded Public Works Programme Integrated Grant	(1.448.000)	-	-
D0001/IR02318/F1177/X049/R0842/001/FIN:REV	3000 - Transfers and	Default Transactions	Local Government Financial Management Grant	(3.000.000)	(3.000.000)	(3.000.000)

	Subsidies [Revenue - Non-exchange Revenue]					
D0001/IR01666/F0786/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Integrated National Electrification Programme Grant	(7.013.000)	(8.580.000)	(7.751.000)
D0001/IR006883/F13560/X024/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Specify (Add grant description)	(787.000)	(787.000)	(814.000)
D0001/IR03195/F2766/X046/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Local Government, Water and Related Service SETA	(191.436)	(191.436)	(191.436)
D0001/IR007144/F2496/X049/R0842/001/FIN:REV	Property Rates - Income	Default Transactions	Residential Properties	(5.640.613)	(5.900.081)	(6.171.485)
D0001/IR007145/F2496/X049/R0842/001/FIN:REV	Property Rates - Income	Default Transactions	Agricultural Properties	(2.098.204)	(2.194.722)	(2.295.679)

D0001/IR007141/F2496/X049/R0842/001/FIN:REV	Property Rates - Income	Default Transactions	Business and Commercial Properties	(2.149.889)	(2.248.784)	(2.352.228)
D0001/IR007149/F2496/X049/R2145/001/FIN:REV	Property Rates - Income	Default Transactions	Public Service Infrastructure Properties	(35.871.305)	(37.521.385)	(39.247.369)
O3602/IR007145/F2496/X049/R0842/001/FIN:REV	Property Rates - Income	Default Transactions	Agricultural Properties/ Rebate	1.399.000	1.440.970	1.399.000
D0001/IR01466/F2496/X059/R0841/001/FIN:REV	1500 - Sales of Goods and Rendering of Services [Revenue - Exchange Revenue]	Default Transactions	Valuation Services	(114)	(120)	(125)
D0001/IR007144/F2496/X049/R0841/001/FIN:REV	Property Rates - Income	Default Transactions	Residential Properties	(354.782)	(371.102)	(388.173)
D0001/IR02344/F0041/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Equitable Share	(108.015.000)	(106.822.000)	(102.691.000)
D0001/IR010511/F09683/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Specify (Add grant description)	(3.000.000)	-	-

D0001/IR010509/F09682/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Energy Efficiency and Demand Side Management Grant	-	(3.000.000)	(3.350.000)
D0001/IR006857/F15762/X049/R0842/001/FIN:REV	3000 - Transfers and Subsidies [Revenue - Non-exchange Revenue]	Default Transactions	Municipal Disaster Recovery Grant	(15.526.000)	(15.526.000)	-
				(231.551.884)	**(234.233.854)**	**(219.102.177)**
O0001/IE01530/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	35.593	38.121	40.827
O0001/IE00121/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
O0001/IE00126/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739

O0001/IE00036/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.998.395	2.140.281	2.292.241
O0001/IE01526/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	148.616	159.168	170.469
O0001/IE00040/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	602	644	690
O0001/IE00043/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	85.786	91.877	98.400
O0001/IE00044/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	314.224	336.534	360.428
O0001/IE00045/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	10.582	11.333	12.137
O0001/IE00595/F0041/X058/R0841/001/FIN:SCM	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	23.543	25.214	27.005

O0001/IE01533/F0041/X058/R0841/001/FIN:SCM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	8.666	9.281	9.940
O0001/IE00144/F0041/X058/R0841/001/FIN:SCM	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Own Transport	93.097	99.707	106.786
O0001/IE00061/F0041/X058/R0841/001/FIN:SCM	4710 - Operational Cost [Expenditure]	Municipal Running Cost/	Daily Allowance	2.211	2.368	2.537
TOTAL MSC: SCM				**2.855.240**	**3.057.962**	**3.275.077**
O0001/IE01530/F0041/X047/R0841/001/FIN:ASSE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	17.547	18.793	20.128
O0001/IE00036/F0041/X047/R0841/001/FIN:ASSE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	825.872	884.509	947.309
O0001/IE01526/F0041/X047/R0841/001/FIN:ASSE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	68.823	73.709	78.942
O0001/IE00040/F0041/X047/R0841/001/FIN:ASSE	4900 - Employee	Municipal Running Cost	Bargaining Council	451	483	518

	Related Cost [Expenditure]					
O0001/IE00043/F0041/X047/R0841/001/FIN:ASSE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	48.978	52.456	56.180
O0001/IE00044/F0041/X047/R0841/001/FIN:ASSE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	145.278	155.593	166.640
O0001/IE00045/F0041/X047/R0841/001/FIN:ASSE	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	7.359	7.881	8.441
O0001/IE00595/F0041/X047/R0841/001/FIN:ASSE	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	9.107	9.753	10.446
O0001/IE00061/F0041/X047/R0841/001/FIN:ASSE	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Daily Allowance	1.075	1.156	1.209
				1.124.490	**1.204.333**	**1.289.812**
O0001/IE00801/F2494/X049/R0842/001/FIN:ASSE	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Excess Payments	100.000	104.600	109.412

O0001/IE00805/F0040/X049/R0842/001/FIN:ASSE	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Premiums	3.000.000	1.204.290	2.299.597
O0001/IA10337/F0042/X049/R0842/001/FIN:ASSE	7600 - Inventory [Assets - Current Assets]	Municipal Running Cost	Acquisitions	40.000	41.840	43.765
				3.140.000	**1.350.730**	**2.452.774**
C0004-1/IA06253/F0002/X049/R0842/001/FIN:ASSE	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	Furniture and Office Equipment	Acquisitions	40.000	41.840	43.765
TOTAL MSC: ASSETS				**4.304.490**	**2.596.903**	**3.786.350**
O0001/IE07219/F0041/X044/R0841/001/MMO:MAYR	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Cell phone Allowance	54.774	57.294	59.929
O0001/IE07218/F0041/X044/R0841/001/MMO:MAYR	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Basic Salary	1.004.800	1.051.021	1.099.367

O0001/IE00595/F0041/X044/R0841/001/MMO:MAYR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	2.954	3.164	3.389
O0001/IE07240/F0041/X044/R0841/001/MMO:CONC	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Medial Aid Benefits	47.791	49.990	52.289
O0001/IE07241/F0041/X044/R0841/001/MMO:CONC	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Pension Fund Contributions	96.090	100.510	105.133
O0001/IE07238/F0041/X044/R0841/001/MMO:CONC	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost/	Travelling Allowance	504.521	527.729	552.005
O0001/IE07230/F0041/X044/R0841/001/MMO:CONC	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Basic Salary	6.792.256	7.104.700	7.431.516
O0001/IE00040/F0041/X045/R0841/001/MMO:CONC	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	13.124	14.056	15.054
O0001/IE00043/F0041/X045/R0841/001/MMO:CONC	4900 - Employee Related Cost	Municipal Running Cost	Medical	115.354	123.545	132.316

	[Expenditure]					
O0001/IE00044/F0041/X045/R0841/001/MMO:CONC	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	138.958	148.824	159.390
O0001/IE00045/F0041/X045/R0841/001/MMO:CONC	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	20.483	21.938	23.495
O0001/IE01530/F0041/X045/R0841/001/MMO:CONC	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	162.310	173.834	186.176
O0001/IE00036/F0041/X045/R0841/001/MMO:CONC	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	2.337.518	2.520.098	3.089.887
O0001/IE01526/F0041/X045/R0841/001/MMO:CONC	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	338.560	362.597	388.342
O0001/IE00595/F0041/X045/R0841/001/MMO:CONC	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	35.133	37.628	40.299
O0001/IE00061/F0041/X045/R0841/001/MMO:CONC	4710 - Operational Cost	Municipal Running Cost/	Daily Allowance	2.022	2.166	2.320

	[Expenditure]					
O0001/IE00144/F0041/X045/R0841/001/MMO:CONC	4710 - Operational Cost [Expenditure]	Municipal Running Cost/	Own Transport	1.598	1.711	1.833
O0001/IE07207/F0041/X044/R0841/001/MMO:EXCO	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Cell phone Allowance	219.094	229.172	239.714
O0001/IE07214/F0041/X044/R0841/001/MMO:EXCO	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost/	Travelling Allowance	382.389	399.979	418.378
O0001/IE07206/F0041/X044/R0841/001/MMO:EXCO	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Basic Salary	987.641	1.033.072	1.080.594
O0001/IE00595/F0041/X044/R0841/001/MMO:EXCO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	13.674	14.645	15.685
O0001/IE00061/F0041/X044/R0841/001/MMO:EXCO	4710 - Operational Cost [Expenditure]	Municipal Running Cost/	Daily Allowance	3.625	3.792	3.966

O0001/IE00817/F0041/X044/R0841/001/MMO:SPKR	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Cell phone Allowance	57.945	60.610	63.399
O0001/IE00816/F0041/X044/R0841/001/MMO:SPKR	4800 - Remuneration of Councillors [Expenditure]	Municipal Running Cost	Basic Salary	778.620	814.436	851.900
O0001/IE00595/F0041/X044/R0841/001/MMO:SPKR	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	8.121	8.697	9.315
TOTAL MSC: EXC COUNCIL				**14.119.355**	**14.865.207**	**16.025.691**
O0001/IE00040/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	301	322	345
O0001/IE00043/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	72.726	77.890	83.420
O0001/IE00044/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	191.638	205.245	219.817

O0001/IE00045/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	5.291	5.666	6.069
O0001/IE01521/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	14.083	15.083	16.154
O0001/IE00121/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	22.634	24.241	25.962
O0001/IE00126/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	138.544	148.381	158.916
O0001/IE00036/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.006.417	1.077.873	1.154.402
O0001/IE01526/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	90.139	96.539	103.393
O0001/IE00595/F0041/X054/R0841/001/MMO:COMM	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	13.710	14.684	15.726

O0001/IE00751/F2496/X054/R0842/001/MMO:COMM	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Corporate and Municipal Activities	230.000	240.580	251.647
O0001/IE01530/F0041/X054/R0841/001/MMO:COMM	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	26.383	28.256	30.262
O0001/IE00061/F0041/X054/R0841/001/MMO:COMM	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Daily Allowance	300	-	-
				1.812.166	**1.934.759**	**2.066.112**
O1345-1/IE00677/F2496/X054/R0842/001/MMO:COMM	4200 - Contracted Services [Expenditure]	Inter Governmental Relations (IGR) Programme	Catering Services	2.714	2.847	2.981
O1239-1/IE00755/F2496/X054/R0842/001/MMO:COMM	4710 - Operational Cost [Expenditure]	Newsletters	Municipal Newsletters	27.536	28.886	30.243
O0029-1/IE00651/F2496/X054/R0842/001/MMO:COMM	4200 - Contracted Services [Expenditure]	Website Development and Maintenance	Maintenance of Unspecified Assets	100.000	69.153	72.404
O0001/IE00756/F2496/X054/R0842/001/MMO:COMM	4710 - Operational Cost	Municipal Running Cost	Signs	250.000	209.794	219.655

	[Expenditure]					
O0001/IE00628/F2496/X054/R0842/001/MMO:COMM	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Audio-visual Services	100.000	104.600	109.412
#N/A				**480.250.49**	**415.280.44**	**434.694.01**
C0004-12/IA00092/F0002/X065/R0841/001/MMO:COMM	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	#N/A	Acquisitions	100.000.00	-	-
TOTAL MSC: COMMUNICATIONS		**#N/A**		**2.392.417**	**2.350.039**	**2.500.806**
O0001/IE00040/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	587	629	674
O0001/IE00043/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	43.275	46.348	49.638
O0001/IE00044/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	191.453	205.046	219.605

