



KING SABATA DALINDYEBO LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW 2023/24



The Municipal Manager

King Sabata Dalindyebo Municipality, Corner Owen and Sutherland Street, Mthatha, 5099

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The notable contributions and inputs have been strengthened by the understanding of cooperative governance from the inception till final stages of planning. This required robust engagements and unpacking Annual Performance Plans (APPs) and aligning them to the IDPs and SDBIPs. Their assistance and valuable contribution is acknowledged and appreciated with gratitude.

GLOSSARY OF TERMS

AA:	Administrative Authority
ABET:	Adult Based Education and Training
ABP:	Area Based Plans
AIDS:	Acquired Immune Deficiency Syndrome
ASGISA:	Accelerated and Shared Growth Initiative of South Africa
BBBEE:	Broad Based Black Economic Empowerment
B2B:	Back to Basics
CBOs:	Community Based Organisations
CDWs:	Community Development Workers
CLARA:	Communal Land Rights Act No. 11 of 2004
CRDP:	Comprehensive Rural Development Programme
CIF:	Capital investment Framework
CMA:	Catchment Management Area
COO:	Chief Operations Officer
COVID-19:	Corona Virus Discovered in 2019
DEDEAT:	Department of Economic Development, Environmental Affairs and Tourism
DEA:	Department of Environmental Affairs
DCOGTA:	Department of Co-operative Governance & Traditional Affairs
DM:	District Municipality
DDM:	District Development Model
DRDAR:	Department of Rural Development & Agrarian Reform
DWA:	Department of Water Affairs
EC:	Eastern Cape
ECBCP:	Eastern Cape Biodiversity Conservation Plan
ECPSDP:	Eastern Cape Provincial Spatial Development Plan
ECSECC:	Eastern Cape Socio-Economic Consultative Council
KSDM:	King Sabata Dalindyebo Municipality
EMF:	Environmental Management Framework
EXCO:	Executive Committee
4iR:	Fourth Industrial Revolution
GDP:	Gross Domestic Product
GDS:	Growth and Development Summit

GGP:	Gross Geographic Product.
GIS:	Geographic Information System
HIV:	Human Infected Virus (<i>human immunodeficiency virus</i>)
ICT:	Information and Communication Technology
IDP:	Integrated Development Plan
IGR:	Intergovernmental Relations
ISDM:	Integrated Service Delivery Model
ISRDp:	Integrated Sustainable Rural Development Programme
ITPs:	Integrated Transport Plans
IPILRA:	Interim Protection of Informal Land Rights Act
IDC:	Industrial Development Corporation
ISDM:	Integrated Service Delivery Model
IWMP:	Integrated Waste Management Plan
ORDM:	OR TAMBO District Municipality
KPA:	Key Performance Area
KPI:	Key Performance Indicator
SDF:	Spatial Development Framework
LDO:	Land Development Objectives
LED:	Local Economic Development
LGMIM:	Local Government Management Improvement Model
LRAD:	Land Redistribution for Agriculture Development
LM:	Local Municipality
LGMIM:	Local Government Improvement Model
LUMS:	Land Use Management System
MEC:	Member of the Executive Council
MFMA:	Municipal Finance Management Act
MIG:	Municipal Infrastructure Grant
MM:	Municipal Manager
MANCOM:	Management Committee
MSA:	Municipal Systems Act
MSIG:	Municipal Systems Improvement Grant
MSP:	Master Systems Plan
MSCOA:	Municipal Standard Chart Of Account

MTEF:	Medium Term Expenditure Framework
MTREF:	Medium Term Revenue and Expenditure Framework
MTSF:	Medium Term Strategic Framework
MAYCO:	Mayoral Committee
MYPE:	Mid-year population estimates
NDP:	National Development Plan, Vision 2030
NEMA:	National Environmental Management Act
NGO:	National Government Organisations
NSDP:	National Spatial Development Perspective
PDP:	Provincial Development Plan
PMS:	Performance Management System
PES:	Poverty Eradication Strategy
PMO:	Project Management Office
PSDP:	Provincial Spatial Development Plan
PSDF:	Provincial Spatial Development Framework
PGDS:	Provincial Growth Development Strategies
PLAS:	Pro-active Acquisition of Land Strategy
PLTF:	Provincial Land Transport Framework
PSF:	Provincial Strategic Framework
RDA:	Rural Development Agency
RDAT:	Rural Development & Agrarian Transformation
RDP:	Reconstruction and Development Programme
RED:	Rural & Economic Development
RULIV:	Rural Livelihoods
SANRAL:	South African National Road Agency
SDF:	Spatial Development Framework
SDG:	Sustainable Development Goals
SPLUMA:	Spatial Planning and Land Use Management Act
SEDA:	Small Enterprise Development Agency
SETA:	Sector Education Training Authority
SMME:	Small, Medium & Micro Enterprises
SOE:	State Owned Entities
STEP:	Sub Tropical Ecosystem Planning Project

SAPS:	South African Police Services
TA:	Tribal Authority
TVET:	Technical, Vocational Education & Training
ULM:	Umzimvubu Local Municipality
VIP:	Ventilated Improved Pit Latrine
WMA:	Water Management Area
WMP:	Water Management Plan
WSA:	Water Services Authorities
WSDP:	Water Services Development Plan
WSU:	Walter Sisulu University

MAYOR'S FOREWORD



The vision of King Sabata Dalindyebo (KSD) Local Municipality is driven by the strategic thrust of becoming a metropolitan municipality by 2026. This strategic thrust is underpinned by an envisioned smart city where all communities enjoy quality of life, diversity, economic growth, sustainability and an inclusive government.

During the Strategic Planning Session, the Municipality has emphasised the importance of values, integrity, a customer centred approach, accountability, responsibility, and speed in execution. A central theme going forward is that of *decisive action in the execution* of all resolutions in line with the broader mandate of addressing the historical triple challenges facing the country and a particular focus on the following:

- i. Localisation of NEC Lekgotla resolutions
- ii. The electricity crisis including load-shedding
- iii. Alternative electricity provision
- iv. Hygienic water supply and sanitation
- v. Waste removal services
- vi. The high rate of unemployment, inequality and poverty
- vii. The high crime rate and gender-based violence
- viii. Environmental disasters that continue to plague the municipality and require stakeholders to be mobilised for support.
- ix. The deteriorating infrastructure e.g., buildings, roads, sports facilities and art centres

The Strategic Planning Session has also proposed the following to attract investment opportunities:

- i. Accelerate investment in social and economic infrastructure.
- ii. Human resource development.
- iii. Investment in ICT.
- iv. Creating and maintaining sound stakeholder relations.
- v. Developing sector-specific investment and development strategies
- vi. Developing investment attraction incentives within the municipality
- vii. Infrastructure development and investment: Mthatha Airport expansion and provision of services for new housing developments.
- viii. Define and align the definition of being an agricultural potential hub.
- ix. Promote, position and invest in the marketing of KSD.
- x. Unlock heritage, culture, and tourism investment opportunities.

All these must be aligned with the spirit and principles of the new District Development Model.

On economic reconstruction and recovery, in the past term had been progress made in the implementation of the following initiatives:

- i. The Wild Coast Special Economic Zone and the the revitalisation of Vulindlela Business Park.

The following were noted as major projects to be championed:

- i. The Vulindlela Industrial Park.
- ii. The Mqanduli Milling Plant and Feedlot support.
- iii. The Special Economic Zone (SEZ).
- iv. An informal Trade Support programme.
- v. Private sector, mixed-use development- Silverton and Airport Property Development.

Furthermore, the high crime rate requires strong relationships between the ppolicing sector and the KSD ccommunities. The Community Policing Forums (CFPs) should be effective and encouraged in all areas of the KSD community.

This plan gives full effect to the organisational development and sets out our development priorities for the duration of the Council term. We will continue to build a municipality that creates an enabling environment for economic growth and job creation, and to aid those who need it most. We will continue to strive for the provision of quality services to all. It is our commitment in this Council term to contribute actively to the development of our towns and villages, offer high quality services to all and provide adequate support to our entrepreneurs, provide a conducive environment for businesses and investments to thrive.

We commit to be resilient, smart, customer centricity and responsive and accountable management. It is worth mentioning and noting that, we continue to derive our mandate on a various national and through provincial policy implementation documents and guidelines.

I thank everyone who participated on the Review of IDP 2023/24 process and further invite all our important stakeholders to walk through the journey with us.

CLLR. G.N. NELANI
EXECUTIVE MAYOR

EXECUTIVE SUMMARY



King Sabata Dalindyebo Municipality has successfully undertaken the review of its five-year Integrated Development Plan for 2023/24 Financial Year. The Process Plan was adopted by Council on the 31st of August 2022 for the roll out of the IDP development stages. All the stages as legislatively guided were achieved as encapsulated in the process plan.

There were Representative Forums, Technical Committee Meetings and Intergovernmental Relations platforms created for the purposes of collaborative planning. The municipality has received high rating for the credibility of the IDP as per the Department of Cooperative Development and Traditional Affairs Guidelines.

The IDP Review 2023/24 is based on the five-year IDP 2022-27. The comments raised by the MEC have been addressed in this reviewed IDP. The municipality held its Lekgotla on the 2-3 March 2023 for political guidance. Internal municipal departments held their own departmental strategic planning sessions to ensure relevant Standing Committees, Government Departments, Stakeholders and Officials can influence reviewal of the IDP.

After the departmental strategic plannings and the Mayoral Lekgotla, there was a Mega Strategic Planning for the institution to finalise the planning exercise considering the existing plans, held on 7-10 March 2023.

The strategy has reviewed and confirmed relevance of the following six Key Performance Areas in line with National and Provincial Government:

1. Spatial Planning
2. Basic Service Delivery and Infrastructure Development,
3. Financial viability and management,
4. Local Economic Development
5. Good governance and public participation,
6. Municipal Transformation and Institutional Development

The municipality will prepare the Service Delivery and Budget Implementation Plan (SDBIP) based on the priorities as identified for finalisation by June 2023. The budget allocations have been made for each department and financial recovery plan is being prioritised to address financial challenges facing KSDM. The municipality has ensured that it prioritises the revenue collection and has identified all the gaps in our revenue collection processes. The services of the debt collector were made to improve the collection rate and reduce the current ages analysis of the municipal debtors. In terms of the monies owed, businesses are owing more money, domestic use and government.

Part of the gaps identified were weaknesses in the by-laws that are not adequately implemented and some of the by-laws that do not exist. All the new by laws have been identified for the roll out for 2023/24 financial year.

The political leadership has also identified weaknesses in the performance of the different sectors of the economy and our local economy depending on surrounding provinces for support. The agricultural sector and industrial development will be strengthened to ensure that there is local produce within the local economy, within this process, local small businesses will be given the priority for any opportunities for local beneficiation and small business development.

All these challenges can be achieved through the implementation of the District Development Model (DDM). The municipality will foster a culture of direct accountability for the political and administrative leadership with communities. Now, Senior Managers are evaluated for their performance in each quarter through the performance agreements concluded with each directorate and the political leadership will also be assessed through political mandate.

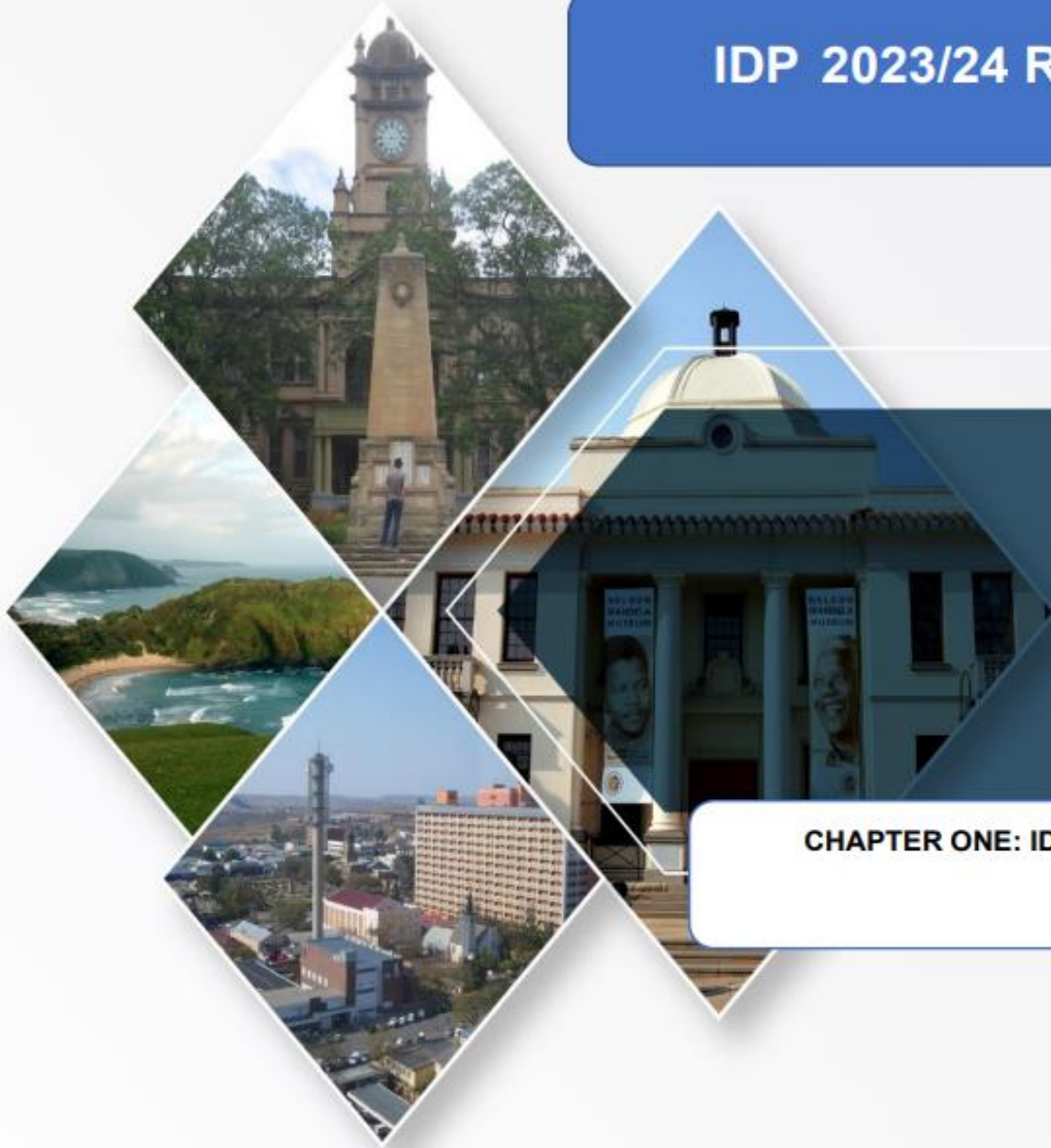
N. Pakade
Municipal Manager

King Sabata Dalindyebo Municipality



KING SABATA DALINDYEBO LOCAL MUNICIPALITY

IDP 2023/24 REVIEW



CHAPTER ONE: IDP PRE-PLANNING

CHAPTER ONE: PRE-PLANNING

1.1 INTRODUCTION

This document is a culmination of IDP process Plan 2023/24 IDP adopted by Council on the 31st August 2022. The Municipal Systems Act No. 32 of 2000, Section 25 of the Act requires each Municipal Council to prepare and adopt an IDP, Section 35 of the Act defines this legally mandated IDP as the principal strategic municipal planning document, which must guide all other plans, strategies and resource allocation, investment and management decisions in the municipality. Section 36 of the Act stipulates that a municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with the plan. Municipal Finance Management Act, Act No. 56 of 2003 advocates the annual review of the IDP and Budget preparation.

1.2 IDP PROCESS PLAN OVERVIEW 2023/24 IDP REVIEW

The IDP Process Plan of the King Sabata Dalindyebo for 2023/24 facilitates decision-making on issues such as municipal budgets, land use planning and management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. To ensure certain minimum quality standards of the IDP and Budget review process, and proper coordination between, and within spheres of government, municipalities need to prepare IDP Review and Budget Formulation Process Plan (Process Plan). The Process Plan must include the following:

- A programme specifying the timeframes for the different planning steps,
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP Review and Budget formulation processes,
- Cost estimates for the Review Process; and
- Take into cognisance that one ward has been added to KSD Local Municipality.

The Process Plan for 2023/24 must also be set out in writing and requires the adoption by Council, and it is critical that the previous Annual Performance Report be presented to communities as part of the IDP Review process.

1.3 ORGANISATIONAL ARRANGEMENTS FOR PROCESS PLAN

The Executive Mayor and the Municipal Manager are responsible for managing and drafting the municipality's IDP, a range of other role-players were also involved in the process. Table below sets out the roles and responsibilities of these role-players:

Table 1: Organisational Arrangements for Process Plan

Role Player	Roles and responsibilities
Council	▪ Approves and adopts the process and framework plans as well as the IDP,

Role Player	Roles and responsibilities
	▪ Monitor the implementation and approve any amendments of the plan when necessary.
Executive Mayor	▪ Overall management, coordination and monitoring of the process and drafting of the IDP, which he/she assigns to the municipal manager, ▪ Presents draft framework and process plans to council for adoption, ▪ Political coordination and management of the resulting implementation programme, and ▪ Presents draft reviewed IDP to the Municipal Council for approval and adoption.
IDP Representative Forum	▪ Provides an organisational mechanism for discussion, negotiation and decision-making between stakeholders, ▪ Represents the interests of their constituencies in the IDP review process, ▪ Monitors the performance of the planning and implementation process. ▪ Ensure that sector plans are aligned with and are part of the Municipality's IDP, ▪ Prepare their plans, strategies and budgets guided by and in support of the IDP prepared by the Municipalities, ▪ Ensure that each sector's input is incorporated in the IDP, and ▪ Develop sector strategies and programme for the next five years with all the relevant role-players.
Municipal Manager	▪ Manages and coordinates the entire IDP process, as assigned by the Executive Mayor, ▪ Facilitates the horizontal and vertical alignment of the District IDP preparation and review process, ▪ Chairs the IDP steering committee, and ▪ Coordinates the IDP with national and provincial government department initiatives to ensure proper alignment of programme.
IDP Steering Committee	▪ Provides technical and advisory support in the IDP development process, ▪ Monitors and evaluates effective management of IDP, ▪ Ensures strategic management of the implementation programme, ▪ Monitors programme expenditure against budget, ▪ Commissions research studies and business plans for projects,

Role Player	Roles and responsibilities
	▪ Ensures alignment between the IDPs of the District Municipality and between Local Municipalities in the district, and ▪ Ensures alignment (through the Provincial Department of Local Government as official point of entry) between municipalities in the O R Tambo District and Provincial Government and National Government line departments as and where relevant. This can also be achieved in the form of the District Development Model approach.

In line with the requirements of Section 25 (1) of the Municipal Systems Act 32 of 2000, as amended the King Sabata Dalindyebo Municipality has embarked on a robust development of its Integrated Development (IDP) 2022/27 financial year. Based on the same Act, 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 which:

- a) Links, integrates and co-ordinate plans and considers proposals for the development of the municipality,
- b) Aligns the resources and capacity of the municipality with the implementation of the plan,
- c) Forms the policy framework and general basis on which annual budgets must be based,
- d) Complies with the provisions of this chapter, and
- e) Is compatible with National and Provincial development plans and planning requirements binding the IDP formulation in terms of legislation.

The IDP formulation permits the municipality to improve and align plans and strategies to include additional issues. It also ensures that these plans and strategies inform institutional and financial planning. The development of IDP is based on three major principles namely, consultative, strategic, and implementation-oriented planning.

Section 25 of the Municipal Systems (Act 32 of 2000): Adoption of Integrated Development Plan

- (1) 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 in line with Chapter 5 of the same Act read with Municipal Finance Management Act No. 56 Of 2003, and Section 152 & 153 of the Constitution of the Republic of South Africa, Act 108 of 1996.

Section 25 of the Municipal Systems (Act 32 of 2000): Adoption of process

- (1) Each municipal council, within a prescribed period after the start of its elected term, must adopt process set out in writing to guide the planning, drafting, adoption, and review of its Integrated Development Plan.

Section 34 of the Municipal Systems (Act 32 of 2000): Annual review and amendment of Integrated Development Plan, as amended, dictates that each municipal council must engage itself on a continuous review of its Integrated Development Plan (IDP). Based on the review a municipal council may amend its integrated development plan in accordance with the requirements set out in the Municipal Systems Act 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and 2006 and the Municipal Finance Management Act 56 of 2003.

The IDP review permits the municipality to improve and align plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning. The review and amendment of the IDP thus, further develops the IDP and ensures that it remains the principal management tool and strategic instrument for the Municipality. The review of this IDP will be based on three major principles namely, consultative, strategic and implementation-oriented planning. The IDP formulation and implementation process will therefore be guided by the following legislation or policies:

- Constitution of the Republic of South Africa, 1996,
- Local Government: Municipal Systems Act, 2000,
- Local Government: Municipal Structures Act, 1998 as amended,
- Local Government Municipal Finance Management Act, 2003,
- White Paper of Local Government,
- National Development Plan as well as other National Policies,
- Provincial Development Plan,
- OR Tambo District Development Plan,
- KSD 2030 Vision,
- Spatial Planning and Land Use Management Act, 2014, and
- Furthermore, the IDP must conform to the prescribed Circular 88 Key Performance Indicators and direction.

A good environment for the preparation of the IDP has been established. As prescribed by Section 28 of MSA, a process plan was prepared and adopted by Council. The Process Plan made provision for institutional arrangements, roles and responsibilities, the Organisational structure, procedures, and mechanisms for public participation and for alignment of the IDP with that of the O.R Tambo District Municipality. The main purpose of the IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the municipality. In doing so it contributes towards eradicating the development legacy of the past, operationalises the notion of developmental local government and foster a culture of co-operative governance amongst the three spheres.

a) IDP Objectives

Integrated development planning is a process whereby municipalities prepare strategic development plans for a five-year period. IDPs are the main platforms through which sustainable provision of service delivery could be achieved. They intend to promote co-ordination between local, provincial and national government. Once adopted by Council, these plans should inform planning, decision making, budgeting, land management, promotion of local economic

development, and institutional transformation in a consultative systematic and strategic manner.

The main objective of developing an IDP is the promotion of developmental local government, through the following: -

- Institutionalising performance management to ensure meaningful, effective, and efficient delivery (monitoring, evaluation, and review), speed up service delivery through making more effective use of scarce resources,
- Enabling the alignment and direction of financial and institutional resources towards agreed policy objectives and programmes, and,
- Ensure alignment of local government activities with other spheres of development planning through the promotion of intergovernmental co-ordination.

b) Status of the IDP

This IDP is the review of the five-year IDP 2022-2027, that have been approved by the Council. According to Section 26 of the MSA the Municipal Spatial Development Framework (MSDF) must be aligned to the IDP. All other spatial plans must be aligned with the MSDF. Therefore, no spatial plan of the municipality may contradict the MSDF or the IDP.

Section 35(2) of the MSA, indicates that a spatial development framework contained in the Integrated Development Plan prevails over a plan defined in section 1 of the Physical Planning Act, 1991 (Act No. 125 of 1991). Section 1 of the Physical Planning Act defines 'plan' as a national plan, a regional development plan, a regional structure plan or an urban structure plan: -

- Assist the municipality to focus on environmentally sustainable development strategies and delivery,
- Assist in the development of a holistic strategy for local economic development and job creation in the context of a strong poverty alleviation focus,
- Strengthen democracy and institutional transformation, and,
- Attracting additional funds from private investors and sector departments as the IDP indicates a developmental direction.

A critical concept in the development of an IDP is ensuring that integration takes place. The IDP process and development of plans amounts to an advantage to ensure alignment of all the plans with the IDP. This will ensure that consolidated and integrated sectoral programmes will be developed and that aspects, both horizontally and vertically, ranging from spatial, economic, environmental, and social impacts are completely connected.

This IDP also aims to: -

- Create a higher level of focus and thereby improve the strategic nature of the document,
- Align this strategic document with the limited financial and human resources,

- Align the IDP with the activities of the municipality's departments and other social partners in other spheres of government, and,
- Align the IDP with the various sector and management plans of the municipality.

c) Institutional Arrangements

IDP process are properly managed and implemented accordingly. A joint effort between the different role players is imperative for fair and just decisions to be reached.

Organizational arrangements are based on the following principles:

- Public Participation has to be institutionalized to ensure that all residents have an equal right to participate,
- Structural participation must specify the participants, who they represent, issues to be taken forward, organizational mechanisms and the effects of the participation, and,
- The Municipal Council adopts and approves the Process Plan and for the purposes of the IDP Process will undertake the overall management and co-ordination of the planning process which includes ensuring that:
 - All relevant actors and procedures for the Public Consultation and participation are applied,
 - The planning events are undertaken in accordance with the time scheduled,
 - The Planning process is related to the real burning issues in the Municipality,
 - It is a strategic and implementation orientated process,
 - The sector planning requirement is satisfied,
 - Adopts and approves the IDP,
 - Adjusts the IDP in accordance with the MEC of DLGTA's proposal, and
 - Ensures that the annual business plans, budget, and land use management decisions are linked to and based on the IDP.

The IDP Guide Pack recommends the following roles and responsibilities: -

Mayor

The Mayor Co-ordinates and makes the final decisions on issues regarding the process plan.

The Municipal Manager

The Municipal Manager as delegated by the Executive Mayor has the responsibility to prepare, properly manage, monitor, organize and implement the planning process on a daily basis.

Technical Committee

As the persons in charge for implementing IDP's, the technical/ sector officers must be fully involved in the planning process to: -

- Provide methodological assistance on the development of IDP Process Plan,
- Manage and monitor the IDP, Budget and PMS from development of IDP, Budget and PMS Process plan until the final approval of IDP, Budget and PMS,
- Provide relevant technical, sector and financial information for analysis for determining priority issues,
- Contribute technical expertise in the consideration and finalisation of strategies and identification of projects,
- Provide departmental operational and capital budgetary information,
- Be responsible for the preparation of project proposals, the integration of projects and sector programmes, and,
- Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for local government.

IDP Steering Committee

A steering committee, to master the integration and ensure horizontal and vertical alignment has to be formally established and composed Senior Management and Middle Management of KSD Municipality, and OR Tambo District Municipality, co-opted stakeholders where applicable: -

Chaired by: The Municipal Manager

Secretariat: - IDP Unit / Appointed Professional Team (where applicable)

Heads of Departments and Middle Management (KSD Municipality):

- Chief Operations Officer (COO)
- Chief Financial Officer (CFO),
- Chief Executive Audit,
- Chief Risk Audit,
- Director: Rural & Economic Development (RED),
- Director: Technical Services,
- Director Human Settlements,
- Director: Corporate Services,
- Director: Community Services, and
- Director: Public (Community) Safety).

Other appointed officials:

- Senior Managers from National and Provincial Departments, OR Tambo District Municipality, Sister Municipalities, Parastatals (SOEs), and
- Sector Specialists (Heads of all Sector Departments).

IDP Representative Forum (Community Representation)

The IDP Representative forum is the structure which institutionalises and guarantees representative participation in the IDP process. The selection of members to the IDP Representative Forum has to be based on criteria that ensure geographical and social representation.

The composition of the IDP Representative forum:

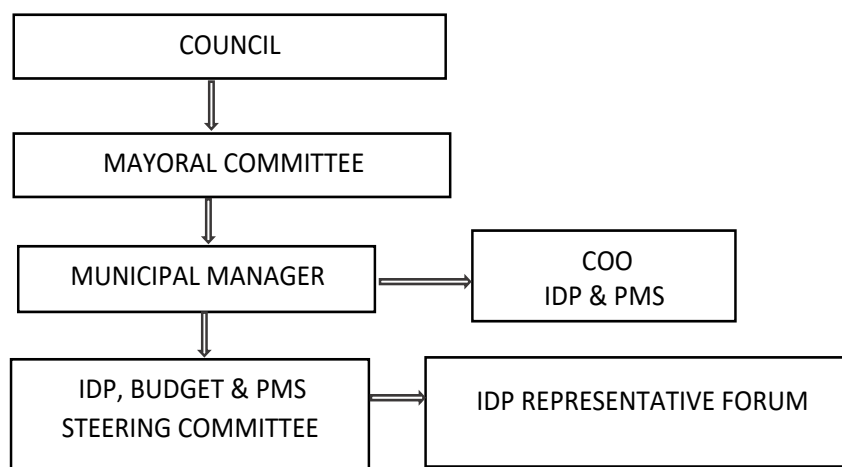
Chairperson- Executive Mayor or a Member of the Committee of Appointed Councillors

Secretariat- IDP Steering Committee (Municipal Manager / IDP Manager/ Appointed Professional Team)

Members:

- All Steering Committee Members,
- Members of the Mayoral Committee,
- Councillors (including Councillors who are members of the district council and relevant portfolio Councillors),
- Traditional leaders,
- Ward committee Secretaries,
- Community Development Workers,
- Community Health Workers,
- Heads of Department/Senior Officials (internal),
- OR Tambo District Municipality,
- National and Provincial Government departments,
- Organised Business and Labour,
- Stakeholders' representatives of organised groups (NGOs, CBOs, etc.) ,
- Co-Operatives, Taxi Associations,
- Resource persons, and
- Relevant Community representatives.

Figure 1: IDP Process Organisational Structure



1.4 ORGANISATIONAL STRUCTURE OF THE IDP PROCESS

Mechanisms and Procedures for Public Participation

One of the main features of the IDP Process is the involvement of the community and stakeholder organization in the process as well as participation of affected and interested parties to ensure that the IDP addresses the real issues that are experienced by the citizens of the municipality.

Public Participation Principles

In order to ensure public participation, Chapter 4 (Sec 17 to 22) of the Municipal Systems Act requires the municipality to create appropriate conditions that will enable participation as a minimum requirement:-

- The elected Council is the ultimate decision-making body on IDP's,
- The role of participatory democracy is to inform stakeholders and negotiate with them on issues of development planning,
- To give stakeholders an opportunity to provide input on decisions taken by Council, and
- This should be done in particular with regard to disadvantaged and marginalized groups.

Structured Participation

A structured public process was followed:

- It is critical for the municipality to embark on a ward-based approach to reach the vast majority of the community and document their needs and aspirations,
- Use of Ward-to-Ward Community IDP Outreach,
- Existing public participation structures were utilised, for example the existing IDP Representative Forum,
- The residents and stakeholders were informed of the Municipalities intention to embark on the IDP Process,
- Appropriate forms of media were utilised to ensure that all members of the community are notified of progress of the IDP as well as planned meetings,
- The Municipality website was also utilised to communicate and inform the community.
- Copies of the IDP and Budget will be uploaded on the website,
- All relevant community and stakeholder organizations were invited to register as members of the IDP representative Forum,
- An appropriate language and accessible venues were used to allow all stakeholders to freely participate,
- The IDP Rep Forum meetings were scheduled to accommodate the majority of members,
- The Community and Stakeholders representatives were given adequate time to conduct meetings or workshop with the groups they represent,
- Copies of the IDP Documents were accessible for all communities and stakeholders with adequate time provided to comment,

- Council meetings regarding the approval of IDP were open to the public, and
- IDP Outreach meetings were called and communicated with the Traditional Leaders and the bigger community.

One of the major challenges is the lack of participation of sector departments; as a result, the municipality had a meeting focusing on strengthening the IGR Forum. The participation of government departments has improved but it needs a concerted effort to ensure that it is honoured by all stakeholders.

Public Participation Process

Public participation was encouraged throughout the IDP process, to empower communities and harness vibrant democratic culture within the decision-making processes of the municipality. Public participation was promoted in the following manner: -

- The Newspaper advertisements to inform communities of the key steps in the process,
- Use of the IDP steering committee to debate technical solutions, even though participation was found to be weak in some instances,
- Use of the IDP Representative Forum to afford participants an opportunity to contribute to the process and share the views of their communities,
- Traditional Leaders, Ward Councillors, Community Development Workers, and Ward Committees were engaged to keep communities informed on the IDP process as well as conveying community needs,
- The draft IDP was advertised for public comments, and was made accessible to all members of the public,
- The IDP/ Budget Roadshows were conducted to solicit public comments on the draft IDP and Budget,
- Appropriate language usage including Xhosa, in the IDP meetings,

d) Legislative Framework

The Constitution of the Republic of South Africa regulates and directs the operations and existence of the local sphere of government. Section 152 of the Constitution clearly sets out the objects of local government. A municipality must strive to achieve the following objects: -

- 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 organizations in matters of local government.

Section 153 of the Constitution also stipulates that a municipality must: -

- Structure and manage its administration and budgeting and planning process to give priority to basic needs of the community and to promote the social and economic development of the community, and
- Participate in National and Provincial Development Programmes.

Section 25 of the Local Government Municipal Systems Act 32 of 2000, amended 2009 (MSA) stipulates that each municipal council must, after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality, and which aligns the resources and capacity of the municipality with the implementation of the plan. The IDP should form the policy framework and general basis by which annual budgets must be based on and should be compatible with the national and provincial development plans and planning requirements. Section 26 of the MSA prescribes the following peremptory components that an IDP must reflect on: -

- The municipal Council's vision including the municipal critical development and transformation needs,
- An assessment of existing level of development in the municipality,
- The Council's developmental priorities and objectives including its local economic development aims,
- The Council's developmental strategies which must be aligned to national and provincial sector plans,
- A spatial development framework which must include the provisions of basic guidelines for a land use management system,
- The Council's operational strategies,
- A Financial Plan: which must include a budget projection for the next three years; and
- The Key Performance Indicators and Performance Targets determined in terms of Section 41. of the MSA 34 of 2000

The municipal Planning and Performance Management Regulations (2001) sets out the following further requirements for and IDP:

- An institutional framework for implementation of the IDP and to address the municipality's internal transformation,
- Investment initiatives must be clarified,
- Development initiatives including infrastructure, physical social and institutional development, and
- All known projects plans and programmes to be implemented within the municipality by any organ of state.

The Municipal Finance Management Act 56 of 2003 (MFMA) provides for closer alignment between the Annual Budget and the compilation of the IDP.

PROCESS FOLLOWED- PLANNED ACTIVITIES

The table below outlines the process need to be followed in the development of the IDP

Table 2: Process Plan Activities

ACTIVITY	LEGISLATIVE REQUIREMENTS	ACTUAL DATE	RESPONSIBILITY	PROGRESS TO DATE
JULY 2022				
Consultation with BTO, PMS, IGR& Speakers Office	Section 21 of the MFMA 56 of 2003: Budget Preparation Process reads with Section 28 of the Municipal Systems Act, 32 of 2000	15 July 2022	Manager: IDP	Achieved
Alignment of draft IDP/Budget &PMS Process Plan with the O R Tambo District Municipality IDP Framework	Section 21 of the MFMA 56 of 2003: Budget Preparation Process reads with Section 28 & 29 of the Municipal Systems Act, 32 of 2000	15 July 2022	Manager IDP	Achieved
AUGUST 2022				
IDP /Budget Technical/ Steering Committee – to report on the refined draft IDP/ Budget and PMS Process Plan 2023/24	Institutional Calendar in line with Section 21 of the MFMA 56 of 2003: Budget Preparation Process reads with Section 28 & 29 of the Municipal Systems Act, 32 of 2000	05 August 2022	Municipal Manager/ Director: RED, All Directors	Achieved
IDP/ Budget & PMS Technical Committee/ MANCOM – to discuss draft IDP, Budget and PMS Process Plan 2023/24	Section 21 of the MFMA 56 of 2003: Budget Preparation Process reads with Section 28 & 29 of the Municipal Systems Act, 32 of 2000	08 August 2022	Municipal Manager	Achieved
Presentation of draft Annual Performance report to the MANCOM Meeting		16 August 2022	Manager PMS	Achieved
Mayoral Committee- to submit draft IDP, Budget and PMS Process Plan 2023/24 for its onward submission to Council for Adoption	Institutional Calendar in line with Section 21 of the MFMA 56 of 2003: Budget Preparation Process reads with Section 28 & 29 of the Municipal Systems Act, 32 of 2000	18 August 2022	Executive Mayor	Achieved
IDP Representative Forum meeting- Presentation on key deadline dates of the draft IDP, Budget and PMS Process Plan 2023/24 to stakeholders	Section 21 of the MFMA 56 of 2003: Budget Preparation Process reads with Section 28 & 29 of the Municipal Systems Act, 32 of 2000	19 August 2022	Executive Mayor	Achieved
Provincial IDP Assessment (MEC Comments on the IDP)	Section No. 31 & 32 of the Municipal Systems Act N0. 32 of 2000	22-26 August 2022	Manager: IDP	Achieved
Council consider IDP, Budget and PMS Process Plan 2022-23 for adoption	Section 30 of the Municipal Systems Act, 32 of 2000 reads with Section 53 of the Municipal Finance Management Act, 56 of 2003	31 August 2022	Executive Mayor	Achieved
Rollovers applications and submission of AFS to be sent to treasury with 2022/23	Section 121 of the Municipal Finance Management Act, 56 of 2003	31 August 2022	CFO	Achieved

ACTIVITY	LEGISLATIVE REQUIREMENTS	ACTUAL DATE	RESPONSIBILITY	PROGRESS TO DATE
SEPTEMBER 2022 (IDP MONTH)				
Submission of IDP and PMS Process Plan to OR Tambo DM and other spheres of government	Section 21 of the MFMA 56 of 2003: Budget Preparation Process read with Section 28 (1) of the Municipal Systems Act, 32 of 2000	02 September 2022	Manager IDP	Achieved
Replication of ward-based planning to all wards (desktop session-in-house)	Section 16 & 29 of the Municipal Systems Act, No. 32 of 2000	07- 09 September 2022	Manger IDP	Achieved
Advertise IDP/ PMS and Budget Process Plan on the local print media	Section 21 of the MFMA, 56 of 2003: Budget Preparation Process reads with Section 28 of the Municipal Systems Act, 32 of 2000	08 September 2022	Manager IDP/ Budget & Accounting/ Communications	Achieved
IDP/Budget Framework Workshop- to engage IDP Representative Forum Stakeholders on the IDP/ Budget Process it intends to follow	Section 21 of the MFMA, 56 of 2003 reads with Section 29 of the Municipal Systems Act No. 32 of 2000	08 September 2022	Portfolio Head: Budget Treasury Office / CFO	Achieved
IDP Steering Committee meeting- presentation of Ward-to-Ward Community Outreach	Section 28 of the Municipal Systems Act No. 32 of 2000 reads with Section 21 of the Municipal Finance Management Act, 56 of 2003	09 September 2022	Manager IDP/ Budget & Accounting/ Communications	Achieved
Review of Ward Based Profiles – Rollout programme to the wards' stakeholders	Section 16 & 29 of the Municipal Systems Act, No. 32 of 2000 reads with Section 21 of the Municipal Finance Management Act, 56 of 2003	15 - 19 September 2022	Manager IDP	Achieved
Ward to Ward IDP, Budget, and PMS Outreach Programmer – Needs Analysis and Prioritization	Section 16 & 29 of the Municipal Systems Act, No. 32 of 2000 reads with Section 21 of the Municipal Finance Management Act, 56 of 2003	19 September to – 30 September 2022	Executive Mayor & Members of the Mayoral Committee	Achieved
Submission of Personnel Request Forms	Section 21 of the Municipal Finance Management Act, 56 of 2003: Budget Preparation Process	22 - 30 September 2022	Director Corporate Services	Achieved
IGR Technical Committee	Intergovernmental Relations Framework	23 September 2022	Manager IGR	Achieved
Presentation of draft Annual report to the MANCOM Meeting		30 September 2022	Manager PMS	Achieved

OCTOBER 2022				
HR and Budget collate Personnel Request Forms and analyze results through staff keys book	Section 21 of the MFMA 56 of 2003: Budget Preparation Process	05 – 21 October 2022	Director Corporate Services, CFO, GM Budget and Accounting and GM: Human Resources	Achieved
Mayoral Committee meeting Tabling of first draft IDP situational Analysis	Section 55. (i) of Municipal Systems Act N0 32 of 2000	14 October 2022	Executive Mayor	Achieved
IDP/ PMS Technical/ Steering Committee – Presentation and discussions on the situational analysis	Section 26 & 34 & 55 of the Municipal Systems Act, No.32 of 2000 reads with Section 21 & 53 of the Municipal Finance Management Act, 56 of 2003	20 October 2022	Municipal manager, All Directors	Achieved
Analyze results of personnel expenditure and communicate to Directorates	Section 21 of the MFMA 56 of 2003: Budget Preparation Process	24 - 31 October 2022	Director Corporate Services, CFO GM Budget and Accounting and GM Human Resources	Achieved
IDP Representative Forum to present first draft Situational Analysis Report	Section 16 & 26 of the Municipal Systems Act No. 32 of 2000 reads with Section 21 of the Municipal Finance Management Act, 56 of 2003	26 October 2022	Executive Mayor/ Professional team	Achieved
Submission of Performance Reports and Performance Information of the first quarter to Council	Section 46 of the Municipal Systems Act No. 32 of 2000 reads with Section 52d of the Municipal Finance Management Act, 56 of 2003	31 October 2022	Executive Mayor and Municipal Manager	Achieved
Submission of D-Form to NERSA	Section 43 of the MFMA: Applicability of Tax and Tariff capping on Municipalities	31 October 2022	GM: Budget and Accounting, CFO and Electrical Engineer	Achieved
NOVEMBER 2022				
Submission of Budget Request Forms General Expenses-Capital outlay, Capital Budget, Operating Projects, and Review of Tariffs	Section 21 of the MFMA 56 of 2003: Preparation Process	04 - 21 November 2022	Municipal Manager, All Directorates	Achieved
Check with National, Provincial Governments and District Municipalities for any information in relation to budget and adjustment budget to projected allocations for the next three years.	Section 21 36 & 37 of the Municipal Finance Management Act, 56 of 2003	07 - 30 November 2022	GM: Accounting and Budget /CFO	Achieved

Discuss draft Audit Report from the Auditor-General for the 2022/23 financial statements	Section 121, 126 of the Municipal Finance Management Act, 56 of 2003 reads with Section 46 of the Municipal Finance Management Act, 56 of 2003	11-30 November 2022	GM: Accounting and Budget /CFO	Achieved
CFO to collate budgets and analyse results	Section 21 of the Municipal Finance Management Act 56 of 2003	25 - 30 November 2022	GM: Accounting and Budget /CFO	Achieved
IDP/PMS and Budget Reviewal Workshop – First Draft IDP Review	Section 29 of the Municipal Systems Act, No. 32 of 2000 reads with Section 21 of the Municipal Finance Management Act, 56 of 2003	28 - 30 November 2022	CFO	Achieved as planned
IDP Representative Forum –Discussion on: Development of Strategies and Objectives Project identification	Section 26 of the Municipal Systems Act, No. 32 of 2000 reads with Section 19, 21 & 53 of the Municipal Finance Management Act, 56 of 2003	29 November 2022	Executive Mayor	Achieved
DECEMBER 2022				
IDP/PMS and Budget Technical Steering Committee – Sum-up Strategies and Objectives and Projects Formulation	Section 26 of the Municipal Systems Act No. 32 of 2000 reads with Section 19 & 53 of the Municipal Finance Management Act, 56 of 2003	09 December 2022	Municipal Manager	Achieved
IGR political	Intergovernmental Framework Relations	10 December 2022	Manager IGR	Achieved
JANUARY 2023				
IDP/ PMS and Budget Technical/ Steering Committee to Finalize developmental strategies and objectives		09 January 2023	Municipal Manager	Achieved
Mayoral Committee meeting Tabling of Final draft of Strategies & Objectives engagement by MAYCO and Projects	Section 19 of the MFMA Act 56 of 2003. reads with Section 26 of Local Government: Municipal Systems Act no 32 of 2000.	13 January 2023	Office of the Executive Mayor	Achieved
Obtain any adjustments to projected allocations for the next three years from National, Provincial Governments & District Municipalities.	Section 21 of the MFMA 56 of 2003: Budget Preparation Process	16-23 January 2023	GM: Accounting and Budget /CFO	Achieved
IDP Rep Forum – Fine-tune & Finalise developmental strategies and objectives	Section 16 of Local Government: Municipal Systems Act, No.32 of 2000	17 January 2023	Executive Mayor	Achieved
Special Council Meeting – Table into the Council an Annual Report, the Audit Report for 2022/23, and Mid –Year report 2022/23	Section 72 & 121 of the Municipal Finance Management Act, 56 of 2003 reads with Section 46 of the Municipal Systems Act, No. 32 of 2000	25-30 January 2023	CFO	Achieved

FEBRUARY 2023				
Budget adjustment Consultation Process begins	Section 28 of the Municipal Finance Management Act, 56 of 2003	01-03 February 2023	GM: Budgeting and Accounting	Achieved
Standing Committee Planning, IGR & Research	Institutional Calendar	03 February 2023	Municipal Manager	Achieved
IDP, Budget and PMS Technical/ Steering Committee - To discuss 1 st Adjustment Budget	Section 21 & 28 of the Municipal Finance Management Act, 56 of 2003	09 February 2023	Municipal Manager	Achieved
IDP Representative Forum – Present First Draft IDP, Budget Integration and & Sectoral Alignment	Section 24 & 26 of the Municipal Systems Act, No. 32 of 2000 reads with Section 21 & 53 of the Municipal Finance Management Act, 56 of 2003	23 February 2023	Executive Mayor	Achieved
Midyear engagement	Finance Management Act, 56 of 2003	23 February 2023	CFO	Achieved
Rural Economic Development Committee	Institutional Calendar	28 February 2023	Municipal Manager	Achieved
Council to approve 1st Adjustment Budget	Section 28 of the Municipal Finance Management Act, 56 of 2003	28 February 2023	Executive Mayor and Municipal Manager	Achieved
MARCH 2023				
Approval of Electricity Tariffs by NERSA	Section 43 of the Municipal Finance Management Act 56 of 2003	03-31 March 2023	CFO	Achieved
IDP/ PMS and Budget Technical / Steering Committee/MANCOM -first draft IDP 2023/24 and Draft MTREF Budget 2023/2024 - to prepare for MEGA Strategic Session	Section 24 & 25 of the Municipal Systems Act No. 32 of 2000 reads with Section 21 & 24 of the Municipal Finance Management Act 56 of 2003	08 March 2023	Municipal Manager/ CFO/ Director: RED	Achieved
Mayoral Committee meeting	Institutional Calendar	09 March 2023	Executive Mayor	Achieved
MEGA Strategic Planning Session - Presentation of first draft IDP, PMS 2022/23 and MTREF Budget 2023/2024 to finalise integration, alignment of budgets	Section 24 & 26 of the Municipal Systems Act, No. 32 of 2000 reads with Section 21 & 53 of the Municipal Finance Management Act, 56 of 2003	13-16 March 2023	Executive Mayor	Achieved
IDP Representative Forum Meeting- Presentation of first draft IDP, Budget PMS 2022/23 and MTREF Budget 2023/2024 to finalize integration, alignment of budgets		16 March 2023	Executive Mayor	Achieved
Council adopts First Draft 2023/24 IDP, PMS and MTREF Budget and Budget policies for 2023/24	Section 25 & 30 of the Municipal Systems Act No. 32 of 2000 reads with Section 24 of the Municipal Finance Management Act, 56 of 2003	31 March 2023	Executive Mayor	Achieved

Council considers the adoption of draft Annual report		31 March 2023	Manager PMS	Achieved
APRIL 2023				
IDP Review and MTREF Budget 2023/24 advertised for public comments, Public Meetings & Consultation	Section 21 of the Municipal Systems Act No. 32 of 2000 reads with Section 22 & 23 of the Municipal Finance Management Act, 56 of 2003	05 April 2023	CFO	Achieved
IDP, Budget and PMS Technical/Steering Committee – To Prepare for IDP Roadshows	Section 21 of the Municipal Systems Act No. 32 of 2000 reads with Section 22 & 23 of the Municipal Finance Management Act, 56 of 2003	06 April 2023	Municipal Manager	Achieved
Submit to National Treasury, Provincial Treasury and the MEC responsible for Local Government the annual report, Annual Financial Statements, the Audit report and any corrective action taken in response to the findings of the audit report relating to 2022/23	Regulation 15(4)a: The Municipal Manager must send copies of the annual budget and supporting documentation as tabled in the Municipal Council in both printed and electronic form	06 April 2023	CFO	Achieved
Review of Budget Related Policies	Section 21 of the MFMA 56 of 2003: Budget Preparation Process	10 – 14 April 2023	CFO	Achieved
IDP Representative Forum – to outline IDP Roadshows timelines IDP/Budget Roadshows-Present draft IDP, Budget & PMS Review 2023/24 and MTREF Budget to solicit comments from members of the community	Section 21 of the Municipal Systems Act No. 32 of 2000 reads with Section 22 & 23 of the Municipal Finance Management Act, 56 of 2003	12 April 2023	Executive Mayor	Achieved
IDP/Budget, PMS road shows-2023/24 and MTREF Budget to solicit comments from members of the community.	Section 21 of the Municipal Systems Act No. 32 of 2000 reads with Section 22 & 23 of the Municipal Finance Management Act, 56 of 2003	14-30 April 2023	Executive Mayor	Achieved
IDP, Budget & PMS Assessment 2023		18 April 2023	CFO/ Director: RED, All Directors	Performance assessments for senior management are planned for first week of June 2023
MAY 2023				

IDP steering committee - discuss and consider public comments and the final draft IDP, PMS 2023-24 and MTREF Budget review.	Section 21 of the Municipal Systems Act No. 32 of 2000 reads with Section 22 & 23 of the Municipal Finance Management Act 56 of 2003	04 May 2023	Municipal Manager/Executive Mayor	Achieved
IGR Political	Intergovernmental Framework Relation	17 May 2022	Manager IGR	Achieved
Council considers adoption of Final Draft IDP 2022/23, 2023/24 – 26 and MTREF Budget	Section 25 & 30 of the Municipal Systems Act No. 32 of 2000 reads with Section 24 of the Municipal Finance Management Act, 56 of 2003	31 May 2023	CFO	Achieved
JUNE 2023				
Facilitation for the Advertisement of Adopted IDP, PMS & Budget	Section 21 of the Municipal Systems Act No. 32 of 2000 reads with Section 22 & 23 of the Municipal Finance Management Act 56 of 2003	05 – 12 June 2023	Municipal Manager	Achieved
Submission of Adopted IDP, PMS & Budget to all Spheres of Government	Section 32 of the Municipal Systems Act No. 32 of 2000 reads with Section 24 of the Municipal Finance Management Act, 56 of 2003	06 – 15 June 2023	Municipal Manager	Achieved
Preparation of draft Service Delivery and Budget Implementation Plan for the financial year ending June 2023	Section 41 of the Municipal Systems Act No. 32 of 2000 reads with Section 53 & 54 of the Municipal Finance Management Act, 56 of 2003	07–09 June 2023	GM Compliance	Achieved
MTREF Budget, Budget related policies, annual report published on Council website.	Section 75 of the Municipal Finance Management Act, 56 of 2003 reads with Section 21 of the Municipal Systems Act, No. 32 of 2000	12 June 2023	GM: Accounting and Budget	Achieved
Annual Budget Reports to National & Provincial Treasury.	Regulation 20(1) The Municipal Manager must comply with section 24(3) of the Act within 10 working days after the council has approved the annual budget, The Municipal Manager must submit to National Treasury and relevant Provincial Treasury in both electronic and printed form	14 June 2023	GM: Accounting and Budget	Achieved
Preparations for strategic planning session to assess annual performance of the institution.	Section 72 & 121 of the Municipal Finance Management Act, 56 of 2003 reads with Section 46 the Municipal Systems Act, No. 32 of 2000	14-16 June 2023	GM: Compliance	Achieved
Ordinary Council Meeting to note SDBIP	Section 53 of the Municipal Finance Management Act 56 of 2003	30 June 2023	Executive Mayor	Achieved

Submission of the final draft SDBIP's to the other spheres of government	Section 53 of the Municipal Finance Management Act, 56 of 2003	30 June 2023	GM: Compliance/ Manager PMS	Achieved
JULY 2023				
Annual Assessment of the IDP by MEC	Section 31 & 32 of the Municipal Systems Act, No. 32 of 2000.	26-30 July 2023	Municipal Manager	Achieved

1.5 INTER-GOVERNMENTAL PLANNING

Section 41(1) of the Constitution contains the principles of co-operative government and inter-governmental relations. Accordingly, Section 41(1) determines that:

All spheres of government and all organs of state within each sphere must: –

- preserve the peace, national unity, and the indivisibility of the Republic,
- secure the well-being of the people of the Republic,
- provide effective, transparent, accountable, and coherent government for the Republic as a whole,
- be loyal to the Constitution, the Republic, and its people,
- respect the constitutional status, institutions, powers, and functions of government in the other Spheres,
- not assume any power or function except those conferred on them in terms of the Constitution, and
- exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional, or institutional integrity of government in another sphere; and co-operate with one another in mutual trust and good faith by: -
 - Fostering friendly relations,
 - Assisting and supporting one another,
 - Informing one another of, and consulting one another on, matters of common interest,
 - Coordinating their actions and legislation with one another,
 - adhering to agreed procedures, and
 - Avoiding legal proceedings against one another.

In essence “**intergovernmental relations**” means relationships that arise between different spheres of governments or between organs of state from different governments in the conduct of their affairs. The Constitution states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres. Cooperative governance means that National, Provincial, and Local Government should work together to provide citizens with a comprehensive package of services. They must assist and support each other, share information, and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

Several policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs expressed at the local government level. This section outlines the

national and provincial policy directives, sector plans and legislation that set the strategic direction and with which local government must align to ensure that government spending is aligned to the more pressing needs of communities and those that make the economy to grow.

Table 3: Spheres of Government and their Role

National Development Policies	Provincial Development Policies
• National Development Plan (NDP), • The New Growth Path, • The Outcomes Approach 2010, • Green Paper on National Strategic Planning of 2009, • Government Programme of Action 2010, • Medium Term Strategic Framework (MTSF) (2019-2024), • National Key Performance Indicators (NKPis), • Accelerated and Shared Growth Initiative for South Africa (AsgiSA), • Breaking New Ground Strategy 2004, • Comprehensive Rural Development Programme, • National Infrastructure Maintenance Programme, • Land Care Programme, • Local Government Turnaround Strategy, and • National Spatial Development Perspective (NSDP).	• Medium Term Strategic Framework (MTSF) (2019-2024); • Provincial Growth and Development Programme (PGDP). • Spatial Development Perspective

1.6 MECHANISM FOR NATIONAL PLANNING CYCLE

Table 4: National Planning Cycle

Policy or Strategy	Guiding Principles
The proposed National Strategic Vision	The Green Paper on National Strategic Planning of 2009 proposed the National Planning Commission, that will direct the development of a long-term strategic plan, called South Africa Vision 2025. Also proposes national spatial guidelines, and an overarching spatial framework spelling out government's spatial priorities in order to focus on government action and provide the platform for alignment and coordination. The preparation of the three key products of the planning cycle is proposed namely: • long term product (National Strategic Vision) • medium term product (MTSF); and • short term product (Action Programme) These will all set the strategic direction from which all spheres of government should take guidance.
Medium Term Strategic Framework (MTSF) (2019-2024)	The basic thrust of the Medium-Term Strategic Framework 2017 – 2020 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world. The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. Informed by the MTSF and, municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities.

Policy or Strategy	Guiding Principles
	These strategic priorities set out in the MTSF are as follows: • Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods. • Strategic Priority 2: Massive programme to build economic and social infrastructure. • Strategic Priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security. • Strategic Priority 4: Strengthen the skills and human resource base. • Strategic Priority 5: Improve the health profile of all South Africans. • Strategic Priority 6: Intensify the fight against crime and corruption. • Strategic Priority 7: Build cohesive, caring and sustainable communities. • Strategic Priority 8: Pursuing African advancement and enhanced international cooperation. • Strategic Priority 10: Building a developmental state including improvement of public services and strengthening democratic institutions. Strategic Priority 9: Sustainable Resource Management and use The MTSF will be the central guide to resource allocation across the three spheres of government. At the same time, a comprehensive review of expenditure patterns of departments should open up possibilities for savings and reprioritisation. In the preparation and interrogation of budgetary submissions, account should be taken of the priorities identified above, including decent jobs, human capital development and rural development.
Government's Programme of Action	The Programme of Action (PoA) is an annual statement of government's priorities for the year. It aims to outline government's major plans for the year ahead. The PoA is informed by the MTSF, the deliberations of the January Cabinet Lekgotla and the President's State of the Nation Address. Four priority interventions 1. Massive roll out of infrastructure throughout the country, 2. Massive increase in local production, 3. An employment stimulus to create jobs and support livelihoods, and 4. Rapid expansion of our energy generation capacity.

1.7 OUTCOMES BASED APPROACH TO DELIVERY

To give effect to the above priorities, government has embarked on an outcomes-based approach to ensure the delivery / implementation of these priorities. In line with this approach, government has formulated and agreed on twelve key Outcomes, based on the ten MTSF priorities. These Outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers. While all of the Outcomes can to some extent be supported through the work of local government, Outcome 9 is specifically directed at local government: -

9. A responsive, accountable, effective, and efficient local government system:

Output 1: Implement a differentiated approach to municipal financing, planning & support

Output 2: Improving access to basic services,

Output 3: Implementation of the Community Work Programme,
Output 4: Actions supportive of the human settlement outcome,
Output 5: Deepen democracy through a refined Ward Committee Model,
Output 6: Administrative and financial capability, and
Output 7: Single window of coordination.

1.8 SECTORAL STRATEGIC DIRECTION

In addition to the above national strategic guidance, certain sector-specific policies and strategies are also of relevance. Some of the most recent are the following:

Table 5: Sectoral Strategic Direction

Policy or Strategy	Guiding Principles
The New Growth Path	This National Policy framework deals specifically with issues such as creating decent work, reducing inequality, and defeating poverty through “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”. Of practical consequence to local government, are the specific job drivers that have been identified: 1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy, 2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services, 3. Taking advantage of new opportunities in the knowledge and green economies, 4. Leveraging social capital in the social economy and the public services, and 5. Fostering rural development and regional integration. As a first step, it is proposed that efforts to support employment creation in the following key sectors should be prioritised: • Infrastructure, • the agricultural value chain, • the mining value chain, • the green economy, • manufacturing sectors, which are included in IPAP2, and, • Tourism and certain high-level services.
Comprehensive Rural Development Programme, 2009	“The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a co-ordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities.” To ensure the achievement of rural development objectives, a three-pronged strategy including agrarian transformation, rural development and land reform is proposed: • Agrarian Transformation: increased production and the optimal and sustainable use of natural resources; livestock farming and cropping, including the

Policy or Strategy	Guiding Principles
	related value chain processes; the establishment and strengthening of rural livelihoods for vibrant local economic development; the use of appropriate technology, modern approaches and indigenous knowledge systems; and food security, dignity and an improved quality of life for each rural household. • Rural development: the establishment of economic and social infrastructure. • Land Reform: Increasing the pace of land redistribution; fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga; speeding up the settlement of outstanding land restitution claims; and effective support to all land reform programmes through land planning and information.
Comprehensive Plan for the Development of Sustainable Human Settlements ("Breaking new Ground" / BNG), 2004.	BNG defines sustainable human settlements as "well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity" (p11). The development of sustainable human settlements go beyond the development of houses, and should also include appropriate social and economic infrastructure, offer a variety of options in appropriate housing solutions to choose from (e.g. different tenure forms), and should contribute to spatial restructuring.

Additional to the above, there is a wide range of other policy and legislation which is of relevance to KSDM, the summary is included below: -

Table 6: Legislations and Policies

Legislation or Policy	Sector	Principles
Intergovernmental Relations Framework Act 13 of 2005	Institutional	Institutional mechanisms for intergovernmental relations; provision for implementation protocols.
Division of Revenue Act (DoRA)		Portion of funds raised by national government distributed to local government, important consideration in budgeting / financial planning.
Local Government: Municipal Finance Management Act (MFMA) 56 of 2003		Framework for financial management and governance.
Municipal Property Rates Act 6 of 2004		Enhancing the local government revenue base.
Redetermination of the Boundaries of Cross-Boundary Municipalities Act 6 of 2005		Re-demarcation of part of cross-boundary municipalities into separate provinces.
Municipal Fiscal Powers and Functions Act 12 of 2007		Options for replacement of RSC and JSB Levies
Local Government: Municipal Systems Act 32 of 2000	Disaster Management Plan	Disaster Management Plan (should form part of IDP).

Legislation or Policy	Sector	Principles
Comprehensive Plan for Sustainable Human Settlements, 2004 (Breaking New Ground)	Human Settlements	Principles for Housing Development, relevant for housing / human settlements strategy and targets to be contained in IDP: ❖ Ensure that property can be accessed by all as an asset for wealth creation and empowerment. ❖ Leverage growth in the economy, ❖ Combat crime, promoting social cohesion and improving quality of life for the poor, ❖ Support the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump. ❖ Utilise housing as an instrument for the development of sustainable human settlements, in support of spatial restructuring., ❖ Promote densification and integration and ❖ Enhance the location of new housing.
The Housing Amendment Act 5 of 2001		The Housing Amendment Act of 2001 defines housing development as “the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities in areas allowing convenient access to economic opportunities, and to health, educational and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to- a. permanent residential structures with secure tenure, ensuring internal and external privacy and providing adequate protection against the elements; and b. potable water, adequate sanitary facilities, and domestic energy supply;”

Legislation or Policy	Sector	Principles
White Paper on National Transport Policy, 20 August 1996 (old) National Land Transport Transition Act 22 of 2000 now replaced by Act 5 of 2009	Transport	❖ Give priority to public transport, ❖ Move away from supply-driven (operators') system to a demand-driven system in terms of higher-density developments, ❖ Provide affordable transport to the public, ❖ Integrate modes, ❖ Work towards cost-efficiency and service quality, ❖ Integrate land transport with land use (integrated planning), ❖ Optimise available resources, ❖ Consider needs of special category of passengers in planning, and ❖ All spheres of government to promote of public transport. Relationship between plans according to the Act (section 19(2)): <i>"(c) every transport authority and core city, and every municipality required to do so by the MEC, must prepare a public transport plan of which a current public transport record and an operating licenses strategy, and, if it has subsidized public transport services, a rationalisation plan, form components,</i> <i>(d) Transport authorities and core cities, and other municipalities requested by the MEC, must prepare an integrated transport plan of which the public transport plan forms a component."</i> The Act provides for the following plans, depending on municipality's status as transport authority: "Section 19(1): ... <i>c)(c) current public transport records provided for in Section 23.</i> <i>d)(d) operating licenses strategies provided for in Section 24.</i> <i>e) (e) rationalisation plans provided for in section 25.</i> <i>f) (f) public transport plans provided for in section 26.</i> <i>g) Integrated transport plans provided for in section 27."</i>
Water Services Act, 108 of 1997	Water	Water Service Development Plan (for water service authorities); CALLM is the WSA for its area.
National Environment Management: Air Quality Act 39 of 2004	Environment	Air Quality Management Plan (should form part of IDP)

Legislation or Policy	Sector	Principles
National Waste Management Strategy March 2010 developed in terms of the National Environmental Management: Waste Act 59 of 2008		Integrated Waste Management Plan: Waste Management Planning was established in terms of the National Waste Management Strategy (form part of IDP).
National Environmental Management Act 107 of 1998		❖ Implementation of Sustainability Principles in development, and ❖ Environmental Impact Assessment (relevant to project planning / implementation).
Development Facilitation Act 67 of 1995	Spatial Planning	Promote residential and employment opportunities in close proximity or integrated with each other. ❖ Optimise the use of existing infrastructure including bulk infrastructure, roads, transportation, and social facilities, ❖ Promote a diverse combination of land uses, also at the level of individual erven, ❖ Contribute to more compact towns and cities, and ❖ Encourage environmentally sustainable land development practices.
Local Government: Municipal Systems Act 32 of 2000		Compilation of Spatial Development Framework that forms part of the IDP

The legislation set out in the table above is a reflection of the relevant and generic development principles set out in the government policies and strategies discussed above, namely:

- The development of a more compact urban form that promotes:
 - Residential and employment opportunities in close proximity to, or integrated with each other,
 - A diverse combination of land uses, also at the level of individual erven; and
 - Densification and integration,
- The optimisation of the use of existing infrastructure, including bulk infrastructure, roads, transportation, and social facilities.
- The support and prioritisation of the development of viable and sustainable public transportation systems to provide access to opportunities, and
- Ensuring viable communities who have convenient access to economic opportunities, infrastructure, and social services.

1.9 THE NEW ECONOMIC GROWTH PATH

This framework, aimed at enhancing growth, employment creation and equity, has as its principal target the creation of five million jobs over the next 10 years. Central to the New Growth Path is a massive investment in infrastructure as a critical driver of jobs across the economy. This calls for all spheres of government to prioritise job creation by ensuring that all programmes have an element of job creation. The framework identifies five key areas for large-scale public investment and job creation, i.e., Energy, Transport, Communication, Water, and Housing:

- Regards the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme,
- Identifies specific measures, particularly changes to procurement policy and regulations, to ensure delivery on its targets, and
- Highlights as risks the fragile global recovery, competition, and collaboration with the new fast-growing economies, and competing domestic interests.

Five other priority areas are identified as key contributors to job creation in partnerships between the State and the private sector, viz.:

- Green Economy: Expansions in construction and the production of technologies for solar, wind and biofuels are supported by the draft Energy and Integrated Resource Plan. Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade,
- Agriculture: Jobs will be created by addressing the high input costs and up-scaling processing and export marketing. Support for smallholders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers.,
- The growth path also commits Government to unblocking stalled land transfers, which constrain new investment,
- Mining: This includes a call for increased mineral extraction, improvements in infrastructure and skills development and beneficiation, which can create large-scale employment. It foresees the establishment of a State-owned mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector,
- Manufacturing: The focus is on re-industrialisation of the South African economy through innovation, skills development and reduced input costs in the economy. A target of doubling of South Africa's research and development investment to 2% of gross domestic product by 2018 is set, and
- Tourism and other High-Level Services: The framework regards these areas as holding significant employment potential and calls for South Africa to position itself as the higher education hub of the African continent.

While leaders throughout the world have undertaken unprecedented efforts to achieve these goals, much still needs to be done. This IDP, like all other development plans, presents an opportunity to do so.

1.10 THE NATIONAL DEVELOPMENT PLAN (VISION 2030)

In 2009 when the leadership of the country took office, two shortcomings were identified two shortcomings in the administration that needed immediate correcting. One was the lack of performance monitoring mechanisms, to fill the monitoring gap, a Ministry and department responsible for performance monitoring and evaluation was established. The second was the need to introduce long term planning so that government could align its policies with a long-term development plan. The intention was to move away from silos and narrow-minded planning and look at our country as one holistic entity that should develop comprehensively, in

every corner. The Ministry for the National Planning Commission in the Presidency was established to fulfil this task.

Experts in the areas: - economics, finance, social services, rural development, energy, public policy and governance, infrastructure development, urban and regional planning, education and training, health, agriculture and food security, climate change, local government and scenario planning were appointed to work with Minister Manuel as commissioners in the National Planning Commission. The team at National Planning Commission was asked to produce reports on a range of issues that impact on the country's long-term development, such as water security, climate change, food security, energy security, infrastructure planning, human resource development, defence and security matters, the structure of the economy, spatial planning, demographic trends and so forth. The National Planning Commission conducted its work guided by the Constitution of the Republic, and the end result was the National Development Plan (NDP) which outlines what type of society the country must build. The National Development Plan offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. As a long-term strategic plan, it serves four broad objectives:

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

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the plan are:

- Housing, water, electricity, and sanitation,
- Safe and reliable public transport,
- Quality education and skills development,
- Safety and security,
- Quality health care,
- Social protection,
- Employment,
- Recreation and leisure,
- Clean environment, and
- Adequate nutrition.

Table 7: IDP Alignment

Sustainable Development Goals	National Development Plan	Medium Term Strategic Framework (MTFS)	Provincial Development Goals	OR Tambo District Development Plan (Vision 2030)	KSD Municipality IDP Strategic Goals
Goal 1: End poverty in all its forms everywhere	As a long-term strategic plan, the NDP serves four broad objectives: Providing overarching goals for what we want to achieve by 2030. Building consensus on the key obstacles to achieving these goals and what needs to be done to overcome those obstacles. Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP. Creating a basis for making choices about how best to use limited resources			Goal 1: An inclusive, equitable and growing Economy	Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture		MTSF 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all		Goal 1: An inclusive, equitable and growing economy	Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 3: Ensure healthy lives and promote well-being for all at all ages		MTSF2: A long and healthy life for all South Africans	Goal 3: A healthy population	Goal 3: A healthy population	Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		MTFS 1: Quality basic education	Goal 2: An educated, innovative citizenry		Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 5: Achieve gender equality and empower all women and girls		MTFS 14: A diverse, socially cohesive society with a common national identity			Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 6: Ensure availability and sustainable management of water and sanitation for all					Goal 2: Equitable and sustainable provision of municipal infrastructure

Sustainable Development Goals	National Development Plan	Medium Term Strategic Framework (MTFS)	Provincial Development Goals	OR Tambo District Development Plan (Vision 2030)	KSD Municipality IDP Strategic Goals
Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all		MTFS 12: An efficient, effective, and development-oriented public service			Goal 2: Equitable and sustainable provision of municipal infrastructure
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		MTSF 4: Decent employment through inclusive growth	Goal 1 An inclusive, equitable and growing economy	Goal 4: Vibrant, Cohesive communities	Goal 1: Effective and efficient planning and development-oriented municipality
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		MTSF 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all			Goal 2: Equitable and sustainable provision of municipal infrastructure
Goal 10: Reduce inequality within and among countries		MTSF 11: Protect and enhance our environmental assets and natural resources			Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable		MTSF 8: Sustainable human settlements and improved quality of household life	Goal 4: Vibrant cohesive communities		Goal 12: Integrated human settlements and building of cohesive communities and nation-building
Goal 12: Ensure sustainable consumption and production patterns		MTFS 13: A comprehensive, responsive, and sustainable social protection system			Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 13: Take urgent action to combat climate change and its impacts					

Sustainable Development Goals	National Development Plan	Medium Term Strategic Framework (MTFS)	Provincial Development Goals	OR Tambo District Development Plan (Vision 2030)	KSD Municipality IDP Strategic Goals
Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development		MTFS 6: An efficient, competitive and responsive economic infrastructure network			Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.
Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		MTFS 10: Protect and enhance our environmental assets and natural resources.			
Goal 16: Peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels		MTFS 3: All people in South Africa are and feel safe.			
Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development					
		MTSF 5: A skilled and capable workforce to support an inclusive growth path			
		MTFS 9: Responsive, accountable, effective and efficient local government	Goal 5: Capable, Conscientious and Accountable Institutions	Goal 5 Capable, Conscientious & accountable institution	Goal 4: Viable, liveable, and sustainable developmental municipality that promotes transformative economic livelihoods.

1.11 IMPLICATIONS FOR LOCAL GOVERNMENT

The Plan highlights the need to strengthen the ability of local government to fulfil its developmental role. Municipal Integrated Development Plans (IDPs) need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure, and basic services.

The municipal IDPs should therefore be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This way, the IDP process will become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can be achieved.

1.12 THE PROVINCIAL DEVELOPMENT PLAN (PDP)

The Eastern Cape PDP provides a strategic framework and set of sector strategies and programmes aimed at achieving a rapid improvement in the quality of life for especially the poorest people in the Province. To achieve this, the PDP sets out a vision and series of targets in the areas of economic growth, employment creation, poverty eradication and income redistribution.

The three key objectives are: -

- Systematic eradication of poverty through a holistic, integrated and multi-dimensional approach to pro-poor programming,
- Agrarian transformation and strengthening of household food security, and
- Consolidation, development and diversification of the manufacturing base and tourism potential.

The three foundation objectives are:

- Infrastructure development,
- Human resource development, and
- Public sector and institutional transformation.

PDP drives the introduction of a series of *Priority Programmes*:

- A sustainable homestead food production programme, complemented by promotion of commercial production through programmes such as the Massive Food Production Programme,
- A province-wide industrial strategy identifying new opportunities and key sub-sectors in the province, which includes provisions for the facilitation of structured finance for small manufacturing initiatives,
- An integrated infrastructure development programme with a particular emphasis on (1) rural infrastructure and job creation, (2) the promotion of input purchase and service provision from local small and medium enterprise suppliers and (3) the use of the Community-Based Public Works Programme in the process,
- A programme to build access to productive assets by the poor, including assets such as land, plant, machinery, and agriculture,
- A programme of phased decentralization of service provision and facilitation of economic growth from provincial government departments to district and local

municipalities, paying attention to (1) the integration of the delegation of powers and functions, (2) the building the capacity of municipalities, and (3) the targeting and management of fiscal resources, and.

- An integrated human resource development strategy that pays particular attention to skills-development initiatives that address the income and asset base of the poor, while addressing the longer-term skills needs that will make the Eastern Cape more competitive.

1.13 PROVINCIAL PLANNING PRIORITIES

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

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

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

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

Goal 1:

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

Goal 2:

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

Goal 3:

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

Goal 4:

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

Goal 5:

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

1.14 THE PROVINCIAL STRATEGIC FRAMEWORK (PSF)

Taking its cue from the National MTSF, the Provincial Strategic Framework is a high-level medium-term strategic framework that seeks to respond to the challenges of translating the electoral mandate into an effective and targeted government delivery programme. As such, the framework seeks to put the province on a sustained higher growth trajectory by the end of the mandate period with (1) an expanded and more diversified economic base, (2) the unemployment and poverty figures halved, and (3) greater equity and social cohesion. In order to do so, the framework has identified eight Provincial Strategic Priorities:

- Speeding up growth and transforming the economy to create decent work and sustainable livelihoods for all,
- Building social and economic infrastructure,
- Rural development, land and agrarian reform and food security,
- Strengthening education, skills, and the provincial human resource base,
- Improving the health profile of the Province,
- Intensifying the fight against crime and corruption,
- Building a Developmental State and improving the public services, and strengthening democratic institutions, and
- Building cohesive, caring, and sustainable communities.

The following table (**Table 8**) provides an indication of the ways in which the Local Government Key Performance Areas (KPAs) and National and Provincial Development Priorities are aligned:

Table below demonstrates Local Government KPAs and National and Provincial Development Priorities: -

Table 8: Local Government KPAs and National and Provincial Development Priorities

Local Government KPA: Basic Service Delivery and Infrastructure Development.		
National Priorities	Provincial Priorities	Outcomes
Improving health profile of the nation. Comprehensive rural development strategy linked to land and agrarian reform & food security. A massive programme to build economic & social infrastructure. Sustainable resource management and use.	Improving the health profile of the province. Rural development, land and agrarian transformation, and food security. A massive programme to build social and economic and infrastructure. Building a Developmental State.	An efficient, competitive, and responsive economic infrastructure network. A long and healthy life for all South Africans. Sustainable human settlements and improved quality of household life. Protected and enhanced environmental assets and natural resources.
Local Government KPA: Local Economic Development		
National Priorities	Provincial Priorities	Outcomes

Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods. Comprehensive rural development strategy linked to land and agrarian reform & food security.	Speeding up growth & transforming the economy to create decent work & sustainable livelihoods. Rural development, land & agrarian reform and food security. A massive programme to build social & economic infrastructure. Building cohesive & sustainable communities. Building a Developmental State.	Decent employment through inclusive economic growth. An efficient competitive and responsive economic infrastructure network. Vibrant, equitable, sustainable rural communities contributing towards food security for all. Sustainable human settlements and improve quality of household life. Protected and enhanced environmental assets and natural resources.
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Local Government KPA: Good Governance and Public Participation

National Priorities	Provincial Priorities	Outcomes
Intensifying the fight against crime and corruption. Building cohesive, caring and sustainable communities. Pursuing African advancement and enhanced international cooperation. Building a Developmental State inter alia by improving public services and strengthening democratic institutions.	Intensifying the fight against crime and corruption. Building cohesive and sustainable communities. Building a Developmental State inter alia by improving public services and strengthening democratic institutions.	Vibrant, equitable, sustainable rural communities contributing towards food security for all. A responsive, accountable, effective and efficient local government system. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenry. A better South Africa, better Africa and a better world.

Local Government KPA: Municipal Transformation and Institutional Development

National Priorities	Provincial Priorities	Outcome
Strengthening skills and the human resource base. Pursuing African advancement and enhanced international cooperation. Building a Developmental State inter alia by improving public services and strengthening democratic institutions.	A massive programme to build social and economic infrastructure. Strengthening skills and the human resource base. Building a Developmental State inter alia by improving public services and strengthening democratic institutions. Building cohesive, caring and sustainable communities.	Quality basic education. A skilled and capable workforce to support an inclusive growth path. All people in SA are and feel safe. A responsive, accountable, effective and efficient local government system. An efficient, effective and development oriented public service and an empowered fair and inclusive citizenry.

Local Government KPA: Municipal Financial Viability and Management

National Priorities	Provincial Priorities	Outcome
Intensifying the fight against crime and corruption.	Intensifying the fight against crime & corruption.	A responsive, accountable, effective and efficient local government system.

Table 9: National and Provincial Alignments 2023

State of the Nation Address (SONA)	National Budget Speech
• South African Government remains focused on the priorities identified in the State of the Nation Address in 2023: • Overcoming the incidents of the Covid-19 pandemic • Declaring state of disaster on loadshedding and pronouncement of new Ministry in the office of the Presidency to deal specifically with the loadshedding, : • Building capable, ethical, and developmental state, • A massive rollout of infrastructure, • A substantial increase in local production, • An employment stimulus to create jobs and support livelihoods • The rapid expansion of our energy generation capacity. • Strengthen of democracy through stakeholder participation and mobilisation i.e., business chamber, organised labour and other civic organisations, • Master plans be developed for industrial development, • Government advances the DDM approach to foster partnership and for sustained development, • Rebuilding institutions and removing impediments to investment, • Government at all levels must corruption and improve the economic growth through economic restructuring for job creation, • To enable municipalities in good financial standing to procure their own power from Independent Power Producer (IPP), • AG advances that government should move from consumption expenditure to investment in infrastructure with the aim to improve the state of public finances,	• Main budget revenue is projected to be R1.35 trillion, or 25.3 per cent as a share of Gross Domestic Product (GDP) in 2023/24. This rises to R1.52 trillion in the outer year (2024/25) of the Medium-Term Expenditure Framework (MTEF). At the same time, non-interest spending will remain steady at approximately R1.56 trillion over the next three years but will decline as a share of GDP from 29.2 per cent in 2022/23 to 26.2 per cent of GDP in 2023/24. • The new allocation of R260 million allocated to ECDC to support SMMEs • Stabilisation of government debt at 88.9 per cent of GDP in 2025/26 and the ratio will decline thereafter. • Sub-Saharan Africa is forecast to grow by 3.2 per cent and RSA economy is expected to rebound by 3.3 per cent this year, following a 7.2 per cent contraction in 2020. • R4 billion over the medium term to township and rural enterprises, including blended finance initiatives. Gross loan debt will increase from R3.95 trillion in the current fiscal year to R5.2 trillion in 2023/24. • The local government equitable share is set to increase to 9.7 per cent of the Division of Revenue in 2023/24 for the roll out of District Development Model.

State of the Nation Address (SONA)	National Budget Speech
• Identification of private sector involvement for economic growth and job creation, deal with all the red tapes of doing business with the state, • To amend the Domestic Violence Act to better protect victims in violent domestic relationships and the Sexual Offences Act (GBV), • Municipalities should consider support from Infrastructural Fund which has been finalised by government for private/government sector, • Youth Employment Service and working with TVET colleges and the private sector to ensure that more learners receive practical experience in the workplace to complete their training, and • Presidential Youth Service Programme that will unlock the agency of young people.	

EC State of Provincial Address (SOPA)	EC Provincial Budget Speech
• The provincial economy is on a path to recovery, after the devastating period of Covid-19 in 2020 and 2021. We recorded growth in the Eastern Cape Gross Domestic Product (GDP) in the first three quarters of 2022. • As a result, the number of employed persons in our province increased by 144 000 between Quarter 3 of 2021 and Quarter 3 of 2022. This is a story of good progress. The addition of 144 000 jobs in our economy is a positive trajectory we want to maintain, because there are still far too many citizens of our province who remain unemployed. • Today, I want to assure the people of our province that more jobs are coming. We say so because in 2022 we made history by attracting 11 new investors at our Provincial Investment Conference with a combined value of R46 billion. • They are Shoprite Group, Tshedza Pictures, Transnet Port of Ngqura, Benteler, SunFarming, South African Breweries, Mhlobiso Concrete, Toyota Material Handling, Sanaha Property Developments, Sanral and Aqora Lithium Battery. This was the biggest investment value ever attracted to the Eastern Cape economy in one year under the democratic dispensation. • To scale up the work we are doing, we have established an Eastern Cape Economic Development	EC budget is premised upon the following principles: • The Province has nominally gained R6 billion in its fiscus for 2023/24 and about R12.2 billion over the MTEF, albeit the losses we had experienced in the past outweigh the new gains, • All these positives give evidence that the government's fiscal consolidation strategy is yielding benefits in the current economic conditions, • We therefore shall continue with that strategy., the strategy will include continued implementation of cost containment measures by prioritising funds on key service delivery areas rather than on non-core items, whilst also improving governance and oversight in the province, • We will continue to internalise within government, the implementation of the Zero Based Budgeting and Expenditure Performance Review models as to align spending with strategic outcomes and service delivery priorities, and eliminate inefficiencies on expenditure whilst strengthening allocative efficacy, • The Province's total fiscal envelop is R89.6 billion, which is made up of Provincial Equitable Share (PES) allocations of R73.2 billion,

EC State of Provincial Address (SOPA)	EC Provincial Budget Speech
Fund which we will recapitalise with our private partners to unlock future investments. - Two operational Special Economic Zones continue to be our beacon of hope and our centres of excellence. In the last few months, the ELIDZ has attracted R535 million investment while the Coega SEZ has received corresponding investment value pledges of R557,7 million. Manufactures in the ELIDZ created an additional 1200 jobs last year. - The development of infrastructure at the Wild Coast Industrial Park in Mthatha is progressing well. Focus is now on bulk infrastructure. Our work on revitalising industrial parks is continuing. Fort Jackson, Vulindlela and Komani have already secured investors. - Injection of R35.2 million to upgrade the wastewater treatment plant - There are 91 hemp cultivation licenses that the Department of Agriculture, Land Reform and Rural Development issued to Eastern Cape small holder farmers - Rolling out an elaborate food security programme that will ensure that our people work the land, feed themselves and expand into commercial opportunities where their scale of production allows. - Investment of R45 million to support 22 620 vulnerable households targeting women, youth, people with disabilities and military veterans towards food security - Through the Eastern Cape stimulus fund we invested R7.5 million to build 4 additional chalets and a viewing deck at Hluleka Nature Reserve in the tranquil stretch of O.R Tambo District. To facilitate access to our tourism destinations, we continue to prioritise the improvement of roads, such as the road to Hluleka Nature Reserve and newly gazetted road from Viedgesville to Coffee Bay - Engaging Airports Company South Africa to help us make it easy for international tourists to fly directly into our province. - Film Industry Promotion, one of the growing economic sectors in the province is the film industry. In the past four years, government invested R23 million in a localization incentive scheme.	conditional grants of R14.6 billion and R1.6 billion of Provincial own receipts, - Total provincial payments amount to R91.6 billion, which represent a budget deficit of about R2 billion, when considering total receipts, - We have then added R2.7 billion from the provincial reserves to cushion the deficit, - This however will pose a liquidity risk in future, if we do not improve on provincial revenue collection to support our fiscal deficits, - In accordance with the recommendations of the revenue research study that was conducted for new sources of revenue and efficiencies of existing revenue sources, the Province is projected to collect R7 billion by 2030, annually, - To this end, we are targeting to increase our revenue with R26.1 million in 2023/24, R37.4 million in 2024/25 and R37.5 million in 2025/26 as part of the revenue enhancement, - Over and above the ECEDF, the Province will continue with other funding mechanisms such as Isiqalo and Local Regional Economic Development (LRED) funds, and the loan finance and business support programme at ECDC, - For these funds, a total amount of R270.6 million over the medium term has been allocated, to support MSMEs in the Province, - Of this amount, R100 million has been allocated to the Office of the Premier for continued support towards youth owned enterprises over the medium term. An amount of R43.8 million over the MTEF is allocated to DEDEAT for LRED, - I must indicate that there are capacity issues that need our attention, to enable us to improve performance of this Fund, we are on course for the operationalization of the Wild Coast Special Economic Zone in Mthatha, - It was initially conceptualized as an SEZ by the Department of Trade, Investment and Infrastructure (DTIC) in line with Chapter 5 of the SEZ Act but was not granted full designation in 2022 due to insufficient investment commitments to the Zone,

EC State of Provincial Address (SOPA)	EC Provincial Budget Speech
• The return on our investment was R389 million which resulted to over 6 900 jobs and benefitting 572 SMMEs during the production phases of these projects • The SEDA technology Programme through its incubation unit supports 14 incubators in Eastern Cape to the value of R29.8 million. Youth Development Honourable Members, we all agree that we need to scale up on our youth development interventions. The number of young people who are Not in Education, Employment or Training (NEET) in the province is at alarming levels, requiring targeted decisive interventions. • The work of transforming the Wild Coast corridor through the construction of the N2 Wild Coast Project is gaining momentum. For the people who do not know the area I am talking about, the project is implemented to benefit two of the poorest districts in our country O.R Tambo and Alfred Nzo. Late last year, a contractor for the construction of Mthentu Bridge was introduced to the community and construction is expected to start in March this year.	• The investment commitments for the Wild Coast have increased from R1.2 billion to R1.7 billion. A total of 43 construction jobs have been created to date through the Phase 1 of the project, entailing fencing, • As a result, it had remained as an Industrial Park whilst work to ensure that it reaches the SEZ status was intensifying behind the scenes. • An amount of R15 million has been set aside in 2023/24 for COEGA to continue with operationalizing the Wild Coast SEZ, • This is a story of good progress, especially for the people of the eastern side of the Province. Madam Speaker, our efforts to recover tourism as an enabler for economic growth, Lastly, we allocated R126 million, over the medium term, to ECDC for loan financing and business support

1.15 BACK TO BASICS

The core services that KSD Municipality endeavours its dynamism in aligning itself with the back-basics principles it to ensure provision of- clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights. KSD Municipality in drafting its IDP has aligned itself with programmes and principles contained in the Back-Basics adopted by Council of the municipality which is concomitant with the following connotation.

“We cannot solve today’s problems with the same level of thinking that created the problems in the first place” (Albert Einstein). We need to do things differently if we want different solutions. We must change our paradigm to focus on serving the people and not extractive elites. The Constitution and other legislation spell out our responsibilities and tasks. Some municipalities perform them well, but others don’t for example, an acceptable level of performance means that municipalities must:

- Put people and their concerns first and ensure constant contact with communities through effective public participation platforms,
- This is the essence of our ‘back to basics’ approach,
- Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance, and upkeep, including the budgeting to do this,

- Be well governed and demonstrate good governance and administration – cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability,
- Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities, and
- Build and maintain sound institutional and administrative capabilities, administered, and managed by dedicated and skilled personnel at all levels.

The Back-to-Basics elements are spread through the document as follows:

- **Public Participation and Governance:** *The Council structures as well as participation policy*
- **Service Delivery:** *the service delivery elements are found under:*
 - *Road's infrastructure,*
 - *Urban electricity,*
 - *Eskom Electrification Programme,*
 - *Waste removal – pages 126 (Presidential Intervention, and*
 - *Water and Sanitation are found under Presidential Intervention and O. R. Tambo District Municipality Projects,*
- **Financial Planning:** *all financial matters are dealt with under financial planning:*

The King Municipality also considers how Eastern Cape Province COGTA aligns itself with the Back to Basic principles based in the study conducted at National level in an attempt to assist its municipalities:

- COGTA has done a review of South Africa's 278 municipalities, which has revealed that we still have a journey to reach the ideal municipality we envisage,
- The top third municipalities have got basics right and are performing their functions at least adequately. Within this group, there are a small group of top performers that are extremely doing well, and in these services, there are innovative practices to ensure sustainability and resilience- These small cores represent the desired (ideal) state for all our communities,
- The middle third of municipalities are fairly functional and overall performance is average,
- While the basics are mostly in place and the municipalities can deliver on the main functions of local government – some areas of poor performance or decline are worrying signs,
- The bottom third of municipalities are frankly dysfunctional, and significant work is required to get them to function properly,
- Among others we find endemic corruption, council's which do not function, no structure community engagement, and poor financial management leading to continuous negative audit outcomes,
- There is a poor record of service delivery, and functions such as fixing potholes, collecting refuse, maintaining public places or fixing streetlights are not performed.

While most of the necessary resources to render the functions or maintain the systems are available, the basic mechanics to perform these functions are often not in place. It is in these municipalities that we are failing our people dramatically, and where we need to be intervening urgently in order to correct the decay in the system,

- Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities,
- Build and maintain sound institution and administration capabilities, administered, and managed by dedicated and skilled personnel at all levels, and
- Changing strategic orientation is not easy and it requires bold leadership and political will. At the same time, we need a collective effort and unity of purpose and partnership with leaders in local government, provinces and national government. We need to improve the political management of municipalities and be responsive to the needs and aspirations of local communities. In order to achieve this, we urgently require: -
 - Leading to continuous negative audit outcomes. There is a poor record of service delivery, and functions such as fixing potholes, collecting refuse, maintaining public places or fixing streetlights are not performed. While most of the necessary resources to render the functions or maintain the systems are available, the basic mechanics to perform these functions are often not in place. It is in these municipalities that we are failing our people dramatically, and where we need to be intervening urgently to correct the decay in the system.

Institutional incapacity and widespread poverty have undermined the sustainability of the local government project, leading in some instances to a serious breakdown in services. Some of the problems we face are: -

- A collapse in core municipal infrastructure services in some communities, resulting in services either not being provided at all, or provided at unacceptably low levels,
- Slow or inadequate responses to service delivery challenges are in turn linked to be breakdown of trust in the institutions and or provided at unacceptably low levels,
- Social distance by our public representatives is a major cause for concern. This reflects inadequate public participation and poorly functioning ward councillors and committees,
- The viability of certain municipalities is a key concern. The low rate of collection of revenue continues to undermine the ability of municipalities to deliver services to communities, and
- Municipalities also need to be driven by appropriately skilled personnel and their correct placement, and there are for too many instances both of inappropriate placement and skills not measuring up to requirements.

1.16 LOCAL GOVERNMENT TURN-AROUND STRATEGY

The IDP acknowledges the immediate support through an implementation agreement with NCU of the Rapid Response Teams known as 'Fire Fighters' in case of serious governance and service delivery failure. The Rapid Response interventions can be activated directly

through requests from municipalities or Provinces, or by the Minister for Cooperative Governance and Traditional Affairs (CoGTA). The table below depicts the establishment phase within CoGTA and predicted time frames for implementation.

1.17 IDP SECTOR PLANS & STRATEGIES

Furthermore, to respond adequately and systematically to its development challenges, KSD has formulated a range a sectoral strategy as shown below: -

Table 10: IDP Sector Plans & Strategies

Plan	Description	Year of Council Adoption	Last Review/ Adoption
LED Strategy inclusive of SMME Development Strategic Framework	Sets sectoral priorities and catalytic projects to be initiated Capacitate SMMEs Create a business case for SMMEs	2021	Adopted and reviewed in 2021
Tourism Master Plan	Market & promote tourism	2010	Forms part of the broader adopted LED Strategy
Employment Equity Plan	Ensure/ achieve quality in the workplace	2010	2016
Workplace Skills Plan	Enhance skills of employees and Councillors and to respond / achieve development plans in the IDP	2022/23	Revived annually 2023/24
Succession Plan/ Strategy	To respond to the key positions that assist in fast-tracking service delivery	2011: The key positions are presently identified through the Placement which is aligned to the newly approved Organogram	2021 and is revived annually (2021/22) to address IDP objectives
Human Resources Strategy/ Plan	To respond to the long-term development plan of the IDP	2018/19	Revived annually (2021/22)
Organisational Performance Management System (OPMS)	Manage and monitor the performance of the Municipality	2022/23	2022/23
Performance Management System (PMS)	The Individual Performance Management has been cascaded to levels below Managers	2022/23	2022/23

Plan	Description	Year of Council Adoption	Last Review/ Adoption
Integrated Waste Management Plan	To improve waste management services and to comply with the legislation	2018/19	Currently under review
Environmental Management Plan	To address environmental issues & to comply with relevant legislation & Master Plan	2019/20	Under reviewal
Spatial Development Framework	To guide planning for zoning of land in respect of business centres & residential areas	2013-2018	Reviewed: 2020 and gazetted 2021
Housing Sector Plan 2011-16	To facilitate & respond effectively in the allocation of limited resources Provide format & method of prioritizing housing projects & co-ordinate housing development as well as effective subsidy budgeting Understanding of spatial limitations	2016	Reviewed
Anti-fraud prevention plan	To pro-actively prevent fraud and corruption	Planned for reviewal	May 2020
Risk Committee Charter	To guide Risk Committee	Planned for reviewal	May 2020
Risk Management Strategy	To mitigate envisaged risk factors	Planned for May 2021	May 2020

Table 11: KSD Policies

Policy	Description	Year of Council Adoption	Last Review/ Adoption
Financial policies			
Virement policy	To guide the movement of funds between votes	May 2022	30 May 2023
Asset Management policy	To set guidelines on management, maintenance of municipal assets	May 2022	30 May 2023
Cash management & investment of funds policy	To guide the management of cash and investment of funds	May 2022	30 May 2023
Borrowing policy	To guide and set parameters on the borrowings of the municipality	May 2022	30 May 2023
Budget adjustment policy	To ensure that KSD Municipality continues to deliver on its core mandate and achieve its developmental goals,	May 2022	30 May 2023

Policy	Description	Year of Council Adoption	Last Review/ Adoption
	mid-year review and adjustment budget process will be used to ensure that under-performing functions are identified, and funds re-directed to performing functions. (In line with the MFMA)		
Credit control policy	To revise and implement credit controls	May 2022	30 May 2023
Indigent policy	To create database for indigent policies support	May 2022	30 May 2023
Tariff policy	To regulate the setting of tariffs by the municipality	May 2022	30 May 2023
Property rates policy	To regulate the setting up of the property rates	May 2022	30 May 2023
Supply Chain management policy		May 2022	30 May 2023
Fleet Management Policy	To manage and apply measures to control the fleet of the institution	May 2022	30 May 2023
Irregular and wasteful and unauthorised expenditure <u>policy</u>	To avoid irregular, wasteful, and unauthorised expenditure	May 2022	30 May 2023
Write-off policy	To promote credible financial situation	May 2022	30 May 2023
Anti-fraud prevention policy	To prevent fraud and corruption	May 2022	30 May 2023
Municipal whistle blowing policy	To promote enabling environment to encourage whistle blowing of corruption and its ills, furthermore, to protect whistle blowers	May 2022	30 May 2023
Risk Management Policy	The Risk Management Policy developed to identify areas of risk and mitigate risk factors	May 2020	28 February 2023
Human Resources Policies			
HR. Policy and Plan	Promote quality human resources relations	May 2021/22	
Succession planning & career pathing policy	To train and develop the employees to the extent that he/she is able to reach the level of seniority. To wish he/she aspires and to able to competently undertake the duties attached to that post / level	May 2021/22	

Policy	Description	Year of Council Adoption	Last Review/ Adoption
Skills development policy	To align the development of employee skills with the strategic objectives of the municipality	May 2021/22	
Sexual Harassment policy	To ensure compliance with the constitution, relevant labour legislation and in particular the Employment Equity Act 1998, and the Labour Relations Act 1995 and prevent unfair discrimination on grounds of sex or gender within the municipality.	May 2021/22	
ABET Policy	To provide employees with the basic foundation for lifelong learning and to develop their full potential	May 2021/22	
Dress code policy	To enable KSD employees to project the professional image that is in keeping with the need of the municipality's clients and customers to trust the municipality and its employees.	May 2021/22	
Staff placement policy	To give effect to the pursuit of reorganization process of the municipality in response to its changing operational requirements.	May 2021/22	
Workplace HIV/AIDS Policy	To combat the spread of HIV/AIDs and act against the scourge or Stigma of HIV/AIDs	May 2021/22	
Employee Health & Wellness Strategy	To address the employee wellness related challenges of the municipality.	May 2021/22	
Covid-19 Regulations	To regulate the spread of Corona Virus through infections	May 2021/22	
Occupational Health and Safety policy	To prevent injuries and illness of municipal staff, councillors, visitors, and provide and provide effective rehabilitation and support to those whose health has been affected by their work. Ensure prompt, fair and equitable management and resolution of workers compensation claims.	May 2021/22	
KSD Induction policy	To facilitate an easy and smooth entry process into its work environment the policy is aimed an engendering positive result for new and or repositioned employees	June 2020	

Policy	Description	Year of Council Adoption	Last Review/ Adoption
Internal Bursary policy	To encourage employees to improve their knowledge and qualifications in line with the strategic direction of the municipality.	June 2020	
Cellular Phone & 3G Card Policy	The purpose of this document is to set out a policy that regulates the allocation of cellular phones and 3G Cards to employees and Councillors	June 2020	
Account & Password Management	This document defines the policy required to securely deploy, manage and control user accounts and passwords	June 2020	
Information security management policy (Draft)	To ensure data protection and privacy of personal information; Safeguarding or organizational records as well as intellectual property rights.	June 2020	
Disaster Recovery Plan	To ensure business continuity and corporate governance of ICT compliance	2019	
KSD Leadership & management development policy	To ensure that managers' confidence is enhanced with a greater consciousness of their own competence and self-certification in their achievements	June 2020	
Employee assistance programme policy (not yet approved)	To provide free short-term counselling assistance to employee's experiences personal difficulties at work or at home.	June 2020	
KSD Staff skills attraction & retention policy	To assist the municipality and its senior and line managers to effectively retain their staff by providing information, guidelines and direction on staff retention and some possible retention techniques. To prevent the loss of competent staff from the municipality this could have an adverse effect on service delivery.	June 2020	
Study & examination policy	To provide support for employees who are pursuing their studies	June 2020	
KSD Coaching policy	To build personal and team morale and foster partnership where employees feel like they are contributing to the success of the organization.	June 2020	
RED			

Policy	Description	Year of Council Adoption	Last Review/ Adoption
Informal trading policy & street trading	To regulate informal businesses and licensing	June 2020	
Film making	To regulate film production development	June 2020	
Formal business trading policy	Formalization & management of businesses and licensing	June 2020	
Business Licensing policy	To register and regulate licensing of business	June 2020	
Gender Empowerment policy	Mainstreaming of Gender Programmes	June 2020	
Community related HIV/AIDS Policy	Sets how the municipality co-ordinates HIV/AIDS related initiatives & campaigns	June 2020	

Table 12: 2021/ 2022 By-Laws

BY LAWS	MINUTE NO.	DATE OF ADOPTION
Public Safety and Traffic Management: Public transport By-law	Ord 947/10/2021	06 October 2021
Nuisance and behaviour in public Places by laws	Ord 948/10/2021	06 October 2021
Fire prevention By-Law for KSDM	Ord 950/10/2021	06 October 2021
By-Law relating to liquor trading in KSD Municipal jurisdiction	Ord 951/10/2021	06 October 2021
Liquor Trading By-Law	Ord 955 /10/2021	06 October 2021
Property rates Act By-Law amendment recommended by COGTA	SCM 923/10/2021	22 September 2021

BY-LAWS RELATING TO COMMUNITY SERVICES & PUBLIC SPACES			
BY LAWS	REGULATORY OBLIGATION/S	DATE OF ADOPTION	REVIEWAL
Nuisance, street trading, livestock & marketing & advertising By-laws	To improve compliance & law enforcement not yet adopted	June 2020	May 2021
By-laws related to Parks, Public Open Spaces, Natural Resources & Amenities	To enhance tourism & environmental management	June 2020	May 2021
Municipal Health By-laws	To enhance clean environment & better health for all. For compliance issues	June 2020	May 2021

BY-LAWS RELATING TO COMMUNITY SERVICES & PUBLIC SPACES			
BY LAWS	REGULATORY OBLIGATION/S	DATE OF ADOPTION	REVIEWAL
Waste management By-laws	To improve waste management services and to comply with the legislation	June 2020	May 2021
Informal trading policy & street trading By-Laws	To formalize & regulate informal trading	June 2020	May 2021
Encroachment on Municipal Property By-Laws	Regulate and impeding the violation of municipal properties	June 2020	May 2021
Electricity supply By-Laws	To regulate electricity supply and discourage abuse of electric power supply	June 2020	May 2021
Roads and Traffic By-Laws	To regulate and control traffic use on the roads	June 2020	May 2021
Control of Temporary Advertisement By-Laws	To stop illegal advertising and placing of advertisement in none designated municipal places	June 2020	May 2021
Advertising Signs and the Disfigurement of the Fronts or Frontages of street By-Laws	To stop advertising illegally	June 2020	May 2021
King Sabata Dalindyebo Municipality Administration of Council's Immovable Property By-Laws	Guides and regulate the management of municipal immovable properties	June 2020	May 2021

1.18 REFLECTION AND CONSIDERATION OF MEC COMMENTS

The MEC has congratulated the municipality for developing a credible IDP. It has also been noted with delight that the municipality has retained a **HIGH** rating for the 2022/23 assessment with all KPA's being rated as HIGH.

The table below reveals Comments by the MEC for the Department of Local Government and Traditional Affairs and the Response by the KSD Municipality (2019/20, 2020/21, 2021/22):-

Table 12: MEC Comments Assessment

KPA	RATING 2020/21	RATING 2021/22	RATING 2022/23
Spatial Development Framework	High	High	High
Service Delivery	High	High	High
Financial Viability	High	High	High
Local Economic Development	High	High	High
Good Governance & Public Participation	High	High	High

KPA	RATING 2020/21	RATING 2021/22	RATING 2022/23
Institutional Arrangements	High	High	High
Overall Rating	High	High	High

Table 13: Powers and Functions

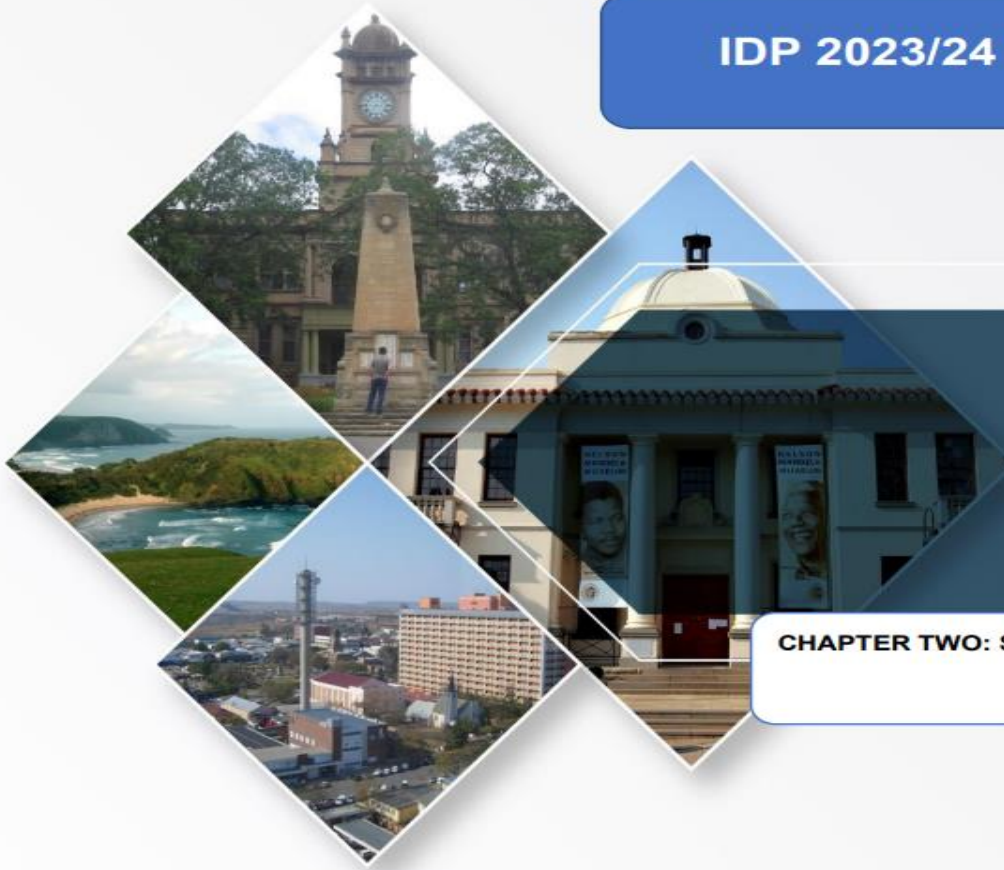
SERVICE	RESPONSIBLE AGENCY
Water & sanitation	OR Tambo District Municipality
Disaster Management Services	OR Tambo District Municipality & KSD Municipality as a Service provider
Social development related services	Department of Social Development and KSD Municipality as a facilitating agent
Health & related services	Department of Health
Libraries	KSD Municipality
Public Amenities	KSD Municipality
Cemeteries	KSD Municipality
Fire Services	OR Tambo District Municipality and KSD Municipality as a service provider
Fire Emergency Services	OR Tambo District Municipality and KSD Municipality
Law Enforcement	KSD Municipality
Traffic Safety and Control	Provincial Department of Transport (Traffic) and KSD Municipality
Rural and/or Municipal Urban Roads and storm water drainage.	KSD Municipality, OR Tambo District Municipality, Department of Roads and Public Works
Vehicle Testing and Registration	KSD Municipality
Municipal Health Services	OR Tambo District Municipality

The IDP process was undertaken based on IDP guidelines stipulated in the IDP Guide Pack. The process has ensured that each phase complied with the required legislation and municipal needs and is within the municipality's available financial and human resources. In instances where proposed projects are not in the municipality's financial or human capability, proposals will be put forward for projects to be implemented by other sectors and support organisations.



KING SABATA DALINDYEBO LOCAL MUNICIPALITY

IDP 2023/24 REVIEW



CHAPTER TWO: SITUATIONAL ANALYSIS

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 MUNICIPAL OVERVIEW

The King Sabata Dalindyebo Local Municipality is in the District of OR Tambo District Municipality in the inland of Eastern Cape Province in the Republic of South Africa. It has its main offices in Munitata building based in Mthatha servicing both political and administrative arms of the municipality and satellite offices in Mqanduli. It (KSDLM) is the economic hub of the district and the host to both the Local and District Municipality's Offices.

It is a gateway to a wide range of tourism offerings, and Mthatha is a popular stop-over point on the way to tourist attractions like Coffee Bay and Hole-in-the-Wall in the KSDM and Port St Johns and Mbotyi in neighboring LMs. It is linked to East London by the Kei Rail and the major economic activities in the municipality.

The proposed Wild SEZ project is the huge hope to grow the economy of the municipality at a larger scale, and the developments around Airport demonstrate potential to become the most of the core of the mobility and as a convenient transport mode to attract business opportunities and future investments and its robust expansion to not only connect Mthatha and Gauteng Province, Johannesburg, in particular but to cover the whole country and go globally in the near future, requires an urgent attention with the assistance of all role players.

KSD LM is rich in tourism as well as heritage, it is therefore regarded as the Home of Legends through the following tourist attraction areas: (Mandela Birthplace, Hole-in-the-Wall, Mandela Museum, Nduli, Luchaba Nature Reserve, and Mthatha Dam etc.). Commercialization of these tourists' attraction areas is important in improving economic development of these areas. However, the roads leading to the Wild Coast have been a major impediment and remains challenging economic spin-offs to safe access to the beautiful destinations along the coastline, thus requires a concerted effort.

The KSD municipality was used as a capital city which serviced a lot of communities and population in the neighboring municipalities of the former Transkei, and because of that legacy, it falls in a trap of being catfished for deliverables due to its economic activities and commercial potential, for employment, health services and education which puts an enormous strain on its limited budget.

It is undoubtedly composed of a range of settlement forms and land uses, namely, urban areas, rural settlements, privately owned farms and small holdings. Neighboring local municipalities (LM) are Nyandeni LM to the North-east connecting with the Mthatha mouth coastline, Mhlontlo LM to the North sharing most noticeably its close proximity with the timberworks

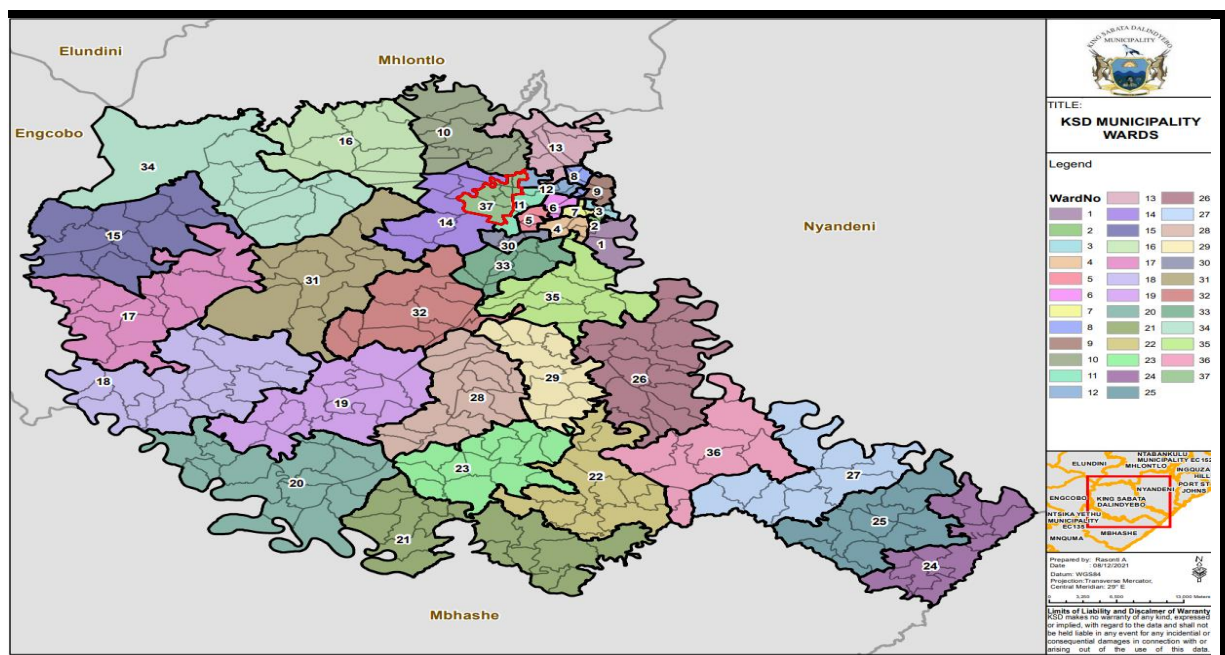
generated from Langeni forest and Mabheleni dam posing as a waterfront for relaxation, Engcobo LM to the West, and Mbhashe LM to the South, sharing both its rigid mountainous environs and rivers.

The municipality developed 2030 Vision (Master Plan) to deal with the five streams to mainstream, and channel among other things integrated rural development set to address access and interventions prioritized to be leading tourism resorts and facilities with the hope to increase and promote rural tourism nodes, market system for ‘ integrated settlements and a clean KSD’ and on the other hand, it is prudent to engage on cultivating strategies to curb challenges facing the tourism sector, that include issues of crime which stations appalling consequences and threatening the tourists, especially in Mthatha and Coffee-Bay – Hole-in-the Wall which are at high risk due to an increased high rate of crime.

Furthermore, effectiveness being known and popular for its subsistence farming, it can demonstrate a huge potential in agriculture if it can exploit its rich arable land for maize farming and other crops, i.e., vegetables, fruits, and economic fortunes that can be derived in sectors, namely, wool production, beef, sheep, crossbreeding, and cattle farming, etc.

To make use of available assets that KSD has for economic development of the municipality, the use of Mqanduli Maize Milling Plant by small farmers in KSD to enhance maize meal value chain is important for vigorous revival and participation by affected actors. Currently, the mill- ing plant hasn’t been under utilised due to financial constraints and project management expertise which resulted to shortage of primary production of agricultural produce.

The KSD Locality Map 1



2.1.1 SWOT Analysis: Identified in Wards for 2023/24 REVIEW

The Ward Needs Analysis and prioritization was embarked in September 2021 by means of visiting all the wards for the drafting and preparation of the IDP 2023/234 & -2023/24-2025/26 MTREF Budget Formulation through conduction of IDP/ Budget and PMS Roadshows.

The outcomes of the IDP/ Budget and PMS Roadshows are outlined as follows:

Chart 1: Ward 01-11

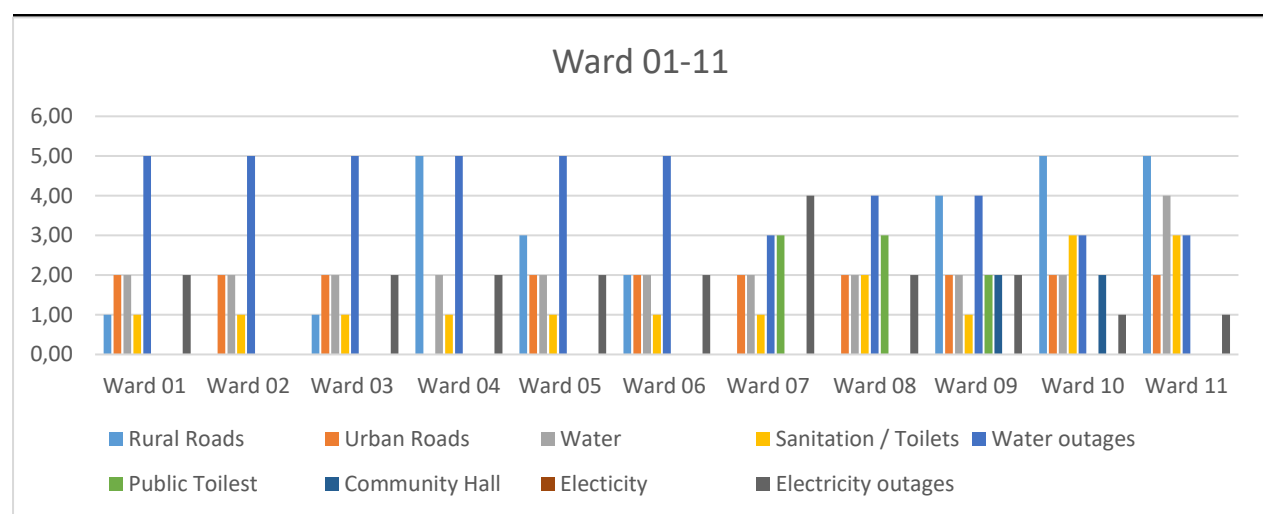


Chart 2: Ward 12 -24

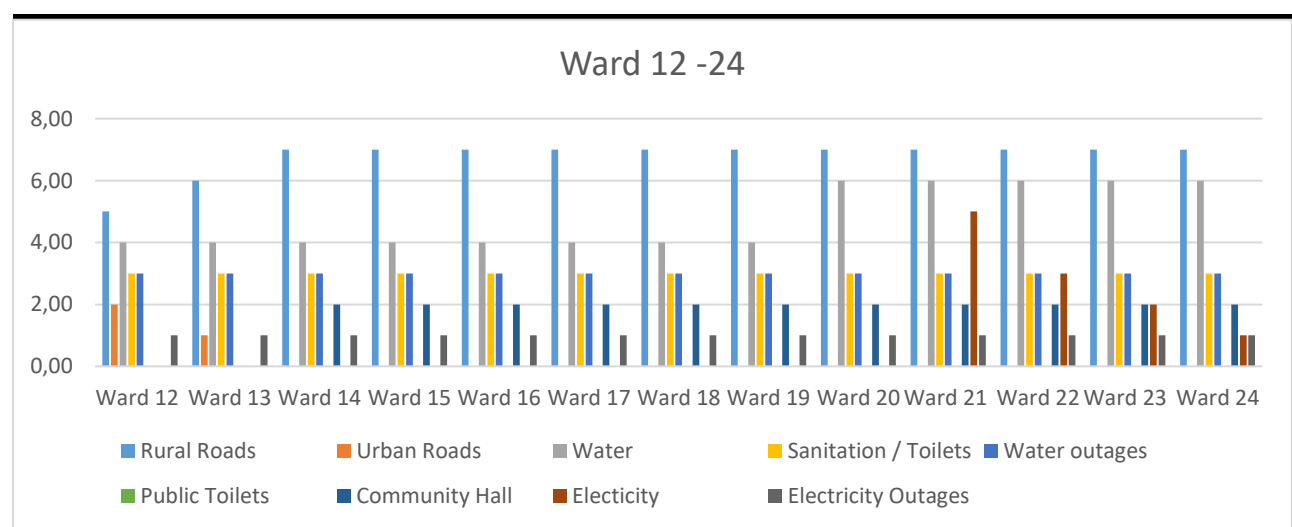


Chart 3: Ward 25-36

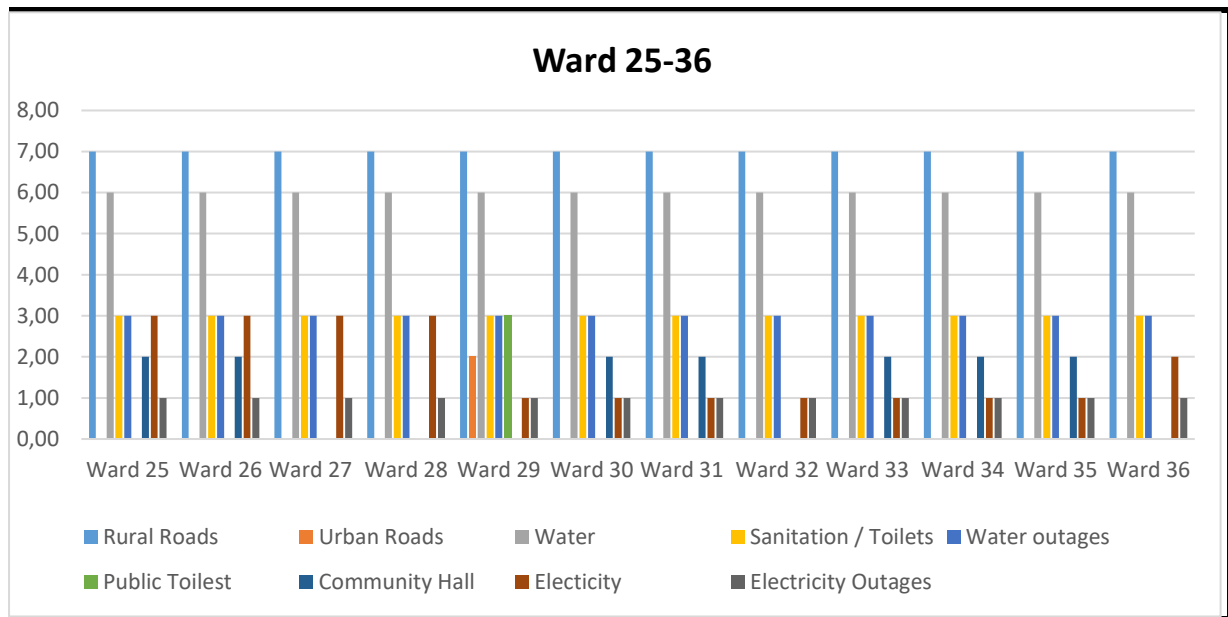


Chart 4: Ward 37

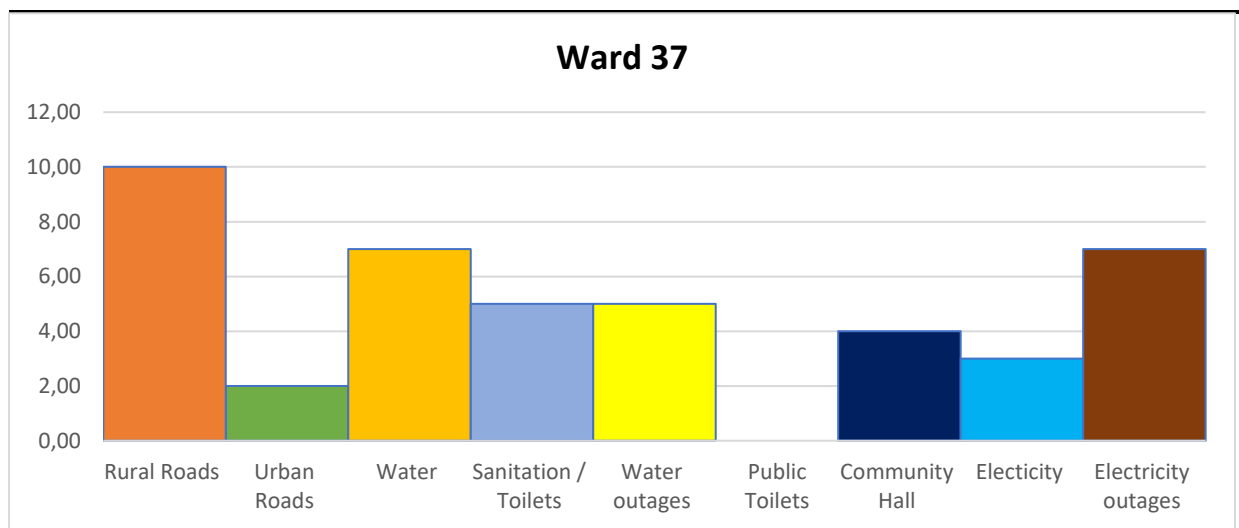


Table 14: Ward to Ward Outreach September 2022 and April 2023 IDP Roadshows

The table below depicts the priorities collected during the Ward Outreach Programme conducted between September to November 2022 which have also been confirmed during the presentation of the draft IDP and Budget Public Hearings taken place on the 12th to 25th April 2023 for public comments.

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
1	Cllr N Matubatuba	1. Roads Construction and Maintenance 2. Water and Sanitation 3. RDP Houses 4. LED Programmes 5. Electricity	14 th September 2022	1. Roads Construction & Maintenance 2. Water and Sanitation 3. RDP houses 4. LED Programmes 5. Electricity	20 April 2023
2	Cllr N. Gwebani	1. Infrastructure Development (water, roads & electricity) 2. Community Services (upgrading of Rotary Stadium) 3. LED & Youth Development Programmes 4. Integrated Human Settlements 5. Public Safety	14 th September 2022	1. Roads Maintenance & Construction 2. Upgrading of Rotary Stadium 3. LED & Youth Development Programmes 4. Integrated Human Settlements 5. Public Safety	19 April 2023
3	Cllr Roeber	1. Construction of all gravel roads to tar roads and maintenance 2. Construction of Community Hall 3. Rehabilitation of Waterfall Park 4. Sewer and storm water drains 5. Rehabilitation of Ngangelizwe Swimming Pool	28 th September 2022	1. Construction of all gravel roads to tar roads and maintenance 2. Construction of Community Hall 3. Rehabilitation of Waterfall Park 4. Sewer and storm water drains 5. Rehabilitation of Ngangelizwe Swimming Pool	14 April 2023
4	Cllr S. Mngeni	1. Roads Construction and Maintenance 2. Electricity – High mast lights	28 th September 2022	1. Roads Construction and Maintenance 2. High mast lights	21 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
		3. Multi-Purpose centre 4. Mobile Police Station/ Satellite 5. Clinic		3. Community Hall 4. Mobile Police Station/Satellite 5. Clinic	
5	Cllr GN Sidlova	1. Roads Rehabilitation 2. Mobile police station 3. Water & Sanitation 4. LED Youth Skills Development Programmes 5. Community Service's- Multi-purpose Centre	30 th September 2022	1. Roads Rehabilitation 2. Mobile Police Station 3. Water & Sanitation 4. LED Youth Skills Development Programmes 5. Multipurpose Centre	13 April 2023
6	Cllr M Ngudle	1. Construction and Maintenance of Access Roads 2. Electricity (High mast lights) 3. Multi-purpose Centre 4. Mobile Police Station / Satellite Station 5. Clinic	19 th September 2022	1. Roads Construction and Maintenance 2. Youth Development Programmes and Job Creation 3. High mast light 4. RDP Houses 5. Provision of Safety & Security	13 April 2023
7	Acting Cllr S. Nyengane (Acting in September) Cllr S. Madyum (Assumed office in April)	1. Roads Construction and Maintenance (Rehabilitation) 2. Multi-purpose Centre 3. Water and Sanitation 4. Electricity, High mast lights (Backup) 5. Crime Prevention	11 th October 2022	1. Roads Rehabilitation and Maintenance 2. Multi-Purpose Centre 3. Water and Sanitation 4. High mast lights & Back-up Support 5. Crime Prevention & strengthening of CPF	12 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
8	Cllr M. Majeke	1. Roads Construc- tions and Mainte- nance 2. LED Programmes and Job Creation 3. Water and Sanita- tion 4. Housing Develop- ment 5. Crime Prevention	23 rd Septem- ber 2022	1. Roads Construc- tion and Mainte- nance 2. LED Programmes and Job Creation 3. Water and Sani- tation 4. Housing and High mast lights-Inte- grated Human Settlements 5. Crime Prevention	21 April 2023
9	Cllr N. Matyeba	1. Roads Construction & Maintenance 2. Electricity 3. Water & Sanitation 4. Community Ser- vices provision & Public Safety 5. LED Initiatives & Agriculture	23 rd Septem- ber 2022	1. Community Hall 2. Roads Construc- tion & Mainte- nance 3. Water & Sanita- tion 4. Community Ser- vices provision & Public Safety 5. LED Programmes	14 April 2023
10	Cllr N. Jubeni	1. Roads Construction and Maintenance 2. Water & Sanitation 3. Electricity/ High mast lights & RDP Houses 4. Youth Develop- ment, Skills, Sports Facilities 5. Community Hall	15 th Septem- ber 2022	1. Roads Construc- tion and Mainte- nance 2. Electricity (High mast lights 3. Community Hall 4. Water and Sani- tation 5. Youth Develop- ment and Skills Development Programmes	14 April 2023
11	Cllr S. Majikija	1. Electricity (High mast lights) and RDP Houses 2. Water and Sanita- tion 3. Clinic and Commu- nity Hall 4. Roads Construction and Maintenance (Mdesalini bridge)	14 th Septem- ber 2022	1. Roads Construc- tion and Mainte- nance (Mdesalini bridge) 2. Water and Sani- tation 3. Clinic and Com- munity Hall 4. High mast lights and Maintenance of Streetlights	14 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
		5. LED and Skills De- velopment Pro- grammes		5. LED and Skills Development Programmes	
12	Cllr N. Nkathu	1. Roads Construction and Maintenance 2. Water and Sanita- tion 3. Electricity (High mast lights) 4. Clinic 5. RDP Houses 6. Youth Development Programmes	14 th Septem- ber 2022	1. Roads Construc- tion and Mainte- nance 2. Water and Sani- tation 3. Electricity (High mast lights) 4. Clinic 5. RDP Houses 6. Youth Develop- ment Pro- grammes	19 April 2023
13	Cllr B. Mlanjeni	1. Water and Sanita- tion 2. Roads Construction and Maintenance 3. Electricity and RDP Houses 4. Youth Development and LED Initiatives 5. Community Ser- vices Support and Facilities (Early Childhood Develop- ment)	04 th October 2022	1. Water and Sani- tation 2. Roads Construc- tion and Mainte- nance 3. Youth Develop- ment and LED Programmes 4. Community Ser- vices Support and Facilities (Early Childhood Development) 5. Electricity and RDP Houses	24 April 2023
14	Cllr G.N. Tshaya	1. Roads Construction and Maintenance 2. RDP Houses & Electricity 3. Water and Sanita- tion 4. Youth Development Programmes 5. Agricultural Devel- opment and Farm- ing	04 th October 2022	1. Roads Construc- tion and Mainte- nance 2. Water and Sani- tation 3. RDP Houses & Electricity 4. Community Hall 5. Agricultural De- velopment, Farm- ing, and Youth Development Programmes	19 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
15	Cllr S. Silinga	1. Water & Sanitation 2. RDP Houses 3. Roads Construction & Maintenance 4. Agriculture & Farming 5. LED Projects & Youth Employment	03 rd October 2022	1. Roads Construction & Maintenance 2. Water & sanitation 3. RDP Houses 4. LED Programmes 5. Farming	25 April 2023
16	Cllr A. Ketse	1. Roads Construction and Maintenance 2. RDP housing 3. Water and Sanitation 4. Youth skills Development Programmes 5. Agricultural Development & Farming	21 st September 2022	1. Road's construction and maintenance 2. Water and sanitation 3. RDP housing 4. Youth Skills Development Programmes 5. Agricultural Development & Farming	13 April 2023
17	Cllr M Makhaba	1. Water & Sanitation 2. Roads Construction and Maintenance 3. RDP Houses 4. Community Hall 5. Mobile Clinic/ Mobile Police Station	30 th September 2022	1. Water & Sanitation 2. Roads Construction and Maintenance 3. RDP Houses 4. Mobile Police Station Mobile Clinic, 5. LED Programmes & Community Hall	17 April 2023
18	Cllr S. Tokwana	1. Water and Sanitation 2. Roads Construction and Maintenance 3. Electricity (High mast lights) 4. RDP houses 5. Community Hall 6. Clinic	28 th September 2022	1. Water and Sanitation 2. Roads Construction and Maintenance 3. Electricity (high mast light) 4. RDP Houses 5. Community Hall & Clinic	

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
19	Cllr U. Daniso	1. Road construction & maintenance 2. Water & sanitation 3. Electricity 4. Community Hall 5. RDP Houses	03 rd October 2022	1. Roads Construc- tion & Mainte- nance 2. Water and Sani- tation 3. Electricity 4. Community Halls 5. RDP House and Job creation	20 April 2023
20	Cllr S. Ratshalala	1. Water & sanitation 2. Construction & maintenance of roads 3. Agricultural farming 4. Skills development 5. RDP Houses	20 th September 2022	1. Roads 2. Construction & Maintenance 3. Water & Sanita- tion 4. LED, Farming and Agriculture 5. Youth Skills De- velopment 6. RDP Houses	21 April 2023
21	Cllr S. Mshun- qane	1. Electricity 2. Road's construction and maintenance 3. Water and Sanita- tion 4. Community hall 5. LED and Agricul- ture 6. Skills development	05 th October 2022	1. Roads Construc- tion and Mainte- nance 2. Electricity 3. Water and Sani- tation 4. RDP Houses and Community Halls 5. LED Agriculture and Skills Pro- grammes	24 April 2023
22	Cllr Z. Siziba	1. Road's construction and maintenance 2. RDP Houses 3. Water and Sanita- tion 4. Agriculture and Farming 5. Electricity in New Extensions	05 th October 2022	1. Roads Construc- tion and Mainte- nance 2. RDP houses 3. Water and Sani- tation 4. Agricultural De- velopment and Farming 5. LED Programmes	22 April 2023
23	Cllr B. Vuma	1. Roads Mainte- nance and con- struction 2. RDP Houses	29 th September 2022	1. Roads Mainte- nance and Con- struction 2. RDP Houses	14 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
		3. Water & Sanitation 4. Local Economic Development, farming and agriculture 5. Electricity		3. Water & Sanitation 4. Electricity 5. Local Economic Development Programmes & Farming	
24	Cllr M. Msakeni	1. RDP Houses 2. Job opportunities and Youth Skills development 3. Water and Sanitation 4. Electricity 5. Roads Construction and maintenance	19 th September 2022	1. RDP Houses 2. Job Opportunities and Youth Skills Development Programmes 3. Water and Sanitation 4. Electricity 5. Roads Construction and Maintenance	18 April 2023
25	Cllr S. Dalasile	1. RDP houses 2. Road's construction and maintenance 3. Water and sanitation 4. Electricity 5. Clinic	19 th September 2022	1. RDP Houses 2. Roads Construction and Maintenance 3. Water and Sanitation 4. Electricity 5. Clinic	21 April 2023
26	Cllr S. Mdunyelwa	1. Roads Construction and Maintenance 2. Water and Sanitation 3. Clinics 4. RDP houses 5. Community Hall	30 th September 2022	1. Roads Construction and Maintenance 2. Water and Sanitation 3. Clinics 4. RDP houses 5. Community hall	17 April 2023
27	Cllr Mhlaba	1. Roads Construction and Maintenance 2. Water and Sanitation 3. RDP Houses 4. Farming and Agriculture 5. Electricity	20 th September 2022	1. Road Construction and Maintenance 2. RDP Houses 3. Water & Sanitation 4. Community Services (Cutting of Alien Plant)	20 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
				5. Electricity	
28	Cllr Mtshakazana	1. Water and Sanitation 2. Roads Construction and Maintenance 3. Agriculture and Farming 4. Community Hall 5. RDP Houses 6. Electricity	20 th September 2022	1. Water and Sanitation 2. Roads Construction and Maintenance 3. Agricultural Development and Farming 4. Community Hall 5. RDP Houses (Destitute & Homeless) and Electricity	24 April 2023
29	Cllr Marasha	1. Roads Construction and Maintenance 2. Water and Sanitation 3. LED – Job Creation for Youth 4. RDP Houses 5. Clinic	28 th September 2022	1. Roads Construction & Maintenance 2. Water & Sanitation 3. LED Programmes & Job Creation 4. RDP Houses 5. Clinic at Ngcanasini	21 April 2023
30	Cllr T. Badli	1. Roads Construction & Maintenance 2. Clinics 3. Electrification (High Mast Lights) 4. RDP Houses 5. LED Support for Agricultural Projects and Farming	22 nd September 2022	1. RDP Houses 2. Clinics 3. Electrification (High mast lights) 4. Road Maintenance & Construction 5. LED Support & Agricultural Projects	12 April 2023
31	Cllr A. Msuthu	1. Roads Construction and Maintenance and Bridges 2. Water and Sanitation 3. RDP Houses 4. Community Hall	22 nd September 2022	1. Roads Construction & Maintenance 2. Water & Sanitation 3. RDP Houses 4. Community Hall 5. Agricultural Development	18 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
		5. LED, Agriculture and Farming sup- port			
32	Cllr L. Makhenke	1. Water & Sanitation 2. Electricity 3. RDP Houses 4. Roads Construction & Maintenance 5. Community Hall 6. Youth Development & LED	05 October 2022	1. Water & Sanita- tion 2. Electricity 3. RDP Houses 4. Road Construc- tion & Mainte- nance 5. Community Hall LED Support & Youth Develop- ment i.e., Sport facilities	25 April 2023
33	Cllr N. Mayi	1. Road's mainte- nance 2. Water and Electric- ity 3. LED & Farming 4. RDP Houses 5. Mobile Police Sta- tion	03 October 2022	1. Roads Construc- tion & Mainte- nance 2. Water and Sani- tation 3. RDP Houses 4. Agricultural De- velopment and Farming 5. Mobile Police Sta- tion	18 April 2023
34	Cllr. C.L. Molaka- laka	1. Water and Sanita- tion 2. Roads Construction and Maintenance 3. Clinics 4. LED 5. Community hall (maintenance) & Mobile Police Sta- tion	23 rd Septem- ber 2022	1. Water and Sani- tation 2. Roads Construc- tion and Mainte- nance 3. RDP Houses 4. LED Programmes 5. Community Hall /Mobile Clinic	18 April 2023
35	Cllr M. Teti	1. Roads Construction and Maintenance 2. LED, Agriculture and Farming 3. RDP Houses 4. Electricity 5. Water & Sanitation	03 rd October 2022	1. Roads Construc- tion and Mainte- nance 2. LED Programmes 3. RDP Houses 4. Electricity 5. Water and Sani- tation	18 April 2023

WARD	WARD COUN- CILLOR	CONFIRMED 5 WARD PRIORITY NEEDS- SEPTEMBER 2022	ACHIEVED DATE	CONFIRMED 5 WARD PRIORITY NEEDS- APRIL 2023	ACHIEVED DATE
36	Cllr N. Nxeve	1. Roads Construction and Maintenance 2. RDP Houses 3. Water and Sanitation 4. Youth Skills Development and Employment 5. Farming and Agriculture (Alien Plant)	30 th September 2022	1. Roads Construction and Maintenance 2. RDP Houses 3. Water and Sanitation 4. Youth Skills Development Programmes 5. Farming and Agricultural Development	25 April 2023
37	Cllr T. Gqiba	1. Roads Construction and Maintenance 2. RDP Houses 3. Electricity (High Mast Lights) 4. Clinics 5. Water and Sanitation	23 rd September 2022	1. Roads Construction and Maintenance 2. RDP Houses 3. Electricity (High mast lights) 4. Clinic 5. Water and Sanitation	20 April 2023

The municipality remains committed and continues to pursue the following High Impact Programmes: -

Institutional Re-engineering

Economic Model

Mqanduli as an Agricultural node,

Viedgesville as a Logistics Hub,

- Establishment of a new regeneration small town in Coffee Bay,
- AGRO Processing and industrialization of agricultural initiative around the Mqanduli town,
- Development of the Mthatha Airport as a Spatial Economic Zone which is linking economic opportunities,
- Presidential intervention as continuous project implementation programme,
- Special Economic Zones (SEZ),
- Integrated Wild Coast Improvement Programme,
- SANRAL, N2, R61 road network upgrades,

- Agri-Park Development, and,
- ICT Broadband and Wi-Fi connectivity.