O0001/IE00045/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	6.217	6.658	7.131
O0001/IE01530/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	10.750	11.513	12.331
O0001/IE00121/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	14.359	15.378	16.470
O0001/IE00126/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	82.052	87.878	94.117
O0001/IE00036/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.187.122	1.271.408	1.361.678
O0001/IE01526/F0041/X052/R0841/001/MMO:ICT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	103.829	111.201	119.096
O0001/IE00595/F0041/X052/R0841/001/MMO:ICT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	19.127	20.485	21.940

O0001/IE00778/F2496/X052/R0842/001/MMO:ICT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Telephone, Fax, Telegraph and Telex	863.238	902.946	944.482
O0001/IE00769/F2496/X052/R0842/001/MMO:ICT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Cellular Expenditure	835.000	771.015	807.253
O0001/IE00061/F0041/X052/R0841/001/MMO:ICT	4710 - Operational Cost [Expenditure]	Municipal Running Cost/	Daily Allowance	1.613	1.727	1.806
				3.358.623	**3.452.234**	**3.656.222**
O1232-2/IE01583/F2496/X052/R0842/001/MMO:ICT	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminar	Road Transport	526	552	578
O0001/IE00792/F2496/X052/R0842/001/MMO:ICT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Software Licences	2.469.676	2.060.281	2.155.054
O0001/IE00539/F2496/X052/R0842/001/MMO:ICT	4700 - Operating Leases [Expenditure]	Municipal Running Cost	Furniture and Office Equipment	851.000	682.899	714.312
O0001/IE012465/F2496/X052/R0842/001/MMO:ICT	4200 - Contracted Services	Municipal Running Cost	Printing Services	54.140	56.793	59.462

	[Expenditure]					
O1540-1/IE00650/F2496/X052/R0842/001/MMO:ICT	4200 - Contracted Services [Expenditure]	EC126_ICT1_Maintanance I	Maintenance of Equipment	367.500	384.405	402.088
O0001/IE00571/F0041/X052/R0841/001/MMO:ICT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Hire Charges	950.000	993.700	1.039.410
		#N/A		**4.692.842**	**4.178.630**	**4.370.904**
C0003-1/IA06193/F0002/X047/R0842/001/MMO:ICT	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	ec126_CAP IT 1_Computer Equipment	Acquisitions	500.000	566.106	592.713
C0027-1/IA00052/F0002/X047/R0842/001/MMO:ICT	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126_CAP IT 2_IT infrastructure	Acquisitions	500.000	-	-
TOTAL MSC:ICT				**9.051.465**	**8.196.970**	**8.619.838**
O0001/IE00040/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost	Municipal Running Cost	Bargaining Council	300	322	345

	[Expenditure]					
O0001/IE00043/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	53.498	57.296	61.364
O0001/IE00044/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	218.777	234.310	250.946
O0001/IE00045/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	5.290	5.666	6.068
O0001/IE01530/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	28.044	30.035	32.167
O0001/IE01521/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	14.083	15.082	16.153
O0001/IE00121/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
O0001/IE00126/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.071	130.738

	[Expenditure]					
O0001/IE00036/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.234.001	1.321.615	1.415.450
O0001/IE01526/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	102.833	110.134	117.954
O0001/IE00595/F0041/X096/R0841/001/MMO:IDP	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	14.682	15.725	16.841
O0001/IE01533/F0041/X096/R0841/001/MMO:IDP	4900 - Employee Related Cost [Expenditure]	Operational:Municipal Running Cost	Long Service Award	25.800	27.632	29.594
O0018-1/IE00144/F2496/X096/R0842/001/MMO:IDP	4710 - Operational Cost [Expenditure]	EC126_IDP Review	Own Transport	5.367	5.630	5.894
				1.836.600	**1.966.881**	**2.106.394**
O1343-1/IE00583/F2496/X096/R0842/001/MMO:IDP	4710 - Operational Cost [Expenditure]	EC126_IDP1_Project IDP and Annual Report	Printing, Publications and Books	34.071	41.102	43.033

O1343-1/IE00677/F2496/X096/R0842/001/MMO:IDP	4200 - Contracted Services [Expenditure]	EC126_IDP1_Project IDP and Annual Report	Catering Services	29.270	30.704	32.147
O1343-1/IE00703/F2496/X096/R0842/001/MMO:IDP	4200 - Contracted Services [Expenditure]	EC126_IDP1_Project IDP and Annual Report	Transport Services	2.249	2.359	2.470
O0018-1/IE00060/F2496/X096/R0842/001/MMO:IDP	4710 - Operational Cost [Expenditure]	EC126_PMS1_PMS Review	Accommodation	100.000	-	-
				165.590	**74.165**	**77.651**
TOTAL MSC: IDP				**2.002.190**	**2.041.046**	**2.184.045**
O0001/IE01530/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	17.024	18.233	19.527
O0001/IE00121/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
O0001/IE00126/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739

	[Expenditure]					
O0001/IE00036/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	894.458	957.964	1.025.980
O0001/IE01526/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	66.351	71.062	76.108
O0001/IE00595/F0041/X081/R0841/001/MMO:AUDT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	9.394	10.060	10.775
O0001/IE00040/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	150	161	172
O0001/IE00044/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	48.375	51.810	55.488
O0001/IE00045/F0041/X081/R0841/001/MMO:AUDT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	2.645	2.833	3.034
				1.172.323	**1.255.558**	**1.344.702**

O0001/IE00677/F2496/X081/R0842/001/MMO:AUDT	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	15.485	11.313	11.845
O0001/IE00685/F2496/X081/R0842/001/MMO:AUDT	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Internal Auditors	300.000	160.497	168.040
O1232-2/IE00060/F2496/X081/R0842/001/MMO:AUDT	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	115.004	26.229	27.462
O0001/IE00059/F2496/X081/R0842/001/MMO:AUDT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	National	40.000	-	-
O0001/IE00584/F2496/X081/R0842/001/MMO:AUDT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Professional Bodies, Membership and Subscription	16.004	8.291	8.681
O0001/IE00833/F2496/X081/R0842/001/MMO:AUDT	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Audit Committee	450.064	325.257	340.544
O0001/IE00846/F2496/X081/R0842/001/MMO:AUDT	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Quality Control	62.900	65.793	68.820

O1232-2/IE01581/F2496/X081/R0842/001/MMO:AUDT	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	50.000	-	-
				1.049.456	**597.381**	**625.392**
TOTAL MSC: INTERNAL AUDIT				**2.221.779**	**1.852.938**	**1.970.094**
O0001/IE00040/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	344	368	394
O0001/IE00043/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	61.554	65.924	70.605
O0001/IE00044/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	174.539	186.931	200.203
O0001/IE00045/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	6.030	6.458	6.916
O0001/IE00121/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost	Municipal Running Cost	Cellular and Telephone	13.975	14.967	16.030

	[Expenditure]					
O0001/IE00126/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	40.850	43.750	46.857
O0001/IE00036/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	929.166	995.136	1.065.791
O0001/IE01526/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	52.218	55.926	59.896
O0001/IE00595/F0041/X056/R0841/001/MMO:RISK	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	10.300	11.032	11.815
O0001/IE01530/F0041/X056/R0841/001/MMO:RISK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost/	Leave Pay	16.125	17.270	18.496
O0001/IE00061/F0041/X056/R0841/001/MMO:RISK	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Daily Allowance	1.290	1.382	1.480
O0001/IE00144/F0041/X056/R0841/001/MMO:RISK	4710 - Operational Cost	Municipal Running Cost	Own Transport	5.333	5.711	6.117

	[Expenditure]					
				1.311.723	**1.404.855**	**1.504.600**
O0001/IE00584/F0041/X081/R0841/001/MMO:RISK	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Professional Bodies, Membership and Subscription	6.000	6.294	6.590
O0001/IE00677/F0041/X081/R0841/001/MMO:RISK	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	27.086	17.923	18.766
O1232-7/IE00060/F0041/X081/R0841/001/MMO:RISK	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	37.100	19.332	20.724
O0001/IE00836/F2496/X081/R0842/001/MMO:RISK	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Commissions and Committees	70.000	-	-
				140.186	**43.549**	**46.079**
TOTAL MSC: RISK				**1.451.909**	**1.448.405**	**1.550.679**
O0001/IE00040/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost	Municipal Running Cost	Bargaining Council	451	483	518

	[Expenditure]					
O0001/IE00043/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	218.679	234.205	250.834
O0001/IE00044/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	316.714	339.200	363.284
O0001/IE00045/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	7.936	8.500	9.103
O0001/IE01530/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	19.199	20.562	22.022
O0001/IE00126/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	127.643	136.706	146.412
O0001/IE00036/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	2.013.806	2.156.787	2.309.918
O0001/IE01526/F0041/X045/R0841/001/MMO:SPU	4900 - Employee Related Cost	Municipal Running Cost	Bonus	162.442	173.976	186.328

	[Expenditure]					
O0001/IE00595/F0041/X045/R0841/001/MMO:SPU	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	18.876	20.216	21.651
				2.885.746	**3.090.634**	**3.310.069**
O1293-2/IE00677/F2496/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	EC126_SPU1_Co-ordination of National days	Catering Services	5.250	5.507	5.766
O1335-1/IE00754/F2496/X045/R0842/001/MMO:SPU	4710 - Operational Cost [Expenditure]	EC126_SPU3_Sport Development	Gifts and Promotional Items	163.317	66.420	69.541
O1335-1/IE00549/F2496/X045/R0842/001/MMO:SPU	4710 - Operational Cost [Expenditure]	EC126_SPU3_Sport Development	Achievements and Awards	10.500	11.015	11.532
O1335-1/IE00677/F2496/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	EC126_SPU3_Sport Development	Catering Services	100.000	104.900	109.830
O1335-1/IE00703/F2496/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	EC126_SPU3_Sport Development	Transport Services	190.000	209.800	219.661

O1293-3/IE00754/F2496/X045/R0842/001/MMO:SPU	4710 - Operational Cost [Expenditure]	EC126_SPU4_Support of Vulnerable Groups	Gifts and Promotional Items	101.150	179.536	187.975
O1293-3/IE00677/F2496/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	EC126_SPU4_Support of Vulnerable Groups	Catering Services	143.500	77.102	80.725
O1293-3/IE00703/F2496/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	EC126_SPU4_Support of Vulnerable Groups	Transport Services	248.000	118.537	124.108
O1244-1/IE00677/F0041/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	Educational Support/ Community initiative 1	Catering Services	42.000	44.058	46.129
O1244-1/IE00754/F0041/X045/R0842/001/MMO:SPU	4710 - Operational Cost [Expenditure]	Educational Support/ Community initiative 1	Gifts and Promotional Items	162.000	148.958	155.959
O1244-1/IE00703/F0041/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	Educational Support/ Community initiative 1	Transport Services	32.500	55.073	57.661
O1244-2/IE00754/F0041/X045/R0842/001/MMO:SPU	4710 - Operational Cost [Expenditure]	Youth Programme/ Community initiative 2	Gifts and Promotional Items	21.000	22.029	23.064