2.2 THE DEMOGRAPHIC INFORMATION

The economic state of King Sabata Dalindyebo Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, O. R. Tambo District Municipality, Eastern Cape Province and South Africa.

Is worth realising that the King Sabata Dalindyebo Local Municipality does not operate or function in isolation from O. R. Tambo, Eastern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality, respectively.

The chart 1 and 2 in 2020 and projected 2025 below demonstrates that OR Tambo District as the largest and most populous in the Eastern Cape Province which therefore means that the significant margin of the population contributed by the KSD Municipality has an impact to the district, hence is the largest.

Chart 1: EC Population Projections VS OR Tambo, 2020

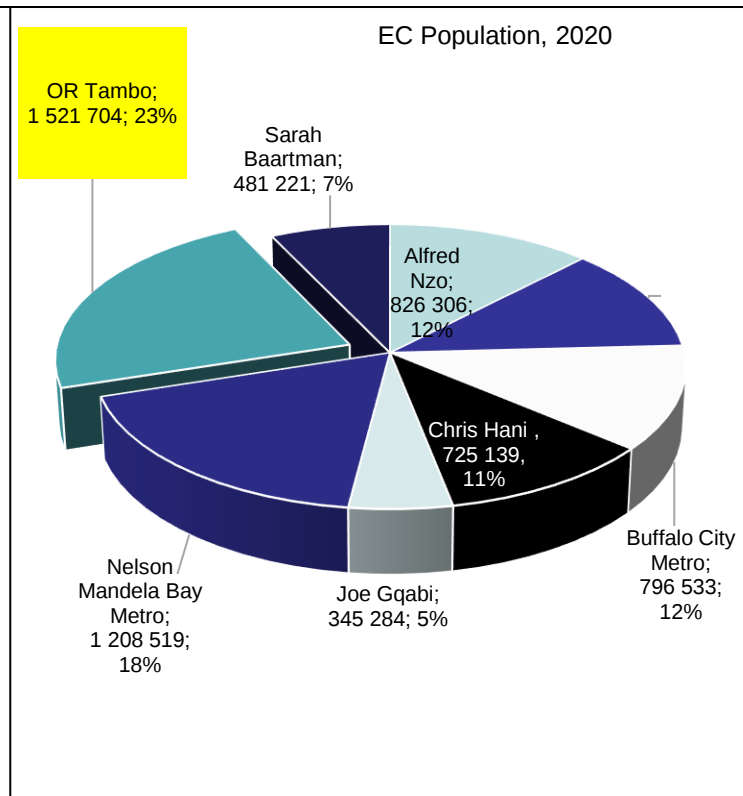
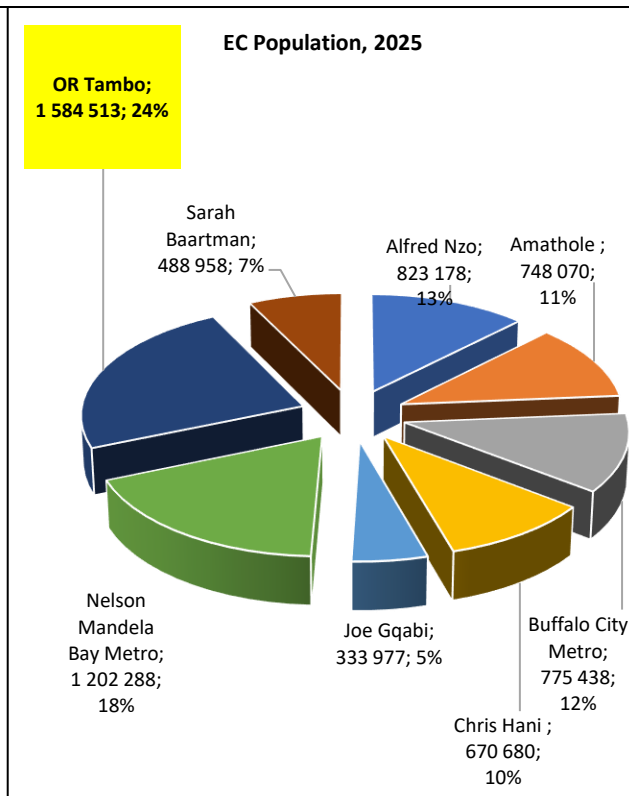


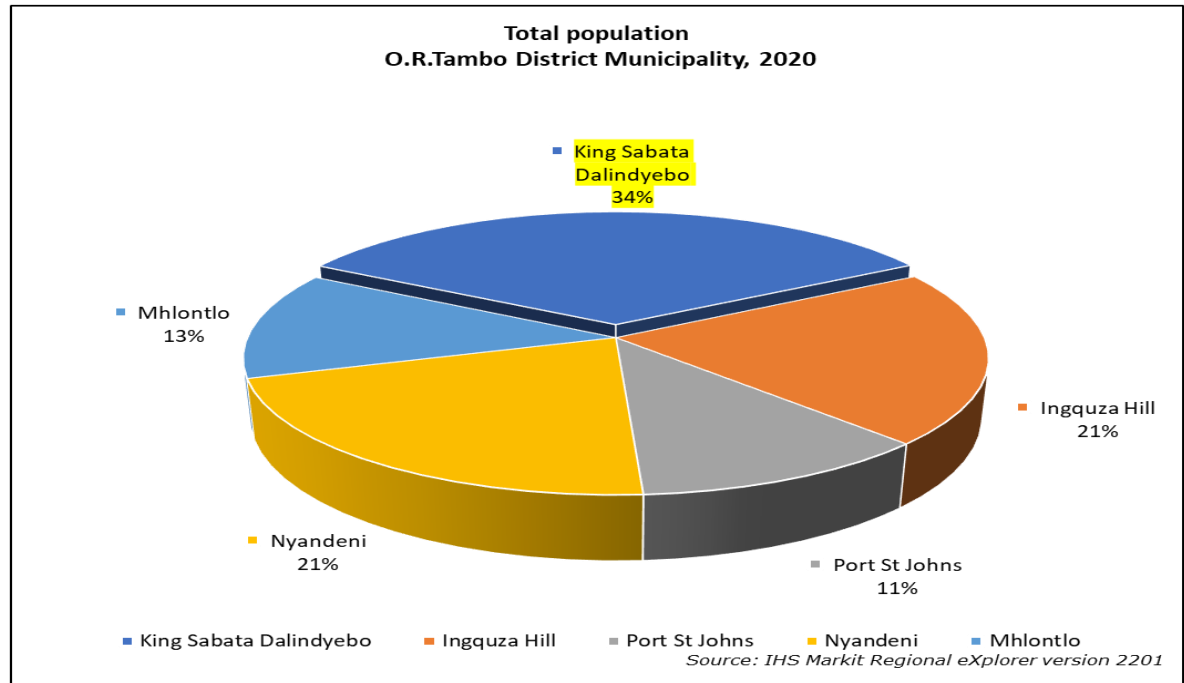
Chart 2: EC Population Projections VS OR Tambo, 2025



Source: Stats SA mid-year population estimates, 2022

The EC population is estimated to decline by 1.05% between 2020 and 2025, Population in O.R. Tambo is projected to increase by 4.13%.

Chart 4: Total population – ORT DM



The KSD municipality when compared to other locals, accounts for a total population of 33.8% of the total population in the O. R. Tambo District Municipality, which makes it the most populous region in the O.R. Tambo District Municipality

The KSD Municipality, even though it accounts for and constitutes the largest of the total population in the O. R. Tambo District.

It was reported to be the lowest in terms of the turnover of voters in the district for the successive past local government elections, which is one point for consideration by the leadership to discover the root causes of such civic apathy without putting emphasis and assumptions or concentration only on service delivery issues but also considering the decline in public confidence and trust in South African politics, as it is demonstrated in the chart below:

Chart 5: Local Government Elections

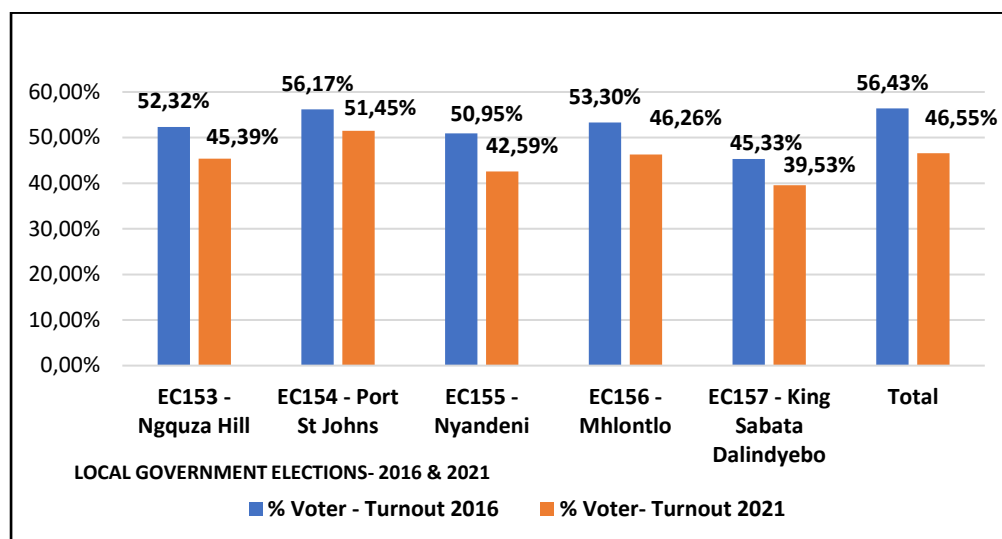
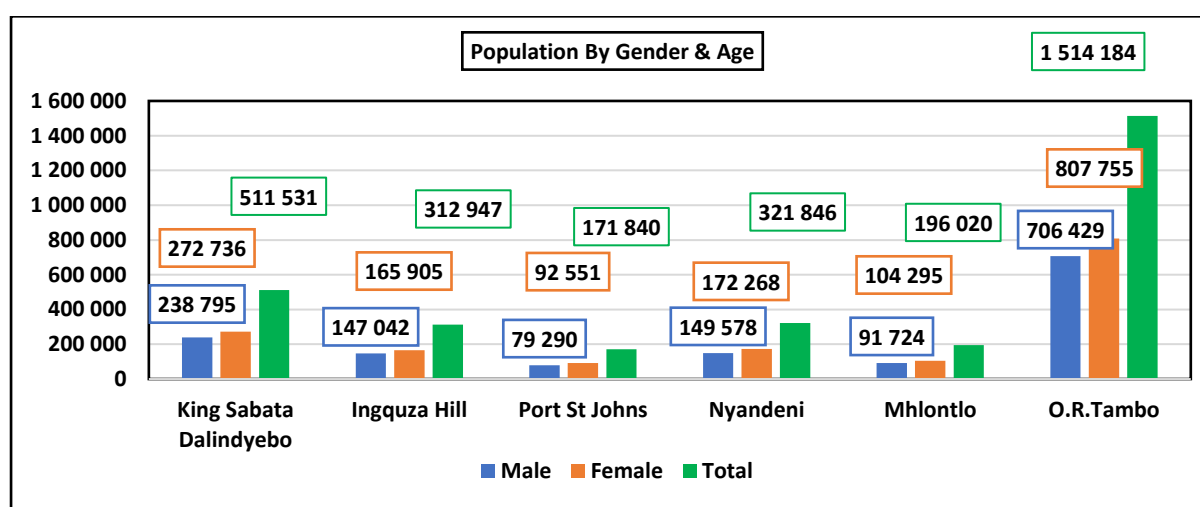


Table 15: Local Government Elections

Municipality	% Voter Turnout 2016	% Voter Turnout 2021
EC153 - Ngquza Hill	52,32%	45,39%
EC154 - Port St John's	56,17%	51,45%
EC155 – Nyandeni	50,95%	42,59%
EC156 – Mhlontlo	53,30%	46,26%
EC157 - King Sabata Dalindyebo	45,33%	39,53%

Chart 6: Population By Gender- rest of O. R. Tambo District Municipality, 2019



King Sabata Dalindyebo Local Municipality's male/female split in population was 87.6 males per 100 females in 2019. The King Sabata Dalindyebo Local Municipality has significantly more females (53.32%) than males, when compared to a typical stable population. This is most probably an area with high male out migration to look for work elsewhere. In total there were 273 000 (53.32%) females and 239 000 (46.68%) males. This is different from the O. R. Tambo District Municipality where the female population counted 808 000 which constitutes 53.35% of the total population of 1.51 million.

Population By Gender and Age

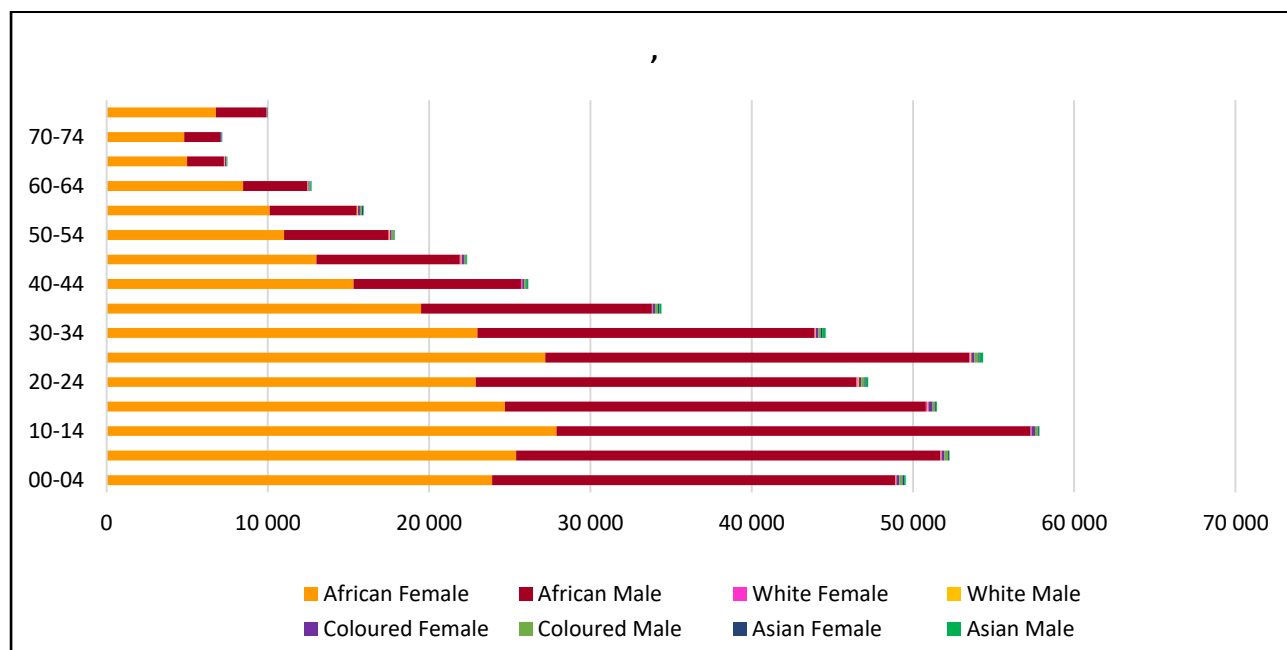
The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g., 0-4, 5-9, 10-13, etc.

Table 16: Population by Gender - King Sabata Dalindyebo and the rest of O. R. Tambo District Municipality, 2019 [Number].

	Male	Female	Total
King Sabata Dalindyebo	238,795	272,736	511,531
Ingquza Hill	147,042	165,905	312,947
Port St Johns	79,290	92,551	171,840
Nyandeni	149,578	172,268	321,846
Mhlontlo	91,724	104,295	196,020
O. R. Tambo	706,429	807,755	1,514,184

Source: IHS Markit Regional eXplorer version 2025

Chart 7: Population by Race, Gender & Age



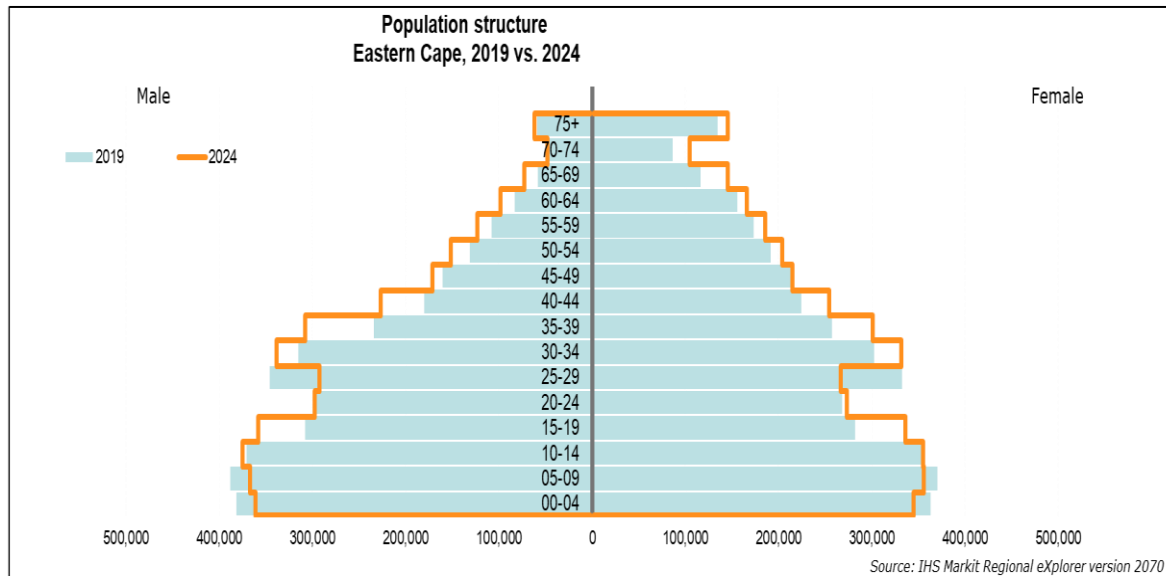
Source: IHS Markit Regional eXplorer version 2025

Table 17: Population by Race, Gender & Age

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	23,900	25,000	41	43	169	197	99	100
05-09	25,400	26,300	28	52	164	220	70	44
10-14	27,900	29,400	25	33	215	180	57	33
15-19	24,700	26,100	97	69	244	173	58	56
20-24	22,900	23,600	76	68	144	201	84	154
25-29	27,200	26,300	56	60	192	245	82	225
30-34	23,000	20,900	33	35	161	154	79	224
35-39	19,500	14,300	24	17	169	177	71	143
40-44	15,300	10,400	48	30	117	120	33	99
45-49	13,000	8,900	60	61	137	106	35	51
50-54	11,000	6,460	45	61	109	137	25	26
55-59	10,100	5,400	32	48	123	128	68	42
60-64	8,460	3,990	21	40	42	46	38	64
65-69	4,990	2,290	15	35	72	40	29	27
70-74	4,800	2,230	0	8	72	25	9	6
75+	6,770	3,120	10	6	48	22	4	0
Total	269,000	235,000	612	667	2,180	2,170	841	1,300

Source: IHS Markit Regional eXplorer version 2025

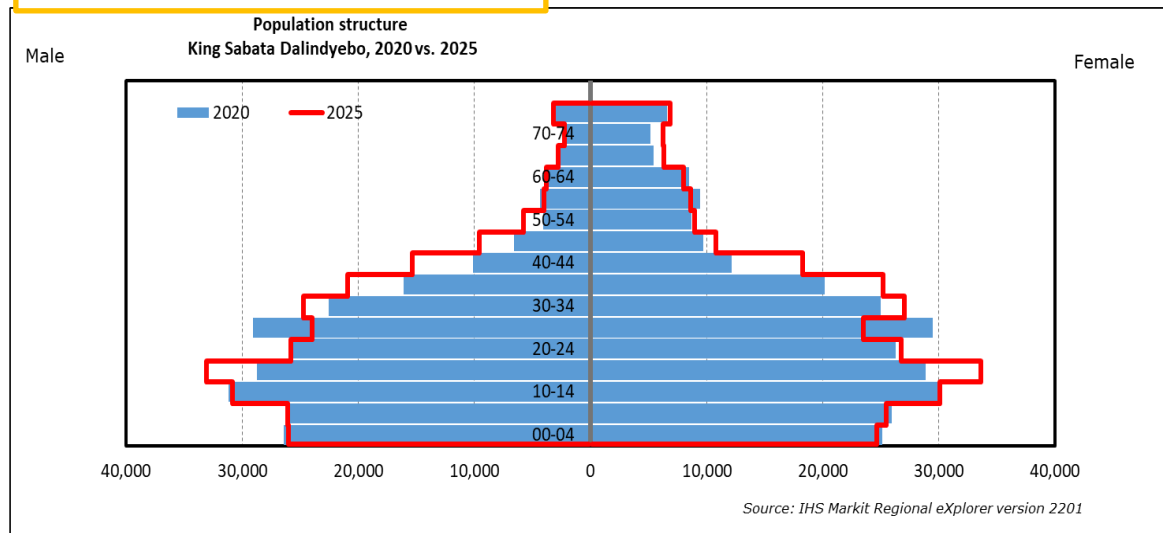
Chart 8: Population Pyramid -EC



The population pyramid reflects a projected change in the structure of the population from 2019 and 2024. The differences can be explained as follows:

- **EC:** In 2019, there is a significantly larger share of young working age people between 20 and 34 (25.5%), compared to what is estimated in 2024 (23.6%). This age category of young working age population will decrease over time.
- The share of children between the ages of 0 to 14 years is projected to be significant smaller (28.3%) in 2024 when compared to 2019 (30.5%).

Chart 9: Population Pyramid -KSD

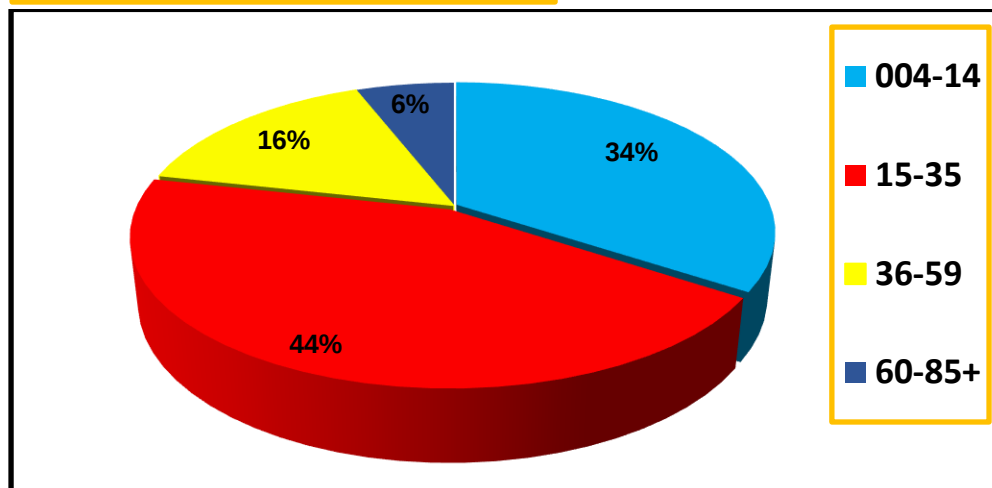


For KSD: The population pyramid reflects a projected change in the structure of the population from 2020 and 2025. The differences can be explained as follows:

- KSD in 2020, there is a significantly larger share of young working age people between 20 and 34 (30.4%), compared to what is estimated in 2025 (27.7%). This age category of young working age population will decrease over time.
- The fertility rate in 2025 is estimated to be slightly higher compared to that experienced in 2020.
- The share of children between the ages of 0 to 14 years is projected to be significant smaller (29.7%) in 2025 when compared to 2020 (31.8%).
- In 2020, the female population for the 20 to 34 years age group amounts to 15.5% of the total female population while the male population group for the same age amounts to 14.9% of the total male population. In 2025, the male working age population at 13.6% does not exceed that of the female population working age population at 14.1%, although both are at a lower level compared to 2020.

This chart demonstrates that the KSD population is youthful.

Chart 10: Age Categories



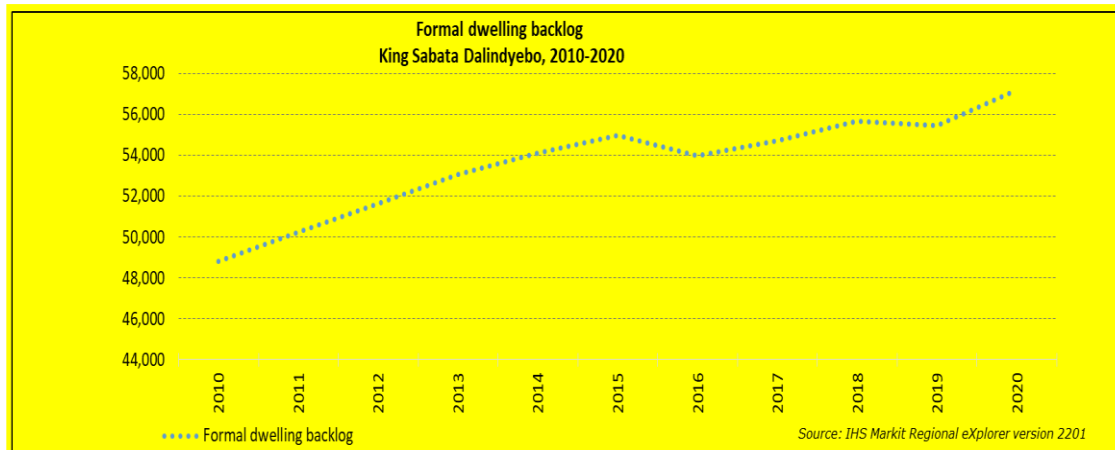
Statistics South Africa: Census 2019/20

INFORMATION -HOUSEHOLD INFRASTRUCTURE

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2010 the number of households not living in a formal dwelling were 48 800 within King Sabata Dalindyebo Local Municipality. From 2010 this number increased annually at 1.60% to 57 200 in 2020.

The total number of households within King Sabata Dalindyebo Local Municipality increased at an average annual rate of 1.19% from 2010 to 2020, which is higher than the annual increase of 1.60% in the number of households in South Africa.

Chart 11: Households Water Access Levels in ORT DM



King Sabata Dalindyebo Local Municipality had a total number of 22 500 (or 17.85%) households with piped water inside the dwelling, a total of 27 500 (21.76%) households had piped water inside the yard and a total number of 61 600 (48.83%) households had no formal piped water.

Chart 12: Households Water Access Levels in ORT DM

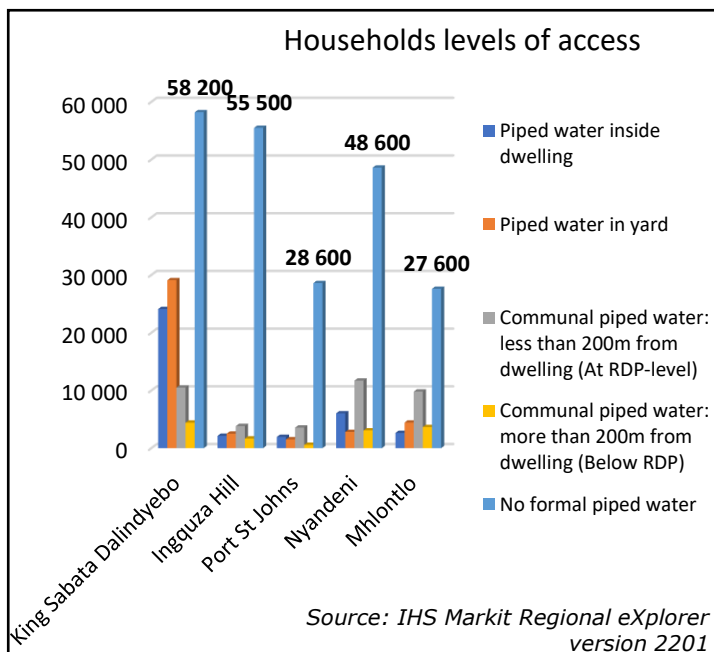
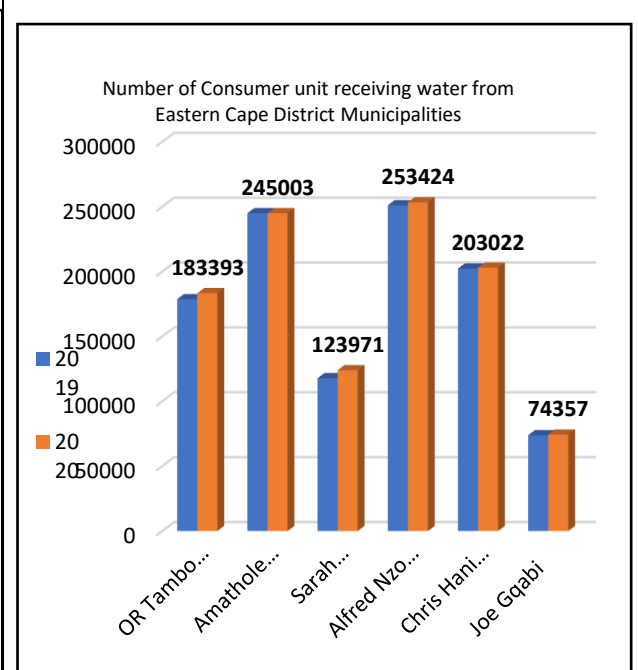


Chart 13: Consumer units with Access to Water in EC DMs



Source: Stats SA mid-year population estimates, 2022

Table 18: Households levels of access to water 2020-ORT DM

Municipality	Piped water inside dwelling	Piped water yard in	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
King Sabata Dalindyebo	24,100	29,100	10,500	4,420	58,200	126,000
Ingquza Hill	2,130	2,510	3,830	1,680	55,500	65,700
Port St Johns	1,940	1,530	3,560	566	28,600	36,200
Nyandeni	6,030	2,810	11,700	3,080	48,600	72,200
Mhlontlo	2,630	4,430	9,800	3,660	27,600	48,100
Total O.R. Tambo	36,842	40,408	39,341	13,398	218,517	348,506

Table 19: Number of Consumer unit receiving water from Eastern Cape District Municipalities

District Name	2019*	2020
OR Tambo DM	178 733	183 393
Amathole DM	245 003	245 003
Sarah Barmann DM	117 824	123 971
Alfred Nzo DM	251 133	253 424
Chris Hani	202 325	203 022
Gqib DM	73 863	74 357

Source: Stats SA mid-year population estimates,

Chart 14: Consumer units with Access to Water

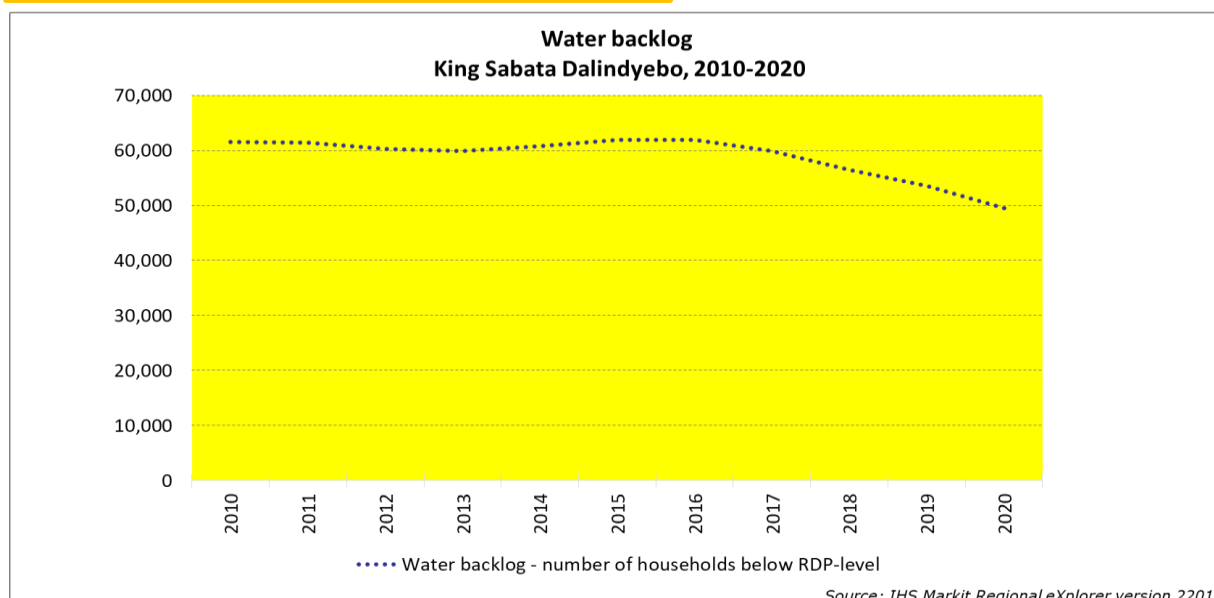


Chart 15: Sanitation Backlog

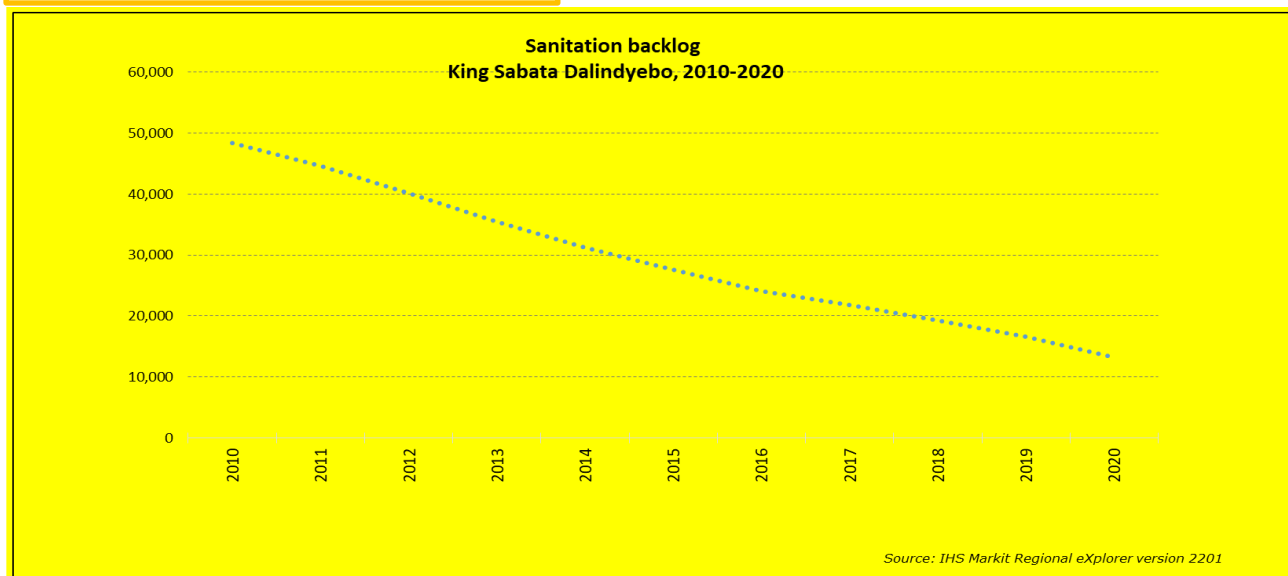
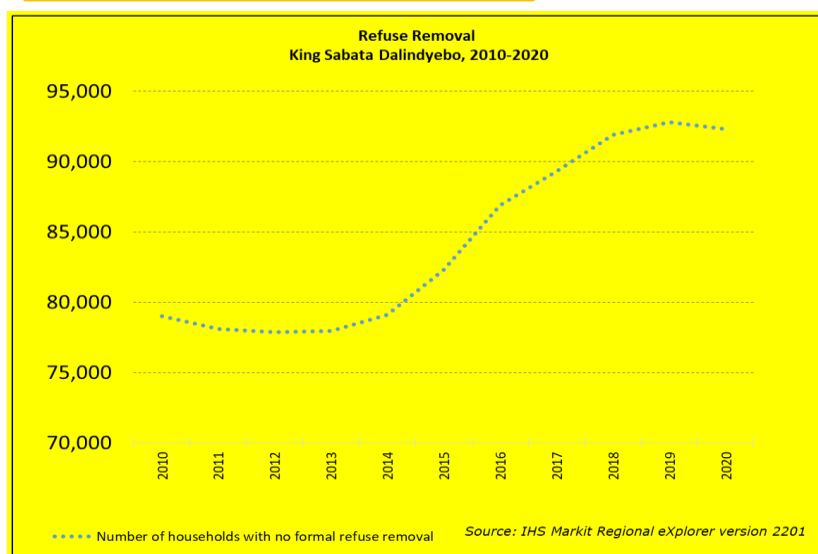


Chart 16: Refuse Removal



King Sabata Dalindyebo Local Municipality had a total number of 33 300 (26.38%) households which had their refuse removed weekly by the authority, a total of 1 650 (1.31%) households had their refuse removed less often than weekly by the authority and a total number of 83 200 (65.96%) households which had to remove their refuse personally (own dump).

Chart 17: Number of Consumer unit receiving Solid Waste 2016-2020 OR Tambo District

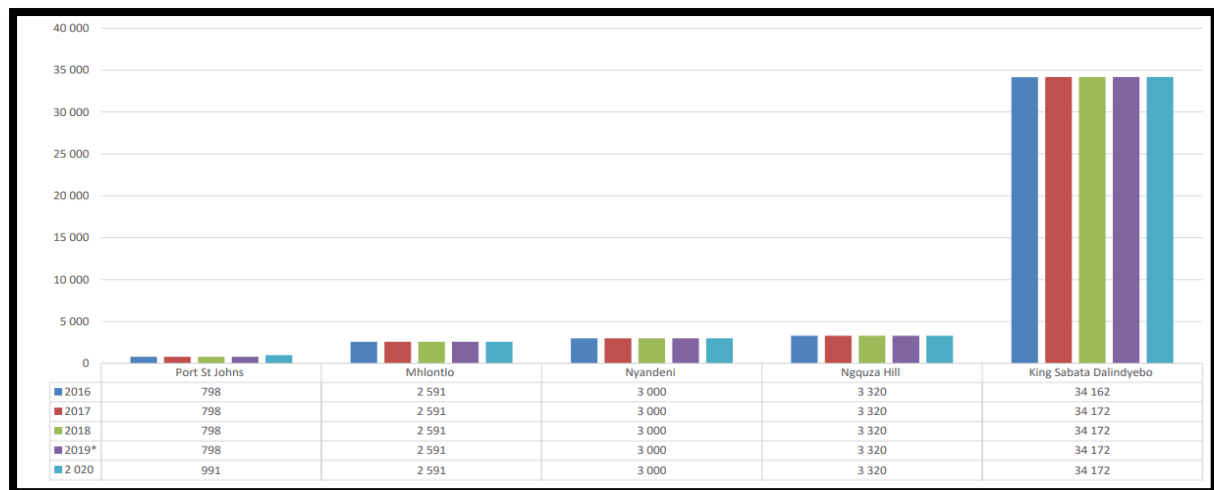
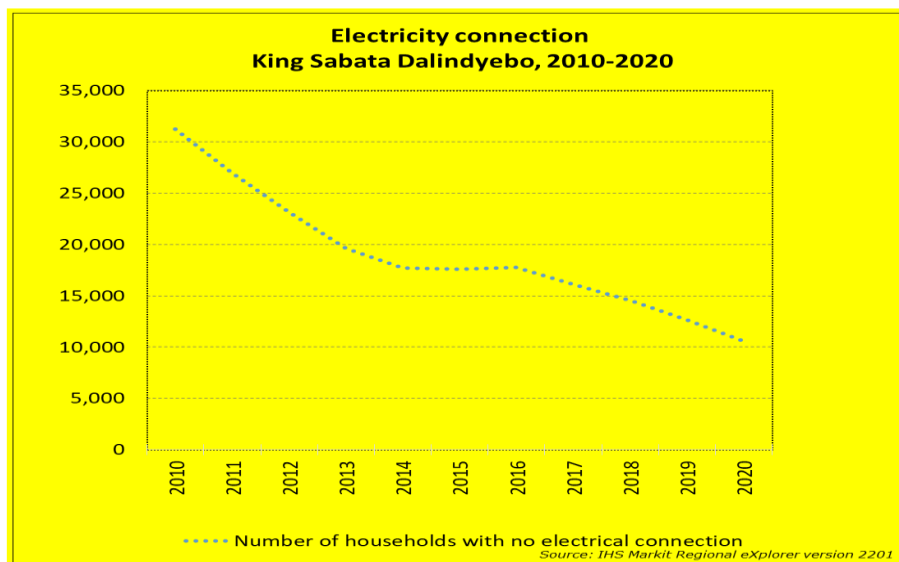


Chart 18: Electricity Backlogs



When looking at the number of households with no electrical connection over time, it can be seen that in 2010 the households without an electrical connection in King Sabata Dalindyebo Local Municipality was 31 300, this decreased annually at -10.25% per annum to 10 600 in 2020.

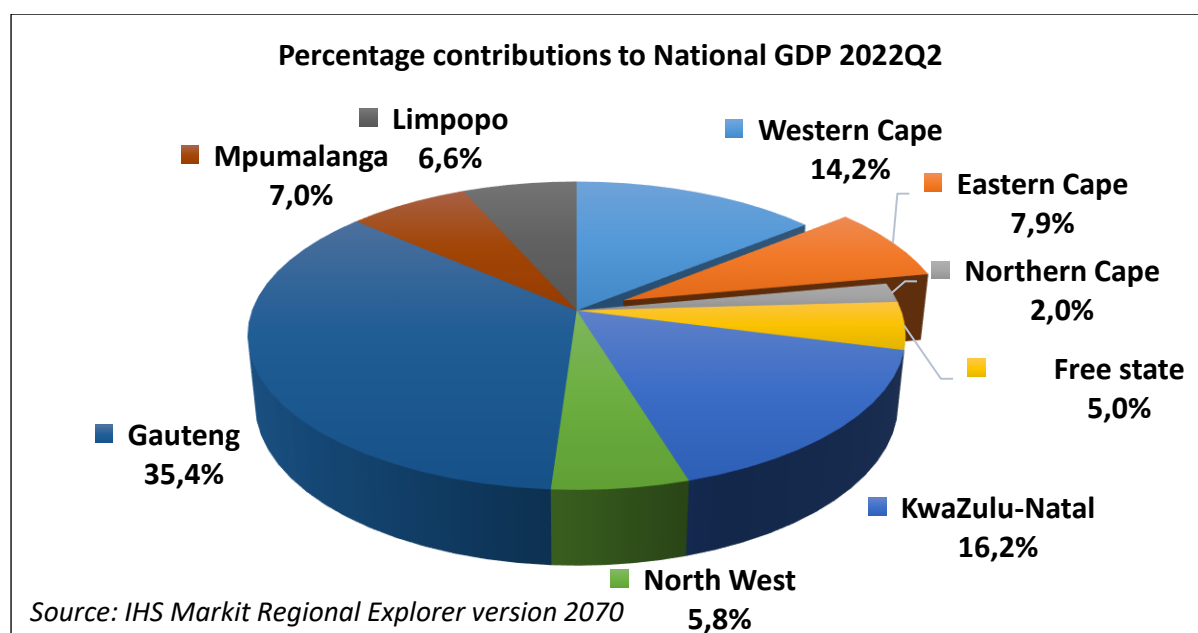
Source: Stats SA mid-year population estimates, 2022

Chart 19: Number of Consumer unit receiving Electricity 2016-2020 OR Tambo District



The Eastern Cape contributes 7.9 % to total national GDP. The largest contributor to National Growth in GDP in the third quarter was Gauteng (35.4%).

Chart 20: EC GDP Contribution National



Economic Growth Forecast

The King Sabata Dalindyebo Local Municipality had a total GDP of R 33 billion and in terms of total contribution towards O.R. Tambo District Municipality the King Sabata Dalindyebo Local Municipality ranked highest relative to all the regional economies to total O.R. Tambo District Municipality GDP. This ranking in terms of size compared to other regions of King Sabata

Dalindyebo remained the same since 2010. In terms of its share, it was in 2020 (66.6%) significantly larger compared to what it was in 2010 (62.5%). For the period 2010 to 2020, the average annual growth rate of 1.6% of King Sabata Dalindyebo was the highest relative to its peers in terms of growth in constant 2010 prices.

Chart 21: Gross Domestic Product (GDP)- Regions with O.R. Tambo District Municipality

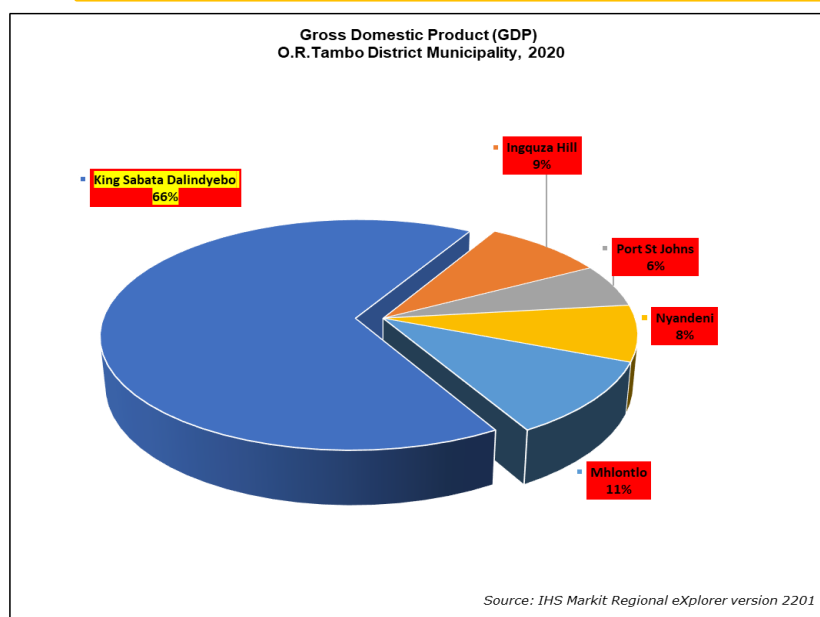


Table 20: GDP ORT DM

The KSD had a total GDP of R 33 billion and in terms of total contribution towards O.R. Tambo District Municipality the King Sabata Dalindyebo Local Municipality ranked highest relative to all the regional economies to total O.R. Tambo District Municipality GDP.

	2020 (Current prices)	Share of district municipality
King Sabata Dalindyebo	33.01	66.61%
Ingquza Hill	4.36	8.79%
Port St Johns	3.00	6.05%
Nyandeni	3.91	7.90%
Mhlontlo	5.28	10.64%

Chart 22: GVA-R: Local Municipality % share (ORTDM)

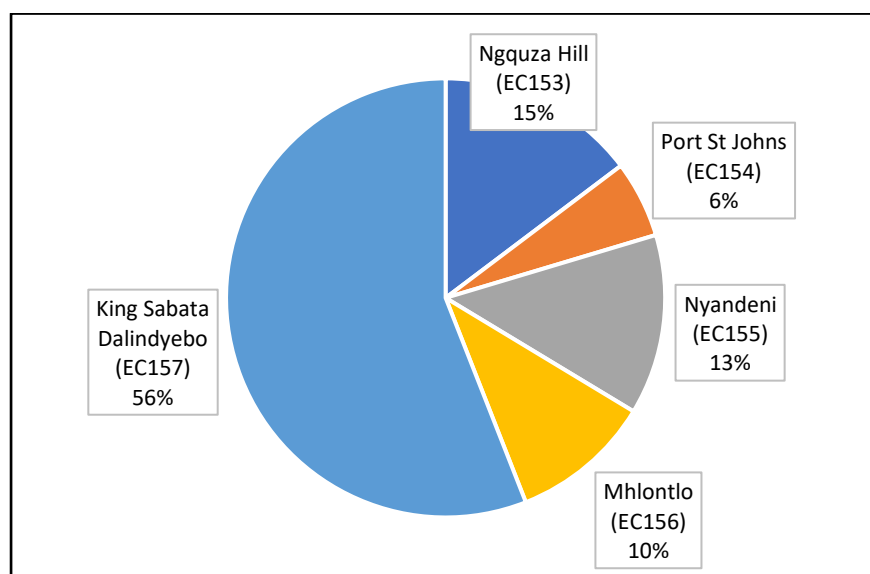
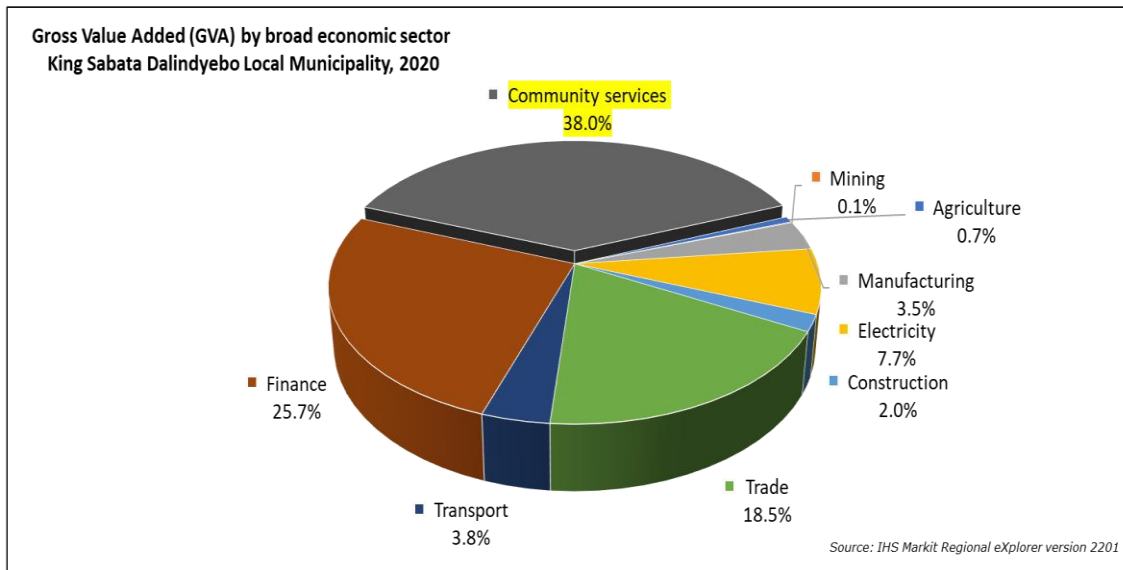


Table 21- GVA

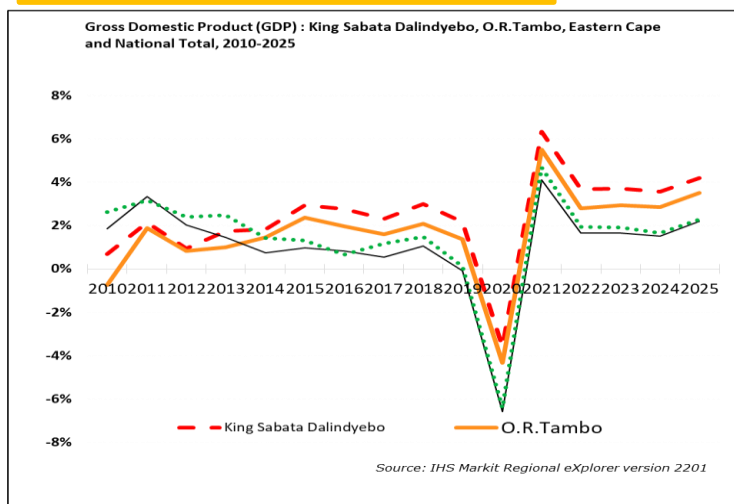
Gross Value Add (GVA-R) - O.R. Tambo and LMs (R' Millions)			
Geography	2010	2020	2021
Eastern Cape	616771	640292	662710
O. R. Tambo (DC15)	50394	58228	60349
Ngquza Hill (EC153)	7416	8363	8660
Port St Johns (EC154)	2849	3183	3296
Nyandeni (EC155)	6692	8214	8551
Mhlontlo (EC156)	5241	6032	6261
King Sabata Dalindyebo (EC157)	28196	32436	33579

Chart 23: KSD GVA by Board Sector



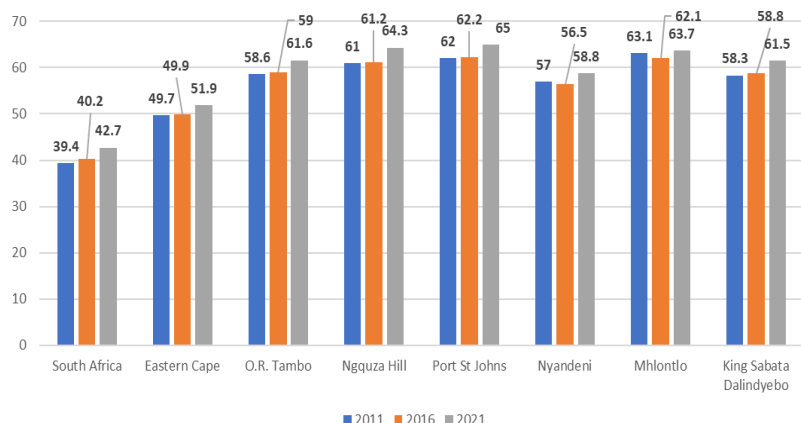
- The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the O.R. Tambo District Municipality,
- it is clear that the King Sabata Dalindyebo contributes the most community services towards its own GVA, with 62.24%, relative to the other regions within O.R. Tambo District Municipality.
- The King Sabata Dalindyebo contributed R 31 billion or 67.16% to the GVA of O.R. Tambo District Municipality. The King Sabata Dalindyebo also contributes the most the overall GVA of O.R. Tambo District Municipality.

Chart 24: Growth Projections



- It is expected that King Sabata Dalindyebo Local Municipality will grow at an average annual rate of 4.30% from 2020 to 2025.
- The average annual growth rate in the GDP of O.R. Tambo District Municipality and Eastern Cape Province is expected to be 3.51% and 2.22% respectively.
- It is expected that King Sabata Dalindyebo Local Municipality will grow at an average annual rate of 4.30% from 2020 to 2025.
- The average annual growth rate in the GDP of O.R. Tambo District Municipality and Eastern Cape Province is expected to be 3.51% and 2.22% respectively. South Africa is forecasted to grow at an average annual growth rate of 2.49%, which is lower than that of the King Sabata Dalindyebo Local Municipality.

Chart 25: Tress Index National Province, O.R. Tambo, East& LMs, 2011-2021



Tress Index denotes the level of diversity within the regional economy, and the spread of economic activity across the various sectors in the economy.

The Regional Economy remains highly concentrated, and less diversified than that of the provincial and national economy.

An analysis of LM data, including KSD, indicate that the local economies in the district are becoming more concentrated, and by implication dependent on one sector (or a small number of dominant sectors/industries).

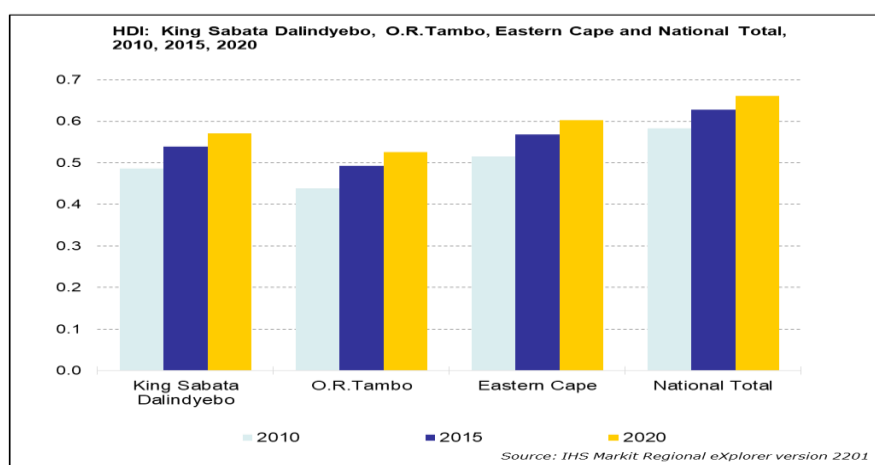
Key to diversifying the regional economy remains investment, as part of an economic growth strategy for the region.

In this regard the ongoing efforts by government and the District to develop the **Wild Coast Industrial Park**, and Spatial Development Corridor, remains key for diversifying the regional economy and ensuring and greater spatial equity in the pro-

Table 22: Tress Index National Province, O.R. Tambo, East& LMs, 2011-

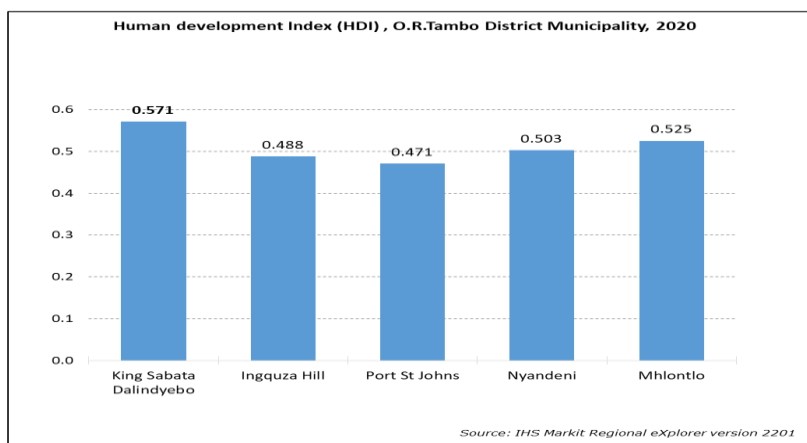
Tress Index - RSA, ORT DM, and LMs			
Geography	2011	2016	2021
South Africa	39,4	40,2	42,7
Eastern Cape	49,7	49,9	51,9
O.R. Tambo	58,6	59	61,6
Ngquza Hill	61	61,2	64,3
Port St Johns	62	62,2	65
Nyandeni	57	56,5	58,8
Mhlontlo	63,1	62,1	63,7
King Sabata Dalindyebo	58,3	58,8	61,5

Chart 26: Human Development Index (HDI)



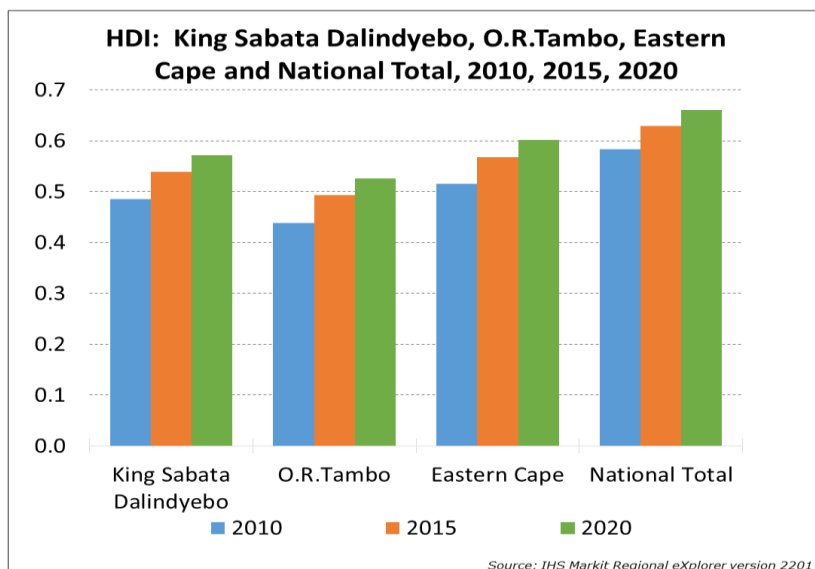
- In 2020 KSD LM had an HDI of 0.571 compared to the O.R. Tambo with a HDI of 0.526, 0.602 of Eastern Cape and 0.661 of National Total as a whole.
- Seeing that South Africa recorded a higher HDI in 2020 when compared to King Sabata Dalindyebo Local Municipality which translates to worse human development for KSD compared to South Africa.

Chart 27: Human Development Index (HDI) O.R. Tambo District Municipality, 2020



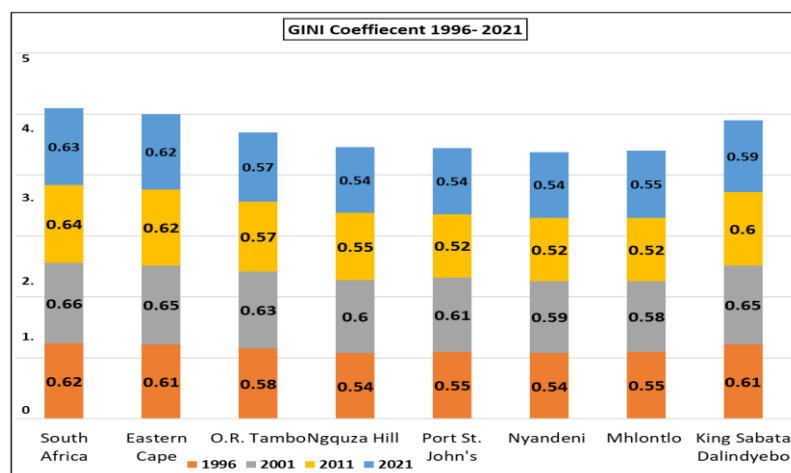
- The King Sabata Dalindyebo Local Municipality has the highest HDI, with an index value of 0.571.
- The lowest can be observed in the Port St Johns Local Municipality with an index value of 0.471.

Chart 28: Human Development Index (HDI)KSD, O.R. Tambo District Municipality, Eastern Cape & National 2020



- In 2020 KSD LM had an HDI of 0.571 compared to the O. R. Tambo with a HDI of 0.526, 0.602 of Eastern Cape and 0.661 of National Total as a whole.
- Seeing that South Africa recorded a higher HDI in 2020 when compared to King Sabata Dalindyebo Local Municipality which translates to worse human development for KSD compared to South Africa.

Chart 29: The GINI Coefficient



**Gini Coefficient is a measure of inequality in society and provides an index to measure the distribution of income across a population.*

- In terms of the Gini coefficient for each of the locals within the O.R. Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest Gini coefficient, with an index value of 0.59 in 2021.
- Whilst when the Gini coefficient is compared to other LMs in the District can be observed sitting with an index value of between 0.55 and 0.54

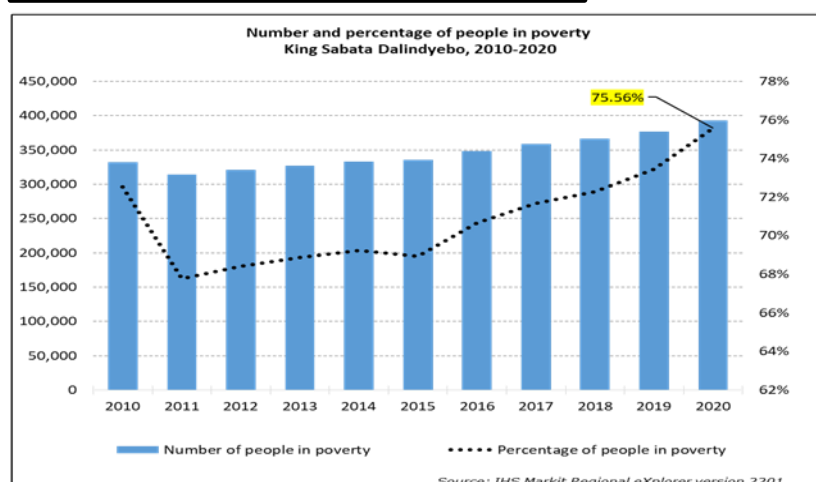
Table 23: The GINI Coefficient

Gini Coefficient* EC, ORTDM, and LMs								
Year	South Africa	Eastern Cape	O.R. Tambo	Ngquza Hill	Port St Johns	Nyandeni	Mhlontlo	KSD
1996	0,62	0,61	0,58	0,54	0,55	0,54	0,55	0,61
2001	0,66	0,65	0,63	0,60	0,61	0,59	0,58	0,65
2011	0,64	0,62	0,57	0,55	0,52	0,52	0,52	0,60
2021	0,63	0,62	0,57	0,54	0,54	0,54	0,55	0,59

**Gini Coefficient is a measure of inequality in society and provides an index to measure the distribution of income across a population.*

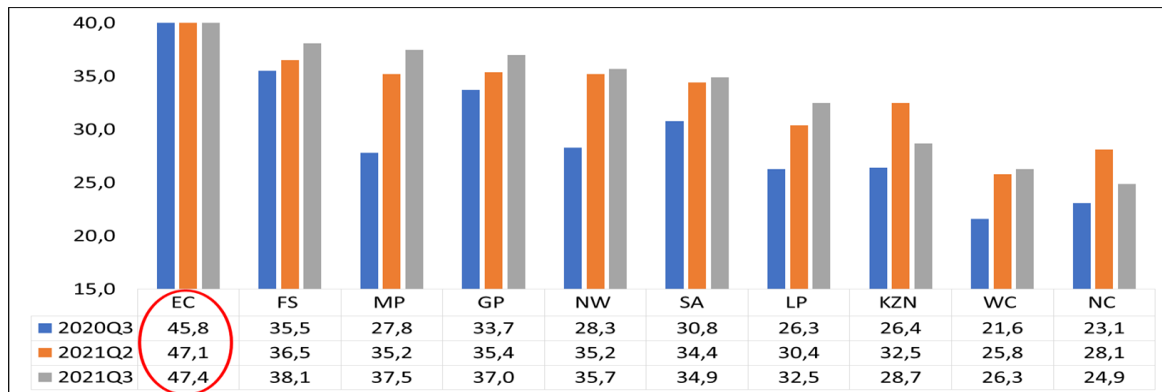
- In terms of the Gini coefficient for each of the locals within the O.R. Tambo District Municipality, King Sabata Dalindyebo Local Municipality has the highest Gini coefficient, with an index value of 0.59 in 2021.
- Whilst when the Gini coefficient is compared to other LMs in the District can be observed sitting with an index value of between 0.55 and 0.54

Chart 30: Poverty in KSD



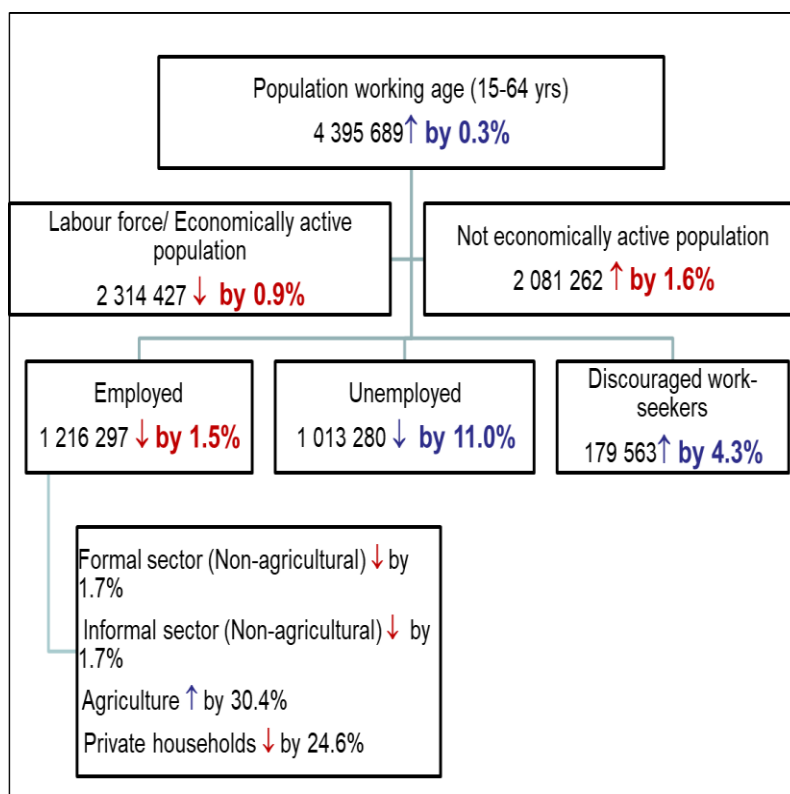
- In 2020, there were 393 000 people living in poverty, using the upper poverty line definition, across King Sabata Dalindyebo Local Municipality - this is 18.35% higher than the 332 000 in 2010.
- The percentage of people living in poverty has increased from 72.52% in 2010 to 75.56% in 2020, which indicates an increase of -3.04 percentage points.

Chart 31: Unemployment rate in the Eastern Cape



- In 2021Q3 the South African unemployment rate increased by 0.5 of a percentage point to 34.9%, compared to 2021Q2.
- In the third quarter of 2021, the unemployment rate decreased in two out of nine provinces, namely: KwaZulu-Natal (down by 3.8% percentage points to 28.7%) and Northern Cape (down by 3.2 percentage points to 24.9%).
- The Eastern Cape province recorded the highest unemployment rate above the 40% mark. The highest unemployment rate increases were recorded in Eastern Cape (47.4%), Free State (38.1%), Mpumalanga (37.5%) and Gauteng (37.0%).

Chart 32: Changes in the Eastern Cape Labour Market: QoQ % changes, 2021Q3



- The working age population (15 – 64 years) increased by 0.3% to 4.4 million,
- The labour force decreased by 0.9% to 2.3 million,
- The not economically active population increased by 1.6% to 2.1 million,
- The number of employed people decreased by 1.5% to 1.2 million,
- The number of unemployed people decreased by 11.5% to 1.0 million,
- The number of discouraged work-seekers increased by 4.3% to 179 563, and
- Employment grew significantly in the agricultural sector by 30.4% and declined in the private households' sector by 24.6%.

Chart 33: Unemployment rate in the Eastern Cape

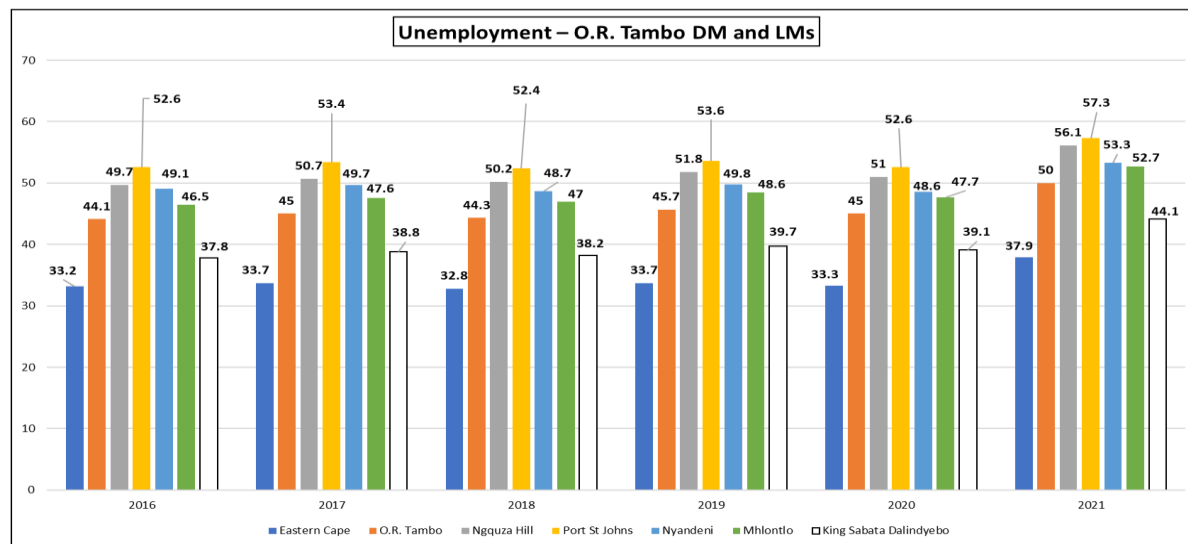
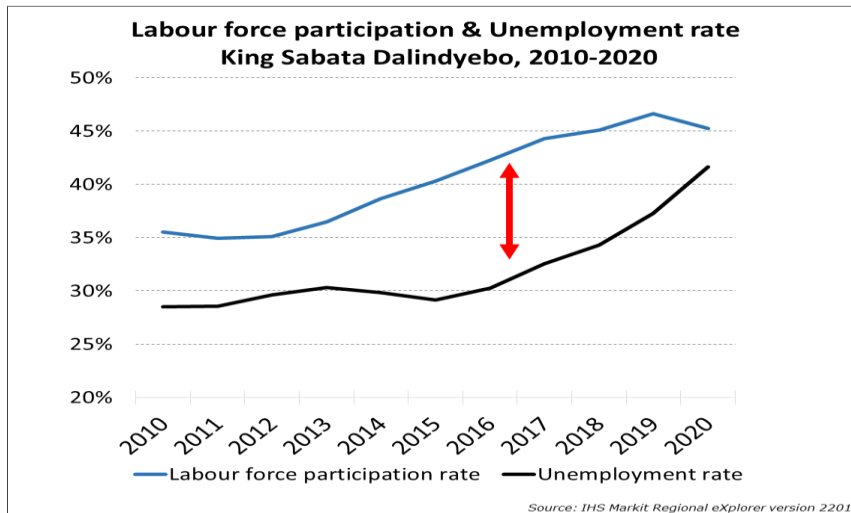


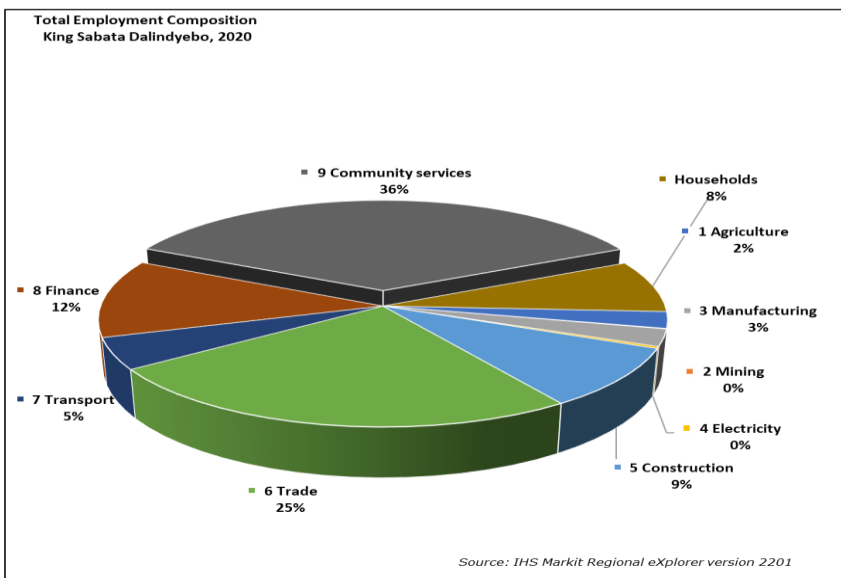
Chart 34: Labour Force Participation and Unemployment Rate



In 2020 the labour force participation rate for King Sabata Dalindyebo was at 45.3% which is significantly higher when compared to the 35.5% in 2010.

- In 2010, the unemployment rate for King Sabata Dalindyebo was 28.5% and increased overtime to 41.6% in 2020.
- The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within King Sabata Dalindyebo Local Municipality.

Chart 35: Employment By Sector



In King Sabata Dalindyebo the economic sectors that recorded the largest number of employment in 2020 were the community services sector, which employed people of 35.8% of total employment in the local municipality.

The trade sector with a total of 23 800 (25.1%) employs the second highest number of people relative to the rest of the sectors.

The mining sector with 78.1 (0.1%) is the sector that employs the least number of people in King Sabata

Dalindyebo Local Municipality, followed by the electricity sector with 267 (0.3%) people employed.

- ❖ King Sabata Dalindyebo Local Municipality employs a total number of 95 000 people within its local municipality.
- ❖ King Sabata Dalindyebo Local Municipality also employs the highest number of people within O.R. Tambo District Municipality.
- ❖ The local municipality that employs the lowest number of people relative to the other regions within O.R. Tambo District Municipality is Port St Johns local municipality with a total number of 13 200 employed people.
- ❖ In King Sabata Dalindyebo Local Municipality the economic sectors that recorded the largest number of employments in 2020 were the community services sector with a total of 34 000 employed people or 35.8% of total employment in the local municipality.

The trade sector with a total of 23 800 (25.1%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 78.1 (0.1%) is the sector that employs the least number of people in King Sabata Dalindyebo Local Municipality, followed by the electricity sector with 267 (0.3%) people employed.

Chart 36: Number of Households by income category

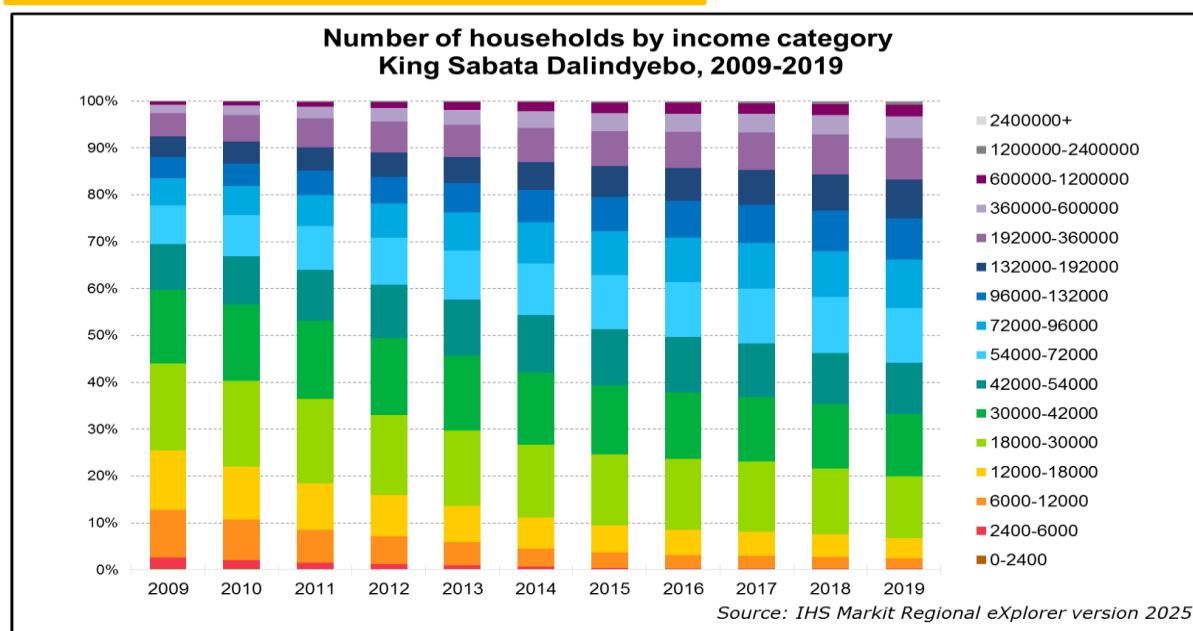
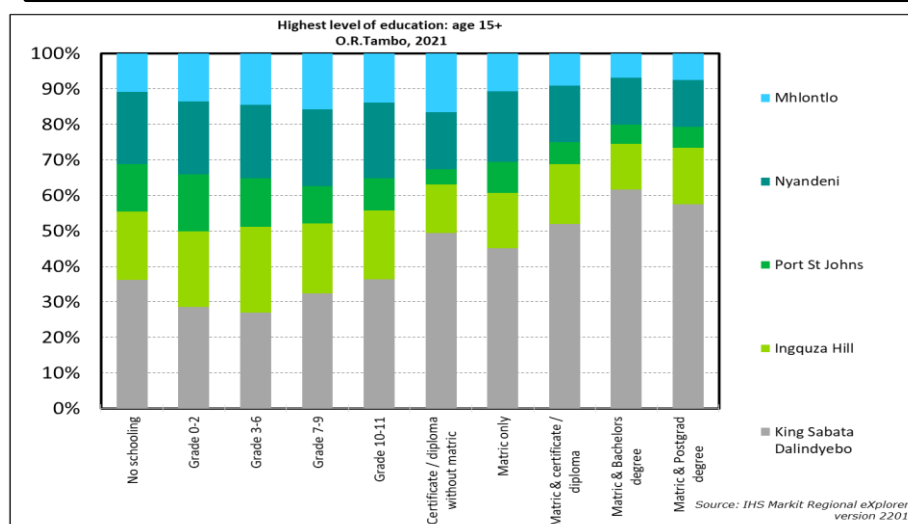


Chart 37: Education Levels



- Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required,
- Compared with other LMs within OR Tambo, KSD has the highest % share of educated individuals in all educational levels (in grey).

The following statistics displays dominant crimes that are committed in each police station:

Chart 38: Crime Statistics - SAPS Stats 2018/19

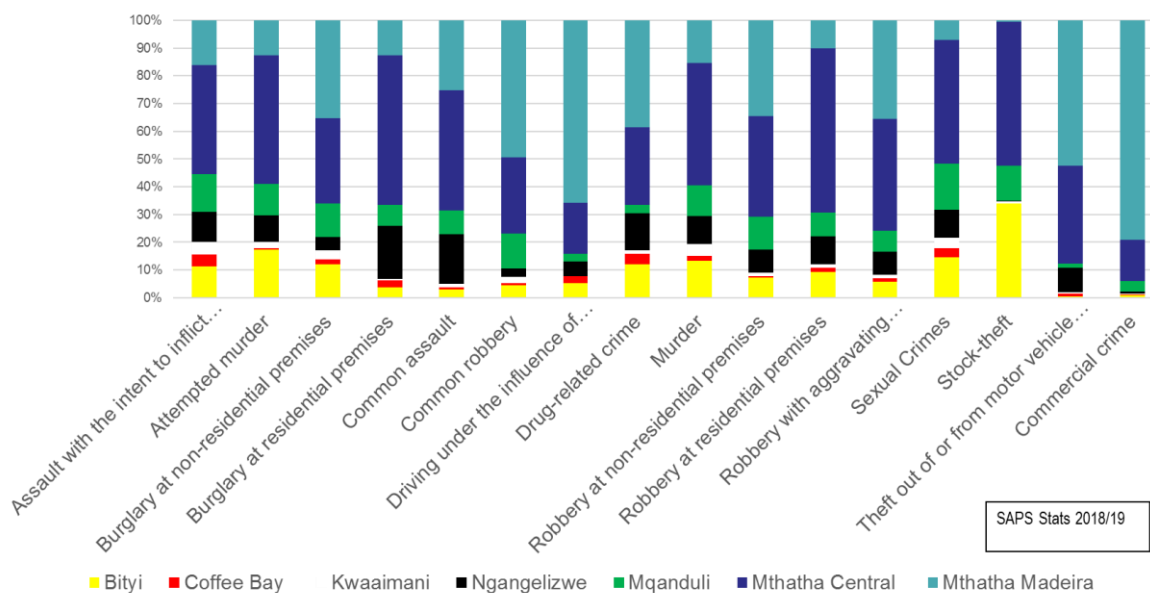
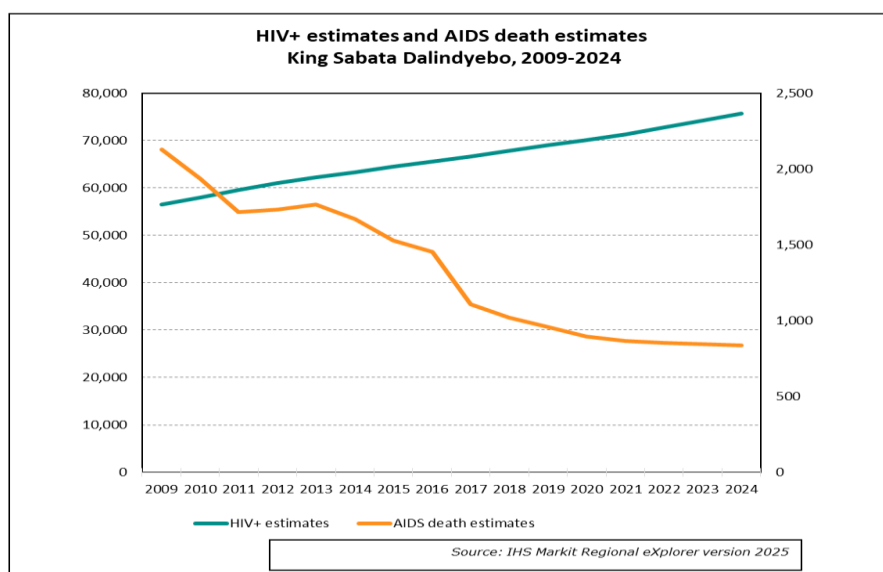


Chart 39. AIDS Profile and Forecast - King Sabata Dalindyebo Local Municipality, 2009-2024 [Numbers]



Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 2130 in 2009 and 957 for 2019.

This number denotes a decrease from 2009 to 2019 with a high average annual rate of -7.69% (or -1170 people). For the year 2019, they represented 0.19% of the total population of the entire local municipality.

2.2 SITUATIONAL ANALYSIS FOR EACH KEY PERFORMANCE AREA

King Sabata Dalindyebo Municipality has crafted its situational analysis in line with Key Performance Areas that are in line with Section 26 and 41 of the Municipal Systems Act No. 32 of 2000 which deals with Performance Management System, as follows: -

- (a) Spatial Planning
- (b) Basic Service Delivery and Infrastructure Development,
- (c) Municipal Financial Viability and Management,
- (d) Local Economic Development,
- (e) Good Governance and Public Participation, and
- (f) Municipal Institutional Development and Transformation.

2.2.1 SPATIAL PLANNING

The Spatial Development Framework (SDF)

The SDF was workshopped and adopted by Council in December 2020, for 2019 -2023 to cater for new developments and SDF guidelines in terms of Spatial Land Use Management Act (SPLUMA). The SDF apply the principles of the NSDP and PSDP to ensure sustainable planning e.g., densification, mixed use as well as mitigation and adaption strategies related to climate change. The Final SDF has been completed and gazetted on the 11th of October 2021.

The final SDF seeks to (1) guide the spatial distribution of current and future desirable land uses/activities within the municipality and (2) give physical effect to the vision, goals, and objectives of the municipal IDP. In effect, the SDF represents a “picture” of where the municipality needs to direct development efforts and capital expenditure in Spatial Management Areas. As such, the primary purpose of the SDF is to guide all decisions of the municipality relating to the use, development and planning of land and should guide and inform:

- A hierarchy of settlements to illustrate the relative importance and purpose (function) of different places (towns and settlements),
- The identification of major movement routes,
- The identification of Special Development Areas for specific interventions either to facilitate and/or improve local economic development opportunities, or to address special instances of need, and
- The conservation of both natural and built environments.

In so doing, it is hoped that the SDF will become a useful tool whereby other role-players in different spheres of government, non-governmental agencies and the private sector would be

better informed as to how best to direct their investment and development programme activities in KSD to ensure greater coordination and impact in investment and spending. As such, the SDF attempts to ensure that public and private sector investment and activities are located in areas that can best:

- Promote economic generation potential,
- Maximise opportunities for the poor,
- Improve accessibility,
- Minimise the cost of physical expansion,
- Ensure that people are well located to opportunities and amenities, and
- Promote a sustainable environment.

In addition to the above general purpose, it is also the intention of an SDF to provide the basis to inform the development of a coherent land-use management system. As the SDF provides a broad framework for land use planning, it also includes Land Use Management Guidelines that are to be used to guide the municipality in the management of land and to facilitate the land management process. The SDF identifies a number of Nodes and Corridors within KSD Municipality. The SDF, 2021 uses key structuring elements of nodes and corridors. Nodes are key areas of activity; economic, social or environmental activity. Nodes are classified in different hierarchies, depending on their size as well as functionality. The SDF identified the following nodes within the municipality:

SMA 1: Plan No 7 (Mthatha, Airport and Langeni) - Wards: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 30, 31, 33 and 34

This SMA is characterised by the Primary Node of Mthatha which is the main and dominant node within KSD. Mthatha is also the 3rd largest city in the Eastern Cape. This SMA has been defined by the City of Mthatha, Airport complex and activity corridor, the R61, N2, future N2 toll road, railway corridor, the Langeni forest development zone, LED projects, Mandela tourism corridor, agricultural land at varying potential, major human settlement developments and considerable Presidential Intervention infrastructure projects in this SMA.

Table 24. SMA 2: Plan No 8:

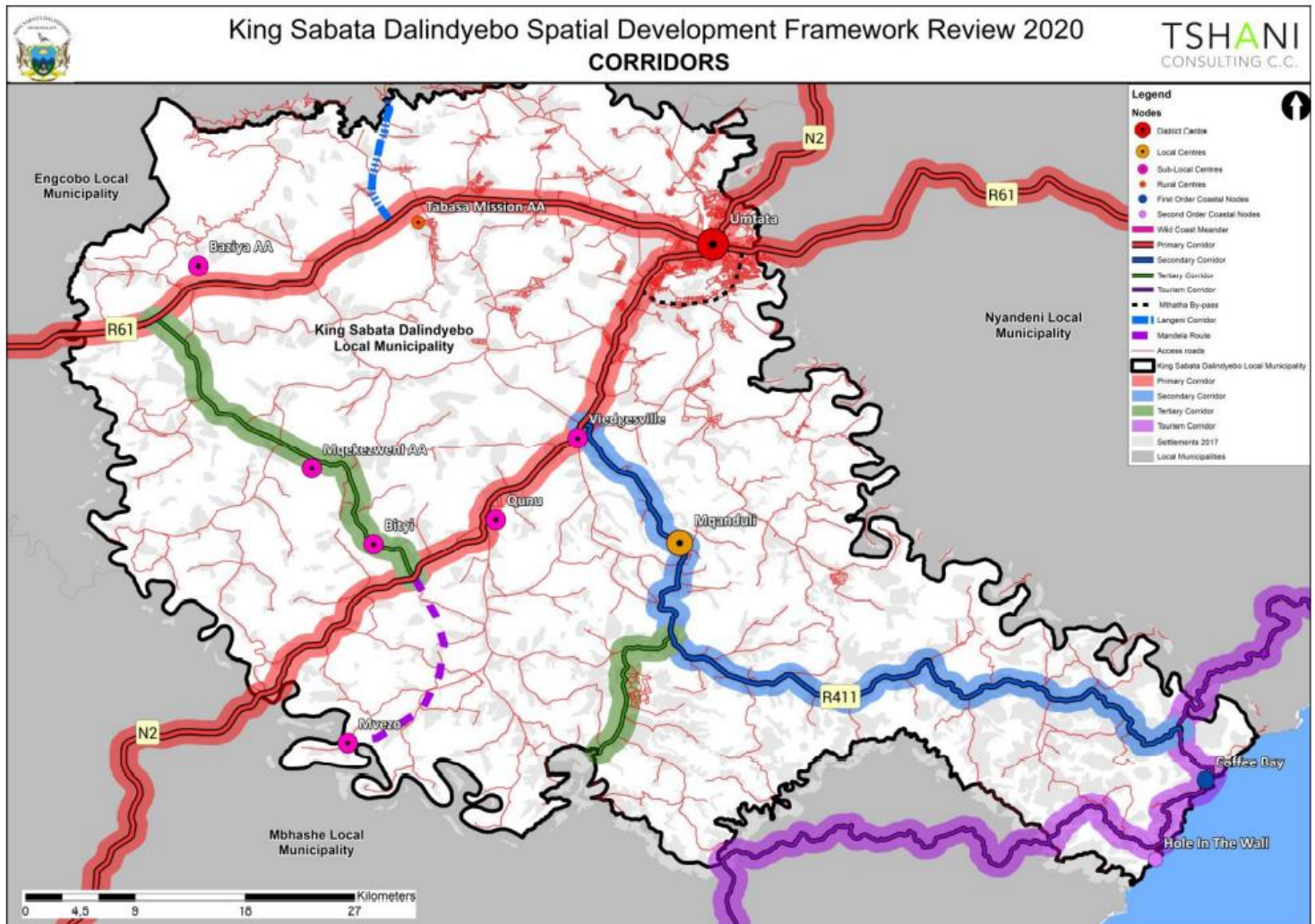
Spatial Elements	Type of element	Area/Locality	Function
Nodes	Primary	Mthatha and Mqanduli	• High order human settlement, • Agriculture, • Service Centre, • Mixed Use and Industry, and

Spatial Elements	Type of element	Area/Locality	Function
			Main centres of commerce and administration
	Rural nodes	Gengqe, Qokolweni, Gogozayo, Ngcanguba, Kwaaiman, Qunu, Baziya, Bityi, Luthubeneni.	- Rural Service Node - Crop production / co-op support and agriculture development areas - Prominent rural areas located along major transport routes.
	Secondary	Viedgiesville, Coffee Bay, Hole in the wall.	- Human Settlement and future logistics hub / mixed use higher order development node. - Have some form of economic activity
	Special Development Area	Qunu, Ncambedlana	Human Settlement
	Resort nodes	Mthatha Dam, Nduli nature reserve, Luchaba nature reserve, Mthatha mouth, Airport complex.	Tourist attraction activities and nature conservation.
Corridors	Primary Corridor	N2 railway corridor (between Mthatha and East London)	- High-density development, - On sections of this corridor, - The main mobility route of goods and people through the municipality, and . - Connects Mthatha and towns of East London as well as KZN (Kokstad).
	Mobility Route	R61	These routes carry passing traffic and provide access between local areas in KSD and centres further afield (Mthatha, Port St Johns and Engcobo)
	Proposed mobility route	R61 to Bityi / N2	
	Special Tourism Routes	Mandela route Mvezo Qunu, Wild Coast Meander.	These routes relate to tourism destinations and provide links between tourism nodes and main. mobility routes.

This SMA's depicted on the above tables are characterised by a number of determining factors such as the N2 and railway line as the primary corridors. Mthatha and Mqanduli are identified as primary nodes and Viedgiesville, Coffee Bay and Hole in the wall as secondary nodes.

Further to this the Eastern Cape and National Department of Human Settlements have identified Qunu to become a new development area and this area has been classified as a Special Development Area, a LSDF is currently in the development stages by an appointed Service provider. Another area that has been identified as having development potential is the Ncambedlana Township, there is also an LSDF that is being developed by a Service Provider for this area.

Corridors Map 3



In addition to the above, there are LED projects, new link road from Bityi to the R61 in the north, Mandela tourism corridor, agricultural land (moderate potential) at varying potential in SMA No 2.

SMA 3: Plan No 9 (Mqanduli) - Wards: 21, 22, 23, 26, 28, 29, and 35

This SMA is characterised by Mthatha and Mqanduli as the primary and highest order node. In addition, there are numerous agricultural projects, LED and infrastructure projects, major tourism corridor linking N2 to the Wild COAST (Coffee Bay and Hole in the Wall), agricultural land that is being developed as well as planned agricultural developments and natural plantations, in SMA No 3.

SMA 4: Plan No 10 (Coffee Bay and Hole in the Wall) - Wards: 24, 25 and 27

This SMA is characterised with Viedgiesville, Coffee Bay and Hole in the wall as a secondary node. In addition, there is the Resort Area of Hole of the Wall and the Rural Node of Kwaaiman. There are numerous agricultural projects, LED and infrastructure projects, with the tourism corridor linking N2 to the Wild Coast (Coffee Bay and Hole in the Wall), agricultural land that is being developed as well as planned development, planned Wild Coast Meander mobility/tourism corridor in SMA No 4.

- **Development Pressure**

There has been a demand and increase in development over the past five (5) years. This relates to all sectors including shopping malls and mixed-use developments and Infrastructure. There is a backlog of bulk infrastructure which has an impact on spatial development and provision of human settlements as well as growth and development.

- **Land**

There is a shortage of land, especially serviced land for a range of developments. The majority of land is communal and unregistered state land.

- **Land Development Trends & Settlement Formation**

This issue refers to the challenge posed by un-managed settlement formation in both rural and urban contexts, which threaten in many cases natural resources as well as the optimal planning and utilization of infrastructure and road networks. Some of the main elements of this issue include: -

- The prevalence of land claims that have not been resolved and the developmental uncertainty that results from these claims, and
- Forward planning that takes into account development trends (e.g., major state development programs' locations/intended outputs).

KSD VISION 2030:

The sustainable plan seeks to guide the development trajectory of KSD's urban centres of Mthatha and Mqanduli towards sustainable and liveable urban environments. The plan adopts five sustainability systems as key areas of intervention that are:

River system - which includes river catchments, open and recreational spaces, climate, cemeteries, agriculture,

Home system - which includes neighbourhood types, settlement density, housing types and delivery systems,

Street system - which includes transport networks and infrastructure, urban form and land use, pedestrian mobility and access,

Market system - which includes regional economic networks, business activities and economic sectors, and

People through active citizenry and public engagement.

KWA-TSHEZI DEVELOPMENT PLAN

The Kwa Tshezi development plan was developed due to the amount of developmental pressure along the coastline of the KSD LM, especially the area around Coffee Bay and Hole-in-the-Wall. These areas fall within the Wild Coast Spatial Development Plan and have a potential to development as successful tourism nodes. The KwaTshezi Development Plan notes that the areas suffer from social and infrastructural difficulties. As a strategy to move forward, the Development Plan proposed a development perspective of shared growth that seeks to promote the core areas of Coffee Bay and Hole-in-the-Wall as tourism destinations that will be assets towards development. The rural areas would be targeted for rural settlement upgrading which includes upgrades in infrastructure, facilities, and amenities, thus creating an enabling approach towards development in the inland rural areas.

The KwaTshezi Development Plan notes the following as key structuring elements:

- Nodes of mixed uses (towns, service centres and coastal tourism resorts),
- Conservation (environmentally sensitive areas),
- No development areas,
- Rural settlement and farming areas,
- Nature tourism area,
- Commercial agriculture, mariculture, and plantation forestry,
- Urban edge, and

- Other (including infrastructure, cell phone masts and sand mining sites).

The Plan envisages Coffee Bay to grow from a first order node to a coastal while Hole-in-the-Wall will develop into a first order node focused on tourism and resort accommodation. Maphuzi is envisaged as a rural service centre within the area.

COFFEE BAY LOCAL SPATIAL DEVELOPMENT FRAMEWORK

The Coffee Bay LSDF is aimed at guiding the nature of development in the Coffee Bay. The area was noted as a priority for economic activity (through tourism) and infrastructural rehabilitation. The KSD SDF, 2013 classified Coffee Bay as a secondary node and a key for the development of tourism. The proposed developments for Coffee Bay were to be implemented once it is proclaimed as a town. The proposed developments included classification of land uses, layout plan to control development trajectory and infrastructure provision.

The Coffee Bay LSDF was aimed at addressing key developmental challenges within the coastal node, including insecure tenure, lack of infrastructure service provision, lack of investment and lack of socioeconomic development. The Coffee Bay is envisaged as a tourism town that offers an array of medium to high density residential developments, hotel and conference developments, improved road infrastructure, improved access to bulk services, basic administrative services, and the promotion of socio-economic development.

WESTERN MTHATHA LOCAL SPATIAL DEVELOPMENT FRAMEWORK.

The Western Mthatha LSDF was developed as a response to proposals in the KSD SDF, 2013. The LSDF is aimed at guiding development along the R61, west of the Mthatha city centre as well as airport area. Development proposals on the airport area include the promotion of the Special Economic Zones (SEZ) proposals for agro processing.

The development of hotels is also envisaged so to create a variety of mixed uses within the precinct. The western part of the Mthatha central is envisaged for mixed use developments that have medium densities. This was proposed due to existing development trends of offices in the area. The proposed mixed-use developments are mainly offices, with an inclusion of shops and some residential dwellings.

MQANDULI/ VIEDGESVILLE LOCAL SPATIAL DEVELOPMENT FRAMEWORK

This LSDF seeks to respond to developmental pressure in Mqanduli and the area of Viedgesville. Due to the rural nature of Viedgesville, the plan seeks to create a node that encourage socio-economic development through the promotion of economic opportunities in

diverse economic sectors such agriculture, logistics, the people's economy as well as arts and culture. For the Mqanduli area, the LSDF proposes growth of the primary sector, with a strong focus of crop production. To support the primary sector activities, the development of agriculture colleges and co-operatives is encouraged.

The urban node of Mqanduli is noted to experience various challenges, including poor road infrastructure, housing conditions and limited access to bulk services. The LSDF thus proposes an acceleration of infrastructure services, a need to transform the "face" of Mqanduli town through local based economies including crafts, upgrading of informal trading and basic road infrastructure among other things. The Viedgesville node is strategically located along the N2 and is a gateway towards the KSD coastal towns of Coffee Bay and Hole-in-the-Wall via R411. Viedgesville is noted as an important node within the municipality due to these strong linkages. The LSDF proposes that Viedgesville develops as a logistics hub within the municipality due to its strong transport linkages.

NCAMBEDLANA AND QUNU LOCAL SPATIAL DEVELOPMENT FRAMEWORKS

The 2 LSDFs for Ncambedlana and Qunu areas are currently in the preparation stages, currently, the strategies and proposals documents have been drafted and submitted to the municipality.

SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)

The Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA) was assented to by the President of the Republic of South Africa on 5 August 2013. SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making.

Other objectives include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments. SPLUMA requires national, provincial, and municipal spheres of government to prepare SDFs that establish a clear vision, which must be developed through a thorough inventory and analysis based on national spatial organization principles and local long-term development goals and plans. The following five principles are presented by SPLUMA, and this must be taken into account when planning: -

- The principle of spatial justice,
- The principle of spatial sustainability,
- The principle of efficiency,

- The principle of spatial resilience, and
- The principle of good administration

The Spatial Planning and Land Use Management Act (SPLUMA) further underpins the following: -

- Redress,
- Inclusion,
- Flexibility for all types of settlements,
- Tenure and informal settlement upgrading, and
- Land value.

Council of the King Sabata Dalindyebo (KSD) Municipality adopted SPLUMA by-law in April 2016 and gazetted in October 2016. Council further resolved and adopted the following: -

- Single Municipal Planning Tribunal,
- An authorised official, Director Human Settlement,
- The Appeal committee is Mayoral Executive Committee,
- Delegated authority to the tribunal’;
- Agreed on the types of applications for category 1 and 2 applications,
- Adopted and a customised by-law in October 2016, and
- Invited nominations for membership of the tribunal and adjudicated same in January 2017.

On the 28th of September 2018, the Council endorsed the MPT members which comprise of nine (9) personnel with special expertise in development such as Engineers, Town Planners, and Environmental Specialists & Land Surveyor and gazetted members of the MPT on the 15th of October 2018. The Chairperson is Mr. S. Vena, Deputy Chair is Mrs. L. Mnqokoyi. A Training session was held on the 25th of October 2018 attended by the MPT members, Spatial Planning Division and various government departments. These members will serve on the Tribunal for a period of five (5) years ending on the 15th of October 2023.

The department first sitting of the MPT was on the 22 November 2018 to consider category one (1) applications. The KSD Municipal Council at its meeting of 31 July 2015 resolved that Council delegates authority to Director responsible for Spatial Planning as an Authorized Official (A qualified Registered Town Planner) to make decisions on category 2 development applications submitted in terms of SPLUMA. The category 2 applications will be disposed of by the Authorised Official unless objections are received through consultative processes then

the matter/s will be referred to Municipal Planning Tribunal as responsible in approving category 1 development application.

The category 2 development applications consist of the following-:

- Special consent or departure which does not constitute a land development application,
- Special consent of the municipality for any land use purpose provided for in a land use scheme,
- Special consent for the erection and functioning of a telecommunication mast,
- Extension of validity of an existing approval,
- Limited Special Consent,
- Removal of restrictive title where the intended use conforms with the zoning of the land;
- Relaxation of building lines,
- Relaxation of coverage provisions,
- Relaxation of height restriction,
- Minor subdivision of land which is expressly provided for in a land use scheme, and
- Consolidation of land where the zoning of components is the same.
- Land Use Management Scheme

A Land Use Management Scheme is one of the major tools used to manage the use of land in KSD, the scheme makes use of planning regulations and standards dealing with the inter-relationship between different land uses, e.g. the number of people required to support a school, a clinic, a park, for cemeteries and land fill sites, a playground or a shop. The appropriate location for the grouping or separation of land uses, e.g. polluting industries away from houses, or the placing of parks; shops and clinics near to residential areas where people can get to them easily. The Draft KSD Land Use Management Scheme (LUMS) document was advertised for the public participation stage. The Land Use Management Scheme was adopted and approved by the Council on the 30th of March 2022. The next stage was the gazetting thereof. The Final Land Use Management Scheme was gazetted in the Provincial Gazette on the 30th of May 2022.

This issue highlights the need to ensure that the policies and institutional structures are set in place to allow the KSD Municipality and all other land use regulating authorities to practice wise land use management in both the urban and rural areas under their jurisdiction. The municipality is currently using OVVO as a GIS tool. A request for the filling some of the vacant posts has been submitted to Corporate Services and to be utmost urgency. Currently four (4)

GIS Technicians have been appointed and are supervised by the General Manager Spatial Planning & Properties, under the Human Settlement directorate.

The following data is included as part of the Standard Ovvio deployment: -

- SG Cadastre,
- Deeds Data (up to April 2015),
- Wards,
- Valuations (GV/ SV's),
- Building System Extracts,
- Zoning,
- SDF Data,
- Infrastructure/ Service Data,
- Cemetery Data Integration,
- Building Plan, Application Setting,
- Land Use Application Setup, and
- Lease Management Setup.

Key elements of this issue include: -

The uncertainty relating to the roles of Municipalities vs Traditional Authorities in relation to land management in rural areas, and

Land Reform as it pertains to the reform of land tenure and the regularization of land rights (some of which are informal) in the municipality, as this relates to the abilities of landowners to exercise authority over land holdings and land use regulators to engage in a more structured manner with landowners.

The following are some of the challenges identified in the Spatial Development Framework:

- The prevalence of land claims that have not been resolved and the developmental uncertainty that results from these claims,
- Sustainable use of the natural environment and the protection/conservation of environmentally sensitive areas,
- Shortage of land (serviced land suitable for development),
- Most of the land being communal and unregistered state land,
- Un-managed settlements in both rural and urban contexts,
- Underdeveloped land around the towns and settlements for formalized economic development,

Future settlement development success will require speedy resolution of outstanding land claims to free up underdeveloped land and formulating agreements with the Traditional Authorities to access land around the towns and settlements for formalized economic development including retail, office and commercial uses, and

Need for sustainable use of the natural environment and the protection/conservation of environmentally sensitive areas.

The following plans, some are available whilst other in the draft phase: -

- Protected Area Management Plan- Draft phase,
- Soil Degradation Management Plan- Draft phase,
- Biodiversity Management Plan- Draft phase,
- Environmental Management Framework -Draft phase
- Air Quality Management Plan (under planning),
- Strategic Environmental Assessment (under planning),
- Coastal Management Plan – still being addressed through Kwa-Tshezi Development Plan

Currently the Province is working on finalizing the Eastern Cape Biodiversity Conservation Plan covering all municipalities.

Spatial Structuring Elements

The SDF proposes to make use of the following structuring elements: -

Development Nodes are defined as those settlements or areas within a settlement that have an identified potential to be further developed for specific purposes, ranging from small towns that are seen as service centres to cities that are seen as regional centres, or even areas within settlements that have development potential for e.g., commercial, or industrial uses.

Development Corridors are defined as those transportation routes (roads and/or rail) that are deemed to have greater significance by virtue of the fact that they provide access to, from and between places where people live and work.

Associated with the concept of Development Nodes, a spatial planning “tool” to assist in managing urban and rural settlement areas is proposed: that is, the tool of identifying Settlement Edges and the associated planning “tool” of designating so-called Resource Edges around areas identified as having special significance from an environmental and/or potential economic resource perspective.

Special Development Areas (SDAs) are geographical areas where, in order to achieve both the objectives of the KSD Integrated Development Plan and the related objectives of the Spatial Development Framework, the KSD Municipality would need to prioritize its development efforts and capital expenditure.

Development Nodes

Primary Nodes - Mthatha and Mqanduli Towns

These are higher order service centres providing educational facilities, administrative functions, and the highest level of access to shopping and social services in the municipality. The city of Mthatha and town of Mqanduli should be targeted for the following: -

- High order investment in infrastructure,
- Development of new public-funded housing areas,
- Development of regional social goods and facilities, including educational institutions, and sports, and recreational facilities,
- Land use management that focuses on establishing the CBD as an attractive area to do business in; and
- Land use management that facilitates the orderly development of office and retail premises as well as the required range of accommodation to support the administrative and service functions in the area.

Secondary Nodes - Coffee-Bay and Viedgesville

These towns are identified as having important local level development functions relating to commerce and tourism. Typically, the range of land developments anticipated for these areas would include administrative facilities, retail and wholesale commerce, health and education facilities of a higher order and residential accommodation for local residents and people requiring accommodation associated with the service functions of the town.

In the case of Coffee Bay, the range of uses is extended by the focus on developing the town as a tourism destination. As these towns also serve a Service Centre function to surrounding rural areas, the development and management of transport hubs that are well-located in relation to commercial and administrative functions is a priority. In all cases the upgrading and extension of the towns' infrastructure networks is deemed a priority and the Level of Service to be strived for is the highest level that is determined to be economically feasible.

Rural Nodes

These rural villages where higher order rural-level services have been identified as rural nodes. These are: Gengqe Mvezo, Baziya, Kwaaiman, Langeni, Mpeko, Mqekezweni, Qokolweni, Qunu, Bityi, Luthubeni, Mhlakulo, Gogozayo, Ngcwanguba and Hole in the Wall. These are seen to include education facilities, primary health care facilities (clinics) and, where required, other social facilities (police stations, pension pay points etc.).

The priority from an infrastructure point of view for these rural nodes remains a basic level of supply for water services and electricity. However, road access to and from these nodes is seen to be of a higher priority and should be noted accordingly when road development and maintenance budgets are drawn up by KSD.

Resort Nodes

Areas identified as resort nodes include Mthatha Dam, Luchaba Wildlife Reserve, Airport Complex Special Development Area and Mthatha Mouth. These are settlements where the principal function has been identified as being related to the development of a viable and sustainable Coastal Tourism sector.

Accordingly, the priorities in these settlements are related to appropriate infrastructure development, the development of suitable access roads and the maintenance of the infrastructure so developed. A further set of priorities for these settlements is strongly related to the appropriate management of land use and related activities as well as rigorous environmental management to preserve the environmental assets that provide the competitive advantage of these areas.

Development Corridors

Development corridors are described in planning terms as roads or railway routes that are usually associated with the movement of people between places. This function of facilitating movement of people along a route also means that these “movement corridors” have the potential to accommodate development of different levels of intensity and a mix of land uses at certain points along the route.

Mobility Route: is a road with limited access that principally carries traffic between major nodes.

Activity Corridor: Is a band of high-density urban development up to 800m wide along a public transportation route. Typically, activity corridors link areas of greater intensity of land use (nodes) and are usually found in larger urban areas.

Special Routes: In addition to the above types of development corridor commonly defined, the circumstances within KSD warrant the identification of Special Corridors, related to tourism development.

The Eastern Cape Province is noted to have experienced significant developments along major mobility routes and corridors, high levels of economic disparity between the east and west of the Province give the economies competitive advantage as well as present vast opportunities for import/ export in the Province. This had an impact on evaluating the future development trajectory, economic growth, and social upliftment on the Province, hence, the introduction of Future Metro Regions (FMR)

Table 25. Development Corridors

TYPE	AREA/DESCRIPTION OF LOCALITY	FUNCTION
Primary Corridor	East London- Mthatha – Kokstad (N2) Railway Corridor	High-density development on sections of this corridor. The main mobility route of goods and people through the municipality.
Mobility Routes	N2 R61 Ugie -Langeni Rd R349 (Coffee Bay)	These routes carry passing traffic and provide access between local areas in KSD and centre further afield
Mobility Route	N2 Toll Road	
Special Routes – Tourism Focus	Wild Coast Meander (Toll Road from Port St Johns to East London). Thunga Thunga Route (affords potential tourist access to rural tourism Links Umtata, Libode and Port St Johns via R61). Mandela Route (From King Williamstown through Bhisho, Mvezo, Qunu and Mthatha and back to East London) R349 (Mthatha via Mqanduli towards the coast)	These routes relate to tourism destinations and provide links between tourism nodes and main mobility routes

Settlement Regions and Resources Edges

Settlement Regions

The Settlement Regions proposed in the ECPSDP for KSD are included as they stand. These are areas with the dominant land use type being that of rural settlement, with associated commonage uses (subsistence agriculture practiced largely in homestead gardens, and free-range grazing on the common lands).

In such Regions, an explicit assumption is made that further such settlement will inevitably occur due to population pressures and socio-cultural dynamics and trends. This does not imply that “anything goes” but rather that the Municipality and Local Municipalities acknowledge that these areas are likely to densify over time if current trends continue, and that an associated loss of land resources for productive agricultural purposes will occur.

Resource Edges

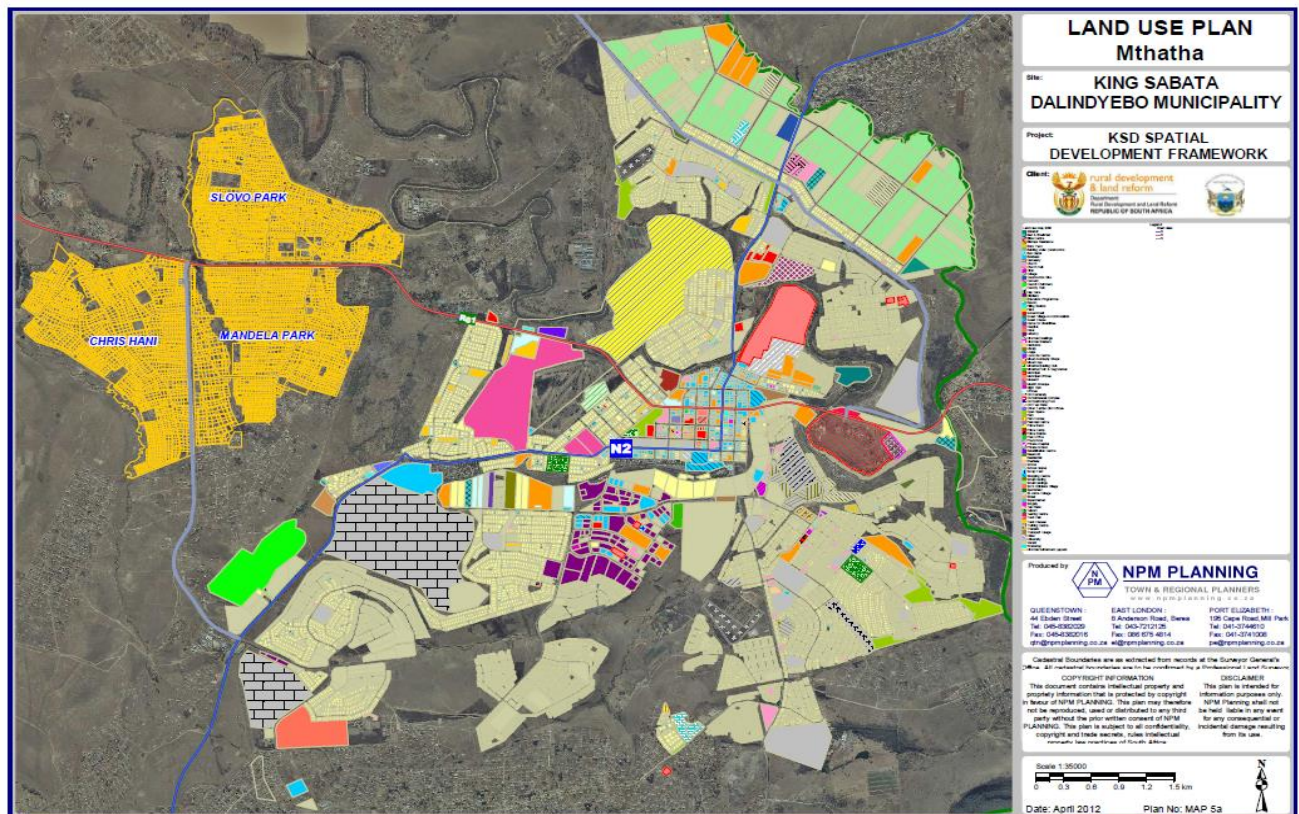
A Resource Edge is an area of relatively high value from a land resource perspective (that is to say: it has a perceived high value as land that has agricultural potential or environmental conservation-worthiness) where intrusion in the form of human activities and associated land uses needs to be carefully managed to ensure sustainable outcomes. Two areas are identified and designated as having major resource potential requiring specific management.

The inland area associated with the Langeni forests and hinterland is identified, and Land along the Wild Coast including Coffee Bay and Hole in the Wall.

Land Use Management Planning

Land use management plays a critical role in ensuring that key aspects of the SDF are addressed in planned and managed way. The rural nature of KSD poses more challenges in terms of investment attraction mainly because of land reform challenges. Moreover, with the prospect of the new N2 toll road alignment being implemented in the short-medium-term, a clear and accepted spatial development framework for the new alignment needs to be developed, along with specific Land Use Management Guidelines to control land use dynamics as these will inevitably change once the road alignment is confirmed and implementation commences.

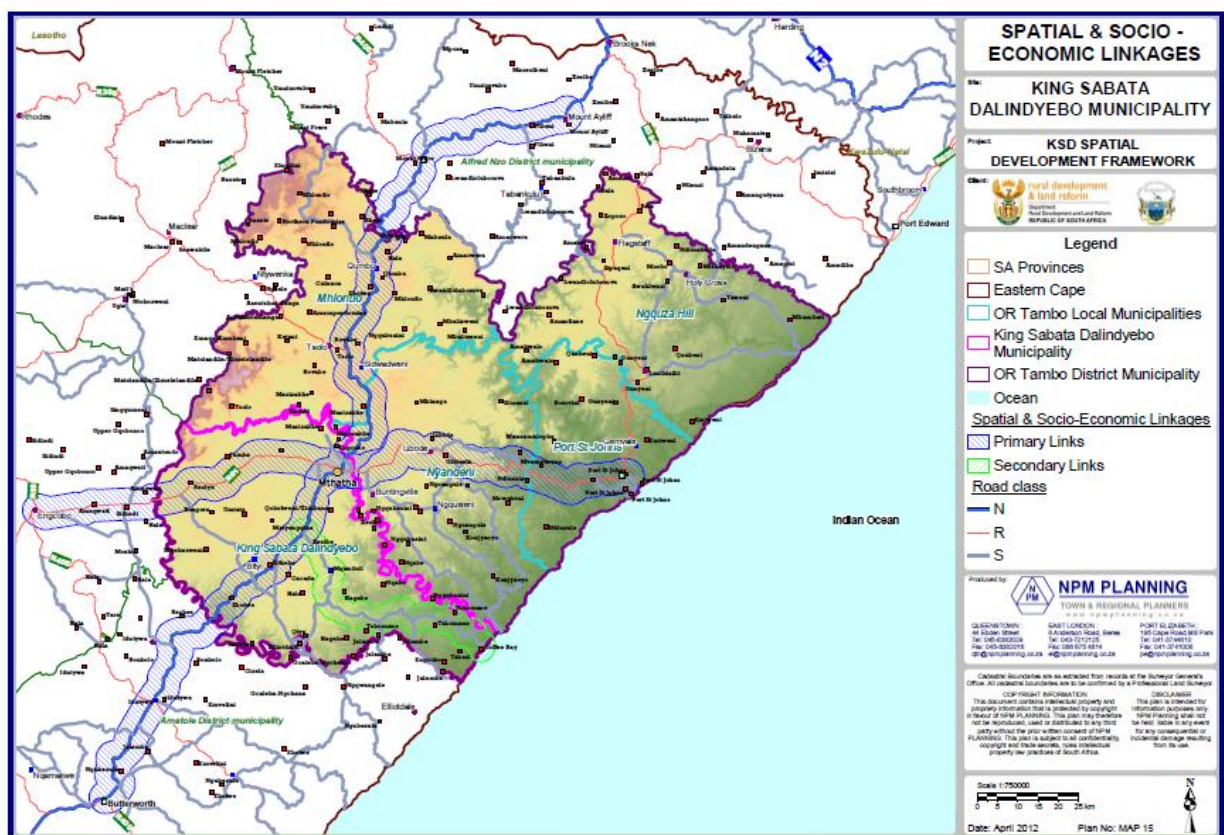
Land Use Plan, Mthatha Map 4



Land Use Plan, Mqanduli Map 5



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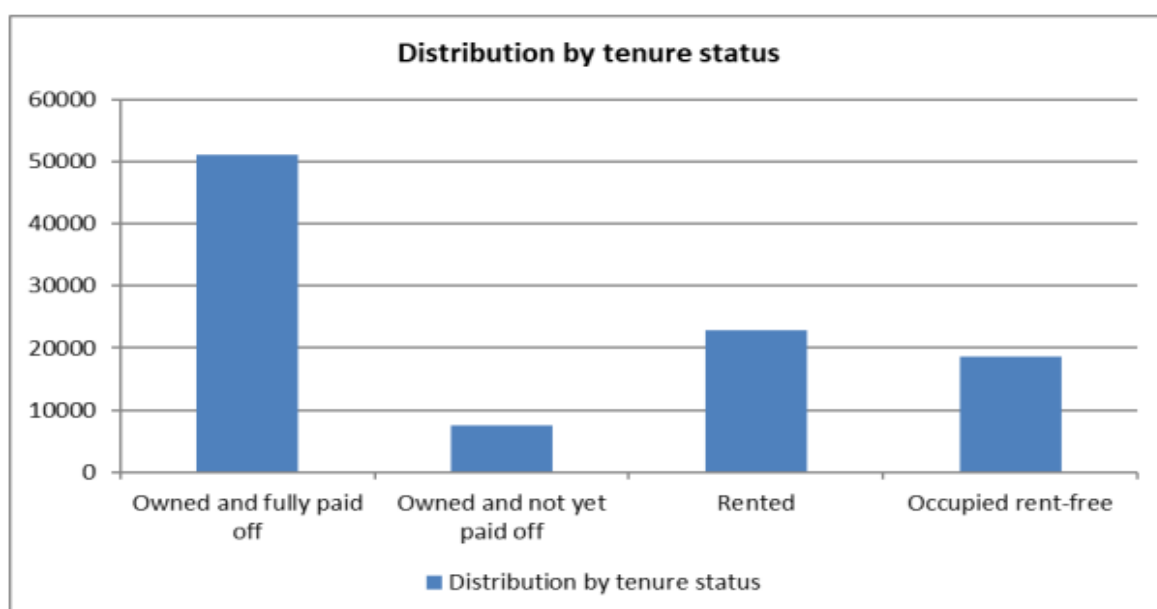


Land Tenure

Land tenure is the ownership or holding of land by title or lease, or permission to occupy, social or customary tenure. There are two land recording systems: the formal system based on survey of farms/erven, approval of survey diagrams by the Surveyor-General and registration of title in the Deeds Registry; and transfers by conveyances of freehold titles and quitrents.

In the second system, sometimes referred to as an 'off-register' system, communal land is held either by Permission to Occupy (PTO) after demarcation of allotments for residence or arable, recording in a district land register and issue of a PTO certificate; or is held by customary tenure with no formal record. The below chart outlined the land tenure status in King Sabata Dalindyebo Local Municipality. The most dominant land tenure status in the municipality is that of 'owned and fully paid off'.

Chart 47. Tenure Status



The northern region of King Sabata Dalindyebo Municipality is regulated by Proclamation No. 174 of 1921; and the southern region is regulated by Proclamation No. 26 of 1936. No Rural Planning Act is applicable to the municipal area. King Sabata Dalindyebo Local Municipality is largely dominated by freehold. Freehold Title: This applies to land formally surveyed, numbered and then registered in the deed's registry, fully owned by a juristic person, which can be transferred or leased. Most properties are 'farms' in rural areas or 'erven' in urban areas. Each may be further subdivided into smaller portions (farms in the agricultural sense often consist of a number of such cadastral units).

State Land State Land: is held by government for a range of purposes in different forms. State Land in the District, which is situated in the former Transkei areas, is legally owned or held in trust by the Minister of Rural Development and Land Reform. Some state land, especially Communal Land is held in trust by the Minister of Rural Development and Land Reform, but also regarded by government as co-owned by the local community. Most of the land in communal areas is un-surveyed and unregistered. The basic spatial unit is the Administrative Area (AA) which was previously known as locations, locally known is 'ilali'. The boundaries of villages and wards existing at the time were described and gazetted in the late 1800's or early 1900's.

These boundaries fixed the social landscape with wall-to-wall boundaries where previously boundaries were more fluid and there was some common land between villages. Land tenure within communal areas of the Eastern Cape is governed by a series of proclamations such as Proclamation 26 of 1936 (commonly known as PTO or Permission to Occupy legislation). Most Admin Areas include a number of villages and cover at least several hundred hectares and fall under a headman and a number of sub-headmen. Each Magisterial District consists of 40 or 50 Administrative Areas. Each AA also forms part of a Tribal Authority Area under a chief. Tribal Authorities are then grouped under a former Paramount Chief, or now, a King. Traditional / Customary Tenure Customary tenure persists from pre-colonial times in rural areas. State or trust land is allocated to heads of household by a hierarchy of traditional leaders. Government structures, such as Tribal Authorities, have been superimposed on the traditional tenure system. The land was regarded as held by the chief on behalf of the community. Land rights are a bundle of land use rights including residence, ploughing, fuelwood, building materials, water, veldkos, medicinal plants and other rights, such as access to the communal area and participation in community forums. Customary tenure has shown itself to be adaptable to informal tenure arrangements, and forms the foundation of a flexible, persistent social system.

Policy Analysis

Rural Areas

While there are rural land rights, the content and the enforcement of those rights require attention. Currently the legal framework recognises procedural rights such as the guarantee against dispossession, eviction and also makes provision for compensation. Yet, the vast majority of rural residents do not have registered land rights. A key concern in relation to communal land rights is the lack of appropriate legislation for providing individual or communal rights to people in such areas. The ruling on the constitutionality of the Communal Land Rights

Act No 11 of 2004 has left a legal vacuum which is currently being filled by the Interim Protection of Informal Land Rights Act No 36 of 1996. This Act requires annual renewing by the Minister for Rural Development and Land Reform and as such does not offer stability within the system.

The provisions within the Constitution are clear. Section 25(6) of the Constitution states “A person or community whose tenure of land is legally insecure as a result of past racially discriminatory laws or practices is entitled, to the extent provided by an Act of Parliament, either to tenure which is legally secure or to comparable redress” with Section 25(9) requiring that Parliament enact the legislation to address these matters. It could be argued that one of the weakest points in the land rights in South Africa is that of the farmworkers. While this group has some protection in law, it falls short of providing adequate measures for preventing extensive and on-going farm evictions. Urgent and adequate relief must be found within the land reform, redistribution and restitution policies and strategies. When examining the complexities of rural land use and policies in South Africa, there is an urgent need to undertake an in-depth investigation into the development of a comprehensive land use system.

Currently, there is Spatial Planning and Management Act 16 of 2013 that will assist in restricting rural land use in the country. Consideration needs to be given to the rationalisation of the fragmented legislation into a possible omnibus. In addition, there is the need to improve and strengthen rural enforcement capabilities. Greater levels of accountability are required in relation to the land reform, restitution and redistribution process in South Africa. The current monitoring and evaluation of rural development appears to be falling short in providing a comprehensive understanding of the rural conditions and the associated community needs. The Department of Rural Development and Land Reform needs to give attention to the development of appropriate baseline indicators and the reporting thereof. Importantly, mechanisms need to be developed to facilitate the use of the results into the policy cycle for the reframing of the short-, medium- and long-term goals and objectives

Urban Areas

Within the urban areas, the key response for addressing the housing and tenure needs of the poor has been the State’s “RDP” housing strategy. This program’s implementation has been rapid with almost 3 million units being provided post 1994. However, it is land extensive and as such projects have been located on cheap peripheral land. This has contributed to the entrenchment of the apartheid spatial structure of many towns and cities in South Africa. Housing Development Agency has partnered with KSD Housing department to develop a more robust housing policy which at least considers the delivery of rental stock and a multipronged

approach to the use of the current housing subsidy. This will result in a critical evaluation of the existing subsidy scheme and amendments thereto. Increasing pressure is placed on the municipal owned sites and sites that were donated by public works to KSD for the release of well-located non-core land for development purposes. Policy plans and frameworks are being revised and simplified.

This includes the introduction of mechanisms for improving spatial planning, ensuring greater community access to planning processes and the ring fencing of development contributions. Clearer roles and responsibilities are gradually introduced and defined in relation to land management specially to address the intergovernmental coordination. The municipality also need to strengthen the land use enforcement and planning capacities. Little attention has been given to the so called socially dominated markets which includes the systems of acquiring and trading of land within the informal settlements. An extensive number of urban poor live within such settlements, and to date, municipalities have lacked innovation and the political will to determine an appropriate response. A National Government policy needs to be formulated which addresses an approach toward obtaining tenure security in urban areas.

Land Management Programme

The KSD Municipality falls within the areas which were previously regarded as homelands, in the former Transkei homeland. The homelands were primarily a racial segregator tool utilised by the Apartheid government, to create independent black areas. This rich and complex historical background influenced the development trajectory of the former homeland areas which are mainly characterised by maladministration and under development among other factors. As like many other homelands, the former Transkei area was hardly hit by under development and poor service delivery, especially in rural areas.

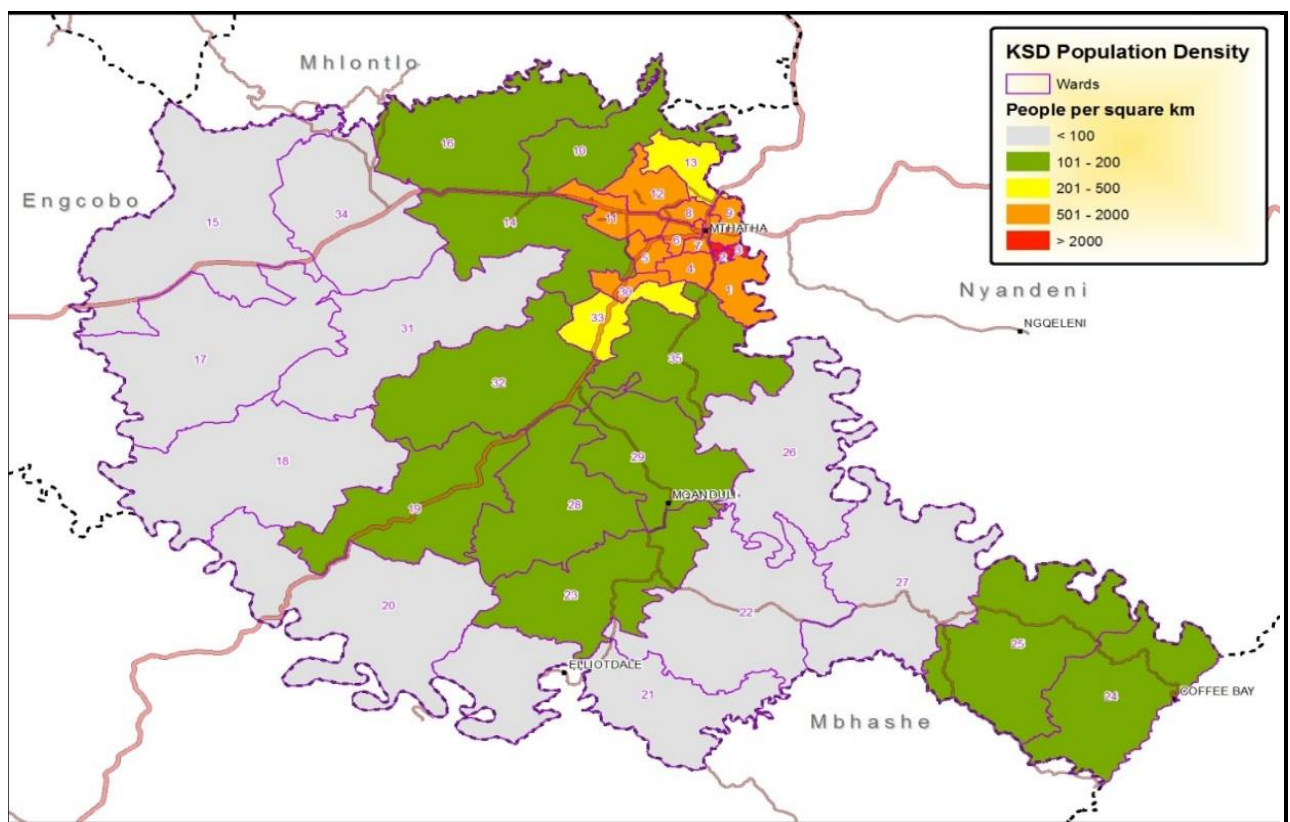
The political transition from 1994 encouraged various development initiatives, including basic service delivery for clean drinking water, roads, and electricity. However, rural areas remained to lag developmentally, as compared to the urban areas. This disjuncture stemmed from policies and legislation that were highly urban bias.

The enactment of the Spatial Planning and Land Use Management Act (SPLUMA) in 2013 is regarded as a transformative tool towards land use management within the Republic as a whole. This legislation seeks to transform land development in the country's urban and rural areas through appropriate land use control, change the functioning of the planning profession by extending the scope to rural areas as well as to encourage development in rural areas.

This is a tool to transform the historical spatial fabric that encouraged under development, poverty and limited economic output. The following strategies are proposed as a means of addressing spatial transformation within the municipality:

- Promotion of sustainable settlements,
- Access to social services,
- Access to infrastructural services,
- Promotion of economic activity in lagging areas, and
- Lenient land use control measures in previously disadvantaged area.

KSD Population density Map 9



Settlement types

Alignment with Local Municipalities and the Wild Coast SDF development

The success of the SDF depends on the extent of co-ordination and integration with local municipalities. Mechanisms for addressing potential conflicts, challenges and opportunities should be addressed. A planning co-ordination committee led by OR Tambo DM involving all seven municipalities should be strengthened and actively ensures co-ordination of spatial planning elements within the district.

Land Needs and Human Settlements

The Eastern Cape Multi-Year Housing Development Plan (2009/10-2014/15) stated that gaining access to developable land in good localities for housing development, especially for low-cost housing, has proven to be a major challenge in the province. Land values are highest where development is desirable, and the available funding does not cover the acquisition of such prime land for low-cost housing. This situation, together with long land release and transfer-procedures in land acquisition are major concerns. The municipality is currently facing challenges in accessing land available for housing development in the areas where they wanted it because of the land claims and availability of bulk infrastructure. As indicated above, the availability of well-located and appropriate land for low-income housing development is a priority issue in the municipality, as about 206 815 households currently live in inadequate housing that is either badly located or areas often without secure tenure.