O1244-2/IE00703/F0041/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	Youth Programme/ Community initiative 2	Transport Services	204.500	143.189	149.918
O1244-2/IE00677/F0041/X045/R0842/001/MMO:SPU	4200 - Contracted Services [Expenditure]	Youth Programme/ Community initiative 2	Catering Services	153.215	115.616	121.050
O1225-1/IE00576/F0041/X045/R0842/001/MMO:SPU	4710 - Operational Cost [Expenditure]	Youth Programme/ Community initiative 2	Learnerships and Internships	1.000	2.000	2.152
				1.577.932	**1.303.738**	**1.365.071**
TOTAL MSC: SPU				**4.463.678**	**4.394.372**	**4.675.140**
O0001/IE00132/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	247	265	283
O0001/IE00136/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	118.250	126.646	135.638
O0001/IE00140/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost	Municipal Running Cost	Unemployment Insurance	3.015	3.229	3.458

	[Expenditure]					
O0001/IE01573/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	133.438	142.912	153.059
O0001/IE01558/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	3.225	3.454	3.699
O0001/IE01564/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost/T	Travel or Motor Vehicle	410.261	439.390	470.586
O0001/IE00128/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary	2.772.186	1.898.011	2.032.770
O0001/IE00130/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonuses	93.172	99.787	106.872
O0001/IE00595/F0041/X045/R0841/001/MMO:MMO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	25.793	27.625	29.586
O1232-2/IE00061/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost	EC126_Workshops, Seminars and Subject Matter Training	Daily Allowance	2.097	2.200	2.303

	[Expenditure]					
O0001/IE00036/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.359.694	1.456.232	1.559.624
O0001/IE00040/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	290	311	333
O0001/IE00043/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	82.090	87.918	94.160
O0001/IE00045/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	4.258	4.560	4.884
O0001/IE00044/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	78.500	84.073	90.043
O0001/IE01526/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	132.837	142.268	152.369
O0001/IE01530/F0041/X045/R0841/001/MMO:MMO	4900 - Employee Related Cost	Municipal Running Cost	Leave Pay	10.807	11.574	12.396

	[Expenditure]					
				5.230.159	**4.530.454**	**4.852.064**
O1232-2/IE01581/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost [Expenditure]	Workshops, Seminars and Subject Matter Training	Air Transport	60.081	53.584	56.103
O1232-2/IE01583/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost [Expenditure]	Workshops, Seminars and Subject Matter Training	Road Transport	19.435	39.269	41.115
O1232-2/IE00060/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost [Expenditure]	Workshops, Seminars and Subject Matter Training	Accommodation	294.373	151.971	159.114
O0001/IE00677/F2496/X045/R0842/001/MMO:MMO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	13.490	14.111	14.760
O0001/IE00059/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	National	217.592	227.601	238.071
O0001/IE00663/F2496/X045/R0842/001/MMO:MMO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Safeguard and Security	3.100.000	2.242.600	2.387.909

O0001/IE00008/F2496/X045/R0842/001/MMO:MMO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Legal Advice and Litigation	2.100.000	2.196.600	2.297.644
O1491-1/IE00060/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost [Expenditure]	EC126_MMO07_Strategic Planning Sessions/ Workshops and Sessions	Accommodation	399.827	365.920	383.119
O1491-1/IE00571/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost [Expenditure]	EC126_MMO07_Strategic Planning Sessions/ Workshops and Sessions	Hire Charges	401.132	419.584	438.885
O1491-1/IE00677/F2496/X045/R0842/001/MMO:MMO	4200 - Contracted Services [Expenditure]	EC126_MMO07_Strategic Planning Sessions/ Workshops and Sessions	Catering Services	150.316	197.544	206.829
O0001/IE00024/F2496/X045/R0842/001/MMO:MMO	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Quality Control	120.000	125.520	131.294
O0001/IE00584/F2496/X045/R0842/001/MMO:MMO	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Professional Bodies, Membership and Subscription	6.000	-	-
				6.882.246	**6.034.305**	**6.354.841**
TOTAL MSC: MMO				**12.112.406**	**10.564.760**	**11.206.905**

O0001/IE00040/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	1.482	1.588	1.700
O0001/IE00043/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	56.402	60.407	64.696
O0001/IE00044/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	311.599	333.722	357.417
O0001/IE00045/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	20.916	22.401	23.991
O0001/IE01530/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	105.342	112.822	120.832
O0001/IE00036/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.812.272	1.940.944	2.078.751
O0001/IE01526/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost	Municipal Running Cost	Bonus	151.023	161.745	173.229

	[Expenditure]					
O0001/IE00595/F0041/X123/R0841/001/COM:PARK	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	20.100	21.527	23.056
O0001/IE01533/F0041/X123/R0841/001/COM:PARK	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	538	576	617
				2.479.674	**2.655.731**	**2.844.288**
O1550-1/IE00642/F0041/X123/R0842/001/COM:PARK	4200 - Contracted Services [Expenditure]	REPAIRS & MAINT	Gardening Services	20.000	62.940	65.898
C0006-1/IA06313/F0002/X047/R0842/001/COM:PARK	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126_CAP Park 1_Equipment	Acquisitions	200.000	200.000	-
TOTAL MSC: PARKS				**2.699.674**	**2.918.671**	**2.910.186**
O0001/IE01530/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	33.723	36.117	38.682

O0001/IE00126/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	113.979	122.072	130.739
O0001/IE00036/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	1.490.302	1.596.113	1.709.437
O0001/IE01526/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	124.192	133.009	142.453
O0001/IE00040/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	602	644	690
O0001/IE00043/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	162.454	173.988	186.341
O0001/IE00044/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	263.080	281.759	301.764
O0001/IE00045/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	10.526	11.273	12.073

O0001/IE00595/F0041/X032/R0841/001/TEC:ELCT	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	18.855	20.193	21.627
O1954-1/IE00651/F0044/X032/R0842/001/TEC:ELCT	4200 - Contracted Services [Expenditure]	EC126_ELEC1_Maintenance of Streetlights	Maintenance of Unspecified Assets	500.000	600.000	627.600
O2774-1/IE00649/F2494/X032/R0842/001/TEC:ELCT	4200 - Contracted Services [Expenditure]	EC126_ELEC2_Electrification Municipal Buildings	Maintenance of Buildings and Facilities	100.000	222.493	232.950
O0001/IE01533/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	5.913	6.332	6.782
O0001/IE00121/F0041/X032/R0841/001/TEC:ELCT	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.946	21.362	22.879
				2.843.570	**3.225.357**	**3.434.017**
C0019-1/IA01952/F0786/X032/R0842/001/TEC:ELCT	8200 - Construction WIP [Assets - Non-current Assets]	EC126_CAP ELEC 1_Electrification programme	Outsourced	7.013.000	8.580.000	7.751.000
C0261-3/IA06253/F0002/X032/R0841/001/TEC:ELCT	8900 - Property, Plant and Equipment	EC126EC126_CAP ELEC 1_Municipal Offices	Acquisitions	50.000	100.000	104.600

	[Assets - Non-current Assets]					
C0261-5/IA06313/F0002/X032/R0841/001/TEC:ELCT	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	EC126EC126_CAP ELEC 1_Municipal Offices	Acquisitions	700.000	-	-
C0019-1/IA07280/F09682/X099/R0842/001/TEC:ELCT	8900 - Property, Plant and Equipment [Assets - Non-current Assets]	LV Networks/ Energy Efficiency and Demand Grant	Acquisitions	-	3.000.000	3.350.000
				7.763.000	**11.680.000**	**11.205.600**
TOTAL MSC: ELECTRICITY				**10.606.570**	**14.905.357**	**14.639.617**
O0001/IE00126/F0041/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	17.200	18.421	19.729
O0001/IE00036/F0041/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	806.250	863.494	924.802
O0001/IE01526/F0041/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost	Municipal Running Cost	Bonus	873.969	936.020	1.002.478

	[Expenditure]					
O0001/IE00040/F0041/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	494	529	567
O0001/IE00043/F0041/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	152.894	163.749	175.375
O0001/IE00044/F0041/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	163.886	175.522	187.984
O0001/IE00045/F0041/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	10.962	11.740	12.574
O0001/IE00595/F0041/X099/R0841/001/TEC:PMU	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	12.077	12.935	13.853
O0001/IE00036/F1182/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	966.861	1.035.508	1.109.029
O0001/IE00126/F1182/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost	Municipal Running Cost	Travel or Motor Vehicle	112.976	120.997	129.588

	[Expenditure]					
O0001/IE01526/F1182/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonus	107.500	115.133	123.307
O0001/IE00121/F1182/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	19.771	21.174	22.678
O0001/IE01530/F1182/X099/R0841/001/TEC:PMU	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	32.250	34.540	36.992
				3.277.088	**3.509.762**	**3.758.955**
C0239-1/IA01952/F0791/X006/R2145/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Hawker stalls	Stalls	37.771	-	-
C0336-1/IA01952/F0791/X125/R2145/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Upgrade of Peddie extension sportsfield Phase1	Outdoor Facilities	1.389.578	-	-
C0230-28/IA01952/F0791/X006/R2142/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction Lovers twist community hall	Halls	434.773	5.494.548	6.220.325

C0230-30/IA01952/F0791/X006/R2146/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Ntloko Community hall	Halls	7.975	-	-
C0040-34/IA01952/F0791/X116/R2144/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Surfacing of Glenmore Internal streets (Planning)	Roads	8.149.886	-	-
C0040-35/IA01952/F0791/X116/R2136/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction of Ntshamanzi Internal Streets	Roads	329.894	15.633.816	17.173.035
C0261-6/IA01952/F0002/X099/R0842/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction of Municipal Offices	Municipal Offices	6.100.000	-	-
C0336-2/IA01952/F0002/X125/R2145/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Peddie Ext. Sportsfiled Internal funded	Outdoor Facilities	2.000.000	-	-
C0230-29/IA01952/F0791/X016/R2138/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction of Mqheleni Community Hall	Halls	6.813	-	-
C0230-28/IA01952/F0791/X016/R2140/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction of Bhongweni Community Hall	Halls	2.768.032	-	-

C0019-2/IA01952/F0791/X032/R2143/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Installation of 4 HighMast Lights in Feni (P1)	LV Networks	831.505	4.411.436	4.070.189
C0230-30/IA01952/F0791/X016/R2138/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction of Ngquthu Community Hall	Halls	28.918	-	-
C0040-35/IA01952/F0791/X116/R2138/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction of Nier Internal Roads	Roads	20.543	-	-
C0040-34/IA01952/F0791/X116/R2137/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction of Mkhanyeni Internal Roads	Roads	19.704	-	-
C0230-28/IA01952/F0791/X006/R0842/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Construction Tamara community hall	Halls	83.810	-	-
C0040-36/IA01952/F0791/X099/R2146/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Woodlands Internal Streets (Ward 9)	Roads	3.881.648	-	-
C0040-35/IA01952/F0791/X116/R2135/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Nxopho Internal Streets (Ward 1)	Roads	4.194.490	-	-

C0019-2/IA01952/F0791/X032/R2137/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Installation of 8 HighMast Lights x5 Mgababa (P3)	LV Networks	2.321.808	-	-
C0230-28/IA01952/F0002/X016/R2140/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Bhongweni Internal Funded	Halls	900.000	-	-
C0010-1/IA01952/F09683/X049/R2138/001/TEC:PMU	8200 - Construction WIP [Assets - Non-current Assets]	Small Towns Revitalisation	Small Towns Revitalisation	3.000.000	-	-
				36.507.150	25.539.800	27.463.550
O0001/IE06821/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	16.532	17.706	18.963
O0001/IE06912/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	60.490	64.785	69.385
O0001/IE06076/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary	965.498	1.034.049	1.107.466