Land on the periphery is cheaper and therefore “affordable” for low-income development, but such areas are far removed from places of employment, and economic, social and transport opportunities, and inhabitants are therefore subjected to high transport costs and unnecessarily long travelling times. In addition to this, authorities are subjected to high costs for the provision of bulk services and residential areas continue to follow the legacy of apartheid segregation based on social class and status. The information included in table 11 gives a clear indication on location and ownership of land in each of the areas, size of the land and status in term of development are shown on the attached plan indicated by the corresponding numbers.

Table 26. Land Audit for KSD Municipality

LOCATION	OWNER-SHIP	SIZE	SERVICES	CURRENT STATUS OF LAND	LAND CLAIM	MASTER PLAN
MOUNT PLEASANT FARM	Government	(±100Ha)	No services	Partially developed (ECATU)	Land is currently under claim	Designated for housing
REMAINDER OF ERF 936	Government	(14040) (± 60Ha)	Partially serviced	Partially developed (Fort Gale Motors, Thubelitsha Rehab, Community School, Police Camp College, part of Golf Course)	No land claim	Designated for housing

LOCATION	OWNER-SHIP	SIZE	SERVICES	CURRENT STATUS OF LAND	LAND CLAIM	MASTER PLAN
LOT D	Government	(±20Ha)	Partially serviced	Partially developed (Prison)	No land claim	Designated for housing
PORTION OF LOT C	Government	(±20Ha)	Not serviced	Partially developed (Timber mill)	Successfully claimed by the High-bury community	Designated for housing
HILL-CREST TOWNSHIP	ECDC	(±20Ha)	Service available	Investigation underway for possible densification	No land claim	Designated for housing
ERF 934 NDULI NATURE RESERVE	Municipality-Proclaimed Nature Reserve	(±80Ha)	No services	Subject of feasibility study for potential development of environmentally friendly development (i.e. Tourism)	No land claim	Nature Reserve
REMAINDER OF ERF 912 NEXT TO ESKOM)	Municipality	(±9 - 15Ha)	Serviced although it needs to be extended	Agricultural leases (its highly possible that the leases have expired)	The whole of rem of Erf 912 municipal common-age land is under claim	Agriculture
REMAINDER OF ERF 912 (Land below Erf)767 (High School Fields)	Municipality-although has expropriation order over it in favour of railways	(±5 Ha)	Serviced	Underutilized and is being used as a dumping site by the surrounding residents	No land claim	Designated for housing
REMAINDER OF ERF 912 (Land adjacent to Southernwood)	Municipality	(±10Ha)	Serviced	Underutilized and most ready for development	Land Claim	Designated for housing
REMAINDER OF	Municipality	(±2Ha)	Serviced	Draft Terms of Reference has	Land Claim	Development

LOCATION	OWNER-SHIP	SIZE	SERVICES	CURRENT STATUS OF LAND	LAND CLAIM	MASTER PLAN
ERF 912(Mission Ext.)				been prepared inviting development proposals for township establishment		
REMAINDER OF ERF 912(New Brighton Ext.)	Municipality	(± 2Ha)	Serviced	Approved General Plan.	The whole of rem of Erf 912 municipal common-age land is under claim	Designated for housing
ERF 886	Railways	(±8Ha)	Serviced	According to Town Planning Scheme is zoned as railway. The land is suitable for housing development, but the challenge is access.	No claim	Designated for housing
ERF 923	Railway/State, next to industrial area	(±5Ha)	Serviced	Currently underutilized	Under claim	Designated for housing
Smallholdings South-ernwood and Vulindlela	Privately owned	(±25Ha)	Mostly serviced, even though there are sewer challenges	Some sites are vacant while others are utilized for residential, Agriculture, School and farming purposes	No claim	Designated for housing
NCAMBED LANA FARMS	Privately Owned	(±300Ha)	Partially Serviced	The land is partially zoned for agriculture and partially housing	Possible land claim	Agriculture
PORTION REMAINDER OF ERF 937	Municipality	(±30Ha)	Not service	Partially land invaded, court interdict issued	Possible land claim	Designated for housing

LOCATION	OWNER-SHIP	SIZE	SERVICES	CURRENT STATUS OF LAND	LAND CLAIM	MASTER PLAN
ERVEN 920,976 AND 1002	Government	(±30ha)	Not serviced	Old Ministerial complex	No land claim	Designated for housing
PORTION REMAINDER ERF 937 (MAYDEN E FARM EXT.)	Municipal	(±20Ha)	Serviced	Housing construction underway for 1317 units	No land claim	Designated for housing
REMAINDER OF ERF 34 (OLD PAYNE EAST AND WEST FARM)	Government	(±20Ha)	Not serviced	Underutilized	No land claim	Designated for housing

Land Invasion

The municipality is currently affected by the land invasion on the land that is owned by the P Communal, Government and Municipality. A portion of Mqanduli Municipal Commonage (Remainder Erf. 134) is invaded. Undeveloped land parcels are likely to be invaded as well as land that is on the periphery of the commonage.

Portions of Mthatha Municipal Commonage (Remainder Erf. 912 are also invaded. A similar risk exists that undeveloped land parcels on the periphery might be invaded. These parcels are inclusive of

- Orange Groove;
- Tyumbu;
- Waterfall areas;
- Tipini; Remainder Erf. 937,
- Mthatha;
- Mpindweni, on the East of the commonage boundary and
- Remainder Erf. 936 (Part of Golf Course land).

The Municipality has adopted and approved the land invasion policy (November 2020) and is currently developing a land invasion By-Law as a control mechanism to curb the land invasion, and all the land invasion matters have been referred to legal representative to apply for court interdict and demolishing permit.

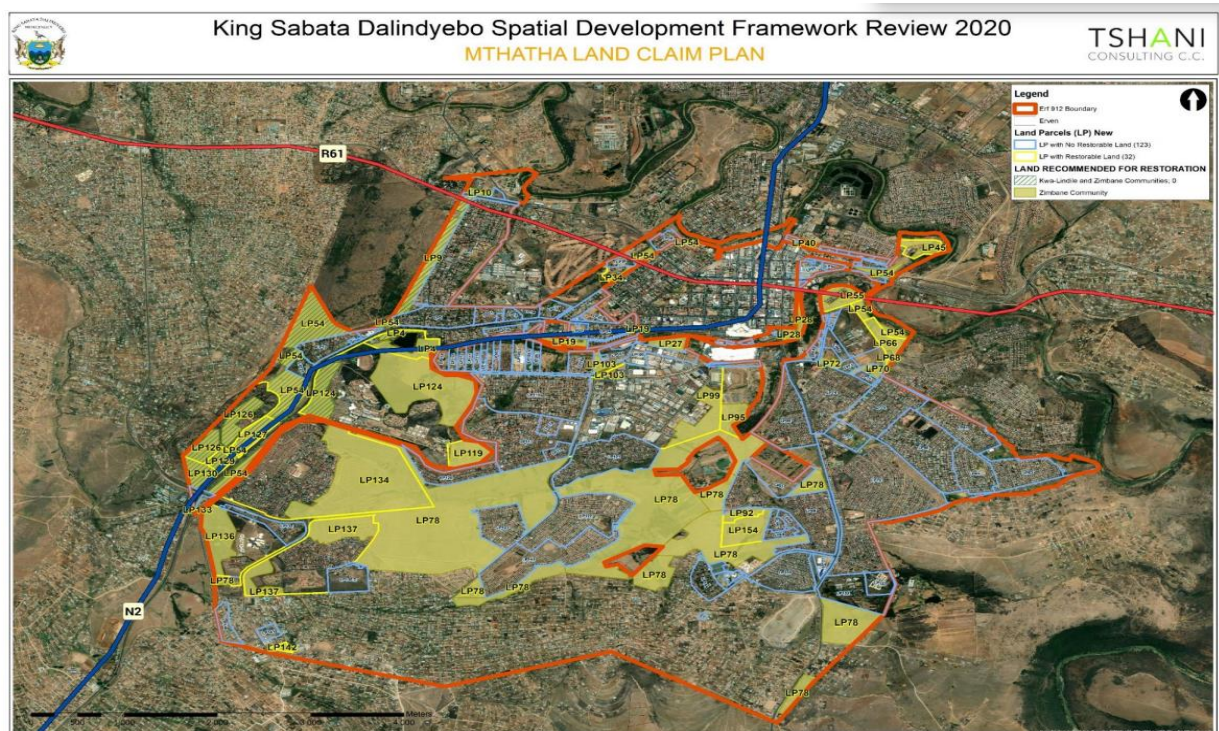
Status of Land Claims

The town of Mthatha, which is the urban centre within the KSD municipal area has had several land claims over the past years. These land claims have severe impact on the scale of developments in the town and the municipal area as a whole. These land claims have not only hindered development but have hit the municipality with extensive financial implications resulting from a lawsuit related to land claims. There are currently two (2) large land claims validated by the Land Claims commissioner (LCC) within the Mthatha area, the Zimbane Community and KwaLindile community land claims. The Zimbane community land claim affects a significant portion of the Mthatha town and surroundings. There is a long outstanding land claim dispute involving the land rights restitution claimants of KwaLindile and Zimbane villages adjacent to the city of Mthatha who are claiming a vast scale of land in and around the city of Mthatha, especially the remainder of Erf 912 Mthatha. These are not the only land claims in the municipality; there are others as well in other areas. The municipality has formed a Land Claims Task Teams which includes the Rural Development and Regional Commissioner, and the KwaLindile and Zimbane Land Claimants Representatives.

Identified challenges: -

- High housing backlogs estimated to be 16 385 for urban and 44 677 for rural areas,
- Lack of proactive planning for housing and the inability to access funds and therefore unable to provide the required supporting infrastructure,
- Limited of human capacity within the municipality to deal with housing issues often leads to inability to speed housing development,
- The slow process of housing delivery commonly leads to the development of informal settlements,
- Recognition of Housing Section is not effective within KSDM- for example the employment of enough personnel to carry out housing delivery is not a priority,
- Unavailability of land- the greater part of KSDM is under claim and it does not seem to be taken seriously and urgently by the management and the politicians,
- Scattered unserviced pieces of land within Mthatha,
- Land invasion- a greater portion of land in Mthatha is invaded and it becomes difficult to expand the CBD as well as housing delivery can only happen at the outskirts of town. The municipality is in the process of developing a credible land invasion policy,
- Prime land with informal decent houses where services are minimal,
- Ineffective use of by-laws- shacks and containers are scattered all over the place, and
- Lack of beneficiary database due to negligence by decision maker.

Mthatha Land Claim Map 10



Land Ownership

Generally, most of the land within the KSD Municipality lies in the rural areas, and the ownership of this land is vested within the government, with rights of use vested in terms of an administrative system under the tribal authority. Under this system each family is allocated a piece of land which is used for subsistence farming to provide for the family with the minimum of risk and little labour input and production. This has negative effects on the consolidation and protection of cropland and grazing land, which are physical pre-requisites to improved land use and development. The Department of Rural Development & Agrarian Reform proposes that under these circumstances this necessitates changes in land ownership pattern, the key being the redistribution process based on the allocation criteria and funding mechanisms, which can accommodate small, medium, and large farming enterprises.

The rural areas also have large tracts of undeveloped land, which poses a challenge to any development requiring infrastructure. The existing pattern of land follows widespread land use patterns that result in large distances between facilities and services. Land ownership in the KSD municipality vests in the following main structures: government owned, tribal authorities, and the local municipality. Government through the Department of Land Affairs is the main custodian of communal land. Within the two urban entities, the land ownership is vested with the local authority, private (commercial and residential), Department of public Works, the government and Eastern Cape Development Corporation (ECDC- mainly industrial premises) the KSD Municipality faces a huge challenge of land claims. Moreover, Mthatha Land Claim Committee has been formulated to negotiate with the claimants in order to resolve and fast track development within KSD.

Settlement Patterns

Urban Area

Mthatha is a former capital of the former Transkei. The town was previously written as Umtata although the name was later changed to Mthatha. The name is derived from the nearby Mthatha River which was named after the Sneezeewood trees (umtati). The town has become the centre for shopping and administrative functions and is home to the historical Walter Sisulu University (formerly the University of Transkei- Unitra). Mthatha is home to a number of residential neighbourhoods including Southernwood, Southridge Park, Northcrest and Hillcrest. It is also home to one of the country's oldest townships, Ngangelizwe. Mqanduli is the second urban centre within the KSD LM. Mqanduli served as a rural service centre in the former Transkei region although it served as one of the urban centres of the KSD LM. The town has plenty of economic activity and big retail stores such as Boxer, Shoprite, and Spar. The KSD LM also has its satellite offices located in Mqanduli.

Rural Area

There are several rural settlements within the KSD municipal jurisdiction as the municipality is predominantly rural. Based on the settlements plan, there are dispersed settlements located west of the municipality, however, on the southern direction, the settlements become concentrated. The south-eastern region of the municipality, along the coastline, the settlements show high levels of concentration.

Coastal Area

The attractive coastal features of Coffee Bay and Hole-in-the-wall have resulted in small holiday resorts being developed. Over time these resorts have changed in character and despite being important tourism centres, have become more established residential settlements.

Settlements Plan Map 11

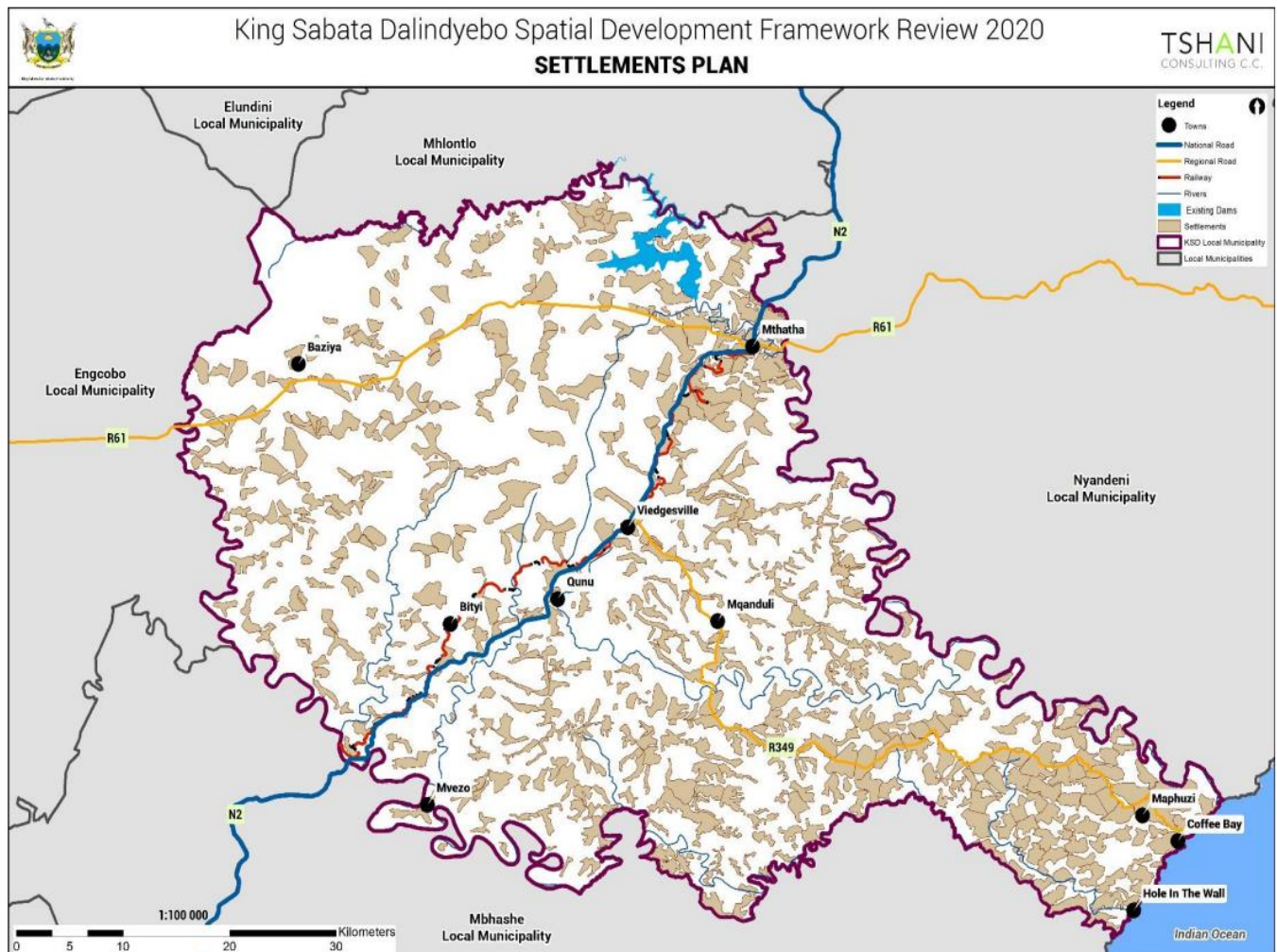


Table 27: Comparison with other LMs in the District (ORTDM Table)

Municipality Name	Urban		Rural	Total
	Formal	Informal		
Ingquza Hill	1,404	235	51,860	53,499
Port St Johns	1,919	410	36,580	38,909
Nyandeni	2,528	0	60,483	63,011
Mhontlo	1,946	140	47,675	49,761
King Sabatha Dalindyebo	17,720	5,339	62,338	85,397
OR Tambo DM	25,517	6,124	258,936	290,577

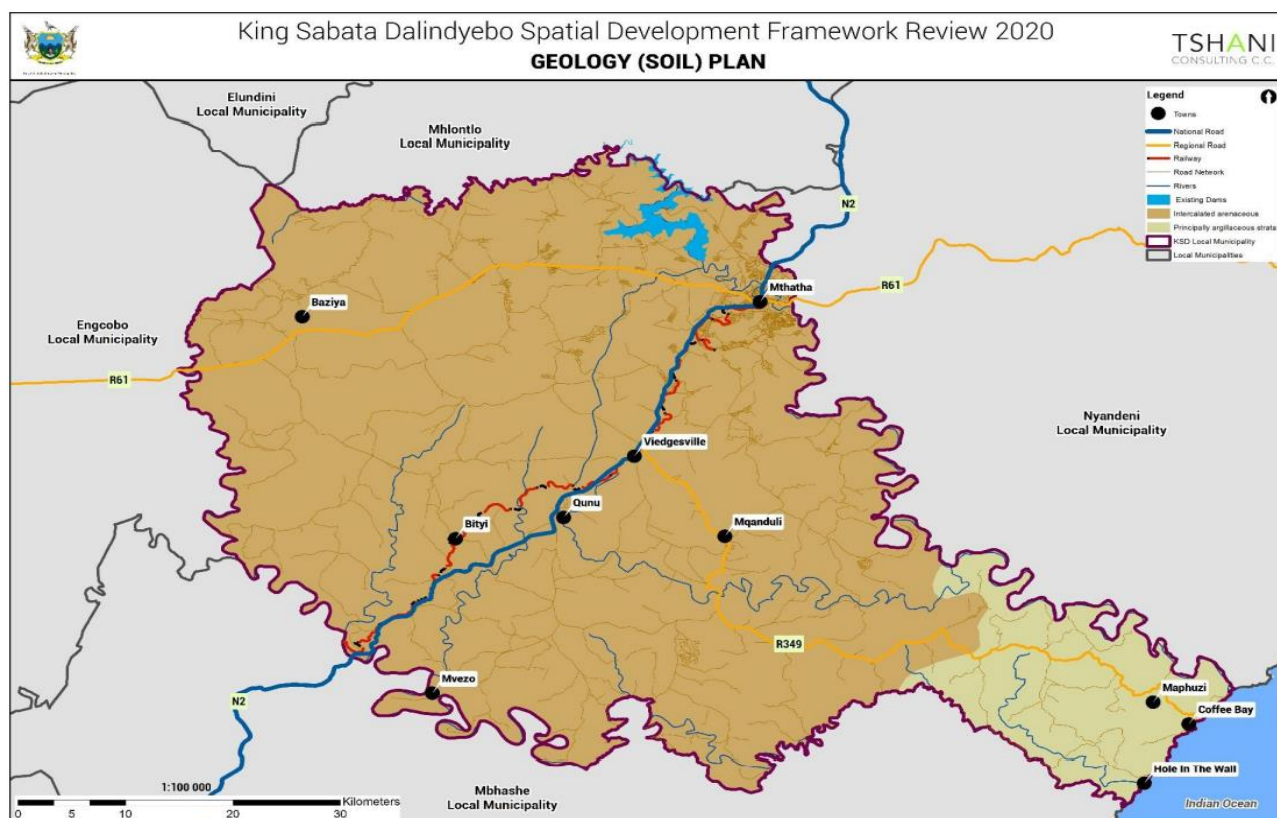
2.2.1.1 Land Restitution

The land restitution process has been a tool used by government to address historical land injustices that disposes many of the asset of land. The South African land restitution process has been guided by the Restitution of Land Rights Act of 1994 to address this deep history through the Land Claims Commission. The town of Mthatha has been particularly affected by the Restitution of Land Rights through numerous land claims that have left the KSD Municipality financially crippling. The KSD municipality has several land claims mainly in the area around Mthatha that is suitable for urban development in the remainder of erf 912.

2.2.1.2 Land Capability

Land capability is determined by the collective effects of soil, terrain, and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and simultaneously highlights the permanent limitations associated with the different land use classes. It is therefore a more general term and conservation orientated than land suitability.

Geology (Soil) Plan Map 12



2.2.1.3 Peri-Urban Development and Small-Town Development

The town of Mthatha is designed in way whereby horizontal urban expansion is limited. The urban boundary is close to being fully covered, horizontally and the urban centre and main centre of economic functions is enclosed within this boundary. What has become prominent is the growth of land invasions within the urban boundary, further limiting developable land. This has been seen through the growth of areas such as Mandela and Slovo Park which have

shown sporadic growth over the years. In the case of Mthatha, the economic and administrative functions are conducted within the city centre of Mthatha, and residential developments are located around this centre.

The level of urbanity decreases as you leave the urban centre. However, there are no small holding farms within the municipality. The predominant character is that of urban and traditional land. Traditional land, which is under the custodian of the Department of Rural Development and Land Reform is prevalent within the municipality and is identifiable outside of the urban boundaries of Mthatha and Mqanduli. Therefore, the demand for services is comparative and competitive with that of zoned urban centres, and thus requires the municipality to focus its services to the development of Peri Urban Centres and precinct development which include development and expansion of Coffee-Bay Hole in the Wall, airport complex coupled with a recognition of their economic role and contribution towards the municipality. A growing interest in the competitiveness of peri-urban versus demarcated urban economies has therefore led to a demand for comparative.

2.2.2 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

2.2.2.1 TECHNICAL SERVICES

2.2.2.1.1 Roads and Storm Water Management

Construction and maintenance of roads is the mandate of KSD infrastructure department, Department of Roads & Transport, South African National Roads Agency Limited (SANRAL) and the District Municipality. The infrastructure department is divided into two (2) sections, operations, and maintenance as well as capital projects section. A Road Maintenance Plan inclusive of storm water drainage has been developed and approved by the Municipal Manager for both urban (surfaced roads) and rural (gravel) roads. It sets timeframes for which 37 wards are visited for road maintenance and this also include the new ward. The plan is workshopped to all Councillors and community members through the Roads Forum and the Infrastructure Standing Committee. KSDM has submitted a business plan to DBSA that was approved by Council for the development and upgrading of various infrastructure areas including roads.

Road Asset Management System (RAMS) was completed in 2014 and workshopped to the municipal officials through the OR Tambo District Municipality. RAMS is partly used to compile the maintenance plan; it is currently being updated to suit the present and future planning. However, only all wards of the prioritised roads have been visually assessed. The results of the visual assessment have been used on a pro rata basis to quantify the scope of work and provide first order estimates. The road repair, rehabilitation and reconstruction programme does not include any new roads as would be identified in the Integrated Transport Plan (ITP) under development or review. As further funds become available, further emergency repair programmes as well as rehabilitation and reconstruction programmes in terms of the findings of the Road Management System, will be implemented.

Municipal Infrastructure Grant (MIG) funding is accessed through the development of a Three (3) Year Capital Plan. The Project Management Unit (PMU) business plan and the annual implementation plan has been recommended by the Municipal Manager and submitted to National MIG office at CoGTA. An operations and maintenance plan has been developed for

maintaining all access roads within the KSD. Approximately 90km of roads have been planned for construction of new roads and rehabilitation existing roads from the MIG funds. The Presidential Intervention enabled partnerships with the following: -

- Department of Transport and District,
- SANRAL funds for the rehabilitation of N2 and the R61, and
- KSD Municipality is engaged with the Provincial Government to ensure development and smooth operations of taxi ranks, which includes Mqanduli taxi rank, Mamela taxi rank and Jubilee Square taxi rank.

The rural road network of the municipality is very widespread and grossly dilapidated.

Some gravel roads have been built in order to meet the infrastructure requirements of the rural population and promoting local economic development and social infrastructure. A lot of these roads become severely eroded due to historical lack of maintenance, climate change and minimum design standards. This resulted in increased sediment loads and contributes to the deterioration of water and biological resources. The result is that improvement of infrastructure to meet the needs of the population is contributing to the degradation of the environment. The location and spacing of culverts do not seem to take into consideration the volume of runoff and some of the culverts drain into agricultural land. However, it should be noted that the uncontrolled settlement patterns continue to pose challenges when implementing storm water management in the rural and peri-urban areas. In addition to the poor management of the road network, a further prime cause of road network degradation is the lack of adequate road storm water drainage. Should effort and resources be spent on road repair and upgrade, it is essential to implement concomitant Storm Water Management System.

KSD has commissioned the development of the formal Integrated Storm water Management System or Road Master Plan through the service level agreement formalized with the Municipal Infrastructure Support Agent (MISA). This Maintenance Plan shall be intimately integrated with the Road Management System which is essential for the adequate preservation of the revitalized road network. There is an existing ITP, though it may be old, it has been partially implemented and, is currently under review. To accommodate the traffic needs, the IITP must be kept current and, simultaneously, inform the Road Management System. The Rural Integrated Transport Plan continues to address the transport and mobility issues in town, through the Presidential Intervention and forms part of the basis for road upgrade, in this regard the Rural Integrated Transport Plan which covers both urban and rural and is driven by Roads Transport Forum for planning, implementation, reporting and monitoring.

At present KSDM is implementing a programme of Tow behind Graders as an additional solution for the road's maintenance programmes developed which sets a three (3) year programme of reducing the length of roads which are in and/or very poor condition by 50% whilst addressing all the roads that are in a fair condition to ensure that they are preserved in a reasonable condition. A road repair, rehabilitation and construction programme has been formulated. Since only 15 % of the total road network has been visually assessed, the results of this assessment have been determined on a pro-rata basis to provide a first order estimate of the road repair, rehabilitation, and reconstruction programme for the next 3 years. It is emphasized that until the updated IITP and the Road and Storm water Management Systems are in

place so that the scope of work can be more accurately quantified; only first order estimates can be provided.

According to KSD Presidential Intervention Progress Update, the following form the main problem statements for access road provision: -

- 83 % of Mthatha surfaced roads has deteriorated beyond pothole repair requirements,
- Pavement maintenance is very poor in the CBD and constant disturbance and poorly communicated of underground piping repairs by OR Tambo District which are left open and dangerous to communities, and
- Heavy traffic and pedestrian congestion in the CBD.

A study was done in 2010 to indicate the severity of the conditions of the CBD, suburbs and township roads. Pothole Repair includes repair of significant potholes and badly damaged road sections, resealing (crack sealing) of road surfaces where viable, reinstatement of associated road marking, signage and furniture and the cleaning and repair of associated road drainage where necessary. Roads Maintenance Plan has been developed to address roads backlog at a tune of R4 899 987 in terms of municipal MTREF budgetary allocations.

Challenges regarding infrastructure include: -

- Shortage of funds for capital projects and maintenance of existing infrastructure to reduce high backlog of infrastructure services,
- Historic lack of maintenance of roads resulting in potholes,
- Delays in the repairing and servicing of plant and machinery,
- Faded road markings, limited road signs, potholes and lawlessness towards traffic rules contribute to congestion,
- Traffic signals (Robots) need to be synchronized to avoid congestion,
- Trucks passing through the CBD exacerbate traffic congestion especially during peak hours,
- Regular theft of steel manhole covers resulting to pedestrian's exposure to danger and blockages,
- CCTVs at traffic signals (robot) intersections needs to be revived to catch law breakers,
- Lack of visibility of traffic officers especially during peak hours,
- Inadequate storm water pipes requiring redesign and upgrading to meet the current demand,
- Impact of poor waste management and sewer systems results in blocked storm water drains and flooded streets,
- Aged and un-maintained burst pipes, sewer diversions and blocked drains sometimes cause street flooding,
- Encroachment of pavement by both shops and hawkers, and
- Access to borrow-pits due to community denial and land claims result into delays of projects.

2.2.2.1.2 Public Transport

a) Buses and taxes

The department of transport is responsible for the coordination of operation of buses and taxis with the KSD LM. The taxis and buses are registered by the department. The vehicles are tested for road worthiness; however, the owners of the vehicles are not cooperating well as a result there are taxis and buses that are not road worthy but are in operation on a daily basis.

Challenges: -

- Taxis and buses that are not road worthy,
- Bad conditions of roads affect the wear and tear of vehicles, and
- The Taxi Association lacks a management structure due to internal conflicts.

b) Scholar Transport

The Department of transport is responsible for monitoring and funding of the scholar transport system. Approximately 107 schools in O. R. Tambo are benefiting from this programme. Challenge with this programme is that vehicles tested for roadworthy are not the one used to transport the children, instead un-roadworthy vehicles transport the children to school, which is as predominant vice versa.

c) Railway

The major infrastructure project in the Municipality is the Kei Rail initiative, aimed at revitalizing the rail line from Mthatha to East London. Substantial investment has been made in re-commissioning this rail line. It is envisaged that this rail line will be the central economic driver underpinning the Kei Development Corridor, i.e., a Developmental Zone running through the Region.

d) Pedestrian transport and pathways

The Vision of 2030 has a clear plan on the use of motorcycles and other related mode of transport and this plan is budgeted under the projects for Presidential Intervention. The N2 has already accommodated none motorized through the sidewalks that stretches from Mthatha towards Vidgesville. KSDM is implementing a programme to construct 11Km of sidewalks in both Mthatha and Mqanduli towns.

e) Maritime transport

The maritime transport is packaged under Maphuzi harbour development, which is one of the Pilot Project to drive Oceans Economy. There are currently adhoc hiking trails taking place around Coffee-Bay towards Mthatha Mouth and Hole-in-the-Wall. Off Road Vehicle Task team – Plan and Process boat launch licenses along the coast and there is a valid launch site at Hole in the Wall.

f) Airports & Future Airport Usage

Mthatha Airport is fully functional and compliant with Civil Aviation Authority (CAA) safety standards. Recently there has been a 23 % increase in its passenger flow. Utilisation of the airport has improved and there is now a proposed regular passenger service between Mthatha and Bhisho Airports. Mthatha Airport has three scheduled flights a day between Mthatha and Johannesburg by Air Link. A second airline, known as Interlink, is in the process of conducting feasibility studies on the route between Mthatha and Johannesburg. Mthatha airport has been

upgraded so that it becomes a more attractive destination for airlines, businessmen and tourists.

3km of 3000 m runway has been constructed to accommodate any large passenger aircraft. In the current upgrading process that includes the constructed of a much bigger fire station that accommodates two big fire engines worth R2.5 million. This will assist in increasing the airport's emergency capacity and improve its grades from four to six. The runway has been extended and upgraded from category 4 to category 7, temporal terminal building is utilized whilst the main terminal building has upgraded to include among others, an extended VIP lounge, and new premises for five car hire companies, curio shops and restaurants. The fact that most passengers travelling to Mthatha are for business purposes means that there is potential opportunity for restaurants and coffee shops at the airport. SA Express has announced new routes for Mthatha Airport.

The following challenges have been identified: -

Some portions of land adjacent to the airport has been subdivided and sold to individuals. This results from lack of communication between the municipality and traditional leaders.

Discussions and consultations are taking place to get more airlines for the Johannesburg-Mthatha and Mthatha-Durban and establish new other routes. An important goal is to link Port Elizabeth to Mthatha via East London Airport with the service geared for faster movement between the three (3) areas. The air route is also aimed to reduce traffic and travel time on the N2, notorious for accidents and high traffic volumes between these cities.

2.2.2.1.3 Energy and Electricity

Currently the urban area Electricity Master Plan is in place to address electricity network challenges and is under review. The master plan incorporates the future growth requirements of housing programmes, business development and meeting the needs of government departments. The Municipality has partly addressed the electrification backlog by connecting 5000 households in Zimbane, Zimbane valley, Ngangelizwe 200, Bhongweni, Old Maiden Farm, Maiden Farm Breaking New ground new and Mthatha west Areas. An investigation was done on the electrification backlog in the Mthatha West area and Old Maiden Farm. the Department of Energy was requested for funding for 2000 units to start after the Thornhill Substation's first new transformer has been installed, to cope with the additional load. KSDM has constructed over 40 Highmast lights to improve visibility and prevent crime in peri-urban and crime notorious spots. The municipality has started with its upgrading of the network with a loan from the Development Bank of Southern Africa and funding from the Department of Energy. The following projects have started:

- Emergency network upgrade Phase 1 – connecting the CBD to the Hillcrest Substation,
- Network upgrade Phase 2 – installing new mini-substations, cables and kiosks in the CBD so as to comply with the National Electricity Regulator of South Africa's safety regulations,
- The preparation of the 20 year Electrical Master Plan,
- Sidwadwa Substation – procurement of a new and larger transformer, and

- Thornhill Substation – procurement of a new and larger transformer as well as new switchgear and protection equipment

KSD Municipality is being bound by the NERSA license connecting the urban part of the municipality whilst Eskom is managing the rural electrification and several new substations are in the process of being constructed in rural areas. KSDM has also implemented projects in the rural areas of Mqanduli area under ESKOM area of supply under schedule 5B of the DoRA. The projects include Phase 3 and 6 with the following villages: Kwenxura, Manyosini, Mlizana, Maqomeni, Khalalo, Jojweni, Nobhula and others. Non-Grid electrification has also been implemented in Mqanduli area for villages planned beyond the MTREF mostly far away from the grid. The Municipality has implemented an Indigent Policy that places a strain on the resources of the institution, both financially and in terms of the capacity to implement the policy. The Municipality has allocated funding to the value of R252 million to upgrade the aging and overloaded electricity network.

According to KSD Presidential Intervention progressed well to manage the electricity provision: -

- Three sub stations have been fixed ,
- High voltage distribution are underway, and
- Regular electrical outages which usually caused frustration with businesses and residents alike are minimised.

The following are some of the challenges regarding electricity supply: -

- Electricity infrastructure backlogs particularly in the Mqanduli area, still exists;
- The Low Voltage network in urban area is old, dilapidated, unsafe and needing urgent attention;
- Project Prioritisation Policy is not available;
- The Vulindlela heights MV network and Unitra substation need refurbishment;
- mini substations are old and some permanently damaged requiring total replacement;
- Replacement of substation requires huge amounts of budget;
- Shortage of funds and human resource capacity;
- Provision of electricity in some of the newly built households (extensions) of wards and
- Fortgale, Nkululekweni, Northcrest and Southernwood are in need of urgent replacement of cables and mini substations.

2.2.2.1.4 Water Services and Sources

The operational service to deliver water is the responsibility of ORTDM. The Breaking New Ground (BNG) requirements were forwarded to ORTDM, and they initiated the new raw water pipeline and water purification upgrade.

The District Municipality developed the WSDP, which was approved by its Council. This provides an overview and an assessment of: -

- Existing information on backlogs.
- Current levels of service;
- Operations and maintenance of infrastructure assets.
- Water resource management;

- Water balances and losses; and
- Issues pertaining to contracting and licensing.

Plans to develop a detailed Water Services Development Plan are currently underway, with a call for proposals having been made. In terms of Water Services Provisioning, the ORTDM is responsible for both Water Services Authority and Water Service Provision which includes: -

- Daily operations of water and wastewater works inclusive of the daily monitoring and management of plant performance and compliance with the required quality and performance management systems,
- Maintenance of urban and rural infrastructure,
- General management including administration, financial management, monitoring and reporting,
- Communication and customer relations,
- Operations and maintenance planning,
- Ensuring de-sludging of on-site latrines,
- Safe treatment and disposal of sewage waste; and
- On - going and regular testing of water, effluent, and sewerage disposal for conditions dangerous to human health and the environment.

Four Regional Schemes were identified by OR Tambo DM, and feasibility studies were undertaken to investigate the reliability of the identified schemes. One of these is the Southern Scheme (King Sabata Dalindyebo, Nyandeni and parts of Mhlontlo) aimed at optimal utilization of Mthatha Dam for domestic consumption. The study is complete but awaiting abstraction permit from DWA. Further to that, the Coffee-Bay Regional Water Supply under King Sabata Dalindyebo LM, which supplies Coffee-bay and Rural Villages, has been proposed as a Sub-Regional Scheme to be integrated within the Regional Scheme. An amount of approximately R110million has been allocated for the development of the scheme.

Access to water services Stats SA: Census 2016 under demographics shows the percentages of households with access to different sources of water. Approximately 40% of households obtain water from the regional schemes while 31% acquire water from rivers or streams, the remaining 29% of households obtain water from different sources like water tanks, water vendors, springs, boreholes, etc. According to KSD Presidential Intervention Progress Update, though water service backlogs are minimized, the following form the main problem statements for water provision.

Raw Water Pipeline in Disrepair

- Water wasted due to leaks,
- No water supply when pipeline is under repairs, and
- Danger to life should the 600mm line burst.

Water Purification Works

- Under capacitated to accept volumes required for any new development. needs to be upgraded from 60ML to 80ML.

Challenges related to water include the following: -

- Lack of funds for infrastructure investment,
- Huge backlogs resulting from old infrastructure,
- Water resource scarcity and reliability,
- Demand is in excess of available infrastructure due to rapid and unplanned growth - infrastructure is over-strained which result in reduction of its lifespan
- Drought as a result of climate change,
- High level of vandalism and theft,
- Poor maintenance of existing infrastructure, and
- Shortage of skilled personnel.

There are wetlands, streams and rivers in the Municipality that need to be protected so that they sustain both human and animal health. Mthatha River is the largest river servicing the area with small streams joining this river.

Issues:

- Contaminated rivers and streams,
- Potential loss of aquatic biodiversity,
- Human health and environmental risks associated with poor water quality,
- Potential loss of recreational use of freshwater resources due to poor water quality, and
- Lack of monitoring programme for, pesticides and other hazardous pathogens content of rivers and streams.

2.2.2.1.5 Sanitation

Provision of sanitation services is the competency of the O.R Tambo District Municipality. A huge sanitation backlog has been identified. A Sanitation Strategy has been developed to ensure that the issue of backlogs eradication is dealt with and that an appropriate sanitation model is provided to the communities for both urban and rural areas. The DM is also intending to upgrade all town sewer systems into full waterborne systems. The wastewater treatment works was designed to accommodate 12ML/d and the current flows are estimated above 18ML/d with exclusion of flows that do disappear within the sewer network.

The DM has undertaken a number of projects regarding the sewerage system:

- All twenty two (22) sewer pump stations are not fully functional as they are constantly under repairs,
- In partnership with the DWA, the DM has refurbished the wastewater treatment works and is repairing/replacing sewer networks within Mthatha, increasing its capacity and ensuring that it is able to release effluent that meets the regulator's standards; and
- Also in partnership with the DWA, the DM managed to replace steel manhole covers with concrete covers and replace old AC sewer pipes.

The upgrading of sewer system into waterborne sewer in Mqanduli is currently at design stage to cater for Mqanduli urban area. Approximately 25% of households access sanitation services below RDP standards (no Ventilation Improved Pit Latrine). O.R Tambo DM has managed to deliver ventilated improved pit toilets to approximately 23% of households, while 39% of households have access to flush toilets earth connected to the sewerage system or with septic

tanks. Statistics SA (2011) also reflects approximately 488 households still using bucket system. However, the municipality indicated that the bucket system was completely eradicated and so no households are currently on bucket system. The table below reflects the wards and villages where communities are still relying on the self-made toilets (No VIP system (Source: KSD ward profiling 2012):

Table 28: Demonstrates Wards with no VIP

WARD	AREA	SANITATION (VIP, WATERBORNE OR SEPTIC TANK)
2	All villages	Waterborne system available but require major refurbishment as there are pipe leaks affecting houses
4	Bhongweni Phase 2,3,4	VIP Sanitation available (not covering the whole village)
6	Mpuku	No permanent sanitation system, houses are connected temporary to residential toilets.
9	Double Falls, Squatter Camp, Tambula Squatter Camp, Sgebenga, Squatter Camp, Sharply Park Squatter Camp, Madala Squatter Camp	None

Some of the sanitation challenges include the following: -

- Huge backlog, especially in rural areas,
- Waterborne sewer system for Mthatha is not fully functional – pump station requires constant repairs,
- Mqanduli does not have a water borne sewer system – remains under construction at a slow pace,
- Shortage of honey sucker trucks,
- Sewer effluent discharged is not of acceptable standard due to lack of resources to upgrade of infrastructure,
- Slow progress on sanitation projects, and
- Limited public toilets in both Mthatha and Mqanduli towns.

2.2.2.1.6 Development of Trade Effluent Policy

There is an effort intended to get assistance from DEDEAT to develop the Trade Effluent Policy that will deal with the following: -

- Untreated sewer effluent which drains into the river and in some cases connected to the storm water drainage system,
- Old sewer infrastructure,
- Non-functional pump stations, and
- Sewer spillages.

2.2.2.2 INTEGRATED HUMAN SETTLEMENTS AND HOUSING DELIVERY

Although Housing is not a funded mandate at the local government level, municipalities have a very important role in the facilitation of the delivery of Housing. Municipalities need to plan for Housing and include it in their IDPs. Housing is closely linked to many other services which are the responsibility of the municipality, such as the delivery of water, electricity, and infrastructure. One cannot deliver houses without these services and vice versa.

The Department of Human Settlements is responsible for the provisioning of adequate housing opportunities for all residents of KSDLM and performs the following functions:

- Informal settlement and land invasion management,
- Leases, Sales, and transfers of immovable property,
- Informal settlement upgrading,
- Community Participation Management,
- Housing Provision Project Management,
- Community Residential Programme (CRUs), and,
- Greenfields Development Programme.

Summary of Human Settlements initiatives under implementation.

Declaration of priority Housing Development Area by National Department of Human Settlements: KSDLM is among the three local municipalities within the O R Tambo region who have areas that have been gazetted by the Minister as Priority Housing Development Areas. In these areas the municipality is expected to implement: -

- Integrated Residential Development Programme (IRDP),
- Social Housing Programme (SHP) in Restructuring Zones
- Informal Settlements Upgrading Programmes (ISUP) KSDLM has an approval of funding from PDOHS for the upgrading of eight (8) informal settlements,
- Finance linked Individual Subsidy Programme (FLISP),
- The Special Presidential Package (SPP) Programme on Revitalisation, of Distressed Mining Communities, and
- Enhanced Peoples Housing Process (EHPH).

Approval of Restructuring Zones within KSDM: KSDM has areas that have been identified and approved as restructuring zones where Social Housing can be implemented (mostly urban and these areas are identified as areas of largely economic opportunity) where the poor have limited or inadequate access to accommodation, and where the provision of social housing can contribute to redressing structural, economic, social and spatial dysfunctionalities,

Accreditation of KSDLM: The municipality is being considered for level 1 and level 2 accreditation. Level 1 allows the municipality to manage beneficiary administration while level 2 allows the municipality to do planning and decide which projects to be prioritized. KSDLM completed an assessment process which was conducted by the Eastern Cape Department of Human

Settlements. The assessment report highlighted capacity gaps within the municipality which must be addressed within a short space of time,

Multi-Purpose Community Centres (MPCCs): – Two MPCCs were built by KSDM Department of Human Settlements in Ngangelizwe and Mqanduli. The facilities catered for indoor sports codes for the youth, a hall, and offices for use by community organisations,

Informal Settlement Upgrading: 9450 units have undergone a formalization process and have been provided with interim services in the form of (VIP) ventilated pit latrines for special programmes people, water standpipes within 200m radius. These informal settlements will be provided with full services when donation of land to the municipality has been finalized. The residents of the informal settlements that are not targeted for upgrading are being integrated in the projects that are being implemented,

Transfer of ownership of the old houses through EEDBS: Properties of the old Ngangelizwe, Hillcrest, New Brighton and the Ikwezi four roomed houses are in the process of being transferred through the Enhanced Extended Discount Benefit Scheme (EEDBS). Title Deeds are being handed over to beneficiaries as and when they are transferred,

Mixed developments: These are all the projects implemented by KSDM under the Breaking new Ground (BNG) policy. An Implementing Agent (Stedone Development) was appointed on a turnkey basis to implement the following projects on behalf of KSDM: -

- Maydene Farm Ext. Project A with 1317 units,
- New Brighton with 131 units,
- Kei Rail with 537 units
- Ngangelizwe road rehabilitation with 1850 units,
- Transkei United Dairies – Project B with 1795 units, and
- Zimbane Valley 50 ha – Project C with 2500 units.

2.2.2.2.1 Housing Sector Plan

KSD Municipality has developed a Housing Sector Plan approved in 2011 for a duration ending in 2016, it outlined the development of integrated human settlements that includes, housing backlogs and demands. The current Housing Sector Plan which has been reviewed in June 2022 is based on the current and foreseen current status, and it is aligned to the IDP Priorities and Spatial Development Framework. The Housing Sector Plan has been adopted and approved by the Council on the 29th of June 2022.

Housing Needs

There is shortage of formal housing within KSD, especially in Mthatha, considering that the town is an economic regional hub. The municipality has put extensive effort on the development of low-income housing for those with an income bracket between R0.00 and R3 500.00, this is seen through projects such as Ilitha, Zimbane Valley and Maydene Farm in Mthatha as well as Makhenkesi Township in Mqanduli. Little to no provisions have been made for middle to higher income earners by the local government. Private developers have found a gap with this issue as there has been a housing development in Southernwood and Ncambedlana East by Coastal Homes. This shows a need for housing provision for those beyond low-income

earners. However, this service is mainly for freehold tenure systems as compared to offering a rental alternative.

Table 29: Housing Projects executed by the Province

CURRENT HOUSING PROJECTS	
Project Name	Units
Ntshabeni Ph2, 200	200
Willow 200	200
New Payne Phase 2, 200	200
Mahlungulu 350	350
Mqanduli 500	500
Ncambele	300
New Payne	300
Zidindi	105
KSD ABT 350 (Mthonjana)	350
Military Veterans	57
OR Tambo (85 +20)	105
Lindile 208	208
Ngangelizwe	200
Zimbane Valley 1482 (702)	702
Zimbane Valley 1482 (780)	780
Ilitha 463	463
Waterfall 1183	1183
Maydene Farm	969
KSD 14	14
KSD 51	51
KSD 315	315
Matheko 65	65
KSD 87	87
KSD 362	362
Qweqwe 850(49)	850
Viedgesville 9	9
KSD 11	11
Mandela 200	200
Fairfield 379	379
KSD 260 (2020 Disaster)	260
O R Tambo 132 (2010 Disaster)	132
O R Tambo 358 (2017 Disaster)	358
O R Tambo 385 (96 for KSDM)	96
O R Tambo 109 (28 for KSDM)	28
O R Tambo Social Relief 50 (10 for KSDM)	10

Table 30 .1. Housing project executed by the Municipality:

The Municipality noted the following projects as its current progress projects: -

PROJECT NAME	HOUSING TYPE	LOCATION	NUMBER OF UNITS
Project A: Maydene Farm Ext	Low-cost housing, GAP, social housing	Maydene Farm, Mthatha	1 317 dwelling units (excl. high density residential units)
New Brighton	Low-Cost housing & Community Residential Units (CRUs)	New Brighton, Mthatha	131 dwelling units (incl. rental units)
Kei Rail	Low-cost housing	Kei Rail, Mthatha	537 dwelling units (134 units already existing)
Project B	Low-cost housing	Adjacent Mbuqe Park, Mthatha	1 795 dwelling units
Project C	Low-cost housing	Between Kei Rail and Sidwadwa View Mthatha	2500 dwelling units
Sidwadwa View	Middle income	Sidwadwa View, Mthatha	120 single residential dwelling units & 250 town house dwelling units
Phola Park	Low income	Phola Park, Mthatha	550 dwelling units
Southernwood South	Social housing	Southernwood, Mthatha	720 dwelling units
De Coligny	Social housing		6 000/7 000 dwelling units
Silverton	Social housing	Silverton location, Mthatha	4 800 dwelling units
Extension of Ncambedlana	Social housing	Ncambedlana West, Mthatha	2 500 dwelling units
Lot D & Lot C	Social housing	Next to Wellington Prison, Mthatha	4 700 dwelling units
Southridge Park	Social housing	Southridge Park, Mthatha	700 dwelling units
Nduli Nature Reserve	Social housing	Nduli Nature Reserve, Mthatha	4 000 dwelling units
Old Nkululekweni	Social housing	Along Port St Johns Road, Mthatha	800 dwelling units
New Nkululekweni	Social housing	Along N2 to East London, Mthatha	200 dwelling units
Mqanduli Middle Income	Social housing	East of CBD, Mqanduli	300 dwelling units
Proposed BNG Township 1 (West)	Social housing	West of CBD, Mqanduli	2 000 dwelling units
Proposed BNG Township 2 (North)	Social housing	North of CBD, Mqanduli	1 400 dwelling units

PROJECT NAME	HOUSING TYPE	LOCATION	NUMBER OF UNITS
Coffee Bay North	Social housing	Coffee Bay	1 200 medium density housing, 300 low density housing
Coffee Bay West	Social housing	Coffee Bay	100 dwelling units
Ngangelizwe Provision of permanent services	Social housing	Ngangelizwe	Construction commenced in June 2016. Phases 1 and 2 are completed in November 2017

Table 31: Five Year Housing Plan

The table below depicts the projects ready for implementation: -

2022/23	2023/24	2024/25	2025/26	2026/27
Viedgesville Nodal Area – Ward 32 (500 units)	Xhongorha/Ntilini-Ward 17 (500 units)	Ward 4 Housing Project 500 units	Ward 9: Housing Project- 500 units Maydene Farm, Ncambedlana Farms, Madala, Khayelitsha, Thambula	Ward 30 Housing Project- 500 units
Kambi Nodal Area – Ward 10- 500 units Matshongwe, Ncise, Luxeni, Gcaleka, Link, Lutshaba, Ntshabeni, Matiyane, Sheshegu, Mthini, Gwitya & Makhumsheni	Ward 15 Housing project – 500 units Ndungwana & Sigubudwini	Ward 36 Housing Projects- 500 units Thwaluphahla, Phazima, Wilo, Sidanda, Mangqobe & Zwelebango	Ward 14: Housing Project- 500 units	Ward 33: Housing Project- 500 units Zitulele area, Mbana, Qweqwe Mission, Maqhinebeni, Ntshale
Gogozayo Nodal Area- Ward 23 - 500 units	Ward 13 Housing Project – 500 units Highbury & Mpindweni	Ward 18- 500 Housing Units Rune, Gunjana, Ndibela, Mpikwane, Msana, Gxwalibomvu, Mkwezo, Phingilili, Bityi	Ward 16 Housing: Project- 500 units KwaDlomo, Lwandlana, Mandleni, Manyosini, Gaduka, Lugxogxo, Dikishe	Ward 27: Housing Project 500 units –Ntsitshana, Mmango
500 units in Silverton Nodal Area – Ward 1, Orange Groove, Ngangelizwe & Ikwezi	Mandela, Slovo – Ward 37 (500 units)	500 units in Ward 31: Housing Project- Mpandela, Tshayina, Upper Xhongorha, Khonqeni/Xhwili,	500 units in Ward 07 Housing Project	500 units in Ward 22 Housing Project

2022/23	2023/24	2024/25	2025/26	2026/27
		Centuli/Famini, Mpeko/Ntabeni, Sikhobeni, Mpeko Plantation, Gubevu		
Qunu Nodal Area- ward 19 – (500 units)	(500 units) in Ward 35 Housing Project- Tyumbu, Kwenxurha, Lalini, Ridge, Nyandeni, Ndisane, Sangoni, Ntlekiseni	500 units in Ward 28 Housing Project-	500 units in Ward 3 Housing Project	500 units in Ward 25 Housing Project
500 units in Ward 24 - Mapuzi Nodal Area; Bhonga, Mafusini, Luthshini, Khohlo, Magcalekeni, Khani & Rhini	500 units in Ward 26- Housing Project: Manqabeni, Gqaqhala, Phendu, Khohlo, Zanci, Mhlakulo, Thamsana, Madwaleni, Mnqanda, KwaMuliso.	500 units in Ward 20 Housing Project- Tyalara and surroundings	500 units in Ward 11 Housing project	500 units in ward 12 Housing Project
500 units in Ward 2 Housing project- Ngangelizwe	500 units in Ward 21 Housing Project- Bacela, Kwenxura/Xolweni, Nzwakazi,	500 units in Ward 29 Housing Project- Lower Ngqwara,	500 units in Ward 5 Housing Project	500 units in Ward 6 Housing Project

Housing delivery

Based on the above table, Project A which forms part of Maydene Farm Extension has been the only project under implementation within the municipal urban housing project. The remaining of urban housing projects are pending although some projects have had services installed, including Kei Rail and New Brighton.

Housing Needs/ Backlogs

The KSD LM had noted a total of 46 315 housing backlogs in its Housing Sector Plan (HSP) for the year 2011-2016, with an estimate of 16 385 housing backlogs in urban areas and 44 677 backlogs in its rural areas. This figure has not been updated in current plans although it has risen since the HSP was approved.

Implications

The issue of land is a critical and sensitive one, as such, land usage is paramount to future development. If KSD LM is to grow to be a metro region, there should be firm policies guiding the development of land, to control and manage the trajectory of development.

The issue of land claims has had a dire impact on the level of development within the KSD municipality, particularly in Mthatha. For the municipality to develop, the issue of land claims should be addressed in a sensitive manner to avoid conflict between the municipality and the citizens of the KSD LM.

The prospect of a new town- Coffee Bay, will have great implications on the level of land usage along the coastline area. Development in the area should be particularly regulated to avoid issues such as land invasions and land grabs. The development of housing projects should be considerate of the future trajectory of the KSD municipality and be cognisant of increase growth rates. The type of housing development will have a direct impact on land availability for future settlements or the expansion of the economic nodal areas.

Table below includes projects that are currently under implementation.

Strategic Programmes

Expression of Housing Demand: -

- Scale of service delivery of subsidized housing to demand,
- To build suitably structured housing unit in order to meet housing mandate, and
- To formalize the required institutional structures to support municipality in meeting its housing targets.

Table 32: Scale of Housing Development Service Delivery

DELIVERABLE	KEY ACTIVITY	RESPONSIBILITY
Housing voice	Develop methodology and instruments as per Blue book	ECDoHS
	Identify community engagement, staff and conduct training for both staff and ward committees/ council-lors	ECDoHS & Municipality
	Conduct housing voice	Municipality
	Statistical analysis report	ECDoHS & Municipality
	Use to inform planning	Municipality
Housing Needs Register	Upload system and tools and audit instruments	ECDoHS & Municipality
	Conduct training on the use thereof	ECDoHS
	Conduct the audits	Municipality
	Capture, analyse and produce results of the reports	ECDoHS
	Maintain database by putting a system in place that will ensure that applicants update their information on a quarterly basis	ECDoHS & Municipality
	Produce reports that inform the development of housing programme	ECDoHS & Municipality
Child headed households and Veterans	Engage Social Welfare/ SPU to cater for child headed and orphans – partnership arrangement for foster	ECDoHS & Municipality
	Homes using the institutional subsidy programme	Municipality
	Identify where child headed households are located	Municipality

DELIVERABLE	KEY ACTIVITY	RESPONSIBILITY
Strategic planning: Annual environment analysis to review and revise annual housing sector plan / aligned with IDP Review	Consider: - Report on housing demand from housing voice and Housing Needs Register - Supply report from pipeline of projects - Integration report	Municipality
Plan for emergency housing	Collect information on disaster risk in the municipal area (Provincial Disaster Management Plan preparation underway) and establish appropriate systems and networks to respond to potential disasters	Municipality
Developed localised policies to create a more enabling environment to manage the mushrooming of inadequate housing	Local town planning dispensation Localised policy to address tenure related to commonage. ISRDP policy Informal settlement strategy	Municipality
Project pipeline: Installation of designed data base system that holds the integrated project pipeline	Upload tracking tool for the project pipeline	Municipality
Trained staff able to use and update	Training of relevant staff in the municipality to use and update the system	Municipality
Populated pipeline with all information up to date and verified	Collect and input all the information from the relevant sources including importantly sections in the municipality, the District and the ECDoHS	Municipality
Quarterly updates and annual review	All the additional projects or changes in status and for management and council. Informed annual review reports	Municipality
ISRDP Strategy Proposal for development of a rural strategy with budget	Prepare proposal for education the information gathering analysis and strategy	Municipality in conjunction with the Province
Internal or external people appointed to carry out work	The selection of the right team to undertake the work	Municipality in conjunction with Province
Baseline information	Collection of existing relevant information on the context nature and location of rural housing priority intervention re tenure, infrastructure, and top structure for all key stakeholders.	Selected internal or external team

DELIVERABLE	KEY ACTIVITY	RESPONSIBILITY
Key stakeholder feedback and direction on baseline information	Workshop of key stakeholder to discuss baseline information. Its accuracy. and identity gaps	Stakeholder and selected team
Further information gathered and analysis and initial strategy.	To fill the gaps and proceed to define a draft strategy from analysis of information gathered through desk-top or information interviews.	Selected team
Stakeholder input into strategy	Workshop contributions finalize the strategy but link with available resource streams.	Stakeholder and selected team
Strategy and Linkage to municipal and provincial budget and MTEF	From the workshop contributions finalize the strategy but link with available resource stream.	Selected team
Strategy inputted into IDP and reviewed annually	The strategy integrated into the housing chapter and linkage to municipal budget and MTEF.	Municipal housing section
Land for housing development	Undertake feasibilities, procurement of suitable parcels, including land identified by province for transfers to municipality	Housing Officer with EC-DoHS
Preparations of identified priority project for financing and	Co-ordination of the projects: - land	Housing Officer with EC-DoHS
Implementation – including rectification and blocked projects	• Land preparation • Initial design • Beneficiary identification • Scope of work (rectification and blocked) • Finance packaging • Preparation of tendering etc.	
Properly managing implementation of finance projects.	Management of technical service providers in ensuring that projects are delivered on time. To quality and within cost. Carry out effective community liaison and consultation.	Housing Officer with ECDoHS
Monitoring and Evaluation Framework	Drafting of monitoring and evaluation Framework, The framework to be integrated into the housing chapter.	Housing Officer with ECDoHS
Formation of project steering committee to ensure the collaboration of developers, ward committee and	Project steering committee to be formed for all housing projects comprising ward committee, Councillors, and local stakeholders. Submit project report to the Housing Department	Housing Officer with ECDoHS

DELIVERABLE	KEY ACTIVITY	RESPONSIBILITY
councillors in the speedy execution of projects.		
Development of Housing Unit	Development of job descriptions, approval of structure, procurement of budget, Recruitment, orientation	Province support with Municipality
Development of internal operational policies and procedures	Develop operation procedures manual together with standardized documents and forms	Province support with Municipality
Identification and procurement of resources	Approval and procurement of required other resources, computers and software, equipment, furniture etc.	Province support with Municipality
Development and implementation of performance management systems	Link performance measures to job descriptions output and housing delivery programme, performance agreement with staff and regular monitoring of performance	Province support with Municipality

Although Housing is not a funded mandate at the local government level, municipalities have a very important role in the delivery of Housing. Municipalities need to plan for Housing and include it in their IDPs. Housing is closely linked to many other services which are the responsibility of the municipality, such as the delivery of water, electricity, and infrastructure. One cannot deliver houses without these services and vice versa.

The Department of Human Settlements is responsible for the provisioning of adequate housing opportunities for all residents of KSDLM and performs the following functions:

- Informal settlement and land invasion management,
- Leases, Sales, and transfers of immovable,
- Informal settlement upgrading,
- Community Participation Management,
- Housing Provision Project Management,
- Community Residential Programme (CRUs), and
- Greenfields Development Programme.

Housing Stock (Trends)

The housing stock is expressed under demographic diagnostic informative input of ECSECC statistical calculations.

2.2.2.3 COMMUNITY SERVICES

2.2.2.3.1 Environmental Issues

Environmental Management

The Municipality is rendering the Environmental Management function to achieve sound environmental management and biodiversity goals. A Unit for Environmental Management has been established and the key positions related to Environmental Management, Air Pollution, Coastal Management, Biodiversity, Climate Change and Energy Efficiency forms part of the revised Organizational Structure.

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

- Policy development and coordination,
- Environmental Quality Management,
- Biodiversity and Coastal Zone Management – Establishment of Wild Coast Environmental Management plans for urban nodes at Coffee Bay and Mthatha Mouth,
- Licensing of Waste Disposal Facilities,
- Financial Support on Environmental related programmes and projects,
- Capacity Building,
- Monitoring and Evaluation, and
- Environmental Compliance.

The municipality is participating in environmental management programmes funded by the Department of Environmental Affairs, Forestry and Fisheries. A Feasibility Study has been conducted, Business Plan has been developed and approved by Council for establishment of Material Recovery Facility (MRF) at Qweqwe Landfill Site through the support from DEFF.

This refers to the sustainable use of the natural environment and the protection/conservation of environmentally sensitive areas, which form a unique endowment in the KSD area and this is seen as the basis of the attraction of the area for tourism development (coastal resorts etc.). As it is acknowledged that the economy is essentially land-based (i.e. reliant on the quality of the environment and land-based resources for the development of a tourism industry as well as the development of the agriculture and forestry sectors and related value chains), environmental management is a critical activity in the municipality.

Environmental Awareness Projects

- Wetlands month in February- yearly,
- Water week in March – yearly,
- Environmental week in June- yearly,
- Arbor week in September- yearly,
- Marine week in October, and
- Weed buster week in December.
- Environmental Opportunities
- Scenic beauty, and
- Endemic species.

Environmental Management Sector Plans

The municipality has developed Integrated Environmental Management Plan, and some of the following Sector Plans and By Laws are under development and planned to be completed by end 2024: -

- Coastal Management Plan and Policy,
- Energy Efficiency & Climate Change Strategy,
- Biodiversity Management Plan and Policy,
- Air Pollution By Law, and
- Management of Parks and Open Spaces By Law.
- Development of Environmental Management Tools
- Review Waste Management and Environmental Management By-Laws,
- Coastal Management By Law,
- Energy Efficiency & Climate Change Strategy,
- Biodiversity Management Plans, and
- Integrated Waste Management Plan.

Environmental Awareness Promotional Projects

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

Table 33: Environmental Management, Biodiversity, Waste Management and Coastal Management Current Projects

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
EC- Development of a New Landfill Site	Development of a new Landfill site in Qweqwe	Clean & Healthy Environment Effective & Efficient delivery of waste service in line with the Waste Act of 2008. Environmental Sustainability Protected natural resources. Decent employment through inclusive green economy Waste Minimization	Implementer on site The project is at 70% completion. Additional funding allocated by DEFF for lining of cell, leachate pond, electricity connection and access road	154
EC – Thuma Mina Good Green Deeds Project	Cleaning and clearing of illegal dumps. Environmental Education & Awareness	Minimize pollution of natural resources and open spaces. Job creation through EPWP	Businesses adopted streets for cleaning and greening campaign. 22 EPWP Beneficiaries recruited. Illegal dumping is cleared in urban wards. 4 Clean up Campaigns conducted once per month. Waste Minimization Programme launched in 5 schools.	22

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
			Environmental Awareness Campaigns conducted in 12 schools	
EC- Working for the Coast Project	Coastal Access and Coastal Cleaning	Clean Coastal Belt Increased access to KSD Municipality Beaches Coastal Safety Job creation	EPWP beneficiaries recruited. Cleaning of all beaches is done.	20
EC – People & Parks Project	Construction of additional chalets at Luchaba Nature Reserve	Job Creation Social Cohesion Promotion of Tourism	Funding allocated by DEFF for construction of additional chalets	108
EC- Waste Management Project	Establishment of 2 Waste Transfer Stations in ward 9 and ward 24	Job Creation Waste Minimization through recycling Effective and efficient waste management service	Construction of Waste Transfer Station in Coffee Bay (Ward 24) completed and handed over to the municipality. Ward 09 Waste Transfer Station stalled due to land claim disputes and the funding was diverted to beautify City Gardens, Cleaning, and construction of Environmental Centre in Mqanduli	157
Diversion of Organic Waste Material from the Landfill Site	Diversion of Organic Waste Material in Mthatha West and in Coffee Bay	Clean & Healthy Environment Effective & Efficient delivery of waste service in line with the Waste Act of 2008. Environmental Sustainability Protected natural resources Decent employment through inclusive green economy Waste Minimization	Diversion of Organic Waste Material Scenarios and Business Plan Developed and tabled to Council for approval. Business Plan submitted to DEFF for funding.	12 projected job opportunities
Operation Phakisa Chemicals & Waste Economy: Establishment of Material Recovery Facility in Ward 33	Construction of Material Recovery Facility in Qweqwe Landfill Site for minimization of waste material going to the landfill site	Increased air space in the landfill sites Reduced negative environmental and health impact of waste Job creation Participation in Circular Economy Promotion separation of waste at source Cooperative and SMME development	Environmental Consultants appointed to conduct Feasibility Studies Feasibility Study Report presented to the Project Steering Committee	Projected job creation 25

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
EC- Cleaning & Greening of Open Spaces	Cleaning and Greening of open spaces and clearing of illegal dumps Beautification of parks Mthatha River Cleaning	Protection of natural resources Clean & Healthy Environment Job creation Promote Tourism	Business Proposal approved by DEFF with a funding of 14 million for 2019 - 2022 funding cycle. Awaiting appointment of the Implementer by DEFF	100 projected
EC – Beautification of Mvezo Komkhulu & Qunu	Land rehabilitation and biodiversity	Climate Change adaptation Biodiversity Land Care	Business Proposal approved by DEFF with a funding of 15 million for 2019 - 2022 funding cycle Implementer on site	100 projected jobs
EC- Land Rehabilitation Project	Land rehabilitation and restoration Education and awareness Clearing of alien plants	Protection of natural resources Land care Job creation	Business Proposal approved by DEFF with a funding of 20 million for 2019 - 2022 funding cycle Awaiting appointment of the Implementer	110 Projected jobs
EC – Nduli Nature Reserve Environmental Centre	Construction of Environmental Centre at Nduli Nature Reserve	Promoting Environmental Management Job Creation	Business Proposal approved by DEFF with a funding of 10 million for 2019 - 2022 funding cycle	90 projected job opportunities
EC – Working for the Coast Infrastructure Project	Access to coastal belt with the following deliverables: Access Road to the beach, upgrading of ablution facilities, construction of lifeguard tower, provision of parking, provision of viewing decks and provision of energy efficiency lighting	Participation in Green Economy through Operation Phakisa Clean Coastal Belt Increased access to KSD Municipality Beaches Coastal Safety Job creation Promote Tourism	Business Proposal approved by DEFF with a funding of 24 million for 2019 - 2022 funding cycle Environmental Consultants appointed to conduct EIA	110 projected job opportunities
Energy Efficiency Demand Side Management Programme (EEDSM)	Energy efficiency project for retrofitting of streetlights, installation of smart meters in municipal buildings, installation of solar panels, Energy Efficiency awareness and installation of intelligent switches	Climate Change adaptation Energy saving and environmental protection.	5052 streetlights retrofitted. 27 solar panels installed. 27 smart meters installed (energy management system) Florescent lights retrofitted. Energy efficiency campaign conducted. No funding allocation for 2020 – 2021 financial year.	8 jobs created
Vulindlela Industrial Park Waste	Beautification and cleaning of Vulindlela Industrial Park	Clean & Green Vulindlela Industrial Park Healthy & safe environment to attracts	Project Steering Committee established	100 EPWP jobs created

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Management Project	Clearing of illegal dumps Cleaning & Greening of open spaces		Cleaning and greening done in the park	
# Clean Mthatha & Mqanduli Programme	Cleaning and Beautification of streets in partnership with business and community stakeholders Adopt a Street Concept Clean up Campaigns	Clean City towards cleaner KSD Municipality Change mind set on waste management	The programme was launched by the Premier & the Executive Mayor in July 2019. Business Sector and Government Departments adopted the following streets: Nelson Mandela Drive, York Road, Madeira Street, Sutherland Street, Sprigg Street, Elliot Street, Owen Street, Tutor Ndumase Road, Delville Road, Victoria Street, Hill Area, and Leeds Road	100 Jobs

Major Challenges Experienced by KSD Municipality in Environmental Management:

- Critical positions for Environmental Management not funded,
- landfill sites not in compliance with waste management license conditions due to dilapidated fencing and lack of required specialized fleet for waste compaction,
- Poor access to refuse removal especially in peri urban and rural areas resulting to illegal dumping,
- Lack of support from Traditional Leadership and Ward Councillors on curbing illegal dumping,
- Illegal coastal developments threatening coastal ecosystem & tourism development,
- Alien invasive plants along Mthatha River and Mthatha River Pollution, and
- Water and soil pollution as a result of sewage leakages and direct sewage to the river,
- Increase in illegal dumping in open spaces and in peri urban area, and
- Green House Emissions and high energy consumption.

Addressing Environmental Challenges

- Increase capacity on Environmental Management Unit,
- Rehabilitation and remediation of Mthatha & Mqanduli Landfill Sites to meet waste management license conditions,
- Partnership with Wards and Traditional Leadership in mechanism to curb illegal dumping and to increase access to refuse removal in peri urban areas and in rural areas,
- Development of environmental management policies,
- Improved enforcement of by-laws,
- Job specific training and mentoring,
- Intensify adopt a street Campaign,
- Provide additional Waste Infrastructure,

- Lobby for funding from MIG Grant for procurement of Specialised Waste Collection Vehicles, and
- Funding environmental and waste related projects.

Environmental Threats and Biodiversity Threats

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

- Illegal sand mining on the dune forest,
- Uncontrolled harvesting of natural resources,
- Human induced climate change,
- Illegal dumping,
- Veld Fires, and
- Environmental Pollution from Source to Sea.

2.2.2.3.2 Biodiversity Conservation, Water & Terrestrial

There are 2 protected areas in the KSDLM, namely Nduli and Luchaba Nature Reserve, thicket bush veld, grassland, and wetlands. KSD Municipality is participating in Environmental Protection and Infrastructure Programmes funded by the Department of Environmental Affairs: The projects include the following:

- Land Rehabilitation & Land Care Programme,
- People and Parks Programme,
- Working for Wetlands Programme, and
- Working for Water Programme.

2.2.2.3.3 Conservation of Fauna in existing areas; Nduli Nature Reserve is crucial

With respect to water resources, Mthatha dam currently is challenged with sedimentation caused by degradation of vegetation around the dam area. KSD LM has streams and a number of wetlands in the area such as Ngqungqu, Mbhashe and Qunu.

Mthatha River is however threatened by sewer spillages, illegal dumping, and alien infestation.

National Department of Environmental Affairs & Department of Water Affairs are supporting KSDM in clearing of alien species and removal of water hyacinth through EPWP. This project is threatened by sewer spillages to Mthatha River.

2.2.2.3.4 Rainfall

Most of KSD areas receives an annual rainfall of above 800 mm. Rainfall decreases steadily inland and is particularly low in major river valley. An appreciable amount of rain falls in the winter months

in the coastal areas, but inland areas receive 80% or more of their precipitation in the 6 months from October to March (81% at Mthatha).

2.2.2.3.5 Temperature

Temperature ranges from a mean minimum of 14.3-19.8 °C in January and 1.8-13.4 °C in July to a mean maximum of 14.3-25.3 °C in January and 19.5-21.4 °C in July.

2.2.2.3.6 Air Quality

Air Quality Management Plan in KSD Municipality being driven with and within OR Tambo District Municipality has recently undergone a major revision, with a shift from the source-based air quality management approach under the Atmosphere Pollution Prevention Act (No. 45 of 1965) (APPA) to an ambient based approach under the National Environmental Management: Air Quality Act (No. 39 of 2004)(AQA). This change in Air Quality management approach has also seen as change in the responsibility for Air Quality management being developed down from the national level to the local authority level (district and metropolitan municipalities). Under the new Act each local authority is responsible for the development and implementation of an air quality management plan as part of their Integrated Development Plans (IDP). This function is carried out by the OR Tambo District Municipality as this is their responsibility. In terms of mitigation, air quality issues are covered in OR Tambo Air Quality Management Plan as mitigation measures to air pollution.

The key issues related to air pollution are:

- Burning of tyres during winter season,
- The public transport sectors (taxis, trucking, buses) are responsible for emitting pollutants in the form of exhaust fumes,
- Uncontrolled, extensive, and unnecessary burning of grasslands,
- Lack of public awareness of Air Quality issues and legislated pollution prevention,
- Lack of appropriately skilled monitoring and enforcement,
- Lack of appropriately skilled monitoring and enforcement, and
- Hospitals in the area do contribute also to air pollution

State of energy report was carried out by SALGA in KSDM to measure the quantity of energy used, greenhouse emissions and to determine alternative energy technologies that can be used in KSDM.

Vegetation

The environment of the KSD area has a wide range of habitats, including upland and coastal grassland, Afriomontane and coastal forest, valley thicket, thorny bushveld, coastal and marine habitats. Two components are of particular interest. The coastal forests, bushveld, and grassland of the Bomvu area has been identified as a “centre of “Aloe” plant. This terrestrial biodiversity is matched by extremely rich marine biodiversity, also with many endemic fish species. The Wild Coast has been identified as one of WWF International’s Global 200 Eco-regions of Global Significance. Lack of awareness by the local population of the ecological importance of this asset requires aggressive awareness campaign.

2.2.2.3.7 Geology

KSD is underlain by a variety of lithologies (rock types) representing a considerable time span. As a broad generalization the area is underlain by sedimentary rocks (sandstones and shales), through which magmas have intruded to form dolerite dykes and sills. The dolerite dykes represent the conduits that fed the lavas that form the higher lying areas of the Drakensberg. Kimberlites, diatremes, and other centres of volcanic activity also occur at several localities within KSD LM.

The underlying geology and geomorphology of the region are closely tied to the formation of soils. In general, soils are arable with much of the more productive soils currently under cultivation. There are no mineral resources of major economic scale in KSDLM, however crush stone and building sand are locally important and both are a cause of conflict over legalities and control (SDF).

2.2.2.3.8 Marine and Coastal Management

KSD Municipality coastal area covers Coffee Bay, part of Mthatha Mouth & Hole in the Wall. Coastal Management is done by KSD LM with the support of the District Municipality & Department of Environmental Affairs through Working for the Coast Programme. The coastal area is derived as the Tourism Node of the Municipality and the area has coastal forests, dune and mangrove forests as well as a pristine wild coast. Coastal areas are however threatened by sea level rises, illegal sand mining, unmanaged fishing activities and wildfires. 2 Cooperatives for Life Saving developed by the municipality and are appointed on seasonal basis.

The department of Environmental Affairs, Forestry and Fisheries has funded a Coastal Management Programme through EPIP which covers education and awareness, protection and cleaning of the coastal area and provision of coastal infrastructure. The Municipality has developed the KwaTshezi Development Plan trying to curb the illegal developments along the coast. The plan also assisted in identifying areas where development can take place. A Launch site has been established in Hole in the Wall. 41 Lifeguards are appointed through EPWP for coastal safety on casual basis.

Coastal Threats

- Illegal coastal developments
- Illegal sand mining
- Climate change,
- Inadequate sanitation and sewer leakages to water,
- Lack of fishing permits, and
- Pollution from Source to Sea.

2.2.2.3.9 Heritage and Cultural

Hole in the wall is seen as National Heritage site but needs to be declared and branded. Also, Hole-in-the Wall feature and Nelson Mandela Museum contributes to the heritage of the area. The

municipality also lies along pristine wild coast. Heritage management plan (municipality may generate profit) must be compiled with folklore stories also built around the identified sites (Benefits related to Mapunguwe legacy).

Threats:

- The heritage sites are not clearly identified, and
- There is also proper control.

2.2.2.3.10 Climate Change

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

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

- Higher temperatures,
- Altered rainfall patterns,
- More frequent or intense extreme weather events including heatwaves, droughts, storms, and floods, and
- Rising sea levels.

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

Due to current drastic climate changes:

- The region has had to adapt to current new phenomenon like army worms in Agricultural Crop production, floods, and droughts. Impacts of these changes include changing of seasons for planting,

- Education and awareness campaigns need to be conducted to educate communities on environmental impacts of climatic changes. Environmental assets for KSD are not clearly identified. Research to be done (hole in the wall not declared as heritage site), and
- An Environmental Response Strategy is needed to be done by Community Services and Rural and Economic Development directorates to deal protecting natural resources.

Climate Change Mitigation and Adaptation

Draft Energy Efficiency and Climate Change Strategy developed to be tabled to Council for approval. The municipality is participating in Energy Demand Side Management Programme funded by the Department of Energy.

Table 34: List of Nature Services/Environmentally Sensitive Areas/Protected Areas

DISTRICT AREA/MUNICIPALITY	LOCATION	CHALLENGES	COMMENTS
Nduli and Luchaba Nature reserve	KSD	Threatened by surrounding community	Managed by ECPTA

2.2.2.3.11 Waste Management

The Municipality has a clear refuse removal and management plan for all its suburbs including the Central Business District (CBD) for both Mthatha & Mqanduli. The Plan for both Centers is the Shift System based (1 team in Mqanduli and 3 Teams in Mthatha). The design of the shift system was based on the demand and available financial resources of the municipality. Refuse removal is the function of the KSD LM and part of the waste is collected by private contractors. Out of 126 000 households, only 14 695 have access to formal refuse collection once per week and 22 skip bins are used for communal refuse collection in peri urban areas. Street cleaning is done using 3 teams and EPWP in a 2-shift system. 650 businesses are billed for commercial refuse collection and 46 businesses have signed skip bin and 45 have signed for trolley bin removal contracts with the municipality i.e., 106 trolley bins and 61 skip bins. Other businesses are using private waste transporters for commercial refuse removal.

Waste Transfer Station constructed and handed over to the municipality by the Department of Environmental Affairs, Forestry and Fisheries. The facility is due for operation in 2021/2022 financial year. The municipality has 3 Landfill sites that are licenced which are namely as Mthatha Landfill Site, Mqanduli Landfill Site and Qweqwe Landfill Site. Qweqwe Landfill site is under Construction and is nearing its completion. Mthatha and Mqanduli Landfill Sites are operational but not in compliance with the waste management license conditions. A notice of intent to issue a compliance notice received and the representation for compliance submitted to the Department. Integrated Waste Management Plan as well as the by – laws regulating waste approved by Council in 2017/18; the documents have been submitted to the Department of Economic Development, Environmental Affairs & Tourism and were endorsed by the MEC during 2018/19 financial year. Mr. Maka, who is Director responsible for Community Services is currently appointed to act as Waste Management Officer. 2 Waste Transfer Station to be established in ward 9 & ward 24.

Waste Management Officer designated to deal with the following: -

- 2 landfill sites not in compliance with waste management license conditions due to dilapidated fencing and lack of required specialized fleet for waste compaction,
- Areas are not formalised in Mthatha West (Mandela, Slovo, Chris Hani),
- Poor access to refuse removal especially in peri urban and rural areas resulting to illegal dumping,
- Lack of support from Traditional Leadership and Ward Councillors on curbing illegal dumping,
- Increase in illegal dumping in open spaces and in peri urban area,
- Littering is still a challenge although bins are provided all over the town,
- No formal waste provision services for coastal resorts – Coffee – Bay and Hole in the Wall, development of Coffee Bay waste transfer station will ease the situation,
- 65% of the households have no access to refuse removal by the local municipality while 21% of the households' refuse is removed by the local authority or by a private company. 6% of the households use communal refuse dump, and
- Illegal dumping due to lawlessness.

Addressing Waste Challenges

- Increase capacity on Waste Management Unit,
- Rehabilitation and remediation of Mthatha & Mqanduli Landfill Sites to meet waste management license conditions,
- Ward Based cleaning programmes through partnership with Ward Councillors and Traditional Leadership in cleaning and greening waste minimisation programmes to curb illegal dumping and to increase access to refuse removal in peri urban areas and in rural areas,
- Launch of Waste Minimisation Programmes in Schools and Communities,
- Development of environmental management policies,
- Enforcement of Waste Management and Nuisance by laws through issuing of penalty tickets / fines by Law Enforcement Officers,
- Job specific training and mentoring,
- Intensify adopt a street Campaign by Businesses and other Stakeholders,
- Provide additional Waste Infrastructure,
- Lobby for funding from MIG Grant for procurement of Specialised Waste Collection Vehicles,
- Funding waste related projects, and
- Strengthen supervision in Street Cleaning and Refuse Removal.

Waste Management driven Projects

- Street Cleaning and Greening in Mthatha, Mqanduli & Coffee Bay (wards 1-13, 29 & 24),
- Development of Buy Back centres in Mthatha East & Mthatha West (wards 12 & 2), Mthatha Buy back centre has received its certificate to operate for waste recovery,
- Development of Two Waste Transfer stations in Coffee Bay and Mthatha,
- Old Disposal site (ward 24 & 4),
- Completion of the development of new landfill site,
- Mthatha River Health,
- Implementation of Integrated Waste Management Plan,
- Land rehabilitation in all wards,
- Mass Youth training and Employment in Waste, and
- Clearing of illegal dumps.

2.2.2.3.12 Marine & Coastal

The Municipality has developed the KwaTshezi Development plan being driven by KwaTshezi Development Committee in trying to curb the illegal developments along the coast. The plan also assisted in identifying areas where development can take place. DEA has allocated funds in the current cycle for the Working for the Coast for the development of the Coastal Management Plan which will address some of the issues relating to coastal management.

Threats:

- Illegal Coastal Developments,
- Illegal sand mining, and
- Climate change.

2.2.2.3.13 Environmental (Municipal) Health Services

Municipal Health Services function is not funded by ORTDM as it is the function of the District. King Sabata Dalindyebo has developed a plan to fast-track the process of transferring the function to the District by 1st July 2021.

2.2.2.3.14 Educational Facilities

According to the Education Management Information System (EMIS), a number of primary and secondary institutions exist in the municipality. One University, Walter Sisulu University in Mthatha is available and one FET college. Currently there are 369 schools in KSD of which 25 are independent (private) schools, including primary, secondary, and senior high schools. Three Special schools exist namely Efata Special Schools, Ikhwezi Lokusa Special School and Them-bisa special School. Eight (8) ABET schools are registered with the Department of education including the Kambi Adult Centre, Mgobozi Adult Centre, Mgobozi Commercial Adult Centre, Mpeko Adult Centre, Mqanduli Adult Centre, Qunu Adult Centre, Seaview Adult Centre, and Um-tata Prison Adult Centre. Sixteen (16) schools are currently under construction including three (3) hostels in Dalindyebo SSS, Ngangelizwe HS and Mthatha Tech HS.

Identified challenges: -

- Out of the total of 369 schools, about 26 schools lack water and sanitation as well as fencing around the schools,
- Over- crowding in schools and shortage of classrooms and school furniture
- Currently, seventeen (17) mud schools still exist namely Ndlunkulu JSS, Mbashe Primary, Thembelani Primary, Velalanga Primary, Viedgesville Primary, Sinolwazi SSS, Jongi-bandla JSS, Caba JSS, Luzini JSS, Thembelihle Primary, Nobuhle Primary, Ngonyama Primary, Ngoswana JSS, Nkwenkwezi Primary, Laphumikwezi Primary, Mandleni JSS and Nzwakazi JSS, and
- Access roads to schools require maintenance.

2.2.2.3.15 Public and Community Facilities

Currently the municipality has 5 active parks, of which 3 Parks are under rehabilitation and maintenance.

Municipal Parks are as follows:

- Queens Park also known as Savoy Park,
- Waterfall Park,
- Myezo Park,
- Mqanduli Park, and
- Norwood Mini Park.

Greening & Beautification of Parks and Open Spaces in progress through EPWP support from DEFF, DPW, ORTDM & DEDEAT. Vulindlela Industrial Park beautified through DEDEAT support with 100 work opportunities created. Maintenance of those Parks is done regularly by employees employed under the EPWP programme. For maintenance of these parks, 2 tractors with grass cutters are utilised, one tractor is used in Mqanduli while the other is used in Mthatha. Lack of grass cutting machines hampered the grass cutting programme, however 10 grass cutting machines, 2 blowers and 2 chain saws procured to intensify the programme. Vandalism of Waterfall Park is evident.

2.2.2.3.15.1 Community Libraries

Department of Sport, Recreation, Arts and Culture (DSRAC) is responsible for the provision of Library and Information Services and performs the following:

- Construction and provision of modular libraries,
- Provision of library materials, and
- Provision of additional funds in the form of grants.

Currently there are nine (9) community libraries located in ward 2, 3, 7 (two libraries), 8, 18, 19, 24, and ward 29. Ward 4, 6, 8, 11 and 30 utilize the city library in ward 7. Currently ward 7 library (City library) is under renovations. The library in Qunu Village, ward 19 is within the multipurpose centre and is also utilized as an information centre. To increase access to library services a Mobile Library has been purchased and deliver library services. Library Services have been for a long time remain an unfunded mandate by DSRAC resulting in irregular expenditure. However, progress to date municipality developed a plan transfer the service back to DSRAC, of which its implementation is under-way and some of the staff members have been transferred to the department.

Identified Challenges: -

- The library in ward 29 (Mqanduli town library) was opened in 2011, however, very few people are visiting it because it is not centrally located, and so difficult to access. Relocation of the library is therefore necessary,
- Ngangelizwe library in ward 2 requires renovations to create more space inside,
- The Civic Centre library in ward 8 is too small,
- Shortage of staff,

- Only nine (9) community libraries exist located in ward 2, 3, two libraries in ward 7, 8, 18, 19, 24, and ward 29. (Extension of services to all 35 wards is required),
- Library Service is not fully funded by DSRAC resulting.

2.2.2.3.15.2 Sports Facilities and Swimming Pools

Construction of sports facilities is the mandate of the Department of Sports, Recreation, Arts and Culture. Once they are finished, they are handed over to the municipality for maintenance and facilitation of their operations. Currently there are 2 stadiums in Mthatha, Rotary stadium and Mthatha Stadium. In 2019/20 rehabilitation was done in Rotary Stadium and a business plan is developed for additional works which will include parking, ablution facilities and landscaping. Other sport facilities that are utilized by the communities are the Richardson Park belongs to the municipality, Efata Sport fields, Sir Bluto sports field, Mthatha High School sport field and a gymnasium which are privately owned. In rural areas, open areas are utilized as sports grounds for sports activities such as soccer and netball. There is a plan to level and fence of rural sports field,

- A Business Plan to rectify structural defects in Mthatha Stadium developed and forwarded to COGTA for funding,
- A Request for Proposals for Facility Management and Commercialization of Sport Facilities is out on tender to maximise optimal use and asset management of sport facilities, targeting but not limited to: Rotary Stadium, Mthatha Stadium, Mqanduli Sport Fields & Ngangelizwe Swimming Pool, and
- Two swimming pools exist which are under the control of the municipality, one in Mthatha CBD and another in Ngangelizwe though it is poorly maintained and vandalized.

Four Art Centres currently exist namely: -

- Mthatha Community Art Centre,
- Bumbane Art centre,
- Coffee Bay Art Centre, and
- Eastern Cape Art and Craft Hub.

All these art centres are working as production and marketing centres. The municipality assists DSRAC in terms of maintaining the buildings.

Challenges: -

- Lack of funds for provision of sports facilities in rural areas,
- Rural villages are not exposed to different types of sport codes, and
- Mthatha Stadium was not finished due to lack of funds.

2.2.2.3.16 Community Halls and Multipurpose (Thusong Centres)

- Existing community halls were constructed by both O.R Tambo DM and KSD LM and were then handed over to the communities as beneficiaries, however KSD local municipality plays a primary role for management purposes. The municipality is responsible for maintenance of the community halls and multipurpose centres; however,

maintenance is a challenge as a result of shortage of funds. O. R Tambo DM is responsible for compensation of personnel in the Thusong MPC Centres,

- The community halls are not listed under municipal assets as they are currently not improved to the standards of being insured, as a result there are no records of community halls in the municipality,
- Community halls are not maintained due to shortage of funds,
- Personnel for cleaning community halls in rural areas are not paid due to shortage of funds,
- The Thusong Centre in Viedgesville (Ward 32) was handed over to the municipality but operation and hiring of the centre is still a challenge,
- Mqanduli, Ngangelizwe, Viedgesville and Qunu Thusong Centres are not effectively utilized,
- Vandalism of Ngangelizwe Multi-Purpose Centre, and
- Vandalism of Civic Centre, Eli Spilkin Hall and other community halls remains a big challenge.

2.2.2.3.17 Cemeteries, Crematoria and Funeral Undertakers

Currently four (4) cemetery sites exist within the urban area, located at Ncambedlana, Mbuqe, Khwezi and Mqanduli. The municipality is responsible for maintenance of the cemeteries.

3 cemeteries are in operation. The 3 cemeteries all fenced; however theft and vandalism of fence is high. The Cemetery, Crematoria and Funeral Undertakers Policy developed, to be tabled to Council for approval. The main cemetery has reached its full capacity, however a request for acquisition of land for the new cemetery has been presented to the Standing Committee for recommendation to Human Settlement Directorate to look for candidate sites for the new cemetery. Availability of land for cemetery is hindered by the high demand of land for housing and the issue of unresolved land claims. Complaints received on vandalism and theft in cemeteries is increasing. Best practices for electronic cemetery management systems being explored.

2.2.2.4 PUBLIC SAFETY

2.2.2.4.1 Safe and Secured Environment

Currently there are 7 Police stations under KSD LM, namely Mthatha Central, Ngangelizwe, Bityi, Kwaaimani, Mqanduli, Madeira and Coffee – Bay Police stations. Most of crimes reported in the aforementioned police stations, i.e. Mthatha includes the Central and the Madeira Police Stations., theft of motor vehicle, motorcycle and commercial crimes are more common types of crimes. The highest criminal activities reported in Bityi Police station is stock theft while in Coffee Bay, Mqanduli and Kwaaiman are the assaults with the intent to inflict grievous bodily harm. Whilst the highest crimes reported in Ngangelizwe includes burglary at residential premises.

Table 35- Categories of crime

The following table represents the extent of crimes reported in each of the police station within the KSD jurisdiction: -

CRIME CATEGORY	BITYI	COFFEE BAY	NKWAI MAN	NGANG ELIZWE	MQAN-DULI	MTHA-THA CENTRAL	MTHA-THA MA-DEIRA	TOTAL NUMBER OF CASES
Assault with the intent to inflict grievous bodily harm	129	48	54	122	157	449	183	1142
Attempted murder	29	1	4	16	19	78	21	168
Burglary at non-residential premises	57	8	15	22	57	144	165	468
Burglary at residential premises	43	31	6	223	88	629	145	1165
Common assault	18	5	7	109	52	262	152	605
Common robbery	6	1	3	4	17	37	66	143
Driving under the influence of alcohol or drugs	2	1	0	2	1	7	25	38
Drug-related crime	106	33	10	118	26	245	337	875
Murder	48	6	16	36	40	160	55	361
Robbery at non-residential premises	16	1	3	18	26	80	76	220
Robbery at residential premises	13	2	2	14	12	83	14	140
Robbery with aggravating circumstances	57	10	13	82	71	393	343	969
Sexual Crimes	77	17	21	53	88	236	37	529
Stock-theft	179	0	5	1	67	274	2	528
Theft out of or from motor vehicle and motorcycle	5	10	3	86	16	341	505	966
Commercial crime	6	1	1	5	21	85	454	573

There is a community safety forum which has been established with the assistance of Department of Safety and Liaison. The stakeholders form part of traditional representation, government departments & entities, community police forums delegation, local and district municipality. The forum has facilitated development of Integrated Community Safety Plan with the assistance of Safety and Liaison. An integrated Community Safety Plan is now in place and has been adopted by the Council.

With the assistance of O.R. Tambo and Department of Safety and Liaison there are plans to develop a Community Safety Strategy (CSS) for KSD Municipality. and there is a strong effort and cooperation amongst stakeholders to fight Gender Based Violence (GBV), and uncontrolled stray animals in both towns, that is, Mqanduli and Mthatha, especially along N2, R61 and Coffee Bay roads which need to be carefully controlled and prohibited through enforcing of By-Laws.

There is however still, a critical demand to develop a crime prevention strategy to respond to all criminal activities and ensure establishment of structured crime prevention community structures. Coordination of community safety must be prioritized guided by the developed Community Safety Plan (CSP). The function of Community Safety must be integrated into the IDP and be resourced fully with dedicated personnel to drive it.

2.2.2.4.2 Crime Prevention

- Responds to reported and unreported crimes i.e., violent crimes, armed robberies, vehicle Responds to reported and unreported crimes i.e., violent crimes, armed robberies, vehicle theft, etc.,
- Conduct joint operations on crime prevention with SAPS,
- Conducts highway patrols and effective response to hijackings crimes and road accidents, and
- Contribute to improved community safety and security.

2.2.2.4.3 Protection Services

The Section dealing with Community safety in KSD LM is divided into two sections, namely Protection services and Emergency services. Protection services embrace the following aspects: -

- Law enforcement,
- By- laws,
- Crime Prevention,
- Road Safety,
- Driving License Testing Centres (DLTC), and
- Motor vehicle registration and licensing.

Protection services unit is one of the units within the municipality that generates a lot of revenue. However, it is not clearly reflected in the financial reports as it appears under support services. This has an impact on the performance report as it appears like the department is under performing.

Challenges: -

- Lack of funds to hire more fire fighters,
- Shortage of uniform for law enforcement officers, and
- Shortage of fire equipment.

2.2.2.4.4 By-law Enforcement

- Deals with illegal trading and dumping,
- Noise/air pollution,
- Illegal display of goods in shops (on verandas, windows, and pavement),
- Impoundment of stray animals to Mthatha SPCA and Mqanduli Pound Yard, and
- Joint operations on by-law enforcement with stakeholders e.g., KSD Municipality Environmental Health, KSDM Building Inspectors, Electricity, Local Economic Development, SAPS and Home Affairs.

2.2.2.4.5 Fire and Emergency Services

The Municipality is operating a fulltime fire service, it is however, faced with the following current challenges:

- The municipality does not have a fire engine truck; it depends on the O.R Tambo fire engine which serves all the municipalities under O.R Tambo,
- This creates challenges because some areas are far from the main fire stations, and it takes longer for the fire engine to reach an area of disaster. According to the fire management standards, fire engines should reach the disaster areas within 5 minutes.
- Thirteen (13) fire fighters are employed by the municipality but due to lack of resources, they could not fully perform their duties,

The following wards have been identified as wards which are prone to forest and veld fires, ward 5, 30, 31, 7 and 32. House fires in wards 2, 9 and 15 are more common and usually caused by paraffin stoves and abuse of alcohol. (Source: O.R Tambo Risk assessment report).

2.2.2.4.6 Disaster Management Plan

- Disaster is the fully responsibility of, and its funded mandate rests with the OR Tambo DM,
- However, Disaster Management Unit is in place in Mthatha, however, plans to establish a satellite in Mqanduli are underway. Machinery is not available for provision of full services for disaster and emergencies covering Urban, Rural and Coastal Areas, and the municipality is in the process of acquiring assistance for the development of a Risk Assessment Study, and
- A Disaster Management Plan has been developed but not yet approved by the council. (Awaiting prior approval of O R Tambo district municipality Integrated Disaster Management plan).

The following areas have been identified as prone to disasters: -

- Disaster is the fully responsibility of, and its funded mandate rests with the OR Tambo DM,
- However, Disaster Management Unit is in place in Mthatha, however, plans to establish a satellite in Mqanduli are underway. Machinery is not available for provision of full services for disaster and emergencies covering Urban, Rural and Coastal areas and
- The municipality is in the process of acquiring assistance for the development of a Risk Assessment Study. A Disaster Management Plan has been developed but not yet approved by the council. (Awaiting prior approval of O R Tambo district municipality Integrated Disaster Management Plan).

Apart from the above, there are also other policies that have an influence on Disaster Management. One of these is the development of Local Agenda 21 as a more articulated framework over the past 10 years. As a municipality, KSD Municipality is expected to provide the same, stand-alone level of service required of any other local municipality. Part 1: Municipal Disaster Management Framework Part 2: Municipal Disaster Management Centres Part 3: Powers and duties of Municipalities and Municipal entities. The hub of Disaster Management is the Disaster Management Centre, and the capacity of the centre will determine the potential to manage disaster. There is no disaster management centre in the municipality. The current staffs for KSD Municipality are a Disaster Manager, Disaster Management Officer, and an Assistant Disaster Management Officer and a Typist/ Clerk. A minimum of eight staff is required to provide an acceptable level of service.

Constraints

- The hub of Disaster Management is the Disaster Management Centre, and the capacity of the centre determines the potential to manage disaster,
- There is no full capacitated disaster management centre in the municipality as it relies on the District, and
- The current staff for KSD Municipality is not adequate to provide an acceptable level of service.

Table 36. KSD Municipality is susceptible to, and has previously experienced, the following: -

CAUSE	MOST AFFECTIVE AREARS
Wind	Gales force winds Tornados- Ward 4,15,16, 30, Mqanduli
Floods	Entire KSD Municipality -ward 6,8
Drought	Entire KSD Municipality
Epidemics	Various areas
Fires	Veld -- ward fires – whole area Informal sector Industrial and commercial area Institutional – schools and hospitals
Major Road Accidents	Whole area
Hazardous materials	Whole area

CAUSE	MOST AFFECTIVE AREARS
Disaster Management has been the subject of a completed Green and White Paper Strikes	Whole area
Unrest	Whole area
Service failure	Whole area
Electricity	Whole area

Challenges facing Public Safety at large: -

- Limited resources for emergency services,
- Severe shortage of staff,
- Budget Constraints,
- Continuing illegal trading in York Road and Sutherland Streets is still declared as free trading zone pending the court case between KSD Municipality and African Hawkers Union,
- Non removal of illegal containers and caravans in CBD area pending court cases between KSD Municipality and African Hawkers Union,
- Shortage of vehicles, uniform, and equipment (firearms, pepper sprays, handcuffs, baton, and bullet proof vests),
- Non availability of storage for confiscated goods (perishable/non-perishable items),
- Non availability of skills development (workshops and courses/refresher course needed internal & external,
- Decentralization of Driver Learner Test Centre Services to Mqanduli, and
- Lack of coordination and prioritization of community safety function.

2.2.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The goal of the directorate is to ensure effective and efficient financial management. municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting, to achieve clean audit and to maintain internal financial control.

Legislation

- Municipal Finance Management Act 56 of 2003,
- Municipal Systems Act 32 of 2000,
- Municipal Rates Act 6 of 2004,
- VAT Act 89 of 1991, and
- Division of Revenue Act 2 of 2008.

2.2.3.1 Revenue Management

- Revenue related policies were reviewed and approved by the council with the 2023/24 MTREF,
- Municipality depends purely on capital grant for service delivery, own contribution is minimal,

- Revenue related policies are reviewed annually and are adopted by the council in March each year.
- Municipality depends purely on grant for service delivery.
- Revenue base is mainly on Rates & Services.
- The municipality has and maintains a management, accounting and information system which recognises revenue when it is earned, accounts for debtors and accounts for receipts of revenue
- The municipality has effective and efficient billing system to bill consumers on a monthly basis as per norms and standards of revenue management.
- Availability of customer care services 24 hours a day
- Tellers update debtors Masterfile whenever a debtor visits the municipality for payment as a data cleansing exercise.
- Municipality is using a debt management and revenue collection system for credit control and a debt collector to reduce debtors balance.
- Indigent beneficiaries are subsidized depending on whether they qualify during verification process,
- A service provider is used to verify the status of applicants for indigency,
- Terms of reference obtained from ECCOGTA for the establishment of Indigent Steering Committee.
- Municipal staff houses are transferred to officials who have already paid in full.
- Blocking and disconnection is effected in case of non-payment of rates and services
- SLAs were signed with Coffee Bay businesses for the collection of refuse removal.

2.2.3.2 Revenue / Financial Recovery Plan

- Revenue recovery plan is in place and is updated monthly so as to increase revenue streams and collect revenue due to the municipality.
- Revenue Recovery team is comprised of Directors and managers directly responsible for revenue generation.
- Revenue generating departments are expected to update the action plans with progress on the challenges faced by the municipality impacting on revenue collection
- Internal audit conducts quality assurance on the document to confirm validity, accuracy and completeness of information.
- Revenue protection team works on follow ups where customers refuse entrance to their properties/ do not show up for payment after disconnection.
- Revenue protection team is comprised of officials in metering section, representative from MM's office, Technical service technician and law enforcement officers.
- Information submitted by meter inspectors is used to update debtors Masterfile with correct emails, cellphone numbers and meter numbers

2.2.3.3 General Valuation

- Allocated budget for the Municipal Valuer caters for the implementation of GV process plan.

- General Valuation roll was implemented on the 1st of July 2021, and supplementary valuation rolls are received every year. Notice for inspection is issued and gazetted before implementation of Supplementary Valuation roll.
- Section 6 and section 14 notices were published and gazetted. Gov gazette no. **4816**
- the municipality promulgate the notice in terms of section 49 for public inspection of the valuation roll? Gazette number **4825**
- Property Valuation roll is also published in the municipal website
- Reconciliation between the billing system and the GV is performed.
- Recruitment process is in place for filling of vacant posts within the section.
- Procedure manuals and revenue related policies are reviewed every year
- Meter inspection is championed by 3 service providers appointed by the Municipality for meter audit and data collection. Metre inspectors collect data information during inspections and disconnect electricity on illegal by-pass, foreign meters and low consumption so as to reduce electricity losses.
- Electricity tariff increases are approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services. The biggest challenge is inability to recover costs associated with the refuse removal from places as far as Coffee Bay, Hole in The Wall and peri-urban areas.

Recommendations

- Consolidate accounts
- Review of short, medium and long term revenue strategies.
- Alternative ways of cash receipting & laying of electricity at convenient times.
- Facilitate data cleansing exercise for linking of accounts
- Facilitate various ways of paying of accounts remotely
- Facilitate installation of Promun system in Mqanduli satellite office
- Implementation of credit control policy in full until properties with long outstanding accounts are sold.

2.2.3.4 Supply Chain Management

- Performance management of service providers is still a challenge
- Appointed service providers are vetted to check if they are government employees or their families
- Effective Record keeping system is in place
- Procurement process is automated but with minor challenges
- Bid committees sit as scheduled
- SCM policy is reviewed every year which incorporates LGFIDPM (Local Government Framework for Infrastructure Delivery and Procurement Management).
- Automation of procurement process is still a challenge.
- Deviations are approved by the Accounting Officer, and are disclosed on S71 and S52 d reports

2.2.3.5 SCM Contract Management

- The municipality has a functional contract management in place under Legal Services however Contracts Management is delegated to Budget and Treasury Office under Supply Chain Management Unit to manage contracts for goods and services procured/ outsourced and to report on irregular expenditure incurred monthly.
- Newly appointed Contract Management Interns resumed duties 1st March 2023.

2.2.3.6 Asset Management

- Manual processes
- Transfer of land by government departments
- Challenges of land belonging to the Municipality yet the building belongs to the government.
- Proving enough budget for repairs of Infrastructure assets.
- Fixed assets register is not in the system but in excel
- Fleet management system will be rented
- Fuel management system is still a challenge
- Inventory management has a red flag status on auditors as it was qualifying paragraph in 2018/06 and in 2019/06 audit report.
- GRAP compliant asset register is compiled
- Following up differences on inventory reconciliations.
- Recruitment process is on the way to reduce high vacancy rate within the section
- Fleet management policy, asset management policy and inventory management policy are reviewed every year.
- Mal administration of municipal vehicles and fuel.
- Loss control policy is in place and loss control committee meeting is held monthly
- All municipal assets are insured against theft, fire etc.
- Lease agreements for investment properties is still a problem

Recommendations

- Facilitate installation of functional asset register in the system
- Implement recommendations on asset, fleet and inventory management by internal audit unit
- Improve on fuel and fleet management,
- Branding of municipal fleet and use of tracker reports to check whereabouts of drivers
- Allocation of fleet to departments to improve on fleet management.
- Follow up on differences/ discrepancies during asset/ inventory count,

2.2.3.7 Financial Reporting

- Monthly registers and reconciliation's on VAT, grants, debtors, bank accounts and investments is performed

- Annual Financial statement process plan is used to update progress during preparation of AFS and to monitor performance of service provider responsible for preparation of Annual Financial Statements.
- Interim Financial Statements are prepared monthly and aligned to monthly and quarterly reports and annual Financial Statements are prepared at the end of each year in accordance with GRAP.
- Municipality services its long-term loans as prescribed by Section 46 of MFMA, 2003.
- Annual Financial statements for the 2022 financial year were submitted on the 31st of August 2022.
- S 71 reports are prepared monthly and s 52 d reports are compiled quarterly and submitted to BTO standing Committee and to Executive Mayor's office.
- Mid -year budget and performance report is prepared and submitted to Executive Mayor by the 25th of January each year.

2.2.3.8 Budget Management

- Municipality is able to generate strings for reporting but with minor challenges
- Reporting directly from the system is still a challenge and is being followed up with service provider.
- IDP/ Budget process plan was approved in August which states schedule of key deadlines, and is adhered to, but with co-operation challenges from departments.
- Cost containment policy is in place and was submitted to council for adoption in March
- For the 2021/22 financial year, unauthorised expenditure has been disclosed and is due to actual expenditure exceeding budget for certain items, such as, legal costs, overtime, salaries of Public safety department and interest on overdue accounts.
- Budget implementation is monitored closely and the system does not allow capturing of invoices when there is no budget available,
- Budget comparison report is issued to all Heads of Department to monitor budget implementation.
- Departments are encouraged to process virements instead of overriding controls limited to 5% of amount available in the vote.
- National Treasury's MFMA Circular No. 122, 123 and 124 was used to guide the compilation of the 2023/24 to 2025/26 MTREF.
- Budget Steering Committee meetings chaired by MMC sits when necessary.

The main challenges experienced during the compilation of the 2023/24 MTREF can be summarized as follows:

- The ongoing difficulties in the municipal cash-flows
- Providing enough funds for aging roads and electricity infrastructure;
- The need to re-priorities projects and expenditure within the existing resource envelope given the cash flow realities.
- The increased cost of bulk electricity due to tariff increases from Eskom, which is placing upward pressure on service tariffs to residents.

2.2.3.9 mSCOA- Municipal Standard Chart of Account

- The municipality appointed the following mSCOA committees: Steering Committee, Project Implementation Team and 9 work streams.
- The mSCOA project implementation plan is in place and is reviewed when necessary.
- In terms of MSCOAs municipality is on version 6.7
- Workstream meetings sit monthly to implement MSCOAs project plan.
- MSCOAs risk register is also used to record all the MSCOAs related risks and internal controls/ action plans to mitigate the risks identified.
- The MM is the mSCOA Sponsor and also chairing the Steering Committee meeting.
- The mSCOA champion is the Principal Accountant Budget Compliance,
- The internal audit unit plays an oversight role.
- The municipality was live and transacting on mSCOA on the 1st July 2017.

2.2.3.10 Bank Accounts

- KSDLM has a primary bank account and maintain it in the name of the municipality. This is the bank account where all monies received by a municipality are deposited,
- The municipality has more than one bank account and it has separate bank accounts for conditional grants, and
- The municipality manages and report on its conditional grants according to DoRA requirements and grants are utilised for their intended purpose.

2.2.3.11 Expenditure Management

- Due to cash flow challenges, creditors are not paid within 30 days which constitutes non-compliance with s 65 e of MFMA.
- Fruitless and wasteful expenditure is mainly made up of interest on overdue accounts,
- Payment arrangement plans are entered into with main creditors like Eskom, SARS, WCA and SALGA.
- Irregular expenditure incurred is as a result of contracts that were entered into long time ago without complying with SCM policy and relevant legislation but are still running and paid
- Grant funded payments are prioritized.
- Payroll system has been converted from payday to Promun, challenges on utilizing the system without getting errors are still experienced. Service provider fails to provide user manuals for easy reference.

2.2.3.12 Audit Process

- Audit action plan is in place for the 2021/06 financial year and progress is monitored on monthly basis, new one for 2022/06 audit will be incorporated to all the audit findings that remain unsolved from previous years.
- Management report and audit report is used for the compilation of audit action plan.
- It is reviewed every month and reported at MANCOM level on quarterly basis.

- For the 2021/22 financial period, audit outcome on Annual Financial Statements was an unqualified audit report.
- For the 2021/22 years KSDLM obtained an unqualified audit opinion on AOPO.

COUNT OF NO Reporting Section Affected	STATUS			
	Completed	In progress	Partially completed	Grand Total
Accounting		6		6
Asset Management		3		3
Asset Management & Human Settlement		1		1
Budgeting		2		2
Expenditure Office		4		4
HR		1	4	5
Internal Audit Office	1			1
IT Office	1	5		6
Legal Department		4		4
Payroll		3		3
Performance Information		4		4
Revenue Office		1		1
Revenue Office and Human Settlement		3		3
Revenue Office, Asset Management and Human Settlement			1	1
SCM		4		4
Traffic Department		2		2
Speakers Office		1		1
Grand Total	2	44	5	51

2.2.3.13 Finance Management Grant

BTO uses FMG to pay salaries for the 10 interns appointed in June 2020 for three years. Performance plan is submitted to PT and compliance after its approval is monitored. FMG is also used for purchases of intern's laptops, furniture, their training, audit action plan, MSCOA implementation etc. Reporting on grant expenditure occurs every month as per DORA requirement.

Summary of financial issues

CONSOLIDATED RECEIPTS VERSUS BILLING REPORTS

CONSOLIDATED RECEIPTS VERSUS BILLING 30 APRIL 2023												
	201920 Financial Year			202021 Financial Year			202122 Financial Year			202223 Financial Year		
	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative
July	314,764,661	33,899,794	33,899,794	318,739,537	29,760,571	29,760,571	334,598,462	50,346,950	50,346,950	373,857,058	45,990,833	45,990,833
August	19,221,544	47,040,385	80,940,179	27,555,389	30,123,921	59,884,492	38,508,309	42,783,050	93,130,000	37,172,692	57,257,087	103,247,920
September	27,049,696	87,831,805	150,900,878	22,526,729	62,596,567	122,481,059	27,723,129	80,931,005	174,061,005	43,565,663	114,977,478	218,225,398
October	26,777,207	50,023,182	179,114,518	19,126,476	94,313,288	216,794,347	41,036,127	60,268,019	234,329,025	2,755,633	49,560,171	267,785,569
November	23,144,957	56,306,276	172,161,856	14,483,950	45,040,744	261,835,091	27,074,527	42,653,234	276,982,259	30,981,364	62,255,879	330,041,448
December	27,346,400	33,811,941	308,913,383	24,238,137	42,573,833	304,408,924	23,125,218	46,867,371	323,849,629	31,324,387	72,557,686	402,599,133
January	19,492,071	42,946,281	351,859,664	22,252,338	45,544,210	349,953,134	31,142,838	35,546,218	359,395,847	29,644,845	37,342,095	439,941,228
February	14,455,305	25,413,312	377,272,976	23,438,011	36,855,234	386,808,368	46,223,310	55,097,631	414,493,478	29,611,605	44,110,424	484,051,653
March	27,773,414	36,165,057	413,438,033	32,637,860	43,581,868	430,390,236	23,375,581	59,739,787	474,233,265	30,314,115	62,205,707	546,257,360
April	19,885,330	21,414,479	434,852,512	29,013,556	48,438,504	478,828,740	31,205,386	66,066,199	540,299,464	37038332.75	36,127,741.75	582,385,102
May	(1,363,184)	23,346,673	458,199,185	31,338,129	39,365,982	518,194,722	29,402,050	52,697,051	592,996,515			
June	41,806,569	59,407,951	517,607,137	9,293,965	36,602,047	554,796,769	24,166,767	37,003,295	629,999,810			
	560,353,971	517,607,137	-	574,644,077	554,796,769	-	677,581,704	629,999,810	-	646,265,696	582,385,102	-
YTD comparison		83%			85%			80%			90%	

Property Rates History and Fire Brigade Fees									
	202021 Financial Year			202122 Financial Year			202223 Financial Year		
	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative
July	246,934,977	11,292,358	11,292,358	250,666,634	19,683,330	19,683,330	285,012,535	10,446,644	10,446,644
August	(49,146)	9,447,931	20,740,289	11,479,611	17,122,148	36,805,478	3,273,888	15,806,026	26,252,670
September	405,682	40,245,266	60,985,555	(190,175)	52,989,083	89,794,561	271,395	70,338,893	96,591,563
October	(1,440,944)	49,338,419	110,323,974	13,566,958	32,916,148	122,710,709	5,611,113	15,144,179	111,735,741
November	(9,194,611)	21,981,473	132,305,447	(77,424)	12,336,867	135,047,576	926,919	25,446,806	137,182,547
December	342,346	14,581,227	146,886,674	(3,782,267)	15,783,984	150,831,559	367,470	34,435,226	171,617,774
January	(455,369)	13,745,133	160,631,807	3,589,025	11,143,587	161,975,146	376,189	11,127,740	182,745,514
February	(397,768)	12,680,001	173,311,808	18,585,839	29,542,464	191,517,610	138,016	15,907,535	198,653,049
March	7,646,657	17,019,068	190,330,876	(3,867,805)	26,519,279	218,036,889	618,560	24,046,240	222,699,290
April	(83,697)	17,794,357	208,125,233	1,238,967	32,533,745	250,570,634	745,850	11,868,732	234,568,021
May	(5,055,061)	14,642,213	222,767,446	(598,425)	13,056,849	263,627,483			
June	(6,602,423)	12,506,905	235,274,351	(6,025,839)	13,721,376	277,348,860			
	232,050,643	235,274,351		284,585,099	277,348,860	-	297,341,936	234,568,021	-
YTD comparison		78%			75%			79%	

Refuse Removal History									
	202021 Financial Year			202122 Financial Year			202223 Financial Year		
	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative
July	49,302,380	1,758,297	1,758,297	53,740,408	2,830,963	2,830,963	57,082,666	2,394,436	2,394,436
August	4,682,693	2,092,830	3,851,127	418,653	2,177,208	5,008,171	1,046,122	3,193,963	5,588,399
September	(2,234,022)	5,061,110	7,153,940	394,671	3,208,241	8,216,412	511,536	5,216,677	10,805,076
October	(1,348,144)	3,472,440	8,533,550	363,464	3,980,619	12,197,031	(5,513,478)	2,611,345	13,416,421
November	386,999	3,724,970	7,197,410	386,501	2,522,429	14,719,460	466,143	3,571,458	16,987,879
December	563,383	2,112,229	19,133,107	500,448	1,610,709	16,330,169	895,351	3,469,568	20,457,448
January	352,054	2,359,217	21,492,324	521,258	2,093,852	18,424,020	322,042	2,224,982	22,682,429
February	390,349	2,498,140	23,990,464	228,060	3,246,388	21,670,408	525,577	2,672,322	25,354,752
March	454,805	3,874,787	27,865,251	454,616	2,353,047	24,023,455	(2,042,856)	4,440,121	29,794,872
April	252,671	3,162,902	31,028,153	9,834	1,912,950	25,936,405	564,851	2,422,419	32,217,291
May	446,317	1,930,419	32,958,572	920,297	2,728,508	28,664,914			
June	(10,956,109)	2,656,659	35,615,231	994,612	2,697,081	31,361,994			
	42,293,377	34,704,000	(911,231)	58,932,821	31,361,994	-	53,857,953	32,217,291	
YTD comparison		53%			42%			60%	

Electricity Sales History									
	202021 Financial Year			202122 Financial Year			202223 Financial Year		
	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative	Billing	Receipts	Cumulative
July	20,752,998	16,137,713	16,137,713	28,730,484	27,170,947	27,170,947	30,408,426	32,727,925	32,727,925
August	21,346,024	18,313,823	34,451,536	24,903,463	22,993,450	50,164,397	31,678,668	37,734,798	70,462,723
September	22,766,016	16,934,028	51,385,564	25,998,263	24,217,974	74,382,371	40,830,284	38,283,689	108,746,412
October	20,333,317	41,041,266	92,426,830	26,322,959	22,853,990	97,236,361	165,462	30,676,669	139,423,081
November	22,359,928	18,909,579	111,336,409	25,225,739	26,998,610	124,234,971	27,835,550	32,804,058	172,227,139
December	21,134,882	25,659,504	140,777,745	24,903,955	28,981,207	153,216,178	29,137,079	33,378,739	205,605,879
January	20,698,390	29,078,847	169,856,592	25,516,334	21,773,126	174,989,305	25,756,174	23,379,014	228,984,892
February	21,877,393	21,128,648	190,985,240	26,060,723	21,773,126	196,762,431	27,146,339	24,832,842	253,817,735
March	23,377,991	21,664,767	212,650,007	24,969,289	30,367,375	227,129,807	30,030,826	33,193,175	287,010,910
April	26,842,830	27,364,109	240,014,116	93,151	31,165,360	258,295,167	33,896,955	21,378,362	308,389,271
May	37,313,285	21,411,210	261,425,326	45,750,546	36,228,833	294,523,999			
June	26,817,129	20,696,982	282,122,308	27,772,617	19,442,626	313,966,625			
	285,620,184	278,340,476	(3,781,832)	306,247,523	313,966,625		276,885,763	308,389,271	
YTD comparison		109%			98%			111%	

Choose name from list - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M10 April									
Description	2021/22	Budget Year 2022/23							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands								%	
Revenue By Source									
Property rates	276,613	298,662	298,662	75	268,043	298,662	(30,619)	-10%	298,662
Service charges - electricity revenue	505,595	554,536	554,796	43,444	420,799	462,330	(41,531)	-9%	554,796
Service charges - water revenue	-	-	-	-	-	-	-		-
Service charges - sanitation revenue	-	-	-	-	-	-	-		-
Service charges - refuse revenue	58,882	50,824	54,296	490	54,229	54,296	(68)	0%	54,296
Rental of facilities and equipment	18,022	18,575	19,174	1,813	18,329	15,978	2,350	15%	19,174
Interest earned - external investments	1,063	1,302	1,302	625	3,685	1,085	2,600	240%	1,302
Interest earned - outstanding debtors	37,895	20,662	36,662	6,266	53,706	30,552	23,155	76%	36,662
Dividends received	-	-	-	-	-	-	-		-
Fines, penalties and forfeits	5,068	7,778	8,439	347	4,215	7,033	(2,818)	-40%	8,439
Licences and permits	987	1,272	2,002	147	1,125	1,668	(543)	-33%	2,002
Agency services	12,789	12,116	14,716	773	10,596	12,263	(1,667)	-14%	14,716
Transfers and subsidies	383,774	425,596	427,743	1,581	425,384	423,805	1,580	0%	427,743
Transfers and subsidies - capital	123,925	229,801	313,746	7,096	78,534	261,455	(182,921)	(0)	313,746
Other revenue	49,658	32,754	35,977	1,486	25,509	29,981	(4,472)	-15%	35,977
Gains	85,990	564	564	-	-	470	(470)	-100%	564
Total Revenue	1,560,260	1,654,442	1,768,079	64,144	1,364,153	1,599,578	(235,425)	-15%	1,768,079

COMMENTS ON MATERIAL VARIANCES FROM PROJECTED REVENUE

- a) Property Rates reflect a shortfall of thirty million, six hundred and nineteen rands (R30 619 000) when compared against the budget.

The total billed income for rates and fire brigade amounting to two hundred and ninety-seven million, three hundred and forty-two rands (R297 342 000), two hundred and thirty-four million, five hundred and sixty-eight thousand rands (R234 568 000) has been collected representing 79% of total billed income. Of the two hundred and ninety-seven million, three hundred and forty-two rands (R297 342 000) billed an amount of seven million, four hundred and ninety-six thousand rands (R7 496 000) is for fire brigade fees.

- b) Electricity Sales show a shortfall of thirty-eight million rands (R41 531 000) when compared against the budget to date.

Other factors that might reduce the electricity revenue below expected levels are:

- Theft of electricity through foreign meters, meter bypasses and tempering and illegal connections.
- Eskom Load shedding results to communities and businesses using less units of energy.

Of the total billed income for electricity amounting to two hundred and seventy-six million, eight hundred and eighty-six thousand rands (R276 886 000) excluding prepaid electricity amounting to one hundred and forty-nine million, six hundred and twenty-five thousand rands (R149 625 000), an amount of three hundred and eight million, three hundred and eighty-nine

thousand rands (R308 389 000) has been collected representing 111% of the total billed income. This is an indication that more debtors were collected during the period under review and including previous year's debts.

- c) Refuse removal shows a shortfall of sixty-eight thousand rands (R68 000) when compared against the budget to date.

Of the total billed income for refuse removal amounting to fifty-three million, eight hundred and fifty-eight thousand rands (R53 858 000), an amount of thirty-two million, two hundred and seventeen thousand rands (R32 217 000) has been collected representing 60% of the total billed income.

- d) Rental of facilities and equipment shows a surplus of two million, three hundred and fifty thousand rands (R2 350 000) when compared against the budget to date.

Of the total billed income for rental amounting to eighteen million, one hundred and eighty thousand rands (R18 180 000), an amount of seven million, two hundred and ten thousand rands (R7 210 000) has been collected representing 40% of total billed income. Other factors are:

- Ngangelizwe rentals debt must be collected through the debt collector for all the non-paying customers. Transfers are occurring from rental stock to full ownership. To date 1432 Houses have been transferred.
- KSDM is faced with a crisis of limited office space for its personnel. This has resulted in the municipality looking at various options to address the crisis. The Munitata vacant shops have been allocated for office space and currently stand empty:-
 - Former Four Seasons retail space
 - Former Wimpy
 - Former Tutu's travel.
 - Freedom square office
 - Former gift shop / studio
- All rental stock debts must be collected through the debt collector for all the non-paying customers.

- e) Interest on external investment reflects a surplus of two million, six hundred thousand rands (R2 600 000).

Interest on outstanding debtors reflects a surplus of twenty-three million, one hundred and fifty-five rands (R23 155 000).

This is due to increase in arrear debts and customers not paying.

- f) Fines, penalties, and forfeits reflect a shortfall of two million, eight hundred and eighty-eight rands (R2 818 000). Attempts should be made to improve collection including implementation of the traffic fines management system by TRUVERO. Also, a bus for traffic should be purchased in order to improve revenue collection.
- g) Agency fees reflect a shortfall of one million, six hundred and sixty-seven thousand rands (R1 667 000).

This relates to these services:

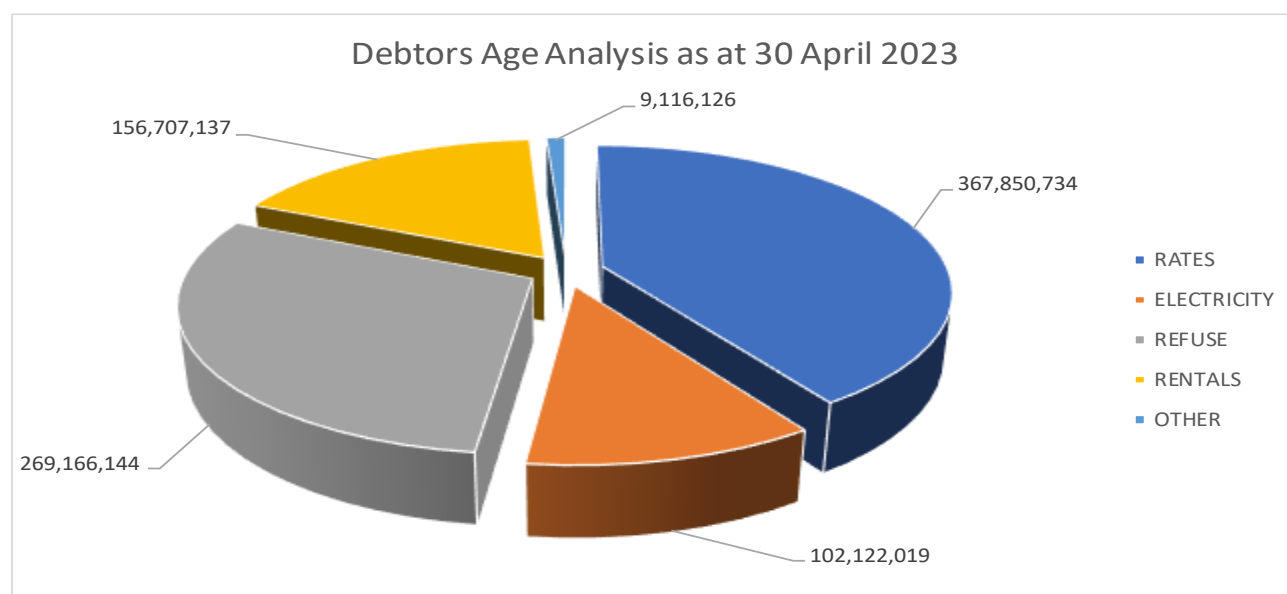
- Motor Vehicle registration Centre
- Motor Vehicle Testing Centre and
- Drivers Licence Testing Centre

Attempts should be made to improve revenue collection.

- h) Other Revenue shows a shortfall of four million, four hundred and seventy-two thousand rands (R4 472 000). This is due to non-collection on Department of Transport.

DEBTORS AGE ANALYSIS

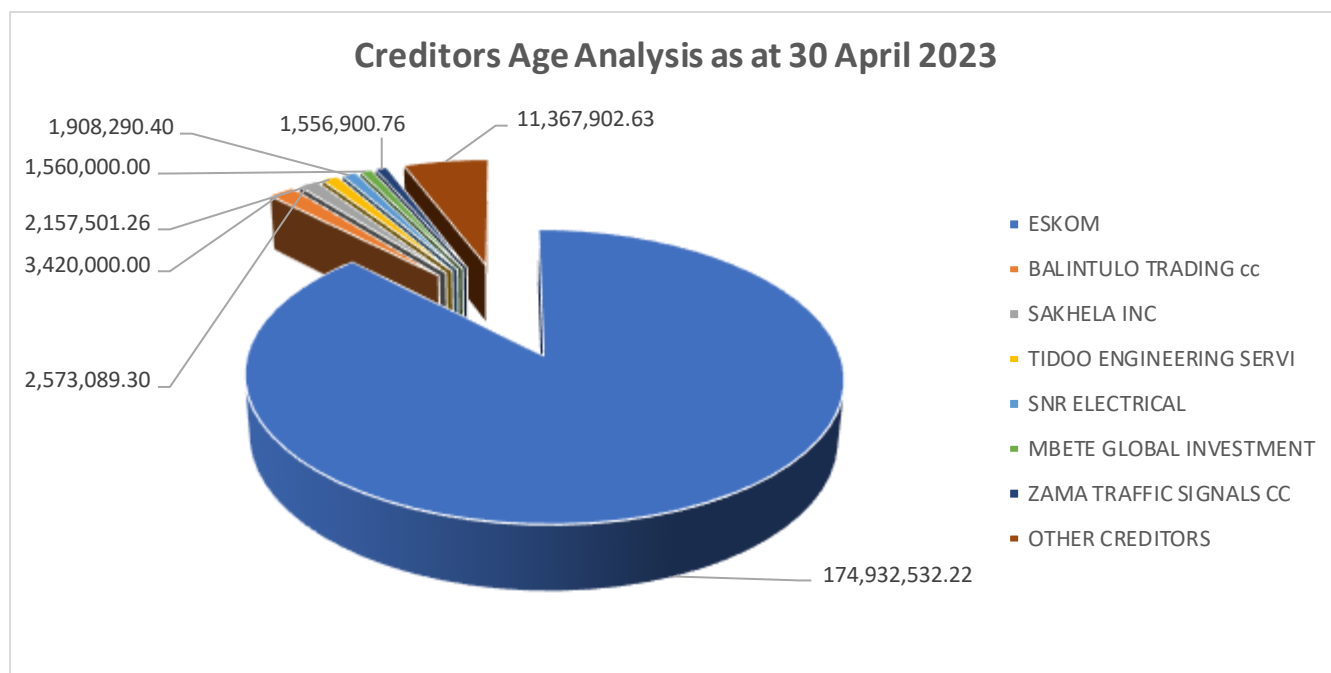
Balance Type	CURRENT	30 Days	60 Days	90 Days	120 Days+	PENALTIES	TOTAL
RATES	11,154,140	5,897,125	5,431,809	6,939,001	232,211,674	106,216,986	367,850,734
ELECTRICITY	31,395,801	15,534,825	9,523,250	11,228,644	27,117,479	7,322,019	102,122,019
REFUSE	3,884,358	3,049,570	2,866,494	2,628,539	183,932,411	72,804,772	269,166,144
RENTALS	1,688,278	1,947,897	1,396,940	1,346,834	92,431,771	57,895,417	156,707,137
OTHER	447,274	342,075	355,906	300,344	7,285,834	384,693	9,116,126
TOTAL	48,569,851	26,771,492	19,574,400	22,443,363	542,979,169	244,623,886	904,962,161



CREDITORS AGE ANALYSIS AS AT APRIL 2023

Creditor's balance at 30 April 2023 is one hundred and ninety-nine million, four hundred and seventy-six thousand rands (R199 476 000). A concerted effort is being made to pay suppliers within the MFMA deadline of 30 days and this is reflected in the age analysis in the table below.

NAME	BALANCE	CURRENT	30 DAY	60 DAYS	90 DAY	120+ DAYS
ESKOM	174,932,532.22	33,216,724.36	16,638,478.03	(11,026.72)	(10,000,000.00)	135,088,356.55
BALINTULO TRADING cc	3,420,000.00	3,420,000.00	-	-	-	-
SAKHELA INC	2,573,089.30	2,573,089.30	-	-	-	-
TIDOO ENGINEERING SERVI	2,157,501.26	2,157,501.26	-	-	-	-
SNR ELECTRICAL	1,908,290.40	1,908,290.40	-	-	-	-
MBETE GLOBAL INVESTMEN	1,560,000.00	-	-	-	-	1,560,000.00
ZAMA TRAFFIC SIGNALS CC	1,556,900.76	750,985.36	805,915.40	-	-	-
OTHER CREDITORS	11,367,902.63	7,065,521.80	1,182,340.05	613,973.91	1,586,688.02	1,086,453.91
TOTAL	199,476,216.57	51,092,112.48	18,626,733.48	602,947.19	(8,413,311.98)	137,734,810.46
TOTAL	(513,476.35)	-	-	-	-	(513,476.35)
YPG SUPPLIES & DISTRIB	(12,110.00)	-	-	-	-	(12,110.00)
TSawe CONSTRUCTION CC	(137,982.16)	-	-	-	-	(137,982.16)
SMART ACCOMMODATION	(140,689.84)	-	-	-	-	(140,689.84)
FRITZDIN PROJECTS CC	(53,991.00)	-	-	-	-	(53,991.00)
NGQUKAZA TRADING JV	(168,703.35)	-	-	-	-	(168,703.35)
TOTAL	198,962,740.22	51,092,112.48	18,626,733.48	602,947.19	(8,413,311.98)	137,221,334.11



FINANCIAL PERFORMANCE ON EXPENDITURE BY TYPE PER THE APPROVED BUDGET

Choose name from list - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M10 April									
Description	2021/22	Budget Year 2022/23							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands								%	
Expenditure By Type									
Employee related costs	541,016	556,029	534,751	45,981	455,543	445,626	9,917	2%	534,751
Remuneration of councillors	28,613	34,079	34,863	2,438	25,352	29,052	(3,701)	-13%	34,863
Debt impairment	19,888	15,000	15,000	200	4,672	12,500	(7,828)	-63%	15,000
Depreciation & asset impairment	160,799	158,272	158,272	-	105,473	131,894	(26,421)	-20%	158,272
Finance charges	18,912	6,553	6,553	986	16,615	5,461	11,154	204%	6,553
Bulk purchases - electricity	387,729	452,820	452,820	27,939	310,567	377,350	(66,783)	-18%	452,820
Inventory consumed	30,406	20,509	27,789	195	19,198	23,157	(3,959)	-17%	27,789
Contracted services	85,981	44,801	53,930	22,663	77,052	44,941	32,110	71%	53,930
Transfers and subsidies	37,698	500	280	-	264	233	30	13%	280
Other expenditure	188,008	125,003	133,175	9,339	127,611	110,979	16,632	15%	133,175
Losses	(27)	-	-	-	-	-	-		-
Total Expenditure	1,499,023	1,413,567	1,417,433	109,741	1,142,346	1,181,194	(38,849)	-3%	1,417,433

COMMENTS ON MATERIAL VARIANCES FROM PROJECTED EXPENDITURE

- Employee related costs and remuneration of Councillors reflect overspending of nine million, nine hundred and seventeen thousand rands (R9 917 000), and savings of three million, seven hundred and one thousand rands (R3 701 000) respectively when compared against the budget to date. For a detailed report refer to S66 report below.
- Depreciation reflect savings of twenty-six million, four hundred and twenty-one thousand rands (R26 421 000). This will be dealt with at the end of the financial year.
- Bulk purchases savings of sixty-six million, seven hundred and eight-three thousand rands (R66 783 000) when compared against the budget to date. This is due to the decreased demand in summer months and impact of load shedding.
- Debt impairment shows a savings of seven million, eight hundred and twenty-eight thousand rands (R7 828 000). This will be dealt with at the end of the financial year.
- Finance charges overspent by eleven million, one hundred and fifty-four thousand rands (R11 154 000) mainly due to interest on overdue account.

- Inventory consumed show savings of three million, nine hundred and fifty-nine thousand rands (R3 959 000).
- Contracted services overspent by thirty-two million one hundred ten thousand (R32 110 000) due to the following material variances.

2.2.4 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development has developed an LED Strategy through the support from South African Local Government Association (SALGA) through the Federation of Canadian Municipalities (FCM) from the partnership between KSD and the City of Surrey in Canada. The LED Strategy has prioritised the agricultural sector, creative industries, and tourism. The pillars of the strategies are prioritising the following:

Table 37: Strategies of LED Pillars

KSD Citizens	A1	A2	A3	
	Increase employment opportunities to reduce poverty	Support entrepreneurship and innovation through capacity building to create value in local businesses	Improve ease of doing business by improving the regulatory system, infrastructure, and red tape reduction	
Municipal Funds	B1	B2	B3	
	Attract investments to facilitate industry development in focus sectors to increase business tax base	Enhance municipal revenue through creating new business districts and precincts	Leverage strategic funding from government entities and private sector	
	C1	C2	C3	
Our Processes	Engage business community and other levels of government	Develop strategic partnerships and collaboration opportunities	Enhance service delivery through technology, process improvement, and strengthening monitoring systems	
	D1	D2	D3	D4
Municipal Personnel	Build internal capacity through targeted training programs based on skills and personal development plans	Strengthen inter-directorate collaboration to increase impact of development initiatives	Attract and grow expertise to improve implementation of development initiatives	Retain capacitated personnel through recognition of good performance and attach incentives

2.2.4.1 LED infrastructure

The municipality has supported 2 sets of the shearing sheds for the KSD wool clip cooperatives and DRDAR is also supporting different cooperatives within KSD. There are community conflicts on the project ownership and the use of the wool clip that was donated. The municipality participated in the conflict resolution exercise to resolve the problem.