O0001/IE06112/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bonuses	80.458	86.171	92.289
O0001/IE06203/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	63.939	68.478	73.340
O0001/IE06260/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	2.646	2.834	3.035
O0001/IE06138/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	151	161	173
O0001/IE00595/F0041/X116/R0841/001/TEC:ROAD	4710 - Operational Cost [Expenditure]	Municipal Running Cost	Skills Development Fund Levy	67.287	72.065	77.181
O0001/IE01530/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Leave Pay	430.000	460.530	493.228
O0001/IE01533/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Long Service Award	54.900	58.798	62.973

O0001/IE01521/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Housing Benefits	4.024	4.309	4.615
O0001/IE00121/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Cellular and Telephone	29.622	31.725	33.978
O0001/IE00126/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Travel or Motor Vehicle	94.122	100.805	107.962
O0001/IE00036/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Basic Salary and Wages	4.416.755	4.730.345	5.066.199
O0001/IE00040/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Bargaining Council	3.588	3.843	4.115
O0001/IE00043/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Medical	205.859	220.475	236.129
O0001/IE00044/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Pension	752.500	805.928	863.148

O0001/IE00045/F0041/X116/R0841/001/TEC:ROAD	4900 - Employee Related Cost [Expenditure]	Municipal Running Cost	Unemployment Insurance	55.182	59.100	63.296
O2390-1/IE00651/F2494/X116/R0842/001/TEC:ROAD	4200 - Contracted Services [Expenditure]	EC126_ROAD1_Repairs & Maint Roads : Roads	Maintenance of Unspecified Assets	700.000	754.226	789.675
O1232-2/IE01583/F0044/X116/R0842/001/TEC:ROAD	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Road Transport	15.000	9.913	10.379
O1232-2/IE00060/F0044/X116/R0842/001/TEC:ROAD	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Accommodation	130.803	70.658	73.979
O0001/IE00677/F0044/X116/R0842/001/TEC:ROAD	4200 - Contracted Services [Expenditure]	Municipal Running Cost	Catering Services	22.113	2.216	2.320
O1232-2/IE01581/F0046/X116/R0842/001/TEC:ROAD	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminars and Subject Matter Training	Air Transport	7.997	8.389	8.783
O1232-2/IE00061/F0046/X116/R0842/001/TEC:ROAD	4710 - Operational Cost [Expenditure]	EC126_Workshops, Seminar/	Daily Allowance	10.095	10.589	11.087

O0001/IE00059/F0041/X116/R0359/001/TEC:ROAD	4710 - Operational Cost [Expenditure]	Municipal Running Cost	National	30.000	30.830	32.279
O2390-2/IE00607/F0041/X116/R0842/001/TEC:ROAD	4710 - Operational Cost [Expenditure]	EC126_ROAD1_Repairs & Maint Roads : Roads	Wet Fuel	245.640	256.939	268.758
O2390-3/IE00651/F15762/X116/R0842/001/TEC:ROAD	4200 - Contracted Services [Expenditure]	EC126_ROAD1_Repairs & Maint Roads : Roads	Maintenance of Unspecified Assets	15.526.000	15.526.000	-
				15.987.647	**15.915.534**	**407.585**

INCOME	**233.222.463.81**	**235.981.280.03**	**220.929.985.07**
OPERATIONAL EXP	**201.052.847.76**	**204.208.074.97**	**200.798.780.25**
CAPITAL EXP	**49.797.005.44**	**44.194.604.90**	**40.334.221.00**
SURPLUS/ DEFICT	**(17.627.389.39)**	**(12.421.399.84)**	**(20.203.016.18)**

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

Political Offices

#	Approved and funded posts	Incumbent
1.	Mayor	Cllr S.S.Maneli
2.	Manager : Office of the Mayor	Ms. N. Ncapayi
3.	Speaker	Cllr D.Ncanywa
4.	Manager : Office of the Speaker	Mr. A. Bovu
5.	MPAC Chairperson	Cllr M.Gqo
6.	Manager MPAC	Ms. U. Galada

7.1.2 Municipal Manager Office

#	Approved and funded posts	Incumbent
1.	Municipal Manager	Mr. N. Mgengo
2.	Chief Audit Executive	Ms. L. Ramncwana
3.	Chief Risk Officer	Mr. Z.Twaise
4.	Manager : Intergrated Development Plan (IDP) & Performance Management System (PMS)	Ms. X. Maswana
5.	Manager : Legal Services	Mr.M.Mabangula

Table: Instituitional Arrangement

7.1.3 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 public participation

7.2 PUBLIC PARTICIPATION

Strategic Objectives:

- To strengthen participatory democracy by ensuring that all stakeholders are involved in decision making by 2025.
- Enhance public participation mechanisms to consider reasonable accommodation of all vulnerable groups by 2025.

7.2.1 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 Executive Committee and the Legislative and Oversight to the Speaker. Council meetings sit on quarterly basis in line with approved Council Calender. All the resolutions taken by the Council are consolidated by the Council Support Unit and submitted to the office of the Speaker to track progress on implementation. As from 2024/25 financial year,the Office of the IDP and PMS will also monitor and evaluate the implementation of the Council resolutions.

7.2.2 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 23 Councillors including Mayor and Speaker and in addition, has two (2) Traditional Leaders serving in Council. The municipality has four (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.

7.2.2.1 Standing Committees

COMMITTEES	MEMBERS
Infrastructure Development	Cllr L Mdabula – Chairperson Cllr S Maswana Cllr N Ntsunguzi Cllr N Dyalivani -Totyi Cllr B Ntabeni Cllr N Seti Cllr N Jako
Budget and Treasury Office	Cllr S Nyaniso – Chairperson Cllr N Mtati Cllr L Nomatye Cllr L Cinywa-Mcoboki Cllr P Nodala Cllr X Magini Cllr T Diginto
Corporate Services	Cllr L Mdabula – Chairperson Cllr N Lawu Cllr N Jako Cllr N Mlotana Cllr S Mhlakana Cllr M Luzipho Chief Z Njokweni
Community Services	Cllr A Nodikida-Twani Cllr N Dyalvani-Totyi Cllr S Maswana Cllr N Ntsunguzi Cllr S Mhlakane Cllr N Seti

	Chief M Matomela

7.2.3 Mechanisms and Procedures for Community and Stakeholder Participation

7.2.3.1 Communications and Public Participation Strategy

The Municipality adopted Communication and Public Participation Strategy on the 31st May 2021. These two documents provide for the functioning of public participation unit, to mainstream public participation in overall municipal planning and budgeting and to ensure municipal programmes are communicated efficiently and effectively to all stakeholders.Public participation policy which is compliant with the requirements of the Systems Act and provides for the mechanisms of public participation is in place.

7.2.3.2 Ward Committee Structures, War Rooms and Service Delivery Forums

Ngqushwa Municipality has three structures in which formalised public participation with its communities and stakeholders takes place.

- Ward committees are convened on quarterly basis,
- War Room meetings are convened on bi-monthly basis
- Service Delivery Forums are convened quarterly as basis to

All the above-mentioned structure are functional and convened to ensure that all communities form part of the discussions, wards development priorities are included in the IDP , community involvement in all the affairs of the Municipality to promote transparency and monitoring on all service delivery programmes.

7.2.3.3 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.

The purpose of the committees is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the ward. The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee for consideration. Capacitation of Ward Committees are facilitated by Office of the Speaker and other key relevant sector departments or institutions on quarterly basis e.g Civic Education,Public Participation and Role and responsibilities of Ward Committee

7.2.3.4 The War Room System

Ngqushwa Local Municipality together with various sector government departments and Public Participation team established Operation Masiphathisane War Rooms in all wards of Ngqushwa and they were launched on the 28th of March 2017 at Ncumisa Kondlo Indoor Sports Centre. This platform 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 also promotes meaningful collaboration between government, civil society, and communities to better respond to the needs of the people. 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, However none attendance by sector departments in war rooms meeting is obstructing sittings of the war room meetings at ward levels.

7.2.3.5 Service Delivery Forums

Ngqushwa Local Municipality service delivery forums were established at ward level and comprises of one representative from each village. The Local Service Delivery Forums has two representatives from each ward and will sit on a quarterly basis, they will participate as stakeholders on all service delivery and public participation programmes. These forums will serve as platform to build a responsive and accountable local government and to ensure that there is quick response to the needs of the people.

7.2.4. Community Development Workers Programme (CDWP)

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	Vacant	
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 Zwelandile Bala	078 122 0902

7.2.5 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. Traditional Councillors constitute 17% of the Municipal Council Structure and that resulted in Ngqushwa Municipality having two (2) 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. Njokweni
- Chief M. M. Matomela

7.2.6 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. D. Ncanywa- Chairperson
- Cllr. S .Maswana
- Cllr X.Magini
- Cllr. B.Ntabeni
- Cllr. N. Jako
- Cllr S.Mhlakane
- Cllr T. Dinginto

7.2.7 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. T. Dinginto – Chairperson
- Cllr. D. Ncanywa
- Cllr .A. Nodikida-Twani
- Cllr. L. Mdabula
- Cllr. S. Maswana
- Cllr. R. Taylor
- Cllr. N. Jako
- Cllr. N.Seti
- Cllr. P. Nodala
- Cllr. N. Ntsunguzi
- Cllr. N. Lawu
- Cllr. S. Mhlakane
- Cllr. N. Dyalivani-Totyi
- Cllr. N. Mtati
- Cllr. L.Cinywa-Mcoboki

7.2.8 Whips committee

This committee consists of the 3 Cllrs from the Majority party, As well, one Councillor who is a Chief Whip in their respective opposition parties. In total, the Committee consist of Six Cllrs. The administrative support to service the committee will be provided by the Manager: Office of the Speaker.

The committee of whips focus is that of ensuring a smooth transition between political parties' caucuses and Council. In that the committee amongst other would discuss Council Agendas and lift up all issues warranting Council responses that would have emanated from the political parties' caucus.

Below is the list of Whips Committee members:

- Cllr. A.Nodikida-Twani - Chairperson
- Cllr. X. Magini
- Cllr. R. Taylor
- Cllr. S.Nyaniso

7.2.9 Rules and Ethics Committee

Rules and Ethics committee regulate the internal arrangements, business and proceedings, establishment, composition, procedures, powers and functions of its Council and its committees is in place and functional .

The Rules and Ethics Committee shall have final decision making power on the following matters:

- The power to determine privileges and benefits of and use of facilities by members of the Council within the policy framework determined by the Council.
- The making of rules pertaining to the keeping of attendance registers in terms of the standing rules for Council meetings and in respect of meetings of all committees of the Council and the procedure for notification of absence from such meetings.
- The submission of proposals or comments on any matter affecting local government in terms of legislation proposed by the provincial or national legislature or any law which does not fall within the sphere of operation of any other committee of the Council.

Below is the list of Rules and Ethics Committee members:

- Cllr. D. Ncanywa – Chaiperson
- Cllr.N. Mlotana
- Cllr. L. Nomatye
- Cllr. R. Taylor
- Cllr. P. Nodala
- Cllr. X .Magini
- Cllr. B. Ntabeni

7.2.7.1 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.
- Service Delivery Forums (War Room) – 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.