2.2.4.2 Mqanduli Milling Plant

The municipality has coordinated the project support for the Mqanduli Milling Plant.

2.2.4.3 Industrial Development Implementation Strategy

To ensure the effectiveness of the strategy, it is important to understand the development context within which the municipality's economy operates. This includes:

- Legislative and policy framework,
- The National Development Plan,
- National spatial development perspective (NSDP),
- The new economic growth path,
- The industrial policy action plan 2 and 3 (IPAP 2 and 3),
- The Provincial Growth and Development Plan,
- The OR Tambo IDP,
- The KSD vision 2030, and
- The KSD IDP.

2.2.4.4 Existing and Potential Sectors and Spin-Offs

KSD remains and can grow as a regional hub for trade and service centre; Mthatha CBD form the centre of a large and growing trading area of over 2.2 million people. There is opportunity to develop retail and wholesaling trading base, drawing entertainment and other services.

The following economic clusters drive the local economy: -

Table 38: Summary of Existing KSD Regional Drivers and Spin-Offs

Focus Area	Key Characteristics	Economic Spin-offs
Regional Market Base	• 250km trade area • 400km distribution area • Destination consumer market of 2.3 million • Retail trade area potential • Sales for agricultural product, leveraging demand for processing throughput and production	• Market for agricultural products leverages demand for processing throughput and agricultural production • Demand for wholesale, transportation, and logistics services to serve the large regional market base • Employment in retail trade as well as up-stream and downstream industries
Higher Education & Research	• WSU employs nearly 2,000 people in Mthatha, some with higher degrees, skills • Operates Nelson Mandela Academic Hospital • Faculty of Health Sciences conducts clinical and basic research that leverages broad-based funding	• Market base for retail goods, supplies, transport and services • Driver for innovation and entrepreneurship • R&D can leverage commercialisation and product development (such as plant-based products) for

Focus Area	Key Characteristics	Economic Spin-offs
	- Potential Faculty of Agriculture with 1st Veterinary Sciences degree in nation - Signed Memorandum of Understanding (MOU) between KSD LM and KSD TVET college will assist in providing much needed skills within ORT DM	- downstream production of pharmaceuticals. - Unique programmes can attract specialty skills not found in other regions
Heritage & Resource Tourism Base	- Nelson Mandela's home, and various sites linked to the nation's political history - Xhosa culture, language, and heritage - Wild Coast environmental assets	- International tourism, which has higher economic multipliers because of higher incomes and intensive overnight spending patterns - Development spin-offs in terms of tourism services, retail, SMME development, lodging, and craft merchandise - Conservation increases value of developable land
Hospitals & Medical Services	3,000 - 4,000 jobs in major hospital complex - Mthatha General Hospital upgraded to a Central medical facility to offer specialised services drawing from a broad catchment area - Nelson Mandela Academic Hospital, conducting clinical research and leveraging broad funding - Military, private and public hospitals and clinics	- Broad supply chain including catering and food services, medical instruments and equipment, plastics and packaging, transport, maintenance services, etc. - Research capacity to support development and testing of pharmaceuticals - High-skilled and high-income professional staff that enhance consumer spending power, innovation, and leadership - Helps consolidate KSD role as centre for trade and services
Government	- Large and stable employment base in all tiers - Centre for District Government	- Income impact on trade and services - Access to Government services

Existing and potential industry linkages, nodes and corrections are listed below:

N2 Urban Corridor and R61 is the municipality transportation spine and "lifeblood" connecting Mthatha to major markets and suppliers in Durban, East London and beyond. Mthatha is major urban centre for:

- Regional health and education centre,
- Regional administrative centre,
- Regional finance, insurance, real estate hub(fire),

- Wild Coast Tourism route Viedgesville to Coffee Bay route provides opportunity to showcase the municipality's natural resources and coastline,
- The upgraded airport strengthens the role of Mthatha as a tourism gateway to the wild coast,
- Agricultural zones/ nodal points and processing nodes- the agricultural sector is a future growth opportunity and numerous agricultural nodes have been identified as well as potential processing facilities, and
- The opportunity to expand the retail and wholesaling industry with its attendant logistics and distribution sectors is immense. This will also lead to the development of entertainment and other services.

2.2.4.5 Strategic Thrust

The strategic thrust of KSD Municipality is to promote sustainable economic growth and development which is evidence by:

- KSD government and reputation being a well-known brand,
- Utilisation of indigenous knowledge and endogenous resources to the full,
- Creating decent and sustainable jobs,
- Clear focus on relevant skills, science, and technology transfer,
- Greater local community and business participation in the economy,
- Promote foreign direct investment and business expansion, and
- LED directorate works with Technical and Community Services on ensuring involvement of communities in job creation under roads maintenance and cleaning projects through EPWP and CWP programmes.

Key growth areas

Potential growth has been identified in the sector: agriculture, health care, retail and wholesaling trade, pharmatised production, food, tourism and beverages manufacturing.

Manufacturing has a potential to create much needed employment especially Food and beverages: This is a secondary industry-a downstream beneficiation of local commodities.

2.2.4.6 Strategic Options

To achieve the above-mentioned objectives and drive industry development and value addition throughout the value chains the following strategies are crafted.

2.2.4.7 Business Expansion, Investment, Retention and Attraction

The following entails major activities/project to attract and retain investments for now and future business expansion:

- One on one roadshows meetings with big business by the Executive Mayor and or RED Portfolio Head,
- Business Open Day Sessions,
- Investment Conference,

- SEZ development next to Mthatha Airport, and
- Revitalisation of Vulindlela Industrial Park.

2.2.4.8 Strategic Alliance

This includes:

- The LED Forum has been revived and an extra effort has been put to repositioning it and ensure that stakeholders participate fully in an effective and efficient manner to ensure strengthened Forum,
- Strengthening partnership-an MOU with WSU and KSD FET College for provision of skills development programme, research, and development on the KSD economy and its linkages to the national and international shell,
- Sustaining partnership with Kei Fresh Produce Market for strategic economic development,
- Umzikantu abattoir, to ensure small scale farmer support,
- To ensure structural collaboration with SEDA, ECDC, OR Tambo LED, OR Tambo CDC, ECRDA, Furntech, NAFCOC, KSD to ensure access to business support services to local business,
- Co- operative and SMME Development,
- Promote a vibrant SMME and co- operative by facilitating access to markets, capital economic infrastructure and information,
- Robust implementation of a cooperative and SMME strategy which is reviewed in each successive financial year,
- Skill Development and transfer,
- Link with provincial contractor development programme for contractors' capacity building and up-skilling, and
- Facilitate aggressively the training and inventory of all cooperatives and SMME's.

2.2.4.9 Informal Sector Business Support

- Increase support in the informal sector by providing their relevant economic infrastructure and facilities,
- Engage SALGA to assist with the development and implementation of informal sector strategy for KSD,
- Engage DSBD and WR Seta to assist with capacity building and infrastructure development for informal businesses,
- Promote tourism development in the KSD,
- Embark on investment and destination marketing or tourism attraction and products: Branding KSD as home of legends, Nelson Mandela, King Sabata Dalindyebo,
- Enhance the status and quality of Mthatha Mouth as tourist attraction.

2.2.4.10 Tourism

The untapped natural resources, culture and historic heritage that put the municipality on the international map, are some of the strategic assets that the municipality possesses. Initiatives pursued under tourism development include:

- Tourism product development facilitation.
- Tourism promotion and marketing; and
- Tourism infrastructure development facilitation.

Both Nelson Mandela and Mvezo Museum hold a lot of tourism potential for the area. The development of Qunu Village is expected to trigger vibrant cultural tourism in the KSD. Successfully developed and effectively marketed, these areas stand to be major attractions for both domestic and foreign tourists. The Mthatha airport has been upgraded to accommodate large aircraft. Also, the airport will provide important linkage with all the international airports and be a centre of potential logistical node. The major infrastructural problem lies in both lack of adequate facilities in camping areas and the problem of accessibility to the coast. Crime has also been reported as a problem for tourists.

The Mqanduli district forms part of the Wild Coast Spatial Development Initiative (SDI) which has support from provincial and national government. This initiative seeks to facilitate development of community-based tourism projects in the area and KwaTshezi Development Plan has been crafted to reshape the Coffee-Bay in order to realise the vision of making it one of the small attractive regeneration towns within the OR Tambo District Municipality. Other tourist attractions and facilities include mountainous areas and forests in the north, the Trout dams and streams, Umtata Dam (game reserve), Nduli Nature Reserve, several small craft centres, and Jonopo Cultural Village.

Challenges: -

- Lack of capital and funding for Tourism infrastructure,
- Lack of requisite skills,
- Perceptions about high levels of crime, and
- Lack of participation by rural communities in Tourism.

Solutions addressing Challenges

- KSD has formed a partnership with DEDEAT, ECPTA and NDT for funding of capital projects for Tourism in KSD,
- A CPF has been revitalised and is active in KSD to lower the levels of crime, and
- The above blockages will be addressed through a comprehensive tourism capacity building and mentorship programme.

2.2.4.11 Forestry and Timber Production

If KSD Local Municipality utilized the forestry development, it can represent a large and important section of this region's economy and can provide an economically viable component for its labour force. Elangeni forest makes a significant contribution to the primary sector of the local economy. Although not within the KSD the forest is likely to impact positively on this area's economy with strong backward & forward linkages between various Municipalities, including Mhlontlo Local Municipality and amongst agro industries taking place, particularly in the beneficiation of timber at Langeni sawmill and associated industry.

Planning initiatives are currently taking place to construct a rail siding to the sawmill (from Mthatha) and road between Langeni and Ugie has been constructed and upgraded. These projects are intended to facilitate harvesting of the forests between Ugie and Maclear and, if

successful could increase employment from 3 500 to 10 000 in the area. The municipality has the opportunity and responsibility to support forestry development initiatives from which communities can benefit. This role would include:

- Creating awareness and acceptability of forestry as a legitimate land use,
- Facilitating and supporting downstream participation by local SMMEs; and
- KSD has signed an MOU with Furntech for value addition and capacitating local SMME's within Furniture manufacturing, and
- Facilitating collaboration of key stakeholders for mutual benefit, for the benefit of the sector, and for the economy as a whole.

There are, however, a number of challenges to exploiting the sector, notably:

- Limited skills within the sector,
- Poor co-ordination and integration between the sector stakeholders; and
- Lack of a unique District-sector strategy.

In order to counter/overcome these challenges, the following interventions are being recommended:

- Strengthening of the Forestry Sub Sector Forum,
- Improved support to Forestry SMMEs and Cooperatives,
- Development of the forestry cluster and value chain, and
- Improve skills and skilling-processes in the forestry sector.

2.2.4.12 Marine and Agriculture

The Municipality possesses a wide coastline that gives it a tourism development opportunity, which includes the development of the marine and aquaculture sector. With the Wild Coast presenting extensive opportunities for people to participate in marine harvesting activities, it is a challenge for all spheres of government to ensure that:

- Local people are able to participate equitably, and
- Harvesting is carried out at levels that are sustainable.

In order to achieve these two objectives, improved data is required, as well as:-

- (1) Greater awareness amongst stakeholders and role-players, and
- (2) Improved regulations and enforcement of these controls. Again, these activities require collaboration of all spheres of government and a coordinated approach.

The sector also faces a number of challenges

- Limited skills within the sector,
- Poor coordination and integration between the stakeholders in the sector,
- Lack of a distinct local-sector strategy, and
- Poor knowledge of the legislative requirements regulating the sector.

In order to counter these challenges, the following recommendations are proposed:

- Strengthening of the Marine and Aquaculture Sector Forum,
- Improved support to sector SMMEs and Co-operatives,

- Development of a Marine and Aquaculture Industry, and
- Improve skilling within the sector.

2.2.4.13 Trade, Manufacturing, and Investment Promotion

Although some measure of warehousing is taking place in both KSD urban areas this sector has shown limited growth. Economic decline has been experienced in both the manufacturing and industrial sector, which are generally weak and lack both small- and large-scale operations which can provide backward and forward economic linkages with other sectors. Poor industrial sectors limit any chances of value adding activities taking place in the area.

Efforts, however, have been made towards establishing agro industries in the form of a sawmill near Elangeni and the abattoir in Mthatha. KSD Municipality is moving very fast to revive the old structures that were previously owned by ECDC, the Transido in Ngangelizwe has been upgraded to support and accommodate SMMEs, and Furntech programme of SEDA is progressing well at Vulindlela Heights industrial area with the assistance.

There are challenges to the investment promotion-ideals of the KSDLM, notably: -

- Poor top structures for factories in the Vulindlela industrial area affects investments negatively,
- Lack of requisite skills for priority industries,
- Backlogs in appropriate physical bulk infrastructure necessary for investment,
- Communal land tenure, and
- Unresolved land claims.

In order to address these challenges, the following interventions have been put forward:

- Aggressive upgrading of infrastructure,
- Capitalize on the strengths and comparative advantage for investment promotion,
- Position and market the municipality as a viable region economically for investment,
- Attract additional investment from international investors in key growth sectors,
- Retain and boost existing investment,
- Development of Special Economic Zone at the Airport will attract more investors within KSD, and
- Upgrading of R61 and N2 will assist in moving goods services in and out of KSD.

2.2.4.14 Co-operatives and SMME Support

In order to provide decent jobs and sustainable livelihoods, and ensure food security, the KSDLM has used its LED Programmes to provide short and long-term job opportunities, while ensuring massive food production for poverty alleviation. The implementation role for all co-operatives and SMME projects will be transferred fully to the implementing arm of the municipality. The Strategic and Economic Development directorate will be responsible for coordinating role. The following will be the key focal areas for the directorate, which will require proper funding to ensure avoidance of an unfunded and unfulfilled mandate: The preparation and implementation of an “Integrated municipal Cooperatives Development Strategy and Implementation Plan”.

The reason for the reparation of the plan is that cooperatives and SMMEs are seen as playing a critical role in developing the municipal economy, but normally face challenges regarding access to markets, finance, and information and quality support services. While there are many role players that are supporting cooperatives and SMMEs in the municipality, the provision of this support is highly disintegrated. The envisaged Integrated KSD Cooperatives Development Strategy and Implementation Plan will assist in the identification of key actions to be performed by each role-player in the municipality and result in the integration of the actions of the various role players to ensure maximum impact.

KSD Skills Development Programme

- SMMEs continuously face the challenge of access to markets, finance, information, and quality support services. Creating awareness, capacity building and providing assistance to cooperatives is one of the institutional support mechanisms the Municipality is committed to support and facilitate The Kei Fresh Produce Market

Business Opportunities Related to National and Provincial Infrastructure Investment

The government at all levels has embarked on massive infrastructure investments which include (in the region):

- Piloting National Health Insurance in OR Tambo District,
- Massive upgrade of the Nelson Mandela Medical Hospital and WSU medical school,
- The N2 coastal highway construction,
- The Wild Coast Meander tourism programme,
- The Mzimvubu hydro/ dam development, KSD Presidential initiative, and SEZ Development next to the Airport.

Challenges encountered include: -

- Lack of skilled artisans,
- Lack of High capacity local civil/building contractors, and
- Lack of local experienced project managers of Big Infrastructure initiative.

The above drawbacks will be addressed through aggressive and comprehensive capacity building and support programmes by public sector enabling agencies.

Implementation of Ward-Based Planning and Information System (WPBIS) and LED

A fundamental and statutory component of the IDP process is community engagement and the public participation. Participation in the integrated development planning process is only one of the several arenas of participatory interaction between local government and citizens. The municipalities strive to improve the participation of stakeholders in the IDP and Budget processes. In this review, that municipality intends to employ a number of innovative measures, which are aimed at enhancing the effectiveness and quality of stakeholder participation.

2.2.4.15 EPWP Programme

Approximately **549** people are benefiting from the EPWP programme of which 356 were assigned to Infrastructure, 80 assigned as Traffic Wardens and Security, 90 were assigned to the Environmental Section Parks and Beautification, Illegal Dumps and Coops. The Municipality is participating in EPWP Environmental Sector with 4 registered projects. Namely, Lifeguards,

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Illegal Dumping (Waste Management), Beautification of Open Spaces and 4 Ward Based Co-operatives.

Challenges with regards to the EPWP programme:

The project is not sustainable due to financial constraints as a result some workers are paid by the municipality.

2.2.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.2.5.1 Executive and Council

Introduction

Good governance refers to the way of measuring how public institutions conduct public affairs, manage public affairs and manage public resources in a prepared way. Governance is the process of decision – making and the process by which decisions are implemented. Accountability is a key requirement of good governance.

Our analysis will focus on the promotion of good governance and public participation in the institution and cover the challenges encountered during the promotion of good governance and public participation as well as the functionality of the structures that are relevant for this Key Performance Area.

Key Elements of Good Governance: -

- Accountability,
- Transparent,
- Responsive,
- Equitable and inclusive,
- Effective and efficient,
- Follow the rules of the law,
- Participatory, and
- Consequences oriented.

2.2.5.2 Political Management Committees

The municipality of KSD aims at ensuring that the political structures within Council operate in harmony to fast track and enhance the process of service delivery and making the local government work. This includes striving for the effective and efficient political management of the Council through Multi-party Whippery System that enhances cohesion and consensus among all political parties in the Council. The municipality also aims to provide adequate information to Councillors and political parties in Council to enhance their capacity to influence meaningful decision-making. The municipality is committed in ensuring that the political structures within Council operate in harmony in order to fast track and enhance the process of service delivery and making the local government work. This includes striving for the effective and efficient political management of the Council through Multi-party Whippery System that enhances cohesion and consensus among all political parties in the Council. The municipality is committed

in providing adequate information to Councillors and political parties in Council to enhance their capacity to influence meaningful decision-making.

The Council is chaired by Honourable Speaker, Councillor N Siyo-Sokutu, who is a full time member of Council.

2.2.5.3 Ward Committees

KSD Municipality has established ward committees in all 37 wards in terms of Section 73 of the Municipal Structures Act 117 of 1998 as amended with the assistance of guidelines provided by the OR Tambo District Municipality, though with limited support from the District in terms of capacity building. The ward committees are managed and accountable to the office of the Speaker.

2.2.5.4 Community Development Workers (CDWs)

KSD municipality has Community Development Workers who are working closely with Ward Councillors, Ward Committees, and other community structures in ensuring that services are delivered to the people. Currently, the structure provides for 36 CDWs, with 32 positions filled and 4 positions vacant. Due to new delimitation of wards, there is an additional position in ward 37 not yet provided for. Other notable weakness is on the functionality of CDW due to limited tools of trade, skills development, and their support in general.

2.2.5.5 Council Chief Whip

The Office of the Council Whip is established in terms of the Municipal Structure Act 117 of 1988 as amended to perform duties as stated on the act. The Office of the Council Whip established a political committee (called Troika) constituted by the Executive Mayor, Speaker, and Council Chief Whip. This committee is coordinated and chaired by the Council Whip and can when deemed necessary invite the Municipal Manager to the meeting. This committee provides strategic leadership for the local municipality to be able to effectively utilize the limited resources to achieve its objectives. The main function of this committee is that of ensuring political stability in the institution.

2.2.5.6 Whippery Support

The Council Whip is the Chairperson of the Whippery committee that meets once a month to review performance and functionality of Committees. All whips are expected to present written reports on service delivery challenges, programs and projects taking place, achievements and any other issue that may impede service delivery in the institution.

2.2.5.7 Oversight Role of Council Section 79 and 80 Committees

The municipality has six fully functional Section 79 Committees that are managed and coordinated by the Office of the Speaker. Deliberations and recommendations of these committees are presented to Council for consideration. Currently, section 79 committees are as follows: -

- i. Rules Committee,
- ii. Ethics and Members' Interests Committee,

- iii. The Municipal Public Accounts Committee,
- iv. Women's Caucus Committee,
- v. Public Participation and Petitions Committee and
- vi. Local Geographical Names Committee

The Council of King Sabata Dalindyebo Municipality is functioning well and its representation of Section 80 Council Standing Committees is structured as follows:-

- a) Public Safety and Traffic Management Committee
- b) Rural & Economic Development Committee
- c) Human Settlement and Disaster Management Committee
- d) Finance Committee (BTO) Committee
- e) Infrastructure development (Technical Services) Committee
- f) Corporate Services Committee
- g) Social Services and Special Programmes Committee
- h) Community Services Committee
- i) Research, Planning, and IGR Committee.

2.2.5.8 Capacity Building Programs of Councillors

The Office of the Speaker together with the Corporate Services Department is working with different training institutions, to provide training for Councillors on the following courses:

- Executive Leadership,
- Master's in Public Administration,
- IDP and Budget,
- Leadership Skills,
- Change Management,
- Project Management, and
- Essential Municipal Public Accounts.

2.2.5.9 Council Meetings

There is approved Council Calendar that regulates the sitting of Council meetings and Council Committee meetings. The Office of the Speaker has fully complied regarding the sitting of Council meetings.

Furthermore, the Office of the Speaker has facilitated contribution from the Councillors in laptops and cell phones as working tools. The intention with this step is to introduce paper-free, electronic council meetings, and to minimize transportation and printing costs. To assist the process, Councilors have received training on the following

- Computer literacy training
- MPAC training
- Monitoring and Evaluation
- Ethics and Professionalism
-

2.2.5.10 Social Cohesion Programme

The Office of the Executive Mayor, together with various departments, is implementing several programmes and activities aimed at promoting social cohesion in the communities of KSD municipality. These include Sport activities (Mayor's Cup), co-operative support, and Mayoral Imbizo's, Arts and Cultural festivals, Horse racing, Nelson Mandela commemoration programme.

2.2.5.11 Public Participation

Section 152 (e) of the Constitution of RSA, 108 of 1996 dictates the involvement of communities and community organisations in the local government affairs. Chapter 4 of the Municipal Systems Act 32 of 2000 prescribes for Community participation. Public participation, also known as citizen participation or community participation is the inclusion of the public in the activities of any organisation or project.

The importance of public participation is to involve the public to have a meaningful input into the decision-making process. It may be time consuming and sometimes expensive but it's very necessary because local government is defined as the process by which municipalities consult with the people, especially interested and affected individuals, organisations and government entities before making decisions.

2.2.5.12 Public Participation Policy & Public Participation Strategy

In line with the above statement the Council of the King Sabata Dalindyebo Municipality has adopted the Public Participation Policy and Public Participation Strategy to ensure that communities that are within the area of jurisdiction of KSD Municipality do participate in the policy formulation and implementation processes.

The Public Participation Strategy is used as a tool to guide community consultation and participation during the preparation, monitoring, and review of the IDP and budget. The Strategy is also meant to support and translate into reality the vision, mission, and objectives of the municipality. IDP & Budget Outreach programmes are always being done throughout the KSD jurisdiction calling upon all citizens to exercise their right to actively participate in the municipality's affairs.

The Public Participation Strategy set to address the following challenges: -

- Proper monitoring, reporting and evaluation on the functionality of organs of civil society,
- Required support to the functioning of organs of civil society,
- Strengthening the collaboration between Traditional leaders and Ward Councillors in some areas, and
- Ensure structured and well-coordinated public participation approaches; and
- Set conducive processes for petitions and complaints management (principles: Batho Pele /customer care).

2.2.5.13 12 National Outcomes of Government

Local government has been entrusted with the responsibility of ensuring involvement of communities, and community (civic) organisations in local government affairs. Outcome No.9 of 12 National Objectives refers to **“A RESPONSIVE ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM”**. Emphasis will be on Output No. 5 whose aim is to “Deepen democracy through a refined Ward Committee Model”. The municipality of KSD has various structures that co-ordinate participation of communities in all municipal programs. It also supports functionality of Ward Committees and CDWs within the municipality.

2.2.5.14 War Room –Integrated Service Delivery Model (Masiphatisane)

The KSD Municipality is championing the war rooms in KSD wards which have been introduced by the government and functionally led by the Executive Mayor, however some are in the process of revival since they stopped to be effective long even before the inception of the new Council. The war rooms were officially launched by the Executive Mayor in all wards.

2.2.5.15 Rapid Response Task Team

KSD Municipality has established the rapid response task team to swiftly respond to service delivery challenges as well as service delivery protests.

2.2.5.16 Commitment to Community Participation

The KSD Local Municipality is committed to ensure that ward committees and Community Development Workers are central to the development of IDPs and that they are aware of their role in local government. To this effect, a number of outreach programmes to the 37 wards were held by both the Office of the Executive Mayor and the Office of the Speaker. What transpired out of these meetings has been used to set the tone for the development priorities for the next five years. The theme of the outreach programmes was centred on the role of the community in Local Government programs. To give effect to effective public participation, the Office of the Speaker and Executive Mayor have provided budget to ensure successful and good public participation. A sound budget has been set aside under IDP Unit to conduct IDP awareness campaigns to assist communities to actively participate in the IDP, PMS and Budgeting processes.

2.2.5.17 Petitions and Complaints Management

The Office of the Speaker has an approved policy which seeks to regulate:

- The way community members and stakeholders lodge their complaints/petitions, and
- How the municipality handles such complaints/petitions.

There is petition register and dedicated personnel (Public Participation Officer) who deals with the complaints and related matters received from the public. This function is currently facilitated through the Office of the Speaker, which then proposes remedial actions and recommendations to Council through Public Participation and Petitions Committee.

2.2.5.18 Traditional Leadership and Councils

The KSD Municipality is committed to strengthen Council structures responsible for oversight role. This will enable accountability and transparency of Council to the community by ensuring sitting of council structures as per legislation. The municipality will ensure provision of support to council role players for effective and qualitative participation in local government processes.

The municipality is also committed in developing a uniform approach on the participation and support of traditional leaders in council. During this term of Council, two (2) traditional leaders have become part of municipal council and as such the KSD municipality is developing a clear programme focusing on an enhancing service delivery through formalised partnerships and programmes with traditional leadership institutions.

2.2.5.19 Integrated Development Planning

Legal Framework

Section 35 of the Municipal Systems Act, 32 of 2000 defines – Integrated Development Plan as the principal strategic municipal planning instrument, which must guide and inform all other plans, strategies, and resource allocation, investment, and management decisions of the municipality. Section 36 of the Act stipulates that a municipality must give effect to its IDP and conduct its affairs in a manner that is consistent with the plan. IDP is a super plan of the municipality and is a means through which the municipalities prepare their strategic development plans for a five-year period.

IDP Programmes

- (a) IDP Community Outreach,
- (b) IDP Awareness Programme,
- (c) Reviewal of ward profiles, and
- (d) Facilitation of ward-based budget.

The challenges confronted by the IDP Unit are as follows:

- (a) Shortage of staff,
- (b) Office space, and
- (c) Tools of trade.

KSD has supported different wards for Ward-Based Support to all 37 wards within the municipality, the Ward-Based Support includes agricultural inputs, sports equipments, sewing machines, grass cutting machines and early childhood/elderly support.

2.2.5.20 Intergovernmental Relations [IGR]

The IGR is established in terms of Act 13 of 2005, which stipulates that the National, Provincial and Local Government must promote and facilitate intergovernmental relations to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes and to provide for matters connected therewith.

The KSD Local Municipality has established a fully-fledged and functional IGR unit, that incorporates all IGR activities in the municipality. The KSD Local Municipality IGR unit acts as a vehicle to drive and facilitate intergovernmental relations and service delivery related matters. KSD Local Municipality has full functional IGR forum that is chaired by the Executive Mayor to communicate its service delivery issues, challenges and related programmes. The municipality further adopted the IGR Policy.

IGR Challenges

- Poor understanding of the IGR concept in the municipality,
- Poor coordination between IGR and IDP,
- Weak IGR forum, and
- IGR not well resourced.

Programs and Projects for IGR

The municipality has partnered with various institutions within the Republic of South Africa for the support and the development of KSD Municipality. These partnerships are earmarked to support the municipality for resource mobilization and mainly for the capacity building/ innovation for the institution. The partnerships were developed some years ago and different agreements were concluded with different conditions. The reports will be outlined per each partnership with the summary of what each partnership entails as well as looking at the opportunities and challenges in each partnership.

2.2.5.21 Municipal Partnerships

2.4.25.1 Durban University of Technology (DUT) Partnership

The municipality has solicited funding support from LGSETA for capacity building. Sessions were held with DUT for support of the project implementation and there is a challenge experienced through the implementation of the funding support from LGSETA. LGSETA has indicated that the project will be implemented by the municipality working directly with LGSETA without the direct involvement of DUT. DUT assisted KSD for the preparation of the proposal submitted to the SETA and according to the submission the target was DUT unemployed graduates and interns that are original from KSD and in Eastern Cape in particular.

The intention is to monitor progress as part of the preparing for the bigger forum with the Vice Chancellor and the management from DUT. Students were placed for internships purposes in 2020 and additional students will be placed in the near future (enclosed presentation made to DUT/template for the Work Plan and Project Implementation Plan).

DUT has indicated that according to their vision 2030- Research Unit from DUT

- DUT is currently committing resources on Waste Management, and
- Knowledge Economy and renewable energy.

DUT is willing to work closely with KSD to support the municipality on research in any of the possible topics and however, DUT has done the Bio-technological advancement for Fresh Produce and other options of renewable energy. The research office from DUT is also offering Short Learning Programs that can be utilized to support KSD leadership/administration and communities, these learning programs relate to Disaster Management-Mitigation and Small Business Development. The short-term courses do not need pre-requisite qualifications, they are also offered online and through workshops that will be organized periodically.

It was also noted that dates for applications for consideration has been closed and relevant officials from DUT will engage the Dean for late applications for KSD as partners. The municipality needs to get the political and administrative offices to apply should they be interested in the Master's and PhD courses at no cost to the municipality.

2.4.25.2 King Sabata Dalindyebo TVET

Partnership is progressing and the municipality intends to support KSD TVET for the potential opening of the agricultural school.

2.4.25.3 Walter Sisulu University Partnership

An agreement signed with WSU and there is no tangible progress due to changes in the WSU personnel. The municipality needs to engage the WSU leadership to revive the engagements.

2.4.25.4 Umzimvubu Municipality Partnership

KSD has conducted an agreement with Umzimvubu Local Municipality in 2017 for information sharing and cooperation between LED offices and other offices that might be needed from time to time.

There has been administrative changes in the Senior Management of ULM and changes of the Portfolio Heads. Ever since then, there has never been any movement in the partnership.

2.4.25.5 Sol Plaatjie Municipality Partnership

Sol Plaatjie Municipality visited KSD in November 2017 with the view of partnering with KSD for the Nelson Mandela Square Development that was earmarked for Gaeleshiwe in Kimberly.

The development was planned for the recognition of Nelson Mandela as the liberation leader and his contribution to the development of the country. The intention was to visit the municipality where Nelson Mandela was born and is buried as well as tracking his footprints, this included them visiting the site wherein the area where Nelson Mandela was captured in 1952(Howick, KZN).

They also extended their visit to this area to ensure that as part of the tourism development node they are able to have a video capture of his footprints.

Therefore, Nelson Mandela Square was to be developed as the cultural and historical exhibition site and the Nelson Mandela Family was also consulted. The partnership has not taken off as there were political and administrative instabilities.

This partnership was affected by the changes in the political leadership of Sol Plaatje Municipality towards the end of 2018 and ever since then the project has stalled and there is no project manager and the project generally unknown by the municipality.

2.2.5.21.1 MUNIMEC, District Mayors Forum (DIMAFO) AND SALGA Working Groups

The KSD Local Municipality is actively participating in the MUNIMEC, District Mayors Forum and SALGA Working Groups. The participants in the above structures and forums are the Executive Mayor, Municipal Manager.

2.2.5.22 Communications

Section 32 (1) of the constitution of RSA 108 of 1996 states that everyone has a right to access to:

- (a) any information held by state and
- (b) any information that is held by another person and that is required for the exercise or protection of any right.

Chapter 4 of the Local Government Municipal Systems Act, 32 of 2000 and Regulation under Section 18 and 21 stipulates that when anything must be notified by a municipality through the media to the local community in terms of this Act it must be done-

- (a) in the local newspaper or newspapers of its area
- (b) in a newspaper or newspapers circulating in its area and determined by the Council as a newspaper of record, or
- (c) by means of radio broadcast covering the area of the municipality

Communications Unit

KSDM has a Communications Unit that informs, empowers, and encourages citizens to participate in democracy and improve the lives of all. This helps in ensuring coherence of messages, open and extended channels of communication between municipality and the community, towards a shared vision.

Marketing Communication Policy & Strategies

A draft Marketing Communication Policy and Strategy has been adopted by the Council and now it's in a process of being workshopped for implementation.

KSD Communication Platforms

The KSD Municipality is currently using the following platforms: -

1. Electronic media

- Radio slots – Mhlobo Wenene , Unitra Community Radio (UCR), Ngwane, Port St. Johns Radio and Khanya FM.

2. Print Media

- Daily Dispatch, Isolezwe, Mthatha Express, Ikwezi newspaper, Phondo newspaper, Intsika Yethu, Daily Sun and Dizindaba based in Cape Town.

3. Institutional communication platforms

Communications Unit is being provided technological support by Information Communication Technology unit in the underlisted field: -

- KSD Website,
- Social media- Facebook page, WhatsApp group.

Challenges relating to marketing communication

- Communications unit not sufficiently resourced in terms of Human Resources and finances,
- Inconsistency in updating information in the municipal website due to delayed submission of information by departments,
- Negative perceptions in the Media; and
- Poor internal communication.

2.2.5.23 Internal Audit Unit

Section 165 (1) of the MFMA stipulates that each municipality and each municipal entity must have internal audit unit subject to subsection (3) of the MFMA.

(2) the internal audit unit of the municipality or entity must-

- a) Prepare risk-based audit plan and an internal audit program for each financial year, and
- b) Advise the accounting officer and report to audit committee on the implementation of the internal audit plan and matters relating to.
 - i. Internal Audit,
 - ii. Internal controls,
 - iii. Accounting procedures and practices,
 - iv. Performance management,
 - v. Risk management, and
 - vi. Good governance and other related matters.

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve an organisations operation. It helps an organisation accomplish its

objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and good governance processes: -

- KSD municipality has functional internal audit unit with its approved Internal Audit Charter and a three-year rolling and annual risk based Internal Audit Plan,
- Audit Committee & Performance Audit committee (APAC) is in place and functional,
- Audit Committee & Performance Audit Committee operates through an Audit Committee & Performance Audit Committee Charter and reports quarterly to Council, and
- The APAC is chaired by an independent person from the municipality.

Audit Issues

The municipality has been audited by the Auditor General for the past three (3) financial years and the Auditor General opinion is as follows:

Table 36: Audit Opinion for the Past Three Years

2019/20	2020/21	2021/22
Qualified	Qualified	Unqualified

The municipality has and monitors municipal dashboard and Audit Action Plan on quarterly basis and report to APAC.

Challenges facing internal audit unit

- Lack of automated audit software, and
- Limited budget.

2.2.5.24 Risk Management

Legislative Framework

- Sections 62(1) (c) (i) and 95(c) (i) of the MFMA, require the Accounting Officers to ensure that their municipalities and municipal entities have and maintain effective, efficient, and transparent systems of risk management,
- The Public Sector Risk Management Framework incorporates the requirements of the Batho-Pele principles and King IV insofar as they concern risk management,
- The Framework also aims to support Institutions to improve and sustain their performance by enhancing their systems of risk management to protect against adverse outcomes and optimize opportunities,
- In terms of King Code on Corporate Governance for South Africa; Chapter 4 (Governance Functional Areas) 4.1 (Risk and Opportunity Governance),
- The governing body should govern Risk and Opportunity in a way that supports organization in defining core purpose and to set and achieve strategic objectives,

- ISO 31000, Risk management – Guidelines, provides principles, a framework, and a process for managing risk. It can be used by any organization regardless of its size, activity, or sector,
- Risk is anything which impairs our ability to meet the objectives of the institution OR, and
- An unwanted outcome, actual or potential to the institutions service delivery and other performance objectives, caused by the presents of risk factors. Some risk factors also present upside potentials, which management must be aware of and be prepared to exploit.

Risk Management Unit

- Risk Management Unit is fully functional and is led by the Chief Risk Officer,
- The Risk Management Unit has approved Risk Management Policy and Strategy, and
- Risk Management Committee is in place, functional and all Heads of Department are members. The committee is chaired by an independent person who is a member of the Audit and Performance Audit Committee.

Challenges facing Risk Management Unit

- Low staff complement, and
- Absence of automated system, i.e., teammate

Anti-Fraud and Corruption Policy, and Whistle Blowing Policies

- The Anti-fraud and Corruption, as well as Whistle-Blowing Policies have been approved by Council and are championed by the Risk Management Unit,
- Active Anti-fraud and Corruption hotline 0800 360 634

The challenges facing Anti-fraud and anti-corruption:

- Lack of awareness on anti-fraud and corruption by municipal employees,
- False alarms on fraud and corruption with a purpose to hide own corruption (camouflage), and
- Threats to municipal practitioners and whistle-blowers.

Leading Risk for the current financial year:

1. Insufficient Cash Flow

- a) There is huge challenge of electricity losses, and we are not immune as KSDLM on the matter as other municipalities are also challenged. Even further, the Smart Metering system to curb the electricity losses has proven to be very expensive for the municipality to procure and implement.

b) Over the past financial years, the municipality has been challenged with insufficient collection of ticket fines revenue and free utilisation of parking spaces.

(i) Financial Recovery Plan is developed and being implemented to improve the financial situation of the municipality.

(ii) Costs cutting measures are also being applied in many municipal programmes to assist the Financial Recover Plan process from all revenue sources within municipal authority.

(iii) Development of Parking Management Policy and Parking Management By-Laws will assist in collection of revenue from this previously unregulated revenue stream.

(iv) Engagements with communities to encourage payments of outstanding debt are being conducted, especially at Mthatha West. Furthermore, business sector is being engaged by the Executive Mayor through the Community Safety Forums held Bi-Monthly.

2. Dilapidated Information and Communication Technology (ICT) Services infrastructure

a) Huge challenge in resolving the ICT is the limited budget the KSD municipality is availing for the services. Personnel in all levels of ICT section to be workshopped on ICT related programmes as part of capacity building for KSD LM, they will then transfer the skills attained to entire personnel.

(i) Critical posts within the ICT section are being filled to ensure the prerequisite skills are organised. Business processes are to be automated, and an ICT benchmarking process is being conducted on new systems and infrastructure (Apps and financial systems) for the efficiency and effectiveness of off-site back up of information.

(ii) Budget support from external funders was sourced through submissions of costed business plans but that is yet to yield positive outcomes.

3. High rate of crime and Lawlessness

a) The KSD Community at large is faced with challenge of lawlessness in every space of the community. This is often due to lack of good leadership within the community's and rate of unemployment also cited as the other contributing factor.

(i) The municipality making strides to deal with the issue of crime across the municipal jurisdiction. In the inner city of Mthatha, the municipality is on engagement with numerous stakeholders through Community Safety Forums to install cameras in the streets to monitor lawlessness activity.

(ii) A group of community volunteers working with KSD Law Enforcement team are conducting spot checks in the streets of Mthatha and Mqanduli.

(iii) Public Safety Department has enrolled Community Safety Audits in numerous wards and currently in the process of developing business plan for funding the establishment of Community Safety Forums in wards.

(iv) Civic Education programmes need to be strengthened to our community's and governance structures revived to deal with community challenges.

4. The KSD Municipal jurisdiction is prone to disaster.

- a)** The municipality has over the past five years been subjected or experiencing disaster in many of its wards with households, and service delivery infrastructure destroyed. Interventions are often required to be made even though the municipality has limited powers and resources to intervene. Budget in the main is the primary challenge as the municipality is often stretched to perform constitutional mandate in the event of disaster.
- (i)** Joint planning and resource reservation need to be strengthened with ORTambo District Municipality leading with provision of resources as they are constitutionally required.
- (ii)** Proper planning with approved Disaster Management Policy, which is still in draft needs to be made to ensure effective and or impact prompt response in the event of disaster.

5. Electricity shortage / Loadshedding.

- a)** The municipality is not immune to the challenge of electricity shortage which is a country's challenge named loadshedding. This impacts negative on investment attraction and maintenance within the municipal space.
- b)** This is also worsened by theft, vandalism, and abuse of municipal electrical infrastructure by community members, affecting distribution network to our customers.
- (i)** The municipality is currently on engagements with institutions with mandate to generate power, for them to consider investment on power generation in the area of, and supply KSD municipality with additional electricity.
- (ii)** Community members are urged to look and safeguard community assets provided by government in discharge of service delivery in line with constitutional mandates for government institutions.

6. Land Claims and land invasion

- a)** Developable land parcels in Mthatha are under claim. The Zimbane community and the Lindile community lodged claims on undeveloped land parcels that are on the remainder of erf 912 Mthatha. In response, the municipality has taken the matter to court in order to validate the claims. Therefore, development in King Sabata Dalindyebo is slowed down by the lack of progress.
- (i)** Land on the periphery of the town is prone to land invasion due to the lack of understanding of the magisterial boundaries and to some extent the need to legitimise the land claims by nearby Traditional leaders. The municipality has an adopted Spatial Development Framework and Land invasion policy that help to guide development and manage land invasion. Enforcement of land invasion contraventions is carried out through the courts of law as the legislation of the Interim Protection of Illegal Land Rights Act requires.

7. Lack of prerequisite capacity to explore and invest in Agriculture, Oceans Economy and other SMME development opportunities.

- a) Within the KSD municipal jurisdiction there are number of potential economic industries that are not fully explored for vibrant economic activities due to huge capital investment required. Agricultural activities, oceans activities and other activities that our SMME`s can explore required huge investment capital and knowledge of the market that disadvantages our community`s.
- (i) The municipality will ensure through facilitation of Public Private Partnerships that more economic zones are identified to create vibrant economic activities for the benefit of local SMME`s and community at large.
- (ii) Regulating ocean activity`s is one of the economic areas prioritised for the coming years in line with the government proposals of town establishment in Coffee-Bay. Infrastructure investment is required, and Public Private Partnerships are one of the tools to be explored to advance this dream.
- (iii) Training and development of SMME`s is one of the priorities of the municipality to ensure that SMME`s have the prerequisite skills required to perform services within our area.

8. Incomplete implementation of Job Evaluation process

- a) As part of institutional development and capacity building, the KSD Municipality is challenged with slow moving process of job evaluations. This impacts on staff establishment and placement process in other departments which also affects performance of those departments.
- (i) A dedicated Job Evaluation Officer has been appointed to fast track the process and represent KSD municipality in job evaluation committee of the district and to enable smooth recruitment and assumption of duties processes.

9. Lack of packaged investor ready investment plan / strategy with projects.

- a) The municipality is often caught off guard with regard to absence of investment plans or packages readily available to offer to investors for consideration within KSD municipal jurisdiction. Some of the ideas around the investment pans are affected negatively by the issue of land rights.
- (i) KSD Municipality is in the process of developing concept documents aimed at investment attraction for the areas. The process will also assist in marketing KSD municipality for tourism purposes and boosting local economic development, especially in the coastal areas of the municipality.
- (ii) Engagements with sector departments on donating unused land are in progress to ensure successful implementation of the investment plan concept documents and actual investment attraction.

10. Non-compliance with key legislations guiding on conducive minimum working environmental requirements (NEMA, OHSA etc.).

- a) The KSD municipality is challenged with non-compliance matters on various areas within its business sites, building structures and electrical infrastructure within the urban wards.
- b) The municipality is not immune from the challenge of non-compliance as the developments within the urban areas are not issued with compliance certificates due to non-compliance with minimum acceptable standards.
 - (i) To rectify the challenge the KSD municipality must prioritise budget to deal with some of the non-compliance matters and ensure strong enforcement of just developed By-Laws.

2.2.5.25 Legal Services Unit

KSD Municipality has a Legal Services Unit. The Head of Legal Services resigned and is currently under recruitment process. A litigation register is in place and is updated monthly. A litigation policy was approved by Council and a draft SOP is in place.

Challenges on Legal Matters

The municipality still faced with some challenges relating to legal matters on petty matters by the public as individuals cannot be stopped from litigating against the Municipality. The lack of controls in place also poses some challenges as flow of court processes is disturbed and there are no records of departments seeking legal advice on matters which affects the unit's turn-around time in providing advice to relevant Departments, however once the Standard Operating Procedures are in place these challenges would be minimised.

2.2.5.26 Special/ Designated Groups

The South African democratic government has adopted a social agenda that is developmental in nature. As part of its commitment to the equal development of all its citizens, the South African government has channelled material resources and time towards the improvement of the living conditions of the vulnerable groups. Government has also passed legislations that seek to protect the rights of the vulnerable groups.

In responding to the needs and challenges faced by the vulnerable groups, municipalities are expected to ensure the establishment of effective and well-coordinated mechanisms targeting the identified sections of the population.

The Special Programmes Unit (SPU)

The Special Programmes Unit in the KSDLM was established in 2006 as a result of Chapter 9 of the Constitution. Special Programmes unit is functioning.

Focus areas are as follows:-

- HIV and AIDS Programmes,

- Programmes for people with disabilities,
- Youth development,
- Elderly and Children, and
- Gender issues and empowerment.

The Unit assists in the formulation of policies, and in identifying gaps in policies and implementation of such policies in favour of women, people with disabilities, the aged and children.

SPU Strategies

The SPU has developed the following strategies and/ or plans to drive programmes focusing to the special groups: -

- (1) coordinates government departments and other stakeholders in order to ensure that programmes for designated groups are developed and implemented and
- (2) mobilizes all vulnerable groups to be part of development plans and processes, e.g.
 - a) HIV/AIDS Strategy,
 - b) Strategy for the people with disabilities,
 - c) Youth Strategy, and
 - d) Gender based strategy.

Mainstreaming of Designated Groups

Mainstreaming is the main function of the Special Programmes Unit so as to ensure that the municipal Council complies with the Constitution, the Bill of Rights, policies and other pieces of legislation.

SPU Programmes

To spearhead public awareness and education for the promotion of mainstreaming youth, women, people with disabilities, elderly and children interests and programmes issues into Government programmes with extensive campaigns associated with national and international days, KSD Municipality has developed several strategies that deal with women, youth, people with disabilities in order to champion the mainstreaming of the issues of Special Groups. The Special Programmes Unit has to ensure that the development and needs of the designated are always a priority in development agenda, as enforced by a number of Acts, Policies, Charters as well as the Constitution of the Republic of South Africa. KSD Municipality has sourced funding from DEDEA to pilot leatherworks project which is identified as Khuphukani Leatherworks Pilot Project.

Challenges faced by Special Programs Unit

- Budget constraints,
- Staff shortage,
- Office space,
- High levels of isolation, discrimination, and abuse of people with disabilities, and
- High levels of Gender Based Violence (GBV).

Special Programs Structure

The SPU has been attached to the office of the Executive Mayor but reporting to the Strategic & Economic Development Directorate: -

- SPU Officer, Filled,
- HIV/AIDS Coordinator, Filled,
- Youth Coordinator, Contractual Filled, and
- Programmes Co-ordinator: Old Age, Gender, Children and People with Disabilities (not budgeted).

To have an optimal quality of life for those infected and affected by HIV & AIDS through the provision of appropriate services.

Outcomes per level of intervention

Awareness: To ensure access to reliable up to date information on HIV/AIDS as well as awareness on social development programmes and services for people infected and affected by HIV/AIDS.

Statutory: To ensure that all AIDS infected individuals and Orphans and Vulnerable Children (OVCs) receive services that comply with statutory requirements.

Early intervention: To facilitate the early identification of children and families at risk of HIV/AIDS and ensure the provision of a range of developmental and therapeutic programmes to them.

Reintegration: To ensure the provision of a range of community-based support services that sustain children and families.

To have enabled youth who take responsibility for positive lifestyles and who participate in family and community activities.

Outcomes per level of intervention

Awareness: To make youth aware of their rights and responsibilities and know how to access available youth development services,

Statutory: Service Delivery partners comply with the National Policy and Provincial Strategy on Youth Development,

Early intervention: Youth at risk are identified early and provided with integrated youth development programmes, and

Reintegration: A network of aftercare support structures and services that assist children, families and victims of crime and violence to maintain their level of reconnection.

Key Factors: SPU

- Lobby and advocating the development of the previous disadvantage sector group, and
- Mainstream the programmes of the vulnerable group into the municipal developmental planning programmes through robust implementation of the strategies for the following:

- Youth,
- Gender,
- HIV and AIDS,
- People with disabilities,
- Elderly,
- Children, and
- Women

Challenges

- Key positions not field,
- Low budget for facilitation role (employment creation),
- Skill deficiency,
- Poor data on demographics, and
- Decrease of budget on SPU.

Progress to date: -

- 4 awareness campaigns on gender-based violence.

Dialogue on GBV was held for the following: -

- Crime Summit and launch of Court Watch Brief,
- Workshop on decriminalization of sex-workers,
- Men and boys dialogue and Launch 16 days of activism ward 18 Bityi for No-Violence Against Women and Children, and
- Guideline for the establishment of gender forum developed.

Capacity building and workshops for people living with disabilities

- Disability Wellness Lifestyle workshop was held and 21 people living with disabilities were trained on skills development,
- Planning meetings facilitated and KSD Disability federal Council was established, and
- Efforts are being made to collaborate with the relevant government departments i.e., Social Development and SASSA.

2.2.6 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Legislative Framework

- The Constitution of 1996, Act No. 108
- The White Paper on Local Government Of 1998
- The Municipal Structures Act No 117 Of 1998
- The Municipal Systems Act No 32 Of 2000
- The Municipal Finance Management Act No 56 Of 2003
- The Labour Relations Act No 66 Of 1995
- The Occupational Health and Safety Act Of 85 Of 1993
- The Employment Equity Act No 55 Of 1998.

2.2.6.1 Administrative Structure

The King Sabata Dalindyebo Municipality adopted a revised Organisational Structure in 2020 in line with its powers and functions and is under review.

The Executive Management Team comprises 8 Senior Managers, each responsible for a portfolio, which largely matches the corresponding political portfolio. The organisational structure of the Municipality is presently being reviewed. The current Organisational Structure 2020 is as follows:

Organisational Structure

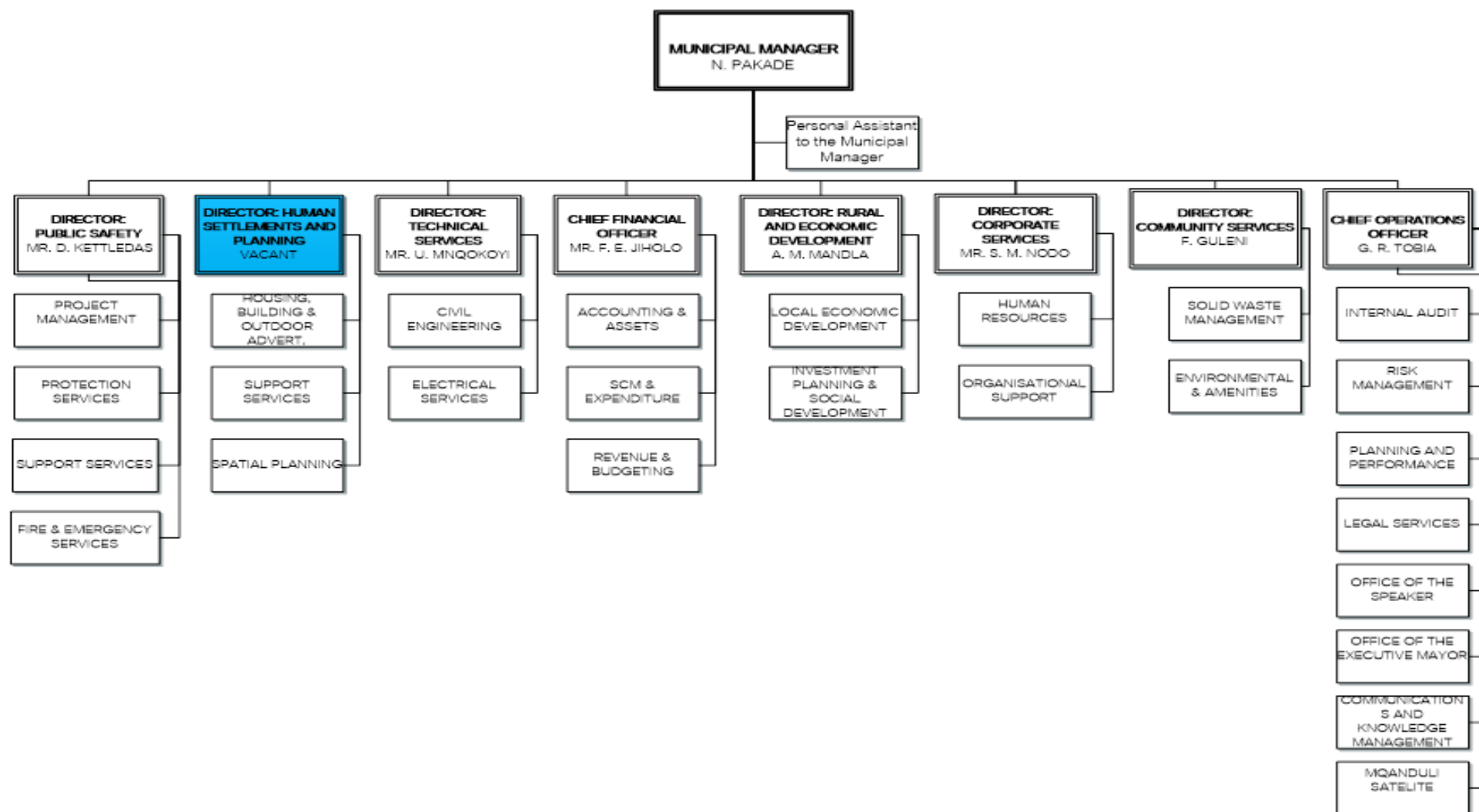


Table 39: Top Management of King Sabata Dalindyebo Municipality

There is one (1) position vacant in top management structure and the Municipality is finalising the recruitment and selection process for the post of Chief Operations Officer.

DESIGNATION LEVELS	TOTAL NUMBER OF POSTS	POSTS FILLED	NO OF FE-MALES	NO OF MALE
MUNICIPAL MANAGER	1	1	0	1
SENIOR MANAGERS	8	7	1	6

2.2.6.2 Status On Vacancies

KSD has a staff establishment of 2 355 posts of which 56 % are filled. The staff establishment is a long-term human capital resourcing framework which is being populated in a phased manner through an Annual Recruitment Plan which targets critical funded vacancies in all departments every year. A process of developing an Annual Recruitment Plan for the 2022/23 financial year/s is continuing. Since the Municipalities are shaped by its people, the KSD Municipality is always looking for highly skilled professionals who want to make an impact on service delivery. The Municipality rely on the skill, dedication and enthusiasm of its employees to meet service delivery challenges and build a result-oriented Municipality. Our workplace reflects our dynamic and challenging environment as well as offers outstanding opportunities and career prospects, helping our employees excel in achieving their full potential. These opportunities aim to attract results-driven individuals who are suitably qualified.

The Annual Recruitment Plan will focus on budgeted critical positions and positions on scarce skills for the financial year 2023/24. The Executive Management will prioritise the filling of vacant position especially on critical and scarce skills posts. Stringent deadlines will be imposed in monthly plans for each stage of the recruitment process and improve turn-around time in vetting process and advertising. The average recruitment turnaround should be strictly to 90 working days.

2.2.6.3 Staff complement and total number of funded posts and vacancies

The table below is a summary of total number of posts in the structure, filled posts, funded posts and vacancies in KSDLM:

Table 40: Staff Compliment

DEPARTMENT	NO. OF POSTS	NO. OF FILLED POSITIONS	FUNDED VA-CANT POSTS FY 22/23	VACANCIES	VACANCY RATE (%)
MM's Office	60	29	6	31	51%
Mayor's Office	23	20	0	3	13%
Speaker's Office	59	48	0	11	18%

DEPARTMENT	NO. OF POSTS	NO. OF FILLED POSITIONS	FUNDED VA-CANT POSTS FY 22/23	VACANCIES	VACANCY (%)	RATE
Corporate Services	221	117	4	104	47%	
Budget and Treasury	149	95	7	54	36%	
Human Settlements	67	24	2	43	64%	
Community Services	478	369	16	109	22%	
RED	63	22	3	41	65%	
Technical Services	635	255	10	380	59%	
Public Safety	623	467	15	156	25%	
TOTAL	2378	1446	63	932	39%	

Summary of the Status of HR related issues for 2022/23

- Completed Draft Organisational Structure,
- 359 job descriptions written,
- 960 recommended for placement and others on major change,
- 16 electrical employees were assessed, trained and are ready to write the trade test,
- 148 Employees were capacitated,
- LLF is functional, and six (6) meetings are convened each financial year,
- Customer complaint register is in place and is updated on a daily basis,
- Call Centre system is functional,
- Established Customer service champions forum from each internal department,
- Electronic Document Management System is currently being rolled out,
- Cascading of Performance Management System (PMS) to levels below Managers,
- Employment Equity Committee meetings held quarterly by the municipality,
- Council is functional and meetings are sitting as per the Institutional Council Calendar.

2.2.6.4 Labour Relations

The Municipality has an established and functioning Local Labour Forum (LLF) to engage and negotiate on matters of mutual interest at the workplace. According to the Main Collective Agreement, all municipalities are guided by clause 11.8 in terms of LLF functioning and KSD is bound to coordinate its LLF likewise.

In terms of the SALGBC Main Collective Agreement, LLF should sit once per month not unless agreed otherwise, so it sits every quarter. LLF Sub – Committees were elected, trained on the 3rd of September 2021 and are functional. Corporate Services through Labour Relations Office conducts road shows to ensure that all employees and management are aware and sign Code of Conduct and disclosure forms periodically.

2.2.6.5 Grievance and Disciplinary Management

Disciplinary Hearings are dealt with in terms of the Disciplinary Procedure and Code collective agreement. All disciplinary matters are facilitated internally and externally for complex cases in terms of SALGBC disciplinary code and Labour Relations Act, as amended. Training of internal employer

representatives and presiding officers was coordinated in January 2022, appointments are also done internally with the assistance of the GM Human Resources and Manager Labour Relations.

The Municipality has an established Local Labour Forum to engage and negotiate on matters of mutual interest at the workplace.

2.2.6.6 Labour Relations Strategy

Labour Relations Strategy was developed, all stakeholders were consulted, workshopped, and adopted by Council in June 2021 and is implemented. Implementation plan has been developed and implemented.

2.2.6.7 Employment Equity Plan

KSD has a five-year Employment Equity plan which will expire on the 31st of October 2024 which was adopted by Council. Recruitment, selection, and appointments are conducted in line with EE Plan. The advertisements are aligned, and emphasis is given to designated groups including women and people with disabilities for fair representation and to achieve employment equity targets and goals.

2.2.6.8 Human Resources Development Plan / Strategy

The municipality has reviewed its Human Resources Development (HRD) plan for 2022/23 financial year. The main goal of the HRD plan is to address the human resources demands facing the institution. Every year an annual Recruitment plan is developed which guides the staffing of the Municipality. The Municipality has identified critical and scarce skills as Town Planning, Electrical Engineer and Civil Technologies, GIS, Transport Planner, and Internal Auditors, ICT Manager and Property Valuer.

It needs to be highlighted that graduates programme and internship programme are implemented in the municipality to close the gaps in the scarce skills through succession planning on the above-mentioned positions and other positions that on demand in the market. Middle Managers and all finance officials are skilled in MFMP and other Management development programmes. This seeks to introduce succession planning in the municipality guided by an approved policy.

As part of the retention strategy the municipality has a staff attraction and retention policy stating that an employee should be awarded 100% bursary to further his/her studies and that employee be given a qualification recognition bonus on completion. The employees awarded study assistance are required to plough back in the municipality. Further that the policy provides for counter offers to retain employees offered employment elsewhere.

2.2.6.9 Skills Development

A Workplace Skills Plan (WSP) is developed on an annual basis immediately after a skills audit has been conducted. WSP sets out training interventions and plans for an upcoming financial year for Councillors, employees, youth not in any form of employment, education, and training (NEETs), unemployed people generally, SMMEs, People with Disabilities and ward committee members and traditional leaders.

The plan is then submitted to the Skills Development Committee for consultation and then to Council for approval. The Workplace Skills Plan (WSP) is submitted to the LGSETA for approval and for consideration in mandatory and discretionary grant funding.

2.2.6.10 Wellness

Occupational Health and Safety (OHS)

The Municipality has an approved OHS Plan currently being implemented. All KSD Municipal buildings including Mqanduli are inspected on a continuous basis, and fire extinguishers and exit signage are in place and are being serviced as required.

Employee Health and Wellness

- KSD Municipality, has a wellness strategy that was adopted in 2010 and reviewed in 2019,
- The wellness strategy seeks to promote and maintain the highest degree of physical, mental, spiritual, and social wellbeing of employees.

The Employee Wellness strategy has four functional pillars:

- Occupational Hygiene and Safety Management
- HIV & AIDS Management
- Health & Productivity Management
- Wellness Management (EAP)

Wellness office currently runs the following programmes, and they are aligned to the four pillars of wellness strategy:

- Financial Wellness
- Substance Abuse and rehabilitation programs
- Psychosocial and Psychological (group and individual counselling sessions)
- Sports and Recreation
- Physical screening programs i.e., blood pressure screening, HIV/AIDS screening etc.

2.2.6.11 Information Communication Technology (ICT) Governance

Part of the mandate of the local government sphere is to ensure service delivery, effective management in municipalities, and maximisation of the revenue base and capacity building of municipalities for effective service delivery. For effective and efficient service delivery the municipality must therefore establish good corporate governance.

Corporate Governance is concerned with the establishment of structures and processes, with appropriate checks and balances which enable leadership to discharge their responsibilities through exercising their duties with due care, skill and diligence. ICT governance is a subset of corporate governance which focuses on governance over ICT and its processes with the goal of adding value while balancing risk and benefit. The ICT Governance standards, King III code of Good Governance specifies that the Council (board or directors) and management is accountable for the governance of ICT; Corporate Services is charged to provide direction for the effective management and implementation of ICT governance at the municipality.

Information Communication Technology (ICT) is one of the most vital services to the Municipality as it is used to pay salaries, provide information to key decision making, communicate with internal and external stakeholders, market the Municipality to potential investors and funders, pay service providers, Manage, and report on financial position of the Municipality, management of assets of the municipality, etc. It is therefore very important for a Municipality to sustain this service to ensure that is stable and more importantly available whenever needed. The principal responsibility of the ICT unit is to be responsible for a constant, protected, reachable and steadfast ICT infrastructure which is available 98% of the time. The primary focus for ICT should then be on ensuring that 98% uptime of its services.

The purpose of this section is to provide electronic communication and information management to the municipality. The ICT covers the following services: -

- ICT Security services,
- Software Applications Support,
- IT Policies development and implementation,
- Governance of corporate ICT implementation,
- Develop Business Continuity Plans,
- Master Systems Plan (ICT Strategy) Implementation,
- Telecommunications management,
- Automation of business processes,
- mScoa implementation,
- IT Service Desk,
- IT Risk Management,
- Manage ICT infrastructure,
- IT Service Level Agreement (SLA), and
- Smart City Implementation.

IT policies were reviewed and adopted by council. Alignment of ICT to national KPA's is elaborated in our Master Systems Plan (MSP) which is the ICT strategy for the Municipality. MSP also aligns ICT with Municipal IDP.

ICT Steering Committee

An ICT steering committee has been established to drive ICT and to ensure that it is aligned to the business. The committee is also responsible for approving ICT strategies, projects, policies and also ensuring that they are implemented.

The ICT steering committee must convene quarterly and must drive the implementation of Master Systems Plan (MSP).

ICT Strategic Objectives

To fulfil this mission, ICT Unit will, in partnership with the Municipality 's Business Units, seek to:

- Provide a secure IT infrastructure which delivers appropriate levels of data Confidentiality, Integrity and Availability,
- Ensure Innovation through 4th Industrial Revolution Technologies,

- Ensure access to appropriate skills and resources,
- Incorporate effective governance and Project Management practices to promote a close alignment between IT and Business Units,
- Maximize value for money from existing and future technology investments,
- Incorporate best environmental practices into its IT operations,
- ICT Unit will achieve these objectives by focusing on the continuous development of its People, its Processes, and its Technology,
- Revive Geographic Information System, and
- Deploy MSCOA Compliant Financial Management Systems.

Providing Secure IT Infrastructure

- Data security is the most crucial aspect of any ICT infrastructure. The ICT section must always maintain confidentiality and integrity of user's data. The IT Policies must classify data and must also be enforced in order to protect the data must be upheld in order to ensure that Councillors, Officials and Customers data which is protected under the Protection of Private Information Act is guaranteed; this will prevent lawsuits and other actions which may be taken against the Municipality. Data Integrity must be achieved by ensuring that all data stored on the server is credible and that access controls are applied to ensure that the data has not fabricated and comes from a reliable source,
- The role of data creators is to ensure that the data generated is a true reflection of the reality and where possible information must be verifiable,
- Data Availability means that the ICT division must ensure that users have access to data at all times and must also ensure that data and systems are made available to authorized users only. The Municipality will slowly migrate to cloud computing which will ensure that data is available at all times to the users, and
- Moreover, a new three-year Anti-Virus License is currently being sought to ensure protection of networking devices against malicious bugs.

ICT is in the Process of Implementing-

- Renewing Enterprise Agreement with Microsoft on a three-year period, and
- An Anti-virus three-year license.
- Mailbox Migration has been completed and this provides Disaster Recovery of Messaging Function
- Seeking for funding from Microsoft to implement One Drive for business,
- Track and trace technology for mobile computers,
- Electronic Document and Records Management completed,
- Offsite back-up and recovery for the crucial Systems of Information, and
- In order to enhance Law Enforcement and Security to Municipal Property, ICT is researching to implement Drone Technology.

Disaster Recovery Plan

- ICT Choice (Pty) Ltd has been appointed to assist the municipality with the development of a **Disaster Recovery (DR) Plan**. The work process for the development of the DR Plan includes envisioning of the KSD's future ICT recovery

principles. Envisioning is about determining the desired stated (also referred to as the “to be”) and will be used to determine the gap by overlaying it on the assessment map.

- The gaps determined as such will be addressed in the design stage. For this reason, the KSD IT unit requested the participation of its user departments to determine the disaster recovery design principles.
- The municipality is working on the revamping of the current server room to meet the best practice standard so that we are able to replace data on time to the disaster recovery site and to ensure continuous offsite backups.

2.2.6.12 Records Management

Records management is the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records. Records management is the process of identifying and protecting evidence, which comes in the form of records. Members of the Records Management Committee were appointed in August 2021.

The meetings of the Records Management Committee are functional and sit as required. Members of the Records Management Committee requested refresher training and tools of trade and

The Records and Archives Section is busy sorting records at the Mthatha Stadium that are due for disposal. These records date back from 2002 to 2017. The departments that have sent records for disposal are Supply Chain i.e., unsuccessful tender documents and Urban Renewal.

2.2.6.13 Human Resource Administration

The recruitment function involves advertising, long listing, short listing, interviews and interview arrangements, screening of candidates, employment agreement negotiations, appointments, and induction of new staff members. In addition, HRA deals with benefits and leave administration i.e., allowances, termination of service and retirement aspects. This function also deals with Organisational Development and Design to facilitate the review of the structure to link the changes in the institutional objectives with the organisational structure to ensure that the institution deals with its service delivery responsibilities at any given time,

In order to ensure efficient human resources administration and respond to external factors such as covid19, the municipality will work on a project to introduce Electronic Human Resources such as e-Leave, which will initially focus on certain categories of leave. This will alleviate the amount of paper generated in the Municipality and will contribute to a paperless environment. The Electronic Human Resources Project will include e-Recruitment. The KSDLM currently uses manual recruitment and selection processes which are cumbersome, laborious, time consuming and inefficient.