7.3 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

Strategic objectives

- To promote good governance, transparency, accountability and value for money on the use of municipal resources by 2025

7.3.1 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. M. Gqo – Chairperson
- Cllr. N. Mtati
- Cllr. L.Mcoboki
- Cllr. R. Taylor
- Cllr. L. Nomatye
- Cllr. N Lawu
- Cllr M.Luzipho

7.4 INTERNAL AUDIT UNIT

Strategic Objectives

- To provide value-added and trusted assurance, consulting and advisory services to Council by 2025.

The internal audit unit has an internal audit charter which is reviewed every year and approved by the audit committee as well as the risk based annual operational internal audit plan which is approved by the audit committee.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 internal audit unit consists:

Name	Designation
Ms L Ramncwana	Chief Audit Executive
Ms N.Mlumiso	Practitioner Internal Audit
Ms Y.Ntshinga	Practitioner Internal Audit

7.4.1 Audit Committee

The Municipality does have a functional and effective audit committee. The Audit committee is an oversight committee of the council. The committee fulfils its mandate through the use of the internal audit unit.

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.

7.4.1.1. Audit Committee Members

The current audit committee is effective as from 01 September 2023 and meets at least 4 times per annum as peer its approved terms of reference.The following are the members of the committee:

1. Ms A.N.Tinta - Chaiperson
2. W.Dukuza
3. W.Mushohwe
4. M.K.Mafani

7.4.2 Municipal Audit Opinion

The municipality has received the following audit opinion in the past three years:

Financial Year	Audit Opinion
2020/21	Qualified Audit Opinion
2021/22	Unqualified Audit Opinion
2022/23	Unqualified Audit Opinion

7.5 RISK MANAGEMENT

Strategic Objectives

- To ensure an effective and efficient risk management processes by 2025

7.5.1 Risk and Fraud Management Committee

The Risk and Fraud Management Committee has been established by institution to assist the Accounting Officer to fulfil his risk management and control responsibilities in accordance with prescribed legislation and corporate governance principles. The committee is chaired by an independent member, Mr M.K Mafani who is also a member of the audit committee. The chairperson was appointed effective as from 01 October 2023 until 30 September 2026 and the committee meets at least 4 times per annum as peer its approved Risk and Fraud Management Committee Charter.

The purpose of the committee is to Committee is to assist the Accounting Officer in discharging his accountability for risk and fraud management by reviewing the effectiveness of the Municipality's risk and fraud management systems, practices, and procedures, and providing recommendations for improvement.

Ngqushwa Municipality's Council monitors risk through the Audit Committee. The chairperson of the Risk and Fraud Management Committee reports to the Audit Committee on the activities/functions of risk management. Audit 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.

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.

7.6. SPECIAL PROGRAMMES UNIT

Strategic Objectives:

- To accelerate the municipal response towards issues of vulnerable groups by 2025
- To mainstream issues of the vulnerable groups into all municipal processes and programmes by 2025

7.6.1 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 destitute families.

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.

7.6.2 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 2024/25 financial year:

- Parks and Gardens
- Waste Management
- Home Based Care
- Traffic Wardens
- Interns
- Rode Rangers
- Road Maintenance
- Data Captures
- Road Maintenance

7.6.3 Ilima Program

This program was launched in the Eastern 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 Municipality annually visits schools after matric results to commend, motivate, and 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 following identified schools within Ngqushwa jurisdiction 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.

School Name	Ward	Village
Ncedolwethu High School	5	Cross road
Imidushane High School	1	Nqqwele
Sotinini High School	7	Horton

7.6.4 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.

7.6.5 Ngqushwa ECD Centres

Ngqushwa Local Municipality has a total of 53 ECD centres from various wards.They are all registered and meet the norms and standards set by Department of Social Development.

NGQUSHWA EDC CENTRE'S	WARD
1.Bhongweni A DCC 2.Nonzame ECC 3.Lingelihle DCC	3
4.Sophakama 5.Khulisani ECC 6.Stanley Day Care 7.Eva DCC 8. Lingelethu ECC	5
9.Elukhanyisweni DCC 10.Ikhwezi Lokusa Educare Centre 11.Mseki Educare Centre 12.Masibambane ECC	6
13.Nonjongo DCC 14.Lingelihle ECC 15.Vela ECC 16.Mandela ECC 17.Nkqubela ECC 18.Asithembe ECC 19.Sophumelela DCC	7
20.Sunrise DCC 21.Siyazama DCC 22.Little Angels DCC 23.Masivuke DC and Pre School 24.Peddie Ayliff DCC 25.Nobuhle Pre Primary School 26.Siyanda DCC 27.D.M. Ngabase ECC	8
28.Khulani Creche 29.Mgwalana Educare Centre 30. Vuyolwethu ECC 31. Sakhisizwe DCC 32.Sisaqhama DCC 33.Elonwabeni ECC	9

34.Zwelitsha DCC 35.Nobumba DCC 36.Siyaphambili DCC	
37.Mpumezo Educare Centre 38.Masakhe ECC 39.Maxhego ECC 40.Zizamele DCC 41.Sakhikamva Pre School 42.Sinothando ECC	10
43.Inkwenkwezi DCC 44.Bjorn DCC 45.Nokhanyo Creche 46.St Matthews ECC 47.Ncedolwethu DCC	11
48.Embekweni Educare 49.Nkululo DCC 50.Somzamo ECC 51.Tarfield Creche 52.Sinethemba ECC 53 Masivuye DCC	12

7.6.6 Ngqushwa Schools

Primary Schools	High Schools	Independent Schools	TOTAL
68	**21**	**1**	**90**

7.6.7 Ngqushwa Health Facilities

Health Facility	Ward
Zalara Clinic	1
Tamara Clinic	1
Mtyolo Clinic	2
Mthombe Clinic	2
Tildini Clinic	2
Tyhatha Clinic	2
Nora Tuku Clinic	5
Bhele Feni Clinic	6
Ndwayana Clinic	7
Ndlambe Clinic	7
Gwabeni Clinic	7
Horton	7
Peddie Extension Clinic	8
Gate away Clinic	8
Nompumelelo Hospital	8
Matomela Mgwalana Clinic	9
Qeto	10
Sigingqini Clinic	10
Mpekweni Clini	11
Nier Clinic	12
Wesley Clinic	12

PRIMARY AND SECONDARY SCHOOLS AFFECTED BY THE SCHOOL RATIONALISATION AND REALIGNMENT PROCESS		
SCHOOL NAME	**EMIS**	**CIRCUIT**
Ntsinekana Primary	200200854	14
Sakhisizwe P/S	200200741	15

Reshwa P/S	200200729	15
Thabisile P/S	200200832	14
Knight Marambana High	200200322	14
Rode P/S	200200732	17
Pole P/S	200200692	17
Marinana P/S		17
Jama High School		16
Labobe J/S	200200348	16
Vuyolwethu P/S	200200892	16
Mhlanganiso P/S	200200480	16
Hm Makinana		15
Qaqawuligodolozi P/S	200200709	15
Alfred Giba	200200005	15
Hoyi		16
Tshiliza P/S	200200856	17
Ndabazandile		16
Njokweni		16
Maraule	200200	16
Minenkulu S.S.S	200200	16
Dam Dam P/S	200200108	14
Gcinisa P/S	200200198	15
Amahlubi P/S	200200	14
Marheledwana	200200	14
Phaphama		
Nolinge		
Siyathemba		
Ntsikizi		

7.7 INTERGRATED DEVELOPMENT PLANNING AND PERFORMANCE MANAGEMENT

Strategic Objectives

- To continuously ensure effective, economical and compliant integrated planning by 2025.

7.7.1 Integrated Development Planning (IDP)

Integrated Development planning unit is responsible for development of a coherent, long term plan for the coordination of all development and delivery in Ngqushwa. Ngqushwa IDP has a lifespan of 5 years (2022/2023 -2026/2027) that is directly linked to the Council's elected term of office and is reviewed on an annual basis. The reviewal of IDP processes are outlined in the 2024/25 IDP/Budget and PMS process plan adopted by the Council in August 2023. The adopted process plan has the following activities:

- Development of the process plan
- Situational Analysis
- Strategies and objectives
- Adoption of IDP and Budget

7.7.1.1 Ward Based Plans

Ngqushwa Local Municipality has developed Ward Based Plans in 2021/22 Financial Year. 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.

7.7 .2 Performance Management System

Strategic Objective: To promote a high –performance culture on on-going basis at all levels of the municipality by 2025.

Performance management is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets of what has to be done to make sure the goals are achieved.

7.7.2.1 Institutional Performance Management System

To strengthen good governance, Ngqushwa Local Municipality performance management unit is conducting monitoring and evaluation of IDP programmes and projects through Service Delivery Budget and Implementation Plan (SDBIP). The monitoring and evaluation of the performance management system is conducted on quarterly basis through submission of performance report and portfolio of evidence (POE's) on quarterly basis.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 and is planning towards electronic performance management system in 2024/2025 financial year.

Institutional Performance Management Policy is in place and is reviewed on annual basis. Performance reviews are conducted to all Section 57/56 Managers as guided by performance regulations and PMS policy on quarterly basis as per the approved 2024/25 performance review schedule.

7.7.2.2 Individual Performance Management System

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 to Middle managers reporting to Senior management level on quarterly basis. The municipality is planning to cascade Individual performance management system to employees reporting to middle managers as from 2024 /2025 financial year. The Municipality is currently implementing a manual Individual performance management system to ensure performance information is reported on quarterly basis and is planning towards electronic performance management system in 2024/2025 financial year to increase efficiency and improve productivity. The municipality will further cascade the performance management system up to lower level in phases. An Individual performance management policy is reviewed on annual basis.

7.8 LEGAL SERVICES

Strategic Objectives

- Ensure that legal risks and litigations are eliminated through applicable legislation by 2025.

7.8.1 Role of Legal Services

Ngqushwa Local Municipality has established a legal services unit, within the Office of the Municipal Manager in order to centralize all litigation involving the Municipality. Administratively the Legal Advisor reports directly to the Municipal Manager.

Legal Service Unit - Provides legal guidance, 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 applicable legislation so that the Municipality is not exposed to litigation. Rendering of legal services and support to council, the municipal manager and to all council's directorates and ensuring that compliance requirements are adhered to by council. The unit has a responsibility to provides legal comments on items to council submitted by directorates as well as liaising with attorneys on matters that require referral for litigations, opinions and reports. Receives, responds and distributes legal documents served to council, consults with departments and prepares litigation documents before referral to panel attorneys. Conducting inspection in conjunction with town-planning as and when required.

7.8.2 Contract Management

The Municipality has resolved that all contracts entered into with the Municipality should be formulated at the Legal Services Unit. This is informed by the realisation made by Management in respect of Service Providers not fulfilling their obligations for which they have been appointed and the payments which are consistently being made to Service Providers without having being contractually bound. The legal services unit has a duty to compile and update the contracts register and is responsible for the drafting of;

- Service level agreements,
- Memorandum of understanding and,
- Lease agreements.

7.8.3 List of New Panel of Attorneys appointed during the period of 2024/25 financial year

- L Van Rensburg t/a Wikus Van Rensburg Attorneys
- I.C Clark Inc
- DM Lukhozi Attorneys
- Magqabi Seth Zita Inc.
- Clark Laing Inco.
- Mbabane Maswazi Inc.
- Ntanjana Attorneys Inc.
- Liezel Venter Attorneys
- Funani Ndou Attorneys

7.8.4 COMMITTEES

7.8.4.1 Disciplinary Board

The disciplinary board is a sub-committee of Council and is facilitated by Legal Services Unit. The board is established in terms of Municipal Regulations for Financial Misconduct Procedures and Criminal Offences, GN 430 of 30 May 2014 ''the Regulations". Section 32 (2) (b) of the MFMA stipulates that council must recover unauthorised, irregular or fruitless and wasteful expenditure from the person liable for the expenditure unless the expenditure, after investigation by a council committee ("MPAC"), has been certified by the council as irrecoverable and written off by the council.

The board is mandated to investigate allegations of financial misconduct and financial offences. The legal advisor is a member of the Board and provides secretariat duties to the board. The committee meets on a quarterly basis and accordingly reports to Council on the matters which have been referred to the board for investigation.

7.8.5 Legal Services Policies

- Litigation Management Policy
- Delegations Policy
- Consequence Management Policy
- Protection of Personal Information Policy

7.12 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 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	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, productivity and entrepreneurship levels in our communities	Building institution and administrative capabilities
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,	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)
	economical and electrical maintenance services. • 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 2027 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.					
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	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Make cities and human settlements inclusive, safe,	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

KEY PERFROMANCE AREA	OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS	NATIONAL DEVELOPMENT PLAN	PROVINCIAL DEVELOPMENT PLAN	DISTRICT VISION 2030	Back to Basics (B2B)
	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.	resilient and sustainable				
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 • 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	Silent	Responsive, accountable, effective and efficient local government system	Silent	Silent	Sound financial management and accounting
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	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	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)
	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 information about municipal policies and programmes.				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.	

7.11 THE OFFICE OF THE MUNICIPAL MANAGER INTENDS TO DO THE FOLLOWING PROJECTS IN 2024/25:

- Review of IDP
- Implementation of Municipal Performance Management
- Implementation of Internal Audit Plan
- Risk Management
- Annual Ethics and Fraud awareness workshops
- Implementation of SPU programmes
- Legal Services
- Coordinating the functioning of service delivery forums (Ward and Local level)
- Stregthen Public Participation

7.12 CHALLENGES FACED BY THE OFFICE OF THE MUNICIPAL MANAGER DEPARTMENT

- Qualified Audit Opinion on Performance of the Municipality
- Limited financial resources for implementing programmes and projects
- 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

- Continuose capacitation of PMS unit
- Electronic Performance Management System
- 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

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:

- Are all issues identified in the TAS covered and integrated in the IDP?
- Does the IDP being analysed need to be simplified?
- Have Municipalities been accordingly analysed on basket categories *namely* High, Medium and Low?
- Is there a clear commitment by all Sector Departments involved?
- 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.
- 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.
- The monitoring and evaluation process must be well integrated with the IDP assessments.

7.15 MEC COMMENTS FROM THE PAST 3 YEARS

KPA	RATING 2020/21	RATING 2021/22	RATING 2022/23 – 2026/27	RATING 2023/24
Spatial Planning, Land, Human Settlement and Environmental Management.	High	High	High	High
Basic Service Delivery	Medium	Medium	High	Medium
Financial Planning and Budget	High	High	High	High
Good governance and Public participation	High	High	High	High
Institutional Arrangements	High	High	High	High
Overall rating	High	High	High	High

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 CATALYST PROJECTS

CATALYST PROJECTS	SOURCE OF FUNDING	Year 1 (10 Yrs) VISION 2057	Year 2 (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
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
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

CATALYST PROJECTS	SOURCE OF FUNDING	Year 1 (10 Yrs) VISION 2057	Year 2 (10 Yrs) VISION 2057
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
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
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
REVATALIZATIO N 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
REVATALIZATIO N 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
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

CATALYST PROJECTS	SOURCE OF FUNDING	Year 1 (10 Yrs) VISION 2057	Year 2 (10 Yrs) VISION 2057
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
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
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
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
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
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
DEVELOPMENT OF AN	Department of Roads and Public Works	Develop an integrated wellness plan and	Develop an integrated wellness plan and implement

CATALYST PROJECTS	SOURCE OF FUNDING	Year 1 (10 Yrs) VISION 2057	Year 2 (10 Yrs) VISION 2057
INTEGRATED WELLNESS PLAN AND WELLNESS CENTRE IN HAMBURG		wellness centre 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

8.3 DDM CATALYTIC PROJECTS

TARGETED DEVELOPMENT	PROJECT	PROJECT STATUS	INDICATOR TARGET PROJECT ALLOCATION	TARGET PROJECT ALLOCATION FIGURE SYMBOL	PHYSICAL / NON-PHYSICAL PROJECTS	LOCAL MUNICIPALITY	INDICATOR SOURCE / LEVEL	SPHERE OF GOVERNMENT IMPLEMENTING & COLLABORATIONS REQUIRED
Economic Positioning	Revitalization of Ngqushwa Irrigation Scheme	Business Plan Developed	Planning Phase	R110 740 000	Physical	Ngqushwa LM	IDP	○ **NLM** ○ **ADM** ○ **DRDAR** ○ **DRD&LR**
Infrastructure Re engineering	Revitalization of Hamburg and Peddie Town	Business Plan Developed	Planning Phase	R67 941 686	Physical	Ngqushwa LM	IDP	○ **ADM** ○ **NLM** ○ **OTP** ○ **DFFE**
Infrastructure Re engineering	Construction of New Land fill Site	NLM conducting Feasibility Study	Planning Phase	±R10m	Physical	Ngqushwa LM	IDP	○ **DEDEAT,** ○ **ADM** ○ **DW&S,** ○ **DFFE** ○ **NLM**
Infrastructure Re engineering	Construction of Beef feedlot	Business Plan Developed to Source Funding	Planning Phase	R305 540 000	Physical	Ngqushwa LM	IDP	○ **NLM** ○ **ADM** ○ **DRDAR** ○ **DRD&LR**
Infrastructure Re engineering	Construction of Strategic Economic Roads	Business Plan Compiled to Source Funding	Planning Phase	R400m	Physical	Ngqushwa LM	IDP	○ **NLM** ○ **ADM** ○ **DR DRD&LR**

Infrastructure Re engineering	Development and Construction of a Mixed Housing Development	Business Plan Compiled to Source Funding	Planning Phase	To be Determined	Physical	Ngqushwa LM		○ **NLM** ○ **ADM** ○ **DHS**
Infrastructure Re engineering	Construction of Emergency and Fire Station Centre	Business Plan Compiled to Source Funding	Planning Phase	To be Determined	Physical	Ngqushwa LM		○ **NLM** ○ **ADM** ○ **COGTA** ○ **OPT**

8.4 UNFUNDED CAPITAL INFRASTRUCTURE PROJECTS

#	Project Description	Priority Areas
1.	Community Halls	Makhuzeni,Mgwalana,Tildini,Gcinisa North,Upper Dube,Hoyi,New creation,Nxwashu,
2.	Internal Streets	Prudhoe, Gcinisa,Madliki,Gwabeni, Dlova, Dam-Dam,Ndlovini,Lower Gwalana,Cheletyuma,Gwabeni
3.	Access Roads	Ngqushwa Heritages Sites
4.	Umqwashini Heritage Theatre	Mqwashini Heritage Sites
5.	Community Chalet	Pikoli and Ndlambe
6.	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
7.	Construction of Small Stock Dipping Tank	Crossman Location,Kwashushu Location,Hlosini Location,Etyeni Location,Lower Gwalana Location
8.	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
9.	Construction of sharing sheds	Lower Gwalana Location,Tuku Location,Bell Location (renovation),Kalana Location,Mahlubini/Nyaniso Location Feni Location
10.	Beachfront upgrade	Hamburg Town,Bira Town
11.	Construction of Landfill Site	Peddie Town/Hamburg
12.	Upgrading and Refurbishment of Sports fields Phase 2	Peddie Extension
13.	Eletrification of Town streets	Peddie Town (residential)
14.	Surfacing of Internal streets	Humburg
15.	Paving of Internal Streets (Phase 2 & phase 3)	Power
16.	Fencing of grave yard	Gobozana
17.	Household electrification (extensions)	Ngqowa/Sigingqini

8.5. KPA 1: INSTITUTIONAL DEVELOPMENT AND DESIGN

DESCRIPTION PROJECT	YEAR 1 2022/23	Revenue Source	YEAR 2 2023/24	Revenue Source	YEAR 3 2024/25	Revenue Source	YEAR 4 2025/26	Revenue Source	YEAR 5 2026/27	Revenue Source
	Implementation of Human Resource Plan	Equitable Share	Implementation of Human Resource Plan	Equitable Share	Implementation of Human Resource Plan	Equitable Share	Implementation of Human Resource Plan	Equitable Share	Implementation of Human Resource Plan	Equitable Share
	Reviewal and implementation of records management strategy	Equitable Share	Reviewal and implementation of records management strategy	Equitable Share	Reviewal and implementation of records management strategy	Equitable Share	Reviewal and implementation of records management strategy	Equitable Share	Reviewal and implementation of records management strategy	Equitable Share
	Implementation of employme	Equitable Share	Implementation of employme	Equitable Share	Implementation of employme	Equitable Share	Implementation of employme	Equitable Share	Implementation of employme	Equitable Share

	nt equity plan		nt equity plan		nt equity plan		nt equity plan		nt equity plan	
	Reviewal of ICT governance framework	Equitable Share	Reviewal of ICT governance framework	Equitable Share	Reviewal of ICT governance framework	Equitable Share	Reviewal of ICT governance framework	Equitable Share	Reviewal of ICT governance framework	Equitable Share
	Reviewal of municipal policies and by lwas	Equitable Share	Reviewal of municipal policies and by lwas	Equitable Share	Reviewal of municipal policies and by lwas	Equitable Share	Reviewal of municipal policies and by lwas	Equitable Share	Reviewal of municipal policies and by lwas	
			Branding and Marketing of the Municipality	Equitable share	Branding and Marketing of the Municipality	Equitable share a	Branding and Marketing of the Municipality	Equitable share	Branding and Marketing of the Municipality	Equitable share
			Implementation of Communication Action Plan	Equitable Share	Implementation of Communication Action Plan	Equitable Share	Implementation of Communication Action Plan	Equitable Share	Implementation of Communication Action Plan	Equitable Share

8.6 KPA 2: QUALITY BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT - PROJECT PLAN: MUNICIPAL INFRASTRUCTURE GRANT (MIG)

WARD	Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
1	Tamara Community Hall	Tamara Community Hall (from 2022/23)	Nxopho Internal Streets	Mtati Internal Streets	
2		Ngqutu Community Hall		Mavatulana Community Hall	Tapushe Community Hall
3		Bhongweni A Community Hall	Bongweni A Community Hall (from 2023/24)		Mrataza Community Hall Bhulukazi Internal Streets
4	Machibi Internal Roads			Phole Internal Streets	Ngxakaxa Community Hall
5	Lover's Twist Community Hall	Lover's Twist Community Hall (from 2022/23)		Bell Internal Streets Tuku B Community Hall	Tyityaba Internal Streets
6	Polar Park Internal Roads			Nyaniso Internal Streets	
7	• Mxaxa Internal Roads • Surfacing of Glenmore Internal streets (Planning)	Surfacing(Paving) of Glenmore Internal Streets Phase 1	Surfacing (Paving) of Glenmore Internal Streets Phase 2	Surfacing (Paving) of Glenmore Internal Streets Phase 3 Maqhosha Community Hall	Surfacing (Paving) of Glenmore Internal Streets Phase 4
8	• Establishment of New Landfill site (Planning Phase) • Construction of Hawkers stalls in Peddie Town • Upgrade of Peddie Extensions Sports field Phase 1	Upgrade of Peddie Extension Sports field Phase 1	Completion - Upgrade of Peddie Extension Sport Field Phase 1	German Village Community Hall	Durban Internal Streets
9	Ntloko Community Hall	Ntloko Community Hall (from 2022/23)	Woodlands Internal Streets	Ross (Paradise)Internal Streets	Lower Mgwalana Internal Streets
10	Ntshamanzi Internal Streets	Ntshamanzi Internal Streets (2022/23)		Upper Qeto Community Hall	Lower Qeto Internal Streets
11		Mkanyeni Internal Streets		Mpekweni Sportsfield	
12		Mqheleni Community Hall & Nier Internal Roads			Wesley Community Hall

8.6.1 MUNICIPAL DISASTER RECOVERY GRANTS (Damages Road Regravelling and Storm water repairs)

WARD	Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
1	Ngqwele, Gobozana, Bhele, Zalarha, Tyeni , Mthathi				
2		Lower Mthombe, Upper Mthombe,			
3	Torr, Gcinisa North				
4		Rode, Kwa-Madiki, Mdolomba			
5		Tuku A, B, C, Crossroads			
6		Makhahlana, Dam-Dam, Feni, KwaMaphiko, eMahlubini, Cheletyuma			
7			Hlosini, Rura, Qamnyana to Glenmore, Ndwayana, & Ndlambe.		
8			Power settlement, Peddie extension, German villages		
9			Pikoli villages, Mgwalana, Runletts, Ntloko		
10				eSigingqini, Lower and Upper Qheto	
11				Prudhoe	
12				Wesley	

8.6.2 INTERGRATED NATIONAL ELECTRIFICATION PROGRAM (INEP) (Electrification of Households)

WARD	Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
1					
2		Nyatyora (2), Tyhatha (15), Upper Mthombe (8), Mavathulana (4), Qugqwala (18), Ngquthu (4), Tildin (16), Zondeka (2)	Tapushe (11), Zondeka (7), Lower Mthombe (4)		
3			Crossman (5), Bhongweni A&B (13), G cinisa South (13), Shushu (10), Hlosini (9) Khalana (9) Mabongo (10)		
4					
5		Crossroads (5), Hoyi (4), Lovers twist (16), Woodridge (21), Tyityaba (19),			

		Tuku B (12), Tuku A (9), Bell (20), Leqeni ((12)			
6		**Installation High Mast lights (Feni)** Cisirha (5), Feni (9), Makhahlana (15), Mahlubini (15)	Celetyuma (12) Feni (8)		**Installation of High Mast lights (Cisira)**
7			Baltein (14) Qamnyana (4)		
8		**Upgrading of Public Lighting (Peddie town)**			
9		Mgwalana (26), Ntloko (11)			
10			Ntshamanzi (13), Lower Qeto (5), Newtondale (5), Mtati (19), Maxhegweni (10)		
11			**Installation of High Mast lights (Mgababa)** Prudoe (8), Mpekweni (18), Mgababa (9) Mphekweni (18)		
12		**Upgrading of Public lighting (Hamburg)**	Bhingqala (10) Benton (8) Wesley (11)	**Installation of High Mast lights (Benton)**	

8.7 KPA 3: LOCAL ECONOMIC DEVELOPMENT AND SPATIAL DEVELOPMENT PROJECTS

	Year 1	Revenue Source	Year 2	Revenue Source	Year 3	Revenue Source	Year 4	Revenue Source	Year 5	Revenue Source
	2022/2023		2023/2024		2024/2025		2025/2026		2026/2027	
OPEX PROJECTS	Implementation of LED Strategy	Equitable Share	Implementation of LED Strategy	Equitable Share	• Implementation of LED Strategy • Establish partnership with public and private institutions	Equitable Share	• Implementation of LED Strategy • Establish partnership with public and private institutions	Equitable Share	• Implementation of LED Strategy • Establish partnership with public and private institutions	Equitable Share
	Implementation of Coastal Management plan	Equitable share and Own Revenue	Implementation of Coastal Management plan	Equitable share and Own Revenue	• Implementation of Coastal Management plan • Establish partnership with public and private institutions	Equitable share and Own Revenue	• Implementation of Coastal Management plan • Establish partnership with public and private institutions	Equitable share and Own Revenue	• Implementation of Coastal Management plan • Establish partnership with public and private institutions	Equitable Share and Own Revenue
	Implementation of Traffic and protection services plan	Equitable share	Implementation of Traffic and protection services plan	Equitable share	Implementation of Traffic and protection Strategy	Equitable share	Implementation of Traffic and protection Strategy	Equitable share	Implementation of Traffic and protection Strategy	Equitable Share

	Sourcing of funding for environment projects	Equitable Share	Sourcing of funding for environment projects	Equitable Share	Sourcing of funding for environment projects	Equitable Share	Sourcing of funding for environment projects	Equitable Share	Sourcing of funding for environment projects	Equitable Share
	Implementation of IWMP	Equitable Share	Implementation of WMP	Equitable Share	Implementation of WMP	Equitable Share	Implementation of WMP	Equitable Share	Implementation of WMP	Equitable Share
	Facility Management		Maintenance of Municipal Facilities	Equitable Share	• Maintenance of Municipal Facilities • Construction of Municipal Offices	Equitable Share	Maintenance of Municipal Facilities	Equitable Share	Maintenance of Municipal Facilities	Equitable Share

8.8 KPA 4: FINANCIAL VIABILITY AND MANAGEMENT PROJECTS

	Year 1	Revenue Source	Year 2	Revenue Source	Year 3	Revenue Source	Year 4	Revenue Source	Year 5	Revenue Source
	2022/2023		2023/2024		2024/2025		2025/2026		2026/2027	
OPEX PROJECTS	Implementation, monitoring and reporting on the Financial Recovery Plan	Own Revenue	Implementation, monitoring and reporting on the Financial Recovery Plan	Own Revenue	Implementation, monitoring and reporting on the Financial Recovery Plan	Own Revenue	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	Development of GRAP compliant Financial Statements and Fixed Asset Register	Own Revenue	Development of GRAP compliant Financial Statements and Fixed Asset Register	Own Revenue	Development of GRAP compliant Financial Statements and Fixed Asset Register	Own Revenue
	Compliance with SCM regulation - Compliance with SCM regulation	Own Revenue	Compliance with SCM regulation - Compliance with SCM regulation	Own Revenue	Supply Chain Management - Compliance with SCM regulation	Own Revenue	Supply Chain Management - Compliance with SCM regulation	Own Revenue	Supply Chain Management - Compliance with SCM regulation	Own Revenue
	Expenditure Management	Own Revenue	Expenditure Management	Own Revenue	Expenditure Management	Own Revenue	Expenditure Management	Own Revenue	Expenditure Management	Own Revenue
	Revenue Management	Own Revenue	Revenue Management	Own Revenue	Revenue Management	Own Revenue	Revenue Management	Own Revenue	Revenue Managementy	Own Revenue

8.9 KPA5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION PROJECTS

OPEX PROJECTS	Year 1	Revenue Source	Year 2	Revenue Source	Year 3	Revenue Source	Year 4	Revenue Source	Year 5	Revenue Source
	2022/2023		2023/2024		2024/2025		2025/2026		2026/2027	
	Review and Implementation of IDP	Equitable share and Own Revenue	Review and Implementation of IDP	Equitable share and Own Revenue	Review and Implementation of IDP	Equitable share and Own Revenue	Review and Implementation of IDP	Equitable share and Own Revenue	Review and Implementation of IDP	Equitable share and Own Revenue
	Review and Implementation of vision 2057	Equitable share and Own Revenue	Review and Implementation of vision 2057	Equitable share and Own Revenue	Review and Implementation of vision 2057	Equitable share and Own Revenue	Review and Implementation of vision 2057	Equitable share and Own Revenue	Review and Implementation of vision 2057	Equitable share and Own Revenue
	Implementation of Institutiona and Individual Performance Management System	Equitable share and Own Revenue	Implementation of Performance Management System (Institutional and Indivudual PMS)	Equitable share and Own Revenue	Implementation of Performance Management System (Institutional and Indivudual PMS)	Equitable share and Own Revenue	Implementation of Performance Management System (Institutional and Indivudual PMS)	Equitable share and Own Revenue	Implementation of Performance Management System (Institutional and Indivudual PMS)	Equitable share and Own Revenue
					Procurement of Electronic Performance Management System	Equitable share and Own Revenue				
	Branding and Marketing of the Municipality	Equitable share and Own Revenue								
	Implementation of Communication Action Plan	Equitable share and Own Revenue								
	Implementation of the Risk Based Internal Audit Plan	Equitable share and Own Revenue	Implementation of Internal Audit Plan	Equitable share and Own Revenue	Implementation of Internal Audit Plan	Equitable share and Own Revenue	Implementation of Internal Audit Plan	Equitable share and Own Revenue	Implementation of Internal Audit Plan	Equitable share and Own Revenue
			Risk and Fraud Management	Equitable share and Own Revenue	Risk and Fraud Management	Equitable share and Own Revenue	Risk and Fraud Management	Equitable share and Own Revenue	Risk and Fraud Management	Equitable share and Own Revenue

	Conduct annual strategic risk assessment and coordinate mitigation mechanisms	Equitable share and Own Revenue	Conduct annual strategic risk assessment and coordinate mitigation mechanisms	Equitable share and Own Revenue	Conduct annual strategic risk assessment and coordinate mitigation mechanisms	Equitable share and Own Revenue	Conduct annual strategic risk assessment and coordinate mitigation mechanisms	Equitable share and Own Revenue	Conduct annual strategic risk assessment and coordinate mitigation mechanisms	Equitable share and Own Revenue
	Implementation of SPU programmes	Equitable share and Own Revenue	Implementation of SPU programmes	Equitable share and Own Revenue	Implementation of SPU programmes	Equitable share and Own Revenue	Implementation of SPU programmes	Equitable share and Own Revenue	Implementation of SPU programmes	Equitable share and Own Revenue
	Implementation of Puplic Participation Programmes	Equitable share and Own Revenue	Implementation of Puplic Participation Programmes	Equitable share and Own Revenue	Implementation of Puplic Participation Programmes	Equitable share and Own Revenue	Implementation of Puplic Participation Programmes	Equitable share and Own Revenue	Implementation of Puplic Participation Programmes	Equitable share and Own Revenue
	Development of Youth Development Strategy	Equitable share and Own Revenue	Implementation of Youth Development Strategy	Equitable share and Own Revenue	Implementation of Youth Development Strategy	Equitable share and Own Revenue	Implementation of Youth Development Strategy	Equitable share and Own Revenue	Implementation of Youth Development Strategy	Equitable share and Own Revenue

9. SECTOR DEPARTMENTS PROJECTS 2024/2025

2024/2025 DEPARTMENT OF TRANSPORT

RE-GRAVELLING

LM	NATURE OF SUPPORT	BUDGET
Ngqushwa	8km of re-gravelling or patch gravelling	R6 million

MULTI-YEAR EXPANDED PUBLIC WORKS PROGRAMME

Local Municipality	PROJECTS	NATURE OF SUPPORT	Number Of Participants per project	BUDGET
Ngqushwa LM	Household Contractors	Routine Road Maintenance	494	Awaiting budget finalisation
	Scholar Transport Monitors	Safety of Learners	17	Awaiting budget finalisation
	Transport Facilitators	safety of bus users	5	Awaiting budget finalisation
	Community Development Support	Administration	1	Awaiting budget finalisation
	Supervisors	Supervision and M&E	33	Awaiting budget finalisation
	Road Rangers	Safety of road users	11	Awaiting budget finalisation
	Upscaling project(Routine maintenance i.e MR00521,Peddie to Lovertwist Road	Routine Road Maintenance	31	R7,000,000.00

2024/25 SCHOLAR TRANSPORT

LOCAL MUNICIPALITY	SCHOOL NAME	BENEFICIARIES	Budget
NGQUSHWA MUNICIPALITY	AMAZIZI SENIOR SECONDARY SCHOOL	621	R5,025,101.95
	DANINGE L/H PRIMARY SCHOOL		
	EMFUNDWENI SENIOR SECONDARY SCHOOL		
	FENI COMBINED PRIMARY SCHOOL		
	FEZEKA PRIMARY SCHOOL		
	HLOSINI PRIMARY SCHOOL		
	JULY SENIOR SECONDARY SCHOOL		
	LUJIKO PRIMARY SCHOOL		
	MATOMELA SENIOR SECONDARY SCHOOL		
	MZOMNCANE JUNIOR PRIMARY SCHOOL		
	MZUXOLILE HIGH SCHOOL		
	NCEDOLWETHU SENIOR SECONDARY SCHOOL		
	NDWAYANA PRIMARY SCHOOL		
	NQWENERANA PRIMARY SCHOOL		
	NTYATYAMBO PRIMARY SCHOOL		
	QETO PRIMARY SCHOOL		
	QINGQA MNTWANA JUNIOR PRIMARY SCHOOL		
	SAKHINGOMSO PRIMARY SCHOOL		
	SIBONELELO JUNIOR SECONDARY SCHOOL		
	SOTININI SENIOR SECONDARY SCHOOL		

2024/2025 ESKOM

Project Name	Budget Year	Project Type	DoE TOTAL Planned CAPEX Excl 15% VAT	DoE TOTAL Planned CAPEX Incl 15% VAT	TOTAL Planned Connections
Ngqushwa Extension Pre-eng (2026/27 Plan)	2025-2026	Pre-Engineering	R 300 000.00	R 345 000.00	
Ngqushwa Type 1 Infills	2025-2026	Infills	R 561 000.00	R 645 150.00	60
Ngqushwa Extension	2025-2026	Households	R 8 000 000.00	R 9 200 000.00	200

DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM (2024/25-2025/26)

Project	Ward	Budget	Financial Year
Harding Farm Boerehole	11	R300 000	2024/25
Peddie Extension Grazing Land Fencing (7km)	8	R500 000	2025/26
Crossman Animal Handling Facility	3	R200 000	2025/26
Tyeni Dip Tank Repairs	1	R200 000	2025/26
Lower Gwalana Shearing Shed	10	1,2million	2025/26
Beef Value Chain Complex (Infrastructure)	12	1,2million	2024/25

DEPARTMENT OF MINERAL RESOURCE AND ENERGY 2024/25 – 2026/27 MUNICIPALITY MTEF

MUNICIPALITY	2024/25 R'000	2025/26 R'000	2026/27 R'000	MTEF TOTAL R'000
Ngqushwa	7 012 for 263HH conn			

DEPARTMENT OF HUMAN SETTLEMENT

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	STATUS	PROJECT BUDGET	EXPENDITURE	CHALLENGES	PROGRESS TO DATE
Mphekweni 500	500	Construction of 10 units	Running	R 2.88m		The Department has accelerated the Beneficiary administration process. Contractor finally secured funding. The Department instructed the Contractors to appoint a qualified OHS Consultant.	Contractor is employed. NHBRC Enrolment is done. Beneficiary administration underway. OHS Plan is underway.
Gcinisa 500	500	Complete state of readiness	Planning	R 2.88m	R0	Budgetary constraints	Procurement of a Professional Service Provider underway
Peddie 500	500	Complete 105 new units and 105 VIP Toilets	Stalled	R 16,234,584.10	R 12,164,659.63	Department is proposing session and surrender options to the Contractor.	Not started : 1 Slabs : 0 Wall plate : 0 Roof : 0 Finishings : 6 Completed : 104 VIP toilets : 46

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	STATUS	PROJECT BUDGET	EXPENDITURE	CHALLENGES	PROGRESS TO DATE
Gcinisa 500	500	Complete state of readiness	Planning	R 2.88m	R0	Budgetary constraints	Procurement of a Professional Service Provider underway
Hamburg 500	500	Complete state of readiness	Planning	R 2.88m	R0	Budgetary constraints	A Developer has been appointed
Glenmore 500	500	Complete state of readiness	Planning	R 1,5m	R0	Budgetary constraints	A Developer has been appointed

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	STATUS	PROJECT BUDGET	EXPENDITURE	CHALLENGES	PROGRESS TO DATE
GLEMORE	1000	Feasibility Study	New	None	None	Financial Constraints	None
CROSS ROADS	440	Feasibility Study	New	None	None	Financial Constraints	None
MGABABA	798	Feasibility Study	New	None	None	Financial Constraints	None
TUKU A	500	Feasibility Study	New	None	None	Financial Constraints	None
MANKONE/HORTON	287	Feasibility Study	New	None	None	Financial Constraints	None
LEWIS	215	Feasibility Study	New	None	None	Financial Constraints	None

ANNEXURE : CIRCULAR 88 INDICATORS

MUNICIPAL NAME:	

Output Planning Template: 2023-24	
Performance indicator	
	OUTPUT INDICATOR
EE1.11	Number of dwellings provided with connections to mains electricity supply by the municipality
EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes
EE3.21	Percentage of planned maintenance performance
WS1.11	Number of new sewer connections meeting minimum standards

WS2.11	Number of new water connections meeting minimum standards
WS3.11	Percentage of callouts responded to within 24 hours (sanitation/wastewater)
WS3.21	Percentage of callouts responded to within 24 hours (water)
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed
TR6.13	KMs of new municipal road lanes built
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time
FD1.11	Percentage of compliance with the required attendance time for structural firefighting incidents
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area

LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services
LED3.11	Average time taken to finalise business licence applications
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission
GG1.21	Staff vacancy rate
GG1.22	Percentage of vacant posts filled within 3 months

GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)
GG2.12	Percentage of wards that have heald at least once councillor-convened community meeting
GG2.31	Percentage of official complaints responded to through the municipal complaint management system
GG4.11	Number of agenda items deferred to the next council meeting
GG5.11	Number of active suspensions longer than three months
GG5.12	Quarterly salary bill of suspended officials

OUTPUT INDICATO

WS5.31	Percentage of total water connections metered
ENV4.11	Percentage of biodiversity priority area within the municipality

ENV4.21	Percentage of biodiversity priority areas protected
TR6.11	Percentage of unsurfaced road graded
GG3.12	Percentage of councillors who have declared their financial interests

QUARTERLY C

C1.	Number of signed performance agreements by the MM and section 56 managers
C2.	Number of ExCo or Mayoral Executive meetings held
C3.	Number of Council portfolio committee meetings held
C4.	Number of MPAC meetings held
C6.	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters
C7.	Number of formal (minuted) meetings - to which all senior managers were invited- held
C8.	Number of councillors completed training
C9.	Number of municipal officials completed training
C10.	Number of work stoppages occurring

C11.	Number of litigation cases instituted by the municipality
C12.	Number of litigation cases instituted against the municipality
C13.	Number of forensic investigations instituted
C14.	Number of forensic investigations conducted
C15.	Number of days of sick leave taken by employees
C16.	Number of permanent employees employed
C17.	Number of temporary employees employed
C18.	Number of approved demonstrations in the municipal area
C19.	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings
C20.	Number of permanent environmental health practitioners employed by the municipality
C22.	Number of Council meetings held
C23.	Number of disciplinary cases for misconduct relating to fraud and corruption
C24.	Number of council meetings disrupted
C25.	Number of protests reported
C26.	R-value of all tenders awarded
C27.	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations
C28.	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations
C29.	Number of approved applications for rezoning a property fo
C30.	Number of business licenses approved
C32.	Number of positions filled with regard to municipal infrastructure
C33.	Number of tenders over R200 000 awarded
C34.	Number of months the Municipal Managers' position has been filled (not Acting)
C35.	Number of months the Chief Financial Officers' position has been filled (not Acting)

C36.	Number of vacant posts of senior managers
26.00	Number of filled posts in the treasury and budget office
C40.	Number of filled posts in the development and planning department
C42.	Number of registered engineers employed in approved posts
C43.	Number of engineers employed in approved posts
C44.	Number of discliplinary cases in the municipality
C45.	Number of finalised disciplinary cases
C47.	Number of waste management posts filled
C49.	Number of electricians employed in approved posts
C51.	Number of filled water and wastewater management posts
C56.	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)
C57.	Number of registered electricity consumers with a mini grid-based system in the municipal service area
C58.	Total non-technical electricity losses in MWh (estimate)
C59.	Number of municipal buildings that consume renewable energy
C61.	Total number of chemical toilets in operation
C63.	Total volume of water delivered by water trucks
C67.	Number of paid full-time firefighters employed by the municipality
C68.	Number of part-time and firefighter reservists in the service of the municipality
C69.	Number of 'displaced persons' to whom the municipality delivered assistance
C71.	Number of procurement processes where disputes were raised
C73.	Number of structural fires occurring in informal settlements
C74.	Number of dwellings in informal settelements affected by structural fires (estimate)
C76.	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders
C77.	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based

C78.	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned
C79.	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement
C86.	Number of households in the municipal area registered as indigent
C89.	Number of meetings of the Excutive or Mayoral Committee postponed due to lack of quorum

	ANNUAL CO
C5.	Number of recognised traditional leaders within your municipal boundary
C21.	Number of approved environmental health practitioner posts in the municipality
C31.	Number of approved posts in the municipality with regard to municipal infrastructure
C37.	Number of approved posts in the treasury and budget office
C39.	Number of approved posts in the development and planning department
C41.	Number of approved engineer posts in the municipality
C46.	Number of approved waste management posts in the municipality
C48.	Number of approved electrician posts in the municipality
C50.	Number of approved water and wastewater management posts in the municipality
C52.	Number of maintained sports fields and facilities
C53.	Square meters of maintained public outdoor recreation space
C54.	Number of municipality-owned community halls
C60.	Total number of sewer connections
C62.	Total number of Ventilation Improved Pit Toilets (VIPs)

	COMPL
Q1.	Does the municipality have an approved Performance Management Framework?
Q2.	Has the IDP been adopted by Council by the target date?

Q3.	Does the municipality have an approved LED Strategy?
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage?
Q5.	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality?
Q7.	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.
Q8.	Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:
Q9.	Does the municipality have an Internal Audit Unit?
Q10.	Is there a dedicated position responsible for internal audits?
Q11.	Is the internal audit position filled or vacant?
Q12.	Has an Audit Committee been established? If so, is it functional?
Q13.	Has the internal audit plan been approved by the Audit Committee?
Q14.	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
Q15.	Does the internal audit plan set monthly targets?
Q16.	How many monthly targets in the internal audit plan were not achieved?
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?
Q19.	Is the municipal supplier database aligned with the Central Supplier Database?
Q20.	What is the number of steps a business must comply with when applying for a constru

Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.