The system will do the following, among others:

- Register applicants' profiles,
- Provide pre-screening process,

- Reduce turn-around time in recruitment process,
- Provide long list; and
- Acknowledgement of receipt.

The system will contribute towards a Smart City project.



KING SABATA DALINDYEBO LOCAL MUNICIPALITY

IDP 2023/24 REVIEW



CHAPTER THREE: DEVELOPMENTAL OBJECTIVES AND STRATEGIES

CHAPTER THREE: DEVELOPMENT OBJECTIVES AND STRATEGIES

3.1 VISION, MISSION AND VALUES

The preceding Council of the King Sebata Dalindyebo Municipality has still maintained its Visioning, Mission, and Values which it crafted during its inauguration as follows,

VISION:

“A developmental people centred municipality spearheading RADICAL economic transformation in an environmentally and socially sustainable manner”.

MISSION:

To provide high quality services, socio-economic transformation, safe and sustainable livelihoods based on sound governance and commitment to meaningful public participation and protection of the environment. Shaping KSD to become “a municipality of choice to visit, invest, live and work”.

VALUES:

- People centred,
- Innovative,
- Transparency,
- Accountability,
- Integrity,
- Honesty,
- Openness,
- Value for money,
- Teamwork,
- Cleanliness, and
- Result oriented.

3.2 KSD INSTITUTIONAL DEVELOPMENTAL STRATEGIC OBJECTIVES AND GOALS

3.2.1 Priority Issues

1. Basic Services and Infrastructure,
2. Local Economic Development,
3. Financial Recovery and performance,
4. Human Development Capital and Institutional Capacity, and
5. Clean Governances, Safe and Secured Environment and Fight against Corruption.

3.2.2 KSD Key Municipal Performance Areas (KPA's)

- 3.2.3 Spatial Planning
- 3.2.4 Basic Services and Infrastructure Development,
- 3.2.5 Financial Viability and Management
- 3.2.6 Local Economic Development,
- 3.2.7 Good Governance and Public Participation, and
- 3.2.8 Institutional Development and Transformation

Alignment of Municipal Priority Issues, KPA's, Objectives and Strategies

3.3 Objectives And Strategies

COUNCIL PRIORITIES	KPA NO.	KPA	STRATEGIC GOAL	GOAL STATEMENT	IDP REF.	STRATEGIC OBJECTIVE	STRATEGIES
Basic Services and Infrastructure	1	Spatial Planning	Effective and efficient planning and development-oriented municipality	To develop an integrated spatially equitable municipal area, maximizing the potential benefits of its environmental assets in a sustainable and prosperous manner	1.1	Effective and efficient implementation of spatial planning in a compliant manner	Develop and implement a land use and spatial planning system
Basic Services and Infrastructure	2	Basic Service Delivery and Infrastructure Development	Equitable and sustainable provision of municipal infrastructure	To provide sustainable municipal infrastructure and social services, consistently maintaining and improving the needs of the people	2.1	Provision and maintenance of basic infrastructure services	- Construction and maintenance of roads, bridges and stormwater - Coordinate and facilitate the implementation of electricity projects. - Construction and maintenance of community facilities - Implementation of infrastructure maintenance plan - Strengthen and Improve Support Service function

MUNICIPAL PRIORITIES	KPA NO.	KPA	STRATEGIC GOAL	GOAL STATEMENT	IDP REF.	STRATEGIC OBJECTIVE	STRATEGIES
Basic Services and Infrastructure	2	Basic Service Delivery and Infrastructure Development	Equitable and sustainable provision of municipal infrastructure	To provide sustainable municipal infrastructure and social services, consistently maintaining and improving the needs of the people	2.2	Provision of social and community services	• Coordinate the implementation of Integrated Waste Management Plan • Efficient and effective development and management of public amenities • Rendering quality and excellent service to all communities. • Provision of Free Basic Services
					2.3	Promote integrated sustainable human settlements	• Construction of houses
					2.4	Coordinate and facilitate economic infrastructure development through Public-Private Partnerships (PPP)	• Facilitate the provision of economic infrastructure for shared growth
Financial Recovery and performance	3	Financial Viability and Management	To create a financially viable environment in accordance with relevant Acts towards clean administration	To promote financial sustainability through effective internal controls pertaining to Supply Chain, Asset, Revenue, Budget, and expenditure management	3.1	Create sound financial management, Supply Chain and Asset Management environment	• Improvement of revenue generation • Compliance to MFMA provisions and prescripts

MUNICIPAL PRIORITIES	KPA NO.	KPA	STRATEGIC GOAL	GOAL STATEMENT	IDP REF.	STRATEGIC OBJECTIVE	STRATEGIES
Local Economic Development	4	Local Economic Development	Viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	To create and facilitate a conducive environment that builds inclusive local economies, sustainable decent employment and eradicates poverty	4.1	Promote Local Economic development through agriculture, tourism, Heritage, oceans economy, SMME development and Investment	- Promote rural economic development through formalized agricultural production. - Implementation of SMME development and support program - Enhance eco-tourism, oceans economy, heritage, and sports tourism participation - Increase investment opportunities through efficient building control. - Creation of development opportunities
					4.2	Creation of sustainable job opportunities and capacitation programmes through internal and external partnerships	Provision of conducive environment for job creation
Clean Governance, Safe and Secured Environment and Fight against crime and Corruption.	5	Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To create an enabling environment for active public participation and an administrative culture characterized by accountability, transparency, and efficiency	5.1	To promote sound leadership, good governance, public participation and enabling environment	- Conduct awareness campaigns of government programmes. - Compliance to IGR framework and prescripts - Implementation of by-laws and adherence to prescripts - Implementation of Public Participation Policy - Promote accountability and transparency.

MUNICIPAL PRIORITIES	KPA NO.	KPA	STRATEGIC GOAL	GOAL STATEMENT	IDP REF.	STRATEGIC OBJECTIVE	STRATEGIES
							• Mainstreaming the right and upliftment of the vulnerable groups • Monitoring implementation of Risk Management, Ethics Management, and Anti – Fraud & Corruption Policies and Plans • Evaluate and Monitor implementation of internal controls, risk management and governance
					5.2	To promote good governance by providing efficient administrative support	• Rendering quality and excellent services to all communities • Improve ICT Governance • Implementation of Council Oversight and Public Participation
Human Development Capital and Institutional Capacity	6	Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services.	To provide professional, efficient, people centered human resources and administrative services for a transformed, equitable and efficient development local system	6.1	Enhance organizational performance in order to achieve organizational objective	• Implementation of the Workplace Skills Plan • Develop, review and Implement Policies • Review of organizational structure and adherence to recruitment prescripts • Effective records management • Improve ICT Structure

MUNICIPAL PRIORITIES	KPA NO.	KPA	STRATEGIC GOAL	GOAL STATEMENT	IDP REF.	STRATEGIC OBJECTIVE	STRATEGIES
							• Improved Information Management System • Implementation of employee wellness programs • Adherence to Occupational Health and Safety (OHS) prescripts • Implementation of Employment Equity Plan • Strengthening sound employer and employee relations • Implementation of the PMS Policy

3.4 ALIGNMENT OF OBJECTIVES, STRATEGIES, BUDGET AND DRAFT SDBIP

KEY PERFORMANCE AREA(KPA) 1:			SPATIAL PLANNING (SP)						
IDP OBJECTIVE			EFFECTIVE AND EFFICIENT IMPLEMENTATION OF SPATIAL PLANNING IN A COMPLIANT MANNER BY JUNE 2027						
KPA WEIGHT: 08			IDP REF: SP 1.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD/ LOCATION	MEASUREMENT SOURCE / POE	CUSTODIAN
Develop and imple- ment a land use and spatial planning sys- tem	Construction of Mqan- duli DLTC	1.1.1	% Completion on con- struction of Mqanduli DLTC	70% Completion on construction of Mqanduli DLTC	100% Completion on construction of Mqanduli DLTC by June 2024	R10 000 000.00	29	1. Completion Certifi- cate	Technical Ser- vices
Develop and imple- ment a land use and spatial planning sys- tem	Acquire land parcel for additional animal pound	1.1.2	No. of Land parcels ac- quired for animal pound	1 Animal pound (Mqanduli)	1 Land parcel acquired at Matyenenggina for ani- mal pound by June 2024	N/A	32	1. MOU with Matyenenggina Tradi- tional Authority	Community Ser- vices
Develop and imple- ment a land use and spatial planning sys- tem	Processing of outdoor advertising signage ap- plications	1.1.3	% of received outdoor advertising signage ap- plications processed	99% of received of outdoor advertising signage applications processed in 2022/23	99% of received out- door advertising signage applications processed by June 2024	N/A	All Wards	1.Outdoor Advertising signage Applications Register 2.Notification of Ap- provals 3.Queries register	Human Settle- ments

KEY PERFORMANCE AREA(KPA) 1:			SPATIAL PLANNING (SP)						
IDP OBJECTIVE			EFFECTIVE AND EFFICIENT IMPLEMENTATION OF SPATIAL PLANNING IN A COMPLIANT MANNER BY JUNE 2027						
KPA WEIGHT: 08			IDP REF: SP 1.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD/ LOCATION	MEASUREMENT SOURCE / POE	CUSTODIAN
Develop and implement a land use and spatial planning system	Processing of all received applications for fences & fencing	1.1.4	% of received fences and fencing applications processed	Existing fences and fencing by-law	99% of received fences and fencing applications processed by June 2024	N/A	All Wards	1. Fences and Fencing applications register 2.Notification of Approvals 3.Queries register	Human Settlements
Develop and implement a land use and spatial planning system	Reviewal of Mqanduli-Viedgesville LSDF	1.1.5	% Completion of reviewal of Mqanduli-Viedgesville LSDF	75% Completion of reviewal of Mqanduli – Viedgesville LSDF	100% Completion of reviewal of Mqanduli-Viedgesville LSDF by June 2024	N/A	29 & 32	1. Council Resolution 2. Approved LSDF	Human Settlements
Develop and implement a land use and spatial planning system	Planning and Survey of Mqanduli West Middle Income units and Mqanduli business sites.	1.1.6	% Completion of Planning and survey projects for Mqanduli 500 (Middle income) and Mqanduli 200 (Business Sites)	75% Completion of Planning and survey projects for Mqanduli 500 (Middle income) and Mqanduli 200 (Business Sites)	100% Completion of Planning and survey projects for Mqanduli 500 (Middle income) and Mqanduli 200 (Business Sites) by June 2024	R1,000,000.00	32	1.Approval letter 2.Pegging Work Plan 3.Draft General Plan 4.General Plan Approval	Human Settlements
Develop and implement a land use and spatial planning system	Subdivision and rezoning of municipal properties in Basil Read; Ngangelizwe; erf 2052 Mthatha and erf 512 Mthatha	1.1.7	% Completion of subdivision and rezoning of municipal properties in Basil Read; Ngangelizwe; ERF2052 Mthatha & ERF 512 Mthatha	Turkey Survey	100% completion of subdivision & rezoning of municipal properties in Basil Read, Ngangelizwe; ERF 2025	R1,200,000.00	6, 7 & 8	1. Inception Report 2. Draft layout plan 3. Advertisement 4. MPT Approval letter	Human Settlements

KEY PERFORMANCE AREA(KPA) 1:			SPATIAL PLANNING (SP)						
IDP OBJECTIVE			EFFECTIVE AND EFFICIENT IMPLEMENTATION OF SPATIAL PLANNING IN A COMPLIANT MANNER BY JUNE 2027						
KPA WEIGHT: 08			IDP REF: SP 1.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD/ LOCATION	MEASUREMENT SOURCE / POE	CUSTODIAN
					Mthatha & ERF 512 Mthatha by June 2024				
Develop and imple- ment a land use and spatial planning sys- tem	Issuing of title deeds	1.1.8	No. of title deeds issued by the Municipality	43 title deeds is- sued in 2022/23	150 title deeds issued by the Municipality by June 2024	N/A	All Wards	1.Schedule of Title deeds	Human Settle- ments
Develop and imple- ment a land use and spatial planning sys- tem	Review and update As- set register	1.1.9	Reviewed GRAP compli- ant asset register	2022/23 GRAP Compliant Asset Register	Reviewed GRAP compli- ant asset register by June 2024	N/A	KSDLM	1. Grap compliant As- set Register Monthly reconciliations	Budget & Treas- ury Office

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION AND MAINTENANCE OF BASIC INFRASTRUCTURE SERVICES BY JUNE 2027						
KPA WEIGHT: 50			IDP REF: BSD 2.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASURE- MENT SOURCE / POE	CUSTODIAN
Construction and maintenance of roads, bridges and storm-water	Resealing of sur- faced Streets	2.1.1	No. of km on surfaced streets resealed within KSD	8km	8.5km on surfaced streets resealed within KSD by June 2024	R33 000 000.00	1,2,3 ,4 ,5 ,6,8,9	1. Maintenance Plan 2.Monthly Reports 3. Job Cards	Technical Ser- vices
Construction and maintenance of roads, bridges and storm-water	Maintenance of sur- faced Streets	2.1.2	No. of Portholes on sur- faced streets maintained within KSD	807	1200 potholes on surfaced streets maintained within KSD by June 2024		1,2,3,4,5,6,7,8,9,24, 29,30	1. Maintenance Plan 2.Monthly Reports 3. Job Cards	Technical Ser- vices
Construction and maintenance of roads, bridges and storm-water	Maintenance of storm water infra- structure	2.1.3	No. of Meters of Storm wa- ter infrastructure main- tained within KSD	100 000m of Storm water infra- structure un- blocked and main- tained within KSD	100 000m of Storm water infrastructure maintained within KSD by June 2024	R 6 000 000.00	1,2,3,4,5,6,7,8,9,24, 29,30	1. Maintenance Plan 2.Monthly Reports 3. Job Cards	Technical Ser- vices
Construction and maintenance of roads, bridges and storm-water	Re-graveling of gravel roads	2.1.4	No. of km of Gravel roads re-gravelled within KSD	90 km	100km of gravel roads re- gravelled within KSD by June 2024	R6 000 000.00	22,26,36,34,39,19,1 5,18,20,11,12,6,27, 21,8,1,2,3,9,30,29,3 3,32,13	1. Maintenance Plan 2. Monthly Re- ports 3. Job Cards	Technical Ser- vices

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION AND MAINTENANCE OF BASIC INFRASTRUCTURE SERVICES BY JUNE 2027						
KPA WEIGHT: 50			IDP REF: BSD 2.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR-MANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASURE-MENT SOURCE / POE	CUSTODIAN
Construction and maintenance of roads, bridges and storm-water	Blading of gravel roads	2.1.5	No. of km of Gravel Roads bladed within KSD	900km	1000km of gravel roads bladed within KSD by June 2024		1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,25,27,28,29,30,31,32,33,34,35,36&37	1. Monthly Reports 2. Job Cards	Technical Services
Construction and maintenance of roads, bridges and storm-water	Road's construction	2.1.6	No. of km of surfaced and gravel roads constructed	100km	90km of surfaced and gravel roads constructed by June 2024	R81 000 000.00	6,11,14,16,18,26,29,4	1. Advert 2. Appointment letter 3. Progress Reports 4. Completion certificates	Technical Services
Construction and maintenance of community facilities	Construction of Community Halls	2.1.7	% Completion on construction of Lower Ngqwarha Community Hall	1 Community hall constructed (Silverton Community Hall)	100% Completion on construction of Lower Ngqwarha Community Hall by June 2024	R7 000 000.00	29	1. Advert 2. Appointment letter 3. Progress Reports 4. Practical Completion certificate	Technical Services

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION AND MAINTENANCE OF BASIC INFRASTRUCTURE SERVICES BY JUNE 2027						
KPA WEIGHT: 50			IDP REF: BSD 2.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASURE- MENT SOURCE / POE	CUSTODIAN
Construction and maintenance of community facilities	Maintenance of municipal facilities	2.1.8	No. of Municipal facilities maintained	4 Maintenance of Municipal Facilities	4 Municipal Facilities Maintained by June 2024	R2 866 258.00	6 and 29	1. Monthly Reports 2. Maintenance Completion Certification	Technical Services
Coordinate and facilitate the implementation of electricity projects	Servicing of Customers through Restoration of electricity faults	2.1.9	No. of Customers serviced in relation to electricity faults	10000 Customers Serviced in 2022/23	10000 Customers serviced in relation to electricity faults by June 2024	N/A	All Wards	1. Monthly call centre reports 2. Job cards	Technical Services
Coordinate and facilitate the implementation of electricity projects	Inspection of prepaid meters	2.1.10	No. of Prepaid Meters inspected within KSD	2400 Prepaid Meters inspected within KSD LM.	3000 Prepaid Meters inspected within KSD LM by June 2024	R4 800 000.00	Urban Wards	1. Annual Plan 2. Job cards	Technical Services
Coordinate and facilitate the implementation of electricity projects	Maintenance of Traffic lights	2.1.11	No. of Intersections of Traffic lights maintained quarterly within KSD	29 Intersections of Traffic lights maintained in Mthatha	29 Intersections of Traffic lights maintained quarterly within KSD by June 2024	R2 500 000.00	Urban Wards	1. Inspection sheets 2. Job cards	Technical Services
Coordinate and facilitate the	Maintenance of Public lights	2.1.12	No. of Public lights maintained within KSD	2000 Public lights maintained.	2000 Public lights maintained within KSD by June 2024	R2 500 000.00	Urban Wards	1. Job cards	Technical Services

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION AND MAINTENANCE OF BASIC INFRASTRUCTURE SERVICES BY JUNE 2027						
KPA WEIGHT: 50			IDP REF: BSD 2.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
implementation of electricity projects									
Strengthen and Improve Support Service function	Road Marking	2.1.13	No. of km of Roads marked in urban wards	15km of Roads Marked	20 km of Roads marked in urban wards by June 2024	R1,100,000.00	Urban Wards	1. Road Marking implementation plan 2. Progress Reports 3. Job Card 4. Photos	Technical Services
Strengthen and Improve Support Service function	Road Signs Installation	2.1.14	No. of Road Signs Installed	50 roads signs installed	40 Roads signs installed by June 2024	R 300 00.00	Urban Wards	1. Road signs implementation plan 2. Progress Reports 3. Job Card 4. Photos	Technical Services
Strengthen and Improve Support Service function	Guarding of Municipal Properties	2.1.15	No. of Municipal Properties guarded quarterly	30 Municipal Properties guarded	34 Municipal Properties guarded by June 2024	N/A	KSDLM	1. Deployment book 2. OB 3. Reports	Public Safety

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION AND MAINTENANCE OF BASIC INFRASTRUCTURE SERVICES BY JUNE 2027						
KPA WEIGHT: 50			IDP REF: BSD 2.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Strengthen and Improve Support Service function	CCTV monitoring and management	2.1.16	No. of sites with CCTV cameras monitored and managed quarterly	5 sites with CCTV cameras installed	5 Municipal sites with CCTV cameras monitored and managed quarterly by June 2024	R500.000.00	KSDLM	1. Advert 2. Appointment Letter 3. Quarterly Monitoring Reports	Public Safety
Strengthen and Improve Support Service function	Parking Management System	2.1.17	No. of Parking Management systems procured and implemented	Nil	1 Parking Management system procured and implemented by June 2024	N/A	Mthatha CBD Mqanduli CBD	1. Advert 2. Appointment letter 3. Installation Report 4. Implementation Reports	Public Safety

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION OF SOCIAL AND COMMUNITY SERVICES BY JUNE 2024						
KPA WEIGHT: 50			IDP REF: BSD 2.2						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Coordinate the implemen- tation of Integrated Waste Management Plan	Reviewal of Inte- grated Waste Man- agement Plan	2.2.1	% Completion of Inte- grated Waste Manage- ment Plan (IWMP) review	50% Completion of Draft Integrated Waste Manage- ment Plan review in 2022/23	100% Completion of In- tegrated Waste Man- agement Plan (IWMP) review by June 2024	R199 999.00 (Professional Fees)	KSDLM	1. Draft IWMP 2. Workshop Notice 3. Attendance Register 4. Approved IWMP 5. Council Resolution 6. Proof of submission to MEC 7. Endorsement Letter	Community Ser- vices
Coordinate the implemen- tation of Integrated Waste Management Plan	Refuse Removal	2.2.2	No. of Streets covered for refuse removal in billed households once per week	537 Streets	537 Streets covered for refuse removal in billed households once per week by June 2024	R5 000 000 (Plas- tic Bags), R1 277 007.00 (Fuel & Oil)	Urban Wards	1. Approved Refuse Re- moval Weekly Schedule 2. Map of Billable House- holds 3. Monthly Reports 4. Truck Tracking System 5. Job Cards	Community Ser- vices
Coordinate the implemen- tation of Integrated Waste Management Plan	Refuse Removal (Peri-urban)	2.2.3	No. of Refuse removal points cleared in peri ur- ban area once per week	24 Refuse Re- moval Points	24 Refuse removal points cleared in peri urban area once per week by June 2024		Peri-Urban Wards	1. GIS Maps 2. Signed Schedule for Re- fuse Collection 3. Monthly Reports 4. Job Cards	Community Ser- vices
Coordinate the implemen- tation of Integrated Waste Management Plan	Maintenance of land- fill site	2.2.4	No. of landfill sites main- tained quarterly	2 Landfill Sites maintained	2 Landfill Sites main- tained quarterly by June 2024 (Mthatha & Mqan- duli Landfill Sites)	R1 114 655.00 (Fuel & Oil) R2 500 000 (Rehabilitation)	4 & 29	1.Maintanance Plan 2.Job cards 3. Monthly Report	Community Ser- vices

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION OF SOCIAL AND COMMUNITY SERVICES BY JUNE 2024						
KPA WEIGHT: 50			IDP REF: BSD 2.2						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
						of Solid Waste Tip)			
Coordinate the implementation of Integrated Waste Management Plan	Audit of the landfill site	2.2.5	No. of Landfill site audits facilitated	6 Landfill site audits	5 Landfill site audits facilitated	R178 000.00 (Consultant Fees)	4 & 29	1. Landfill site Audit Reports	Community Services
Coordinate the implementation of Integrated Waste Management Plan	Capturing of Waste Information reports to SAWIS	2.2.6	No. of waste information reports captured to SAWIS	12 waste information reports captured to SAWIS	24 Waste information reports captured to SAWIS by June 2024	N/A	4 & 29	1.Waste information reports	Community Services
Coordinate the implementation of Integrated Waste Management Plan	Clearing of illegal dumps	2.2.7	No. of Illegal dump hot spots cleared	14 illegal dumps hot spot in 2022/23	14 Illegal dump hot spots cleared by June 2024	R1 277 007 (Fuel & Oil)	Urban and Peri-Urban Wards	1. Implementation Plan 2. Schedule 3. Weekly Reports 4. Monthly reports 5. Truck Tracking System 6. Job Cards	Community Services
Efficient and effective development and management of Public amenities	Maintenance of Parks	2.2.8	No. of Parks maintained quarterly	4 Parks maintained in 2022/23	4 Parks Maintained quarterly (Myezo, Queens, City Gardens & Mqanduli) by June 2024	R1 000 000.00 (Tools & Equipment)	Urban Wards	1. Maintenance plan 2. Monthly Report 3. Pictures 4. Job Cards	Community Services
Efficient and effective development and management of Public amenities	Maintenance of Town Entrance Open Space	2.2.9	No. of Town Entrance Open Spaces maintained and beautified quarterly	5 Town Entrance Open Spaces Maintained and	5 Town Entrance Open Spaces maintained and		Urban Wards	1. Maintenance plan 2. Monthly Reports	Community Services

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION OF SOCIAL AND COMMUNITY SERVICES BY JUNE 2024						
KPA WEIGHT: 50			IDP REF: BSD 2.2						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
				Beautified in 2022/23	beautified quarterly by June 2024			3. Pictures 4. Job Cards	
Efficient and effective development and management of Public amenities	Cleaning of Beaches	2.2.10	No. of Beaches cleaned quarterly	2 Beaches cleaned in 2022/23	2 Beaches cleaned quarterly (Coffee Bay & Hole in the wall) by June 2024	N/A	Ward 24	1. Implementation plan 2. Monthly reports 3. Attendance Register	Community Services
Efficient and effective development and management of Public amenities	Maintenance of cemeteries	2.2.11	No. of Cemeteries maintained quarterly	3 cemeteries maintained in 2022/23	3 Cemeteries Maintained quarterly (Northcrest, Mqanduli and Mbuqe) by June 2024	R100 000 (Fuel & Oil)	Ward 07, 08 & 29	1. Maintenance Plan 2. Monthly reports 3. Job Cards	Community Services
Efficient and effective development and management of Public amenities	Maintenance of sports facilities	2.2.12	No. of Sport facilities maintained quarterly	2 Facilities maintained in 2022/23 (Mthatha and Rotary Stadium)	2 Sport Facilities maintained quarterly (Mthatha and Rotary Stadium) by June 2024	R45 000.00 (Fuel & Oil)	Ward 02 & 07	1. Maintenance Plan 2. Monthly reports 3. Job Cards	Community Services
Efficient and effective development and management of Public amenities	Maintenance of Animal Pound	2.2.13	No. of Animal Pounds maintained quarterly	Mqanduli Pound Fenced	1 Animal Pound maintained quarterly by June 2024 (Mqanduli Animal Pound)	R300 000.00	Ward 29	1. Maintenance Plan 2. Monthly reports 3. Job Cards	Community Services
Rendering quality and excellent service to all communities.	Facilitation of resolving customer complaints	2.2.14	% Progress on referral of customer complaints per shift	100% complaints on Manual Customer Complaint Register referred	100% Progress on referral of customer complaints per shift by June 2024	N/A	All Wards	1.Customer Care complaint register 2. Monthly Reports	Corporate Services

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROVISION OF SOCIAL AND COMMUNITY SERVICES BY JUNE 2024						
KPA WEIGHT: 50			IDP REF: BSD 2.2						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Provision of Free Basic Services	Provision of Free Basic Services	2.2.15	Provision of free basic services to indigent households in line with indigent register		Provision of free basic services to indigent households in line with indigent register by June 2024	R27 458 000.00	All Wards	1.Indigent Register 2.Indigent subsidy reports	Budget & Treas- ury Office

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROMOTE INTEGRATED SUSTAINABLE HUMAN SETTLEMENTS BY JUNE 2027						
			IDP REF: BSD 2.3						
IDP STRATEGY	IDP REF: SP 1.1/ PRO- JECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Construction of houses	Construction of houses at Maydene Farm, Mahlangu, Wil- low, Ntshabeni, New Payne 200, New Payne 300 & Zidindi	2.3.1	No of Housing units constructed at Maydene Farm, Mahlangu, Wil- low, Ntshabeni, New Payne 300, Zidindi and New Payne 200	100 housing units constructed	500 Housing units con- structed at Maydene Farm (250 units), Mahlangu (73 units), Willow (35 units), Ntshabeni (27 units), New Payne 300 (40 units), Zidindi (54 units), New	R68,000,000		1. Final Unit Report 2. Payment Certificates 3. Hand over certificates	Human Settle- ments

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			PROMOTE INTEGRATED SUSTAINABLE HUMAN SETTLEMENTS BY JUNE 2027						
			IDP REF: BSD 2.3						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
					Payne 200 (21 units) by June 2024				

KEY PERFORMANCE AREA(KPA) 2:			BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)						
IDP OBJECTIVE			COORDINATE AND FACILITATE ECONOMIC INFRASTRUCTURE DEVELOPMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS (PPP) BY JUNE 2027						
			IDP REF: BSD 2.4						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Facilitate the provision of economic infrastructure for shared growth	Establishment of Waste recycling facilities	2.4.1	No. of meetings for establishment of waste recycling facilities facilitated	4 Meetings in 2022/23	4 Meetings for establishment of waste recycling facilities facilitated by June 2024	DFFE funded Project	Ward 29 & 33	1. Attendance Register 2. Minutes	Community Services

KEY PERFORMANCE AREA(KPA) 2:		BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)							
IDP OBJECTIVE		COORDINATE AND FACILITATE ECONOMIC INFRASTRUCTURE DEVELOPMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS (PPP) BY JUNE 2027							
		IDP REF: BSD 2.4							
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASURE- MENT SOURCE / POE	CUSTO- DIAN
Facilitate the provision of economic infrastructure for shared growth	Energy Efficiency Demand Side Management (EEDSM) Project	2.4.2	No. of Energy Efficiency Demand Side Management (EEDSM) Steering committee meetings conducted	Business plan approved and funded by DMRE	4 Energy Efficiency Demand Side Management (EEDSM) Steering committee meetings conducted by June 2024	R4 000 000.00	Urban Wards	1. Attendance register 2. Reports	Community Services
Facilitate the provision of economic infrastructure for shared growth	Project Steering Committee for monitoring Refurbishment of Ntozonke Market	2.4.3	No. of Project Steering Committee (PSC) Meetings convened to monitor progress on Refurbishment of Ntozonke Market	2 Project Steering Committee (PSC) Meetings convened in 2022/23	2 Project Steering Committee (PSC) Meetings convened to monitor progress on Refurbishment of Ntozonke Market	R11 700 000.00	KSDLM	1. Notice/Invitation 2. Attendance Register 3. Progress Reports	RED
Facilitate the provision of economic infrastructure for shared growth	Refurbishment of the Ntozake Market	2.4.4	% Completion of the refurbishment of the Ntozonke Market	50% completion in 2022/23	100% Completion of the refurbishment of the Ntozonke Market by June 2024		Ward 07	1. Progress Reports 2. Completion Reports	Technical Services
Facilitate the provision of economic infrastructure for shared growth.	Develop Business Plan for the preparation of bulk infrastructure funding application	2.4.5	Developed Business Plan for the preparation of bulk infrastructure funding application.	Nil	Facilitate development of a Business Plan for the preparation of bulk	R1 500 000.00 (Professional Fees PMO)	KSDLM	1. Works Order 2. Business Plan	Executive & Council

KEY PERFORMANCE AREA(KPA) 2:		BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSDID)							
IDP OBJECTIVE		COORDINATE AND FACILITATE ECONOMIC INFRASTRUCTURE DEVELOPMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS (PPP) BY JUNE 2027							
		IDP REF: BSD 2.4							
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASURE- MENT SOURCE / POE	CUSTO- DIAN
					infrasrtucture funding ap- plication by June 2024				

KEY PERFORMANCE AREA (KPA) 3			FINANCIAL VIABILITY AND MANAGEMENT(FVM)						
IDP OBJECTIVE			CREATE SOUND FINANCIAL MANAGEMENT, SUPPLY CHAIN AND ASSET MANAGEMENT ENVIRONMENT BY JUNE 2027						
KPA WEIGHT: 12			IDP REF: FVM 3.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD/ LO-CATION	MEASUREMENT SOURCE / POE	CUSTODIAN
Improvement of revenue generation	Revenue collection	3.1.1	% Increase of revenue collection	105% Revenue collection	95% Increase of revenue collection by June 2024	Revenue	KSDLM	1. Billing Report 2. Receipts	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Implementation of cost containment policy	3.1.2	% Implementation of cost containment policy	100%Implementation of cost containment policy in 2022/23	100% Implementation of cost containment policy by June 2024	N/A	KSDLM	1. Cost Containment Implementation Report	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Supplementary Valuation Roll	3.1.3	No. of Supplementary Valuation Roll conducted and implemented	2 Supplementary Valuation Roll in 2022/23	2 Supplementary Valuation Roll conducted and implemented by June 2024	R1 500 000.00	KSDLM	1. Billing Report 2. Supplementary Valuation Roll	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Compilation of Section 52d report	3.1.4	No. of Section 52d reports compiled and submitted to Council	4 Section 52d Reports compiled and submitted to Council in 2022/23	4 Section 52d reports compiled and submitted to Council by June 2024	N/A	KSDLM	1. Section 52d Reports 2. Council Agenda	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Annual Financial Statements	3.1.5	No. of Credible GRAP compliant Annual Financial Statements prepared and submitted to	2021/22 AFS	1 Credible GRAP compliant Annual Financial Statements prepared and	N/A	KSDLM	1. 2022/23 AFSs 2.Proof of submission	Budget & Treasury Office

KEY PERFORMANCE AREA (KPA) 3			FINANCIAL VIABILITY AND MANAGEMENT(FVM)						
IDP OBJECTIVE			CREATE SOUND FINANCIAL MANAGEMENT, SUPPLY CHAIN AND ASSET MANAGEMENT ENVIRONMENT BY JUNE 2027						
KPA WEIGHT: 12			IDP REF: FVM 3.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD/ LO-CATION	MEASUREMENT SOURCE / POE	CUSTODIAN
			APAC, Auditor General (AG) & Treasury		submitted to APAC, AG & Treasury by August 2024			to APAC, AG, & Treasury	
Compliance to MFMA provisions and prescripts	Compilation of Annual Budget	3.1.6	No. of Compliant Annual Budget compiled and submitted to Council for approval	2023/24 Annual Budget	1 Compliant 2024/25 Annual Budget compiled and submitted to Council for approval by June 2024	N/A	KSDLM	1. IDP, Budget and PMS Process Plan 2. 2024/25Draft Annual Budget 3 2024/25 Final Annual Budget 4. Council Resolutions	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Budget Adjustment	3.1.7	No. of Compliant adjustment budget prepared and submitted to Council for approval	2022/23 Adjustment	1 Compliant 2023/24 adjustment budget prepared and submitted to Council for approval by June 2024	N/A	KSDLM	1. 2023/24 Adjustment Budget 2. Council Resolution	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Monitoring of Grant Expenditure	3.1.8	% Expenditure on conditional grant allocations	100% Expenditure in 2022/23	100% Expenditure on conditional grant allocations by June	N/A	KSDLM	1. Reviewed Monthly reconciliations	Budget & Treasury Office

KEY PERFORMANCE AREA (KPA) 3			FINANCIAL VIABILITY AND MANAGEMENT(FVM)						
IDP OBJECTIVE			CREATE SOUND FINANCIAL MANAGEMENT, SUPPLY CHAIN AND ASSET MANAGEMENT ENVIRONMENT BY JUNE 2027						
KPA WEIGHT: 12			IDP REF: FVM 3.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD/ LO-CATION	MEASUREMENT SOURCE / POE	CUSTODIAN
					2024 (FMG, MIG, STR, EPWP)				
Compliance to MFMA provisions and prescripts	Development and monitoring of Procurement Plan	3.1.9	Developed, monitored and implemented Procurement Plan 2023/24	2022/23 Procurement Plan	Develop, monitor and report on the implementation of Procurement Plan 2023/24 by June 2024	N/A	KSDLM	1. Expenditure Reports	Budget & Treasury Office Technical Services
Compliance to MFMA provisions and prescripts	Updating of Contract Register	3.1.10	Updated Contract register	2022/23 Contract register	Updated of Contract register by June 2024	N/A	KSDLM	1. Procurement Plan implementation report 2. Procurement Plan 2024/25	Budget & Treasury Office
Improvement of revenue generation	Billing for refuse removal	3.1.11	% Increase of refuse removal billing	20% Improvement of refuse removal billing 2022/23	25% Improvement of refuse removal billing by June 2024	R3 047 100.00	KSDLM	1. Monthly reconciliations 2. Billing Report (with Excel calculations)	Community Services
Improvement of revenue generation	Billing for refuse removal	3.1.12	No. of new contracts signed for commercial refuse removal	106 Commercial Refuse Removal Contracts	28 new contracts signed for		KSDLM	1.Signed Contracts	Community Services

KEY PERFORMANCE AREA (KPA) 3			FINANCIAL VIABILITY AND MANAGEMENT(FVM)						
IDP OBJECTIVE			CREATE SOUND FINANCIAL MANAGEMENT, SUPPLY CHAIN AND ASSET MANAGEMENT ENVIRONMENT BY JUNE 2027						
KPA WEIGHT: 12			IDP REF: FVM 3.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD/ LO-CATION	MEASUREMENT SOURCE / POE	CUSTODIAN
					commercial refuse removal by June 2024				
Improvement of revenue generation	Revenue collected from commercial refuse removal and disposal	3.1.13	Amount of revenue collected from commercial refuse removal and disposal	R 481 000 collected at the landfill sites	500 000 revenue collected from commercial refuse removal and disposal by June 2024	Revenue	KSDLM	1. Billing Statement 2. Monthly Reports	Community Services
Improvement of revenue generation	Permit application and administration of informal traders	3.1.14	No. of Permits issued and renewed for local traders	631 Permits issued and renewed in 2022/23	200 Permits issued and renewed for local traders by June 2024	N/A	KSDLM	1. Approved permits and/or Renewed licences	Rural & Economic Development
Improvement of revenue generation	Revenue collection from formal trade licences	3.1.15	Amount of revenue collected from formal trade licences	R535 356 Revenue collected in 2022/23	R600 000 revenue collected from formal trade licences by June 2024	Revenue	KSDLM	1. Proof of Payments 2. Collections Reports	Rural & Economic Development
Improvement of revenue generation	Revenue collection from traffic fines and vending	3.1.16	Amount of revenue collected from traffic fines and vending	R2 018 056 collected in 2022/23	R3 000 000 revenue collected from traffic	Revenue	All wards	1. Ticket Register 2. Receipts	Public Safety

KEY PERFORMANCE AREA (KPA) 3			FINANCIAL VIABILITY AND MANAGEMENT(FVM)						
IDP OBJECTIVE			CREATE SOUND FINANCIAL MANAGEMENT, SUPPLY CHAIN AND ASSET MANAGEMENT ENVIRONMENT BY JUNE 2027						
KPA WEIGHT: 12			IDP REF: FVM 3.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD/ LO-CATION	MEASUREMENT SOURCE / POE	CUSTODIAN
					finest and vending by June 2024				
Improvement of revenue generation	Revenue collection from flammable permits and fire compliance certificates	3.1.17	Amount of Revenue collection from flammable Permits and fire compliance certificates issued	180000 collected in 2022/23	260 000 Revenue collected from flammable Permits and fire compliance certificates issued by June 2024	Revenue	Urban wards	1. Invoice 2. Proof of payment 3. Copy of the Certificate	Public Safety
Improvement of revenue generation	Revenue collection from Motor vehicle registration	3.1.18	Amount of Revenue collected from Motor Vehicle Registrations	R9,000,000	10 000 000 Revenue collected from Motor Vehicle Registrations by June 2024	Revenue	All wards	1. RD321 2. RD323	Public Safety
Improvement of revenue generation	Revenue collection from Driving License Applications, Processing and Issuances	3.1.19	Amount of Revenue Collected from Driving License Applications, Processing, and Issuances	R550,000	700 000 Revenue Collected from Driving License Applications, Processing, and Issuances by June 2024	Revenue	All wards	1. RD321 2. R71 3. RD323	Public Safety

KEY PERFORMANCE AREA (KPA) 3			FINANCIAL VIABILITY AND MANAGEMENT(FVM)						
IDP OBJECTIVE			CREATE SOUND FINANCIAL MANAGEMENT, SUPPLY CHAIN AND ASSET MANAGEMENT ENVIRONMENT BY JUNE 2027						
KPA WEIGHT: 12			IDP REF: FVM 3.1						
IDP STRATEGY	IDP REF: SP 1.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD/ LO-CATION	MEASUREMENT SOURCE / POE	CUSTODIAN
Improvement of revenue generation	Revenue collection from learners' licences	3.1.20	Amount of Revenue collected from Learner's Licenses	R258,000	300 000 Revenue collected from Learner's Licenses by June 2024	Revenue	All wards	1. RD321 2. RD323	Public Safety
Improvement of revenue generation	Revenue collection from Vehicle Testing for Roadworthy	3.1.21	Amount of Revenue collected from Vehicle Testing for Roadworthy	R153,000	250 000 Revenue collected from Vehicle Testing for Roadworthy by June 2024	Revenue	All wards	1. RD323	Public Safety
Improvement of revenue generation	Revenue collection from Municipal Hall Rental	3.1.22	Amount of Revenue collected from Municipal Hall rentals		200 000 Revenue collected from Municipal Hall rentals by June 2024	Revenue	All wards	1. Statement from BTO 2.Revenue collection report	Corporate Services
Improvement of revenue generation	Implementation of Financial Recovery Plan	3.1.23	% Implementation of financial recovery plan targets	2020/21 Financial Recovery	100% Implementation of financial recovery plan targets by June 2024	N/A	KSDLM	1. Implementation Reports	All Departments

KEY PERFORMANCE AREA (KPA) 4			LOCAL ECONOMIC DEVELOPMENT (LED)						
IDP OBJECTIVE			PROMOTE LOCAL ECONOMIC DEVELOPMENT THROUGH AGRICULTURE, TOURISM, HERITAGE, OCEANS ECONOMY AND SMME DEVELOPMENT BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: LED 4.1						
IDP STRATEGY	IDP REF: SP 4.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote rural economic development through organised agricultural production	Ward-based budget	4.1.1	No. of wards supported through ward-based budget	37 wards supported in 2022/23	37 Wards supported through ward-based budget by June 2024	R5 550 000.00	All Wards	1. Attendance Register 2. Delivery note	Rural & Economic Development
Promote rural economic development through organised agricultural production	Wool clip commercialization Programme	4.1.2	No. of Shearing sheds equipment procured to support wool clip farmers	1 Shearing sheds equipment procured in 2022/23	2 Sets of Shearing sheds equipment procured to support wool farmers by June 2024	R1 000 000.00	KSDLM	1. Advert 2. Appointment letter 3. Delivery note	Rural & Economic Development
Promote rural economic development through organised agricultural production	Support to Farmers Cooperatives on Vegetables, Piggery and Poultry	4.1.3	No. of Farmers cooperatives supported with production inputs	3 Cooperatives supported in 2022/23	6 Farmers Cooperatives supported with production inputs by June 2024	R200 000.00	KSDLM	1. Advert 2. Appointment letter 3. Delivery note	Rural & Economic Development
Promote rural economic development through organised agricultural production	Support to Farmers Cooperatives on Grain and Cropping	4.1.4	No. of Agricultural cooperatives supported with production inputs	Agricultural cooperatives supported in 2022/23	6 Agricultural cooperatives supported with production inputs by June 2024	R651 500.00	KSDLM	1. Advert 2. Appointment letter 3. Delivery note	Rural & Economic Development

KEY PERFORMANCE AREA (KPA) 4			LOCAL ECONOMIC DEVELOPMENT (LED)						
IDP OBJECTIVE			PROMOTE LOCAL ECONOMIC DEVELOPMENT THROUGH AGRICULTURE, TOURISM, HERITAGE, OCEANS ECONOMY AND SMME DEVELOPMENT BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: LED 4.1						
IDP STRATEGY	IDP REF: SP 4.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote rural economic development through organised agricultural production	Farmer's day information sharing engagement	4.1.5	No. of Farmers' Day engagement sessions conducted	1 Farmers 'day in 2022/23	1 Farmers' Day engagement sessions conducted by June 2024	N/A	KSDLM	1. Attendance registers 2. Event reports 3. Photos	Rural & Economic Development
Promote rural economic development through organised agricultural production	Mqanduli Milling plant and Feedlot support	4.1.6	No. of Engagements facilitated to support milling plant and Feedlot	Quarterly engagement sessions held to support Milling and feedlot	4 Engagements facilitated to support Milling Plant and Feedlot by June 2024	R500 000.00	KSDLM	1 Attendanace registers 2. Engagement Reports	Rural & Economic Development
Promote rural economic development through organised agricultural production	Forestry support program	4.1.7	No. of Community forest enterprises established	Nil	4 Community Forest enterprises established by June 2024	R200 000.00	26, 29 & 36	1. Progress Reports 2. Photo	Rural & Economic Development
Implementation of SMME development and support program	Retail/ Spaza Development Programme	4.1.8	No. of Retail outlets	Nil	12 Retail outlets supported with	R240 000.00	KSDLM	1.Delivery notes 2. Reports 3. Photos	Rural & Economic Development

KEY PERFORMANCE AREA (KPA) 4			LOCAL ECONOMIC DEVELOPMENT (LED)						
IDP OBJECTIVE			PROMOTE LOCAL ECONOMIC DEVELOPMENT THROUGH AGRICULTURE, TOURISM, HERITAGE, OCEANS ECONOMY AND SMME DEVELOPMENT BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: LED 4.1						
IDP STRATEGY	IDP REF: SP 4.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASURE-MENT SOURCE / POE	CUSTODIAN
			supported with working inputs		working inputs by June 2024				
Implementation of SMME development and support program	SMME Support	4.1.9	No. of SMMEs supported with working tools (Formal and Informal traders)	40 SMMEs supported in 2022/23	25 SMMEs supported with working tools by June 2024	R200,000	KSDLM	1. Report on consultations 2. Delivery Notes 3. Handover Report 4. Photos	Rural & Economic Development
Implementation of SMME development and support program	SMME Support	4.1.10	No. of Local innovation initiatives support facilitated	2022/23 Support Program	2 Local innovation initiatives support facilitated by June 2024	R193 000.00	KSDLM	1. Attendance register 2. Report	Rural & Economic Development
Implementation of SMME development and support program	KSD Cooperative Summit	4.1.11	No. Cooperative Summit hosted by KSD Municipality	Cooperative Summit	1 Cooperative Summit hosted by KSD Municipality by June 2024	R200 000.00	KSDLM	1. Attendance register 2. Report	Rural & Economic Development
Enhance eco-tourism, oceans economy, heritage and sports tourism participation	Tourism development and marketing	4.1.12	No. of Tourism development activities implemented	5 Tourism activities in 2022/23	14 Tourism development activities implemented by June 2024	R1 024 227.00	KSDLM	1. Delivery Note 2. Event Reports 3. Photos	Rural & Economic Development

KEY PERFORMANCE AREA (KPA) 4			LOCAL ECONOMIC DEVELOPMENT (LED)						
IDP OBJECTIVE			PROMOTE LOCAL ECONOMIC DEVELOPMENT THROUGH AGRICULTURE, TOURISM, HERITAGE, OCEANS ECONOMY AND SMME DEVELOPMENT BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: LED 4.1						
IDP STRATEGY	IDP REF: SP 4.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Enhance eco-tourism, oceans economy, heritage and sports tourism participation	Creative industry and heritage development	4.1.13	No. of Artists and film producers supported in various platforms	8 artists supported	30 Artists and film producers supported by June 2024	R2 700 000.00	KSDLM	1. Delivery Note 2. Attendance Register 3. Event Reports 4. Photos	Rural & Economic Development
Increase investment opportunities through efficient building control	Processing of building plans	4.1.14	% of received building plans processed	99% of received building plans processed in 2022/23	99% of received building plans processed by June 2024	N/A	All Wards	1. Building Plan Register 2. Notification of Approvals 3. Queries register	Human Settlements
Creation of development opportunities	Develop Business Plan for the preparation of Vision 2025	4.1.15	Developed Business Plan for the preparation of Vision 2025	Vision 20230	Facilitate Development of a Business Plan for the preparation of Vision 2025 by June 2024	R1 500 000 (Professional Fees-pmo)	KSDLM	1. Advert1. 2. Appointment letter 3. Inception Report 4. Draft Business Plan 5. Final Draft Business Plan	Executive & Council

KEY PERFORMANCE AREA (KPA) 4			LOCAL ECONOMIC DEVELOPMENT (LED)						
IDP OBJECTIVE			CREATION OF SUSTAINABLE JOB OPPORTUNITIES AND CAPACITATION PROGRAMMES THROUGH INTERNAL & EXTERNAL PARTNERSHIPS BY JUNE 2027						
			IDP REF: LED 4.2						
IDP STRATEGY	IDP REF: LED 4.2 PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Provision of conducive environment for job creation	Creation of temporal employment through Extended Public Works Program (EPWP)	4.2.1	No. of Temporal Jobs created through EPWP	250 employees	250 Temporal Jobs created through EPWP by June 2024	R1 864 720.00	1. Advert 2. Contracts/ Appointment Letters	Technical Services Community Services Public Safety Corporate Services	1. Advert 2. Contracts/ Appointment Letters
Provision of conducive environment for job creation	Cooperatives and SMMEs engagement	4.2.2	No. of Cooperatives and SMMEs appointed and engaged quarterly on waste management	3 Cooperatives and SMMEs	15 Cooperatives and SMMEs appointed and engaged quarterly on waste management by June 2024	R4,500,000.00	1. Attendance Registers 2. Monthly Reports	Community Services	1. Attendance Registers 2. Monthly Reports
Provision of conducive environment for job creation	Creation of Internships through Finance Management Grant (FMG)	4.2.3	No. of Internships created through FMG	10 Internships created in 2020/21	5 Internships created through FMG by June 2024	R500.000.00	1. Advert 2. Appointment letters	Budget and Treasury Office	1. Advert 2. Appointment letters
Provision of conducive environment for job creation	Creation of Internships through Municipal Internship Programme and Setas	4.2.4	No. of Internships created through Municipal Internship Programme and Setas	60 Internships funded by Municipality 72 Internships funded through Grants and Setas	50 Internships created through Municipal Internship Programme and Setas	Seta Funding	1. Advert 2. Appointment letters	Corporate Services	1. Advert 2. Appointment letters

KEY PERFORMANCE AREA (KPA) 4			LOCAL ECONOMIC DEVELOPMENT (LED)						
IDP OBJECTIVE			CREATION OF SUSTAINABLE JOB OPPORTUNITIES AND CAPACITATION PROGRAMMES THROUGH INTERNAL & EXTERNAL PARTNERSHIPS BY JUNE 2027						
			IDP REF: LED 4.2						
IDP STRATEGY	IDP REF: LED 4.2 PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Provision of conducive environment for job creation	Wild Coast Special Economic Zone	4.2.5	No. of Job opportunities facilitated through the SEZ Program	SEZ Phase 1 development completed	10 Job opportunities facilitated through the SEZ Program by June 2024	NIL	All Wards	1. Signed Employment Contracts	Rural & Economic Development
Provision of conducive environment for job creation	Dicla Skills programme	4.2.6	No. of Youth trained through Dicla Partnership	Dicla skills partnership MOU developed and signed	120 Youth trained through Dicla Partnership by June 2024	Funded by Dicla	All Wards	1. Attendance Register 2. Consolidated report on areas of support 3. Training Report	Rural & Economic Development
Provision of conducive environment for job creation	SMME / Informal Traders Capacity Building program	4.2.7	No. of Capacity building sessions held to support SMMEs and Informal traders	4 Capacity building sessions in 2022/23	6 Capacity building sessions held to support SMMEs and Informal traders by June 2024	R200 000.00	All Wards	1. Attendance Registers 2. Training Reports 3. Photos	Rural & Economic Development
Provision of conducive environment for job creation	Contractor Development Program	4.2.8	No. of Work opportunities facilitated for local contractors	Contractor Development Program concept	5 Work opportunities facilitated for local contractors by June 2024	N/A	All Wards	1. Report	Rural & Economic Development
Provision of conducive environment for job creation	Cooperative skills development	4.2.9	No. of fishing cooperatives capacitated through skills transfer sessions	Existing Partnership with WSU for skills development	7 Cooperatives capacitated through skills transfer sessions by June 2024	R200 000.00	All Wards	1. Attendance Registers 2. Reports	Rural & Economic Development

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMEN BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	PROJECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Compliance to IGR framework and prescripts	Sitting of Housing Forum Meetings	5.1.1	No. of Housing Forum Meetings held	4 Housing Fo-rum Meetings in 2022/23	4 Housing Forum Meet-ings held by June 2024	R45 000.00	KSDLM	1.Invitation 2. Attendance register 3.Minutes of the meetings	Human Settle-ments
Conduct awareness cam-paigns of government pro-grammes	KSD Greenest Wards Awards Competition	5.1.2	No. of KSD Greenest Ward Awards Competi-tion conducted	Nil	1 KSD Greenest Ward Awards Competition conducted by June 2024	R3 000 000.00	All Wards	1. Concept document 2. Implementation Plan 3. Assessment Report 4. Attendance Register 5. Invitations 6. Awards Report 7. Picture	Community Ser-vices
Conduct awareness cam-paigns of government pro-grammes	Civic Education and clean-up campaigns	5.1.3	No. of Stake-holder engage-ment and Public Participation on waste manage-ment	12 Stakeholder Engagement and Public Par-ticipation pro-grammes in 2022/23	16 Stakeholder engage-ment and Public Parti-cipation on waste man-agement by June 2024	N/A	Peri- & Urban Wards	1.Attendance Registers 2. Pictures	Community Ser-vices
Compliance to IGR framework and prescripts	Conduct LED Fo-rum	5.1.4	No. of LED Fo-rums conducted	2 LED Forums conducted in 2022/23	4 LED Forums con-ducted by June 2024	R200 000.00	KSDLM	1. Attendance Register 2.Minutes	Rural & Economic Development

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMEN BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	PROJECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Compliance to IGR framework and prescripts	Business Forum Stakeholder Engagements	5.1.5	No. of Engage-ments with Busi-ness Forum con-ducted	4 Business Fo-rum engagement in 2022/23	4 Engagements with Business Forum con-ducted by June 2024	R200 000.00	KSDLM	1. Attendance Register 2.Minutes	Rural & Economic Development
Compliance to IGR framework and prescripts	Community Works Program (CWP)	5.1.6	No. of Local Ref-erence C Forums convened to mon-itor CWP Pro-gram	Existing Local Reference Fo-rum (LRC)	3 LRC Forums con-vened to monitor CWP Program by June 2024	R100,000	KSDLM	1. Attendance Register 2.Minutes	Rural & Economic Development
Conduct awareness cam-paigns of government pro-grammes	Fire Awareness Campaigns	5.1.7	No. of awareness campaigns con-ducted on fire safety	10 Fire aware-ness campaigns conducted in 2022/23	24 fire awareness cam-paigns conducted on fire safety by June 2024	N/A	All Wards	1. Invitation/Notice 2. Attendance register 3. Confirmation Letter 4. Photos	Public Safety
Implementation of by-laws and adherence to prescripts	Inspection of flam-mable Permits	5.1.8	No. of businesses inspected on flammable per-mits	60 businesses inspected in 2022/23	60 businesses in-spected on flammable permits by June 2024	N/A	All Wards	1. Inspection Sheet 2. Copy of the Certificate	Public Safety
Implementation of by-laws and adherence to prescripts	Inspection and is-suing of fire com-pliance certificate	5.1.9	No. of businesses inspected and is-sued with fire	66 businesses inspected in 2022/23	200 businesses in-spected and issued with fire compliance certi-ficate by June 2024	N/A	All Wards	1. Implementation Plan 2. Copy of Fire compliance certi-ficate 3. Inspection Sheet	Public Safety

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMEN BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	PROJECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
			compliance certifi-cates						
Implementation of by-laws and adherence to prescripts	Inspection and Testing of Fire Hy-drants	5.1.10	No. of fire hy-drants inspected	341 fire hydrants tested in 2022/23	200 Fire hydrants in-spected by June 2024	N/A	Urban Wards	1. Fire hydrant inspection sheet 2. Job Cards 3.Report	Public Safety
Implementation of by-laws and adherence to prescripts	Audit of Fire Hy-drants	5.1.11	No. of Areas covered on Audit of Fire Hydrants	Urban Areas Covered in 2022/23	4 Areas covered on Au-dit of Fire Hydrants (North, East, South and CBD) by June 2024	N/A	Urban Wards	1. List of fire Hydrants 2. Implementation Plan 3. Job Card 4. Report	Public Safety
Conduct awareness cam-paigns of government pro-grammes	Disaster Aware-ness Campaigns	5.1.12	No. of Awareness Campaigns conducted on disas-ters	5 Awareness Campaigns conducted in 2022/23	8 Awareness Cam-paigns conducted on disasters by June 2024	N/A	All Wards	1.Attendance Registers 2. Confirmation Letter 3. Photos	Public Safety
Conduct awareness cam-paigns of government pro-grammes	Road Safety Awareness Cam-paigns	5.1.13	No. of Awareness Campaigns on Road Safety conducted at schools and communities	10 Awareness Campaigns on Road Safety conducted in 2022/23	70 Awareness Cam-paigns on Road Safety conducted at schools and communities by June 2024	N/A	All Wards	1.Implementation Plan 2. Attendance Register 3. Confirmation Letter 4. Photos	Public Safety

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMEN BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	PROJECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Compliance to IGR framework and prescripts	Community safety forum meetings	5.1.14	No. of Community Safety Forum (CSF) meetings conducted	Existing Com-munity Safety Forum (CSF)	4 Community Safety Fo-rum Meetings con-ducted by June 2024	N/A	All Wards	1. Invites/Notices 2. Attendance Registers 3. Minutes	Public Safety
Implementation of by-laws and adherence to prescripts	Community safety Audits	5.1.15	No. of Community Safety Audits Conducted	8 Community Safety Audits Conducted in 2022/23	12 Community Safety Audits conducted by June 2024	N/A	All Wards	1. Safety Audit Report 2. Attendance Registers	Public Safety
Implementation of by-laws and adherence to prescripts	Internal-Joint Op-erations	5.1.16	No. of Internal-joint operations conducted	15 Joint Opera-tions conducted in 2022/23	4 Internal Joint Opera-tions conducted by June 2024	N/A	All Wards	1. Operational Plan 2. Occurrence book 3. Joint Operations Report	Public Safety
Implementation of by-laws and adherence to prescripts	External Joint Op-erations	5.1.17	No. of External joint operations conducted	15 Joint Opera-tions conducted in 2022/23	6 External Joint Opera-tions conducted by June 2024	N/A	All Wards	1. Operational Plan 2. Occurrence book 3. Joint Operations Report	Public Safety
Implementation of by-laws and adherence to prescripts	Inspecting liquor outlets for compli-ance	5.1.18	No. of Liquor out-lets inspected	17 Liquor outlets inspected in 2022/23	80 Liquor outlets in-spected by June 2024	N/A	All Wards	1.Occurrence Book 2. Report	Public Safety
Implementation of by-laws and adherence to prescripts	Issuing of traffic fines tickets	5.1.19	No. of traffic fine tickets issued	6000 Traffic fine tickets issued in 2022/23	6000 Traffic fine tickets issued by June 2024	N/A	All Wards	1. Ticket Register 2. Report	Public Safety

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMEN BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	PROJECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Implementation of by-laws and adherence to prescripts	Execution of war-rants of arrest	5.1.20	No. Warrants of arrest executed	200 Warrants of arrest executed in 2022/23	200 Warrants of arrest executed by June 2024	N/A	All Wards	1. Warrant of arrest register	Public Safety

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON-MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote accountability and transparency	IDP Review	5.1.21	No. of Compliant IDP documents prepared and submitted to	IDP 2022/27	1 Compliant 2024/25 IDP document prepared and submitted to Coun-cil for approval by June 2024	R1 260 500.00	KSDLM	1. IDP, Budget and PMS Process Plan 2. Situation Analysis Re-port 3. Draft IDP 2024/25	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON-MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
			Council for ap-proval					4. Final IDP 2024/25 5. Council Resolutions	
Promote accountability and transparency	IDP Review	5.1.22	No. of IDP/Budget/PMS Representative Forums convened	IDP 2022/27	4 IDP/Budget/PMS Rep-resentative Forums convened by June 2024	R1 260 500.00	KSDLM	1. Notice 2. Attendance register 3. Minutes	Executive & Council
Promote accountability and transparency	IDP Review	5.1.23	No. of IDP/Budget/PMS Road Shows conducted	IDP 2022/27	37 IDP/Budget/PMS Road Shows conducted by June 2024		All Wards	1. Roadshow Sched-ule/Itinerary 2. Attendance register	Executive & Council
Promote accountability and transparency	SDBIP Compila-tion	5.1.24	No. of Compliant SDBIP compiled and submitted to Executive Mayor for approval	SDBIP 2023/24	1 Compliant 2024/25 SDBIP compiled and submitted to Executive Mayor for approval by June 2024	N/A	KSDLM	1. 2024/25 Draft SDBIP 2. Approved 2024/25 SDBIP	Executive & Council
Promote accountability and transparency	Adjustment SDBIP	5.1.25	No. of Compliant adjustment SDBIP compiled and submitted to Council for ap-proval	Adjustment SDBIP 2022/23	1 Compliant 2023/24 adjustment SDBIP com-piled and submitted to Council for approval by June 2024	N/A	KSDLM	1. 1 2023/24 adjustment SDBIP 2. Council Resolution	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote accountability and transparency	Compilation of Annual Report	5.1.26	No. of Compliant Annual Report compiled and submitted to Council for approval	Annual Report 2021/22	1 2022/23 Annual Report compiled and submitted to Council for approval by June 2024	N/A	KSDLM	1. 2022/23 Draft Annual Report 2. 2022/23 Final Annual Report 3. Council Resolutions	Executive & Council
Promote accountability and transparency	Compilation of Mid-year and Annual Performance reports	5.1.27	No. of Compliant Performance Reports compiled and submitted to Council for approval	Mid-year Performance 2022/23 Annual Performance Report 2021/22	2 Compliant Performance Reports compiled and submitted to Council for approval by June 2024 (1 2023/24 Mid-year Performance Report & 1 Annual 2022/23 Annual Performance Report)	N/A	KSDLM	1. 2022/23 Annual Performance Report 2. 2023/24 Mid-year Performance Report 3. Council Resolutions	Executive & Council
Compliance to IGR framework and prescripts	IGR Forums	5.1.28	No. of IGR Forums conducted	6 IGR Forums conducted in 2022/23	4 IGR Forums conducted by June 2024	R52 204.00	KSDLM	1. Public Notice 2.Attendance Register 3. Minutes	Executive & Council
Compliance to IGR framework and prescripts	Implementation of Partnerships	5.1.29	No. of Partnerships implemented	3 Partnerships implemented in 2022/23	4 Partnerships implemented	N/A	KSDLM	1.Attendance Registers 2. Reports	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON-MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote accountability and transparency	Strategic Planning	5.1.30	No. of Strategic Planning ses-sions held	1 Strategic Plan-ning session in 2022/23	1 Strategic Planning session held by June 2024 (1 Mayoral Lek-gotta & 1 Mega Strate-gic Planning Session)	R771 642.00	KSDLM	1. Attendance Register 2. Strategic Planning Re-port	Executive & Council
Implementation of Public Par-ticipation Policy	Public Participa-tion programmes	5.1.31	No. of Mayor's IDP, PMS and Budget Imbizos held	4 Mayor's IDP, PMS and Budget Imbizo in 2022/23	4 Mayor's IDP, PMS and Budget Imbizos held by June 2024	R1 200 000.00	All Wards	1.Invitations 2.Attendance Register 3.Event Report	Executive & Council
Implementation of Public Par-ticipation Policy	Tree lighting event	5.1.32	No. of tree light-ing events con-ducted	2 Tree lighting events con-ducted in 2022/23	2 Tree lighting events conducted by June 2024 (Mthatha and Mqanduli)		KSDLM	1.Invitations 2.Attendance Register 3.Event Report	Executive & Council
Promote accountability and transparency	State of the Mu-nicipal Address	5.1.33	No. of State of Municipal Ad-dress conducted	Nil	1 State of Municipal Ad-dress conducted by June 2024		KSDLM	1.Invitations 2.Attendance Register 3.Event Reports	Executive & Council
Promote accountability and transparency	Speaker's Public Participation pro-grammes	5.1.34	No. of Speaker's Public Participa-tion Programmes held	4 Speaker's Public Participa-tion Pro-grammes in 2022/23	4 Speaker's Public Par-ticipation Programmes held by June 2024	R744 979.00	All Wards	1.Invitations 2.Attendance Register	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON- MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO- JECT NAME	KPI NO.	KEY PER- FORMANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote accountability and transparency	Policy workshops	5.1.35	No. of Workshops on the Reviewal of policies and by-laws facilitated	1 Workshop conducted in 2022/23	1 Workshop on the Reviewal of policies and by-laws facilitated by June 2024	N/A	KSDLM	1 Attendance register 2. Reports	Executive & Council
Promote accountability and transparency	Section 79 Committee Meetings	5.1.36	No. of Section 79 Committee Meetings held	24 Section 79 Committee meetings in 2022/23	24 Ordinary Section 79 Committee Meetings held by June 2024	N/A	KSDLM	1. Notices 2. Attendance registers 3. Minutes	Executive & Council
Promote accountability and transparency	MPAC Oversight	5.1.37	No. of Oversight compliance reports compiled in line with MPAC Workplan	4 Oversight compliance reports compiled in 2022/23	4 Oversight compliance reports compiled in line with MPAC Workplan by June 2024	R120 000.00	KSDLM	1. 4 Quarterly Oversight Report	Executive & Council
Promote accountability and transparency	Traditional Support	5.1.38	No. of Consultations with Traditional Leaders conducted	4 consultations	No. of Consultations with Traditional Leaders conducted by June 2024	R152 845.00	KSDLM	1. Attendance register 2. Minutes	Executive & Council
Promote accountability and transparency	Constituency oversight	5.1.39	No. of Constituency programmes implemented	148 Programmes in 2022/23	148 Constituency programmes implemented by June 2024	N/A	KSDLM	1. Schedule of meetings 2. Attendance registers	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote accountability and transparency	Whippery Committee Meetings	5.1.40	No. of Whippery committee meetings held	12 Whippery meetings in 2022/23	12 Whippery Committee Meetings conducted by June 2024	N/A	KSDLM	1. Notice 2. Attendance register 3. Minutes	Executive & Council
Promote accountability and transparency	Vetting of SLAs and MOUs	5.1.41	No. of SLAs/ and MOUs reviewed	20 SLAs re-viewed in 2022/23	20 SLAs/ and MOUs reviewed by June 2024	N/A	KSDLM	1.Reviewed SLA's/MOUs 2. Register 3.Report	Executive & Council
Promote accountability and transparency	Updating of Compliance Register	5.1.42	No. of Compliance Registers updated quarterly	1 Compliance Register updated in 2022/23	1 Compliance Registers updated quarterly by June 2024	N/A	KSDLM	1. Update Compliance Register	Executive & Council
Promote accountability and transparency	Updating of Litigations Register	5.1.43	No. of Litigation Registers updated quarterly	Litigation Register 2022/23	1 Litigation Register updated quarterly by June 2024	N/A	KSDLM	1. Updated Litigations Register 2. Quarterly Reports	Executive & Council
Monitoring implementation of Risk Management, Ethics Management, and Anti – Fraud & Corruption Policies and Plans	Risk Management Committee sittings	5.1.44	No. of Risk Management Committee sittings held	04 Risk management committee sittings held in 2022/23	4 Risk Management Committee sittings held by June 2024	R109 309.00	KSDLM	1.Attendance Registers 2. Risk Management Report	Executive & Council
Monitoring implementation of Risk Management, Ethics Management, and Anti –	Risk Assessment	5.1.45	No. of Risk Assessments conducted	2022/23 Risk Management Assessment	1 Risk Assessment conducted by June 2024	N/A	KSDLM	1. Risk Assessment report	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON- MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO- JECT NAME	KPI NO.	KEY PER- FORMANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Fraud & Corruption Policies and Plans									
Monitoring implementation of Risk Management, Ethics Management, and Anti – Fraud & Corruption Policies and Plans	Ethics Manage- ment	5.1.46	Developed Ethics Implementation Plan	Approved Ethics and Integrity Management Policy	Develop Ethics Man- agement and Implemen- tation Plan by June 2024	N/A	KSDLM	1. Ethics Management Plan 2. 4 Quarterly Ethics Management im- plementation Plan Report	Executive & Council
Promote accountability and transparency	Implementation of Communication Programmes	5.1.47	No. of communi- cation programs implemented	80 Communica- tions Pro- grammes	244 Communication programs implemented by June 2024 (12 Radio Slots 8 Newspaper State- ments 100 Facebook updates 100 Twitter updates 8 Media Briefings 16 Website updates)	R400 000.00	KSDLM	1. Radio Attendance Register 2. Pictures 3. Newspaper state- ments/cuttings 4. Facebook Screen Shots 5. Twitter Screen Shots 6. Media Briefing Attend- ance Register 7.Website Screen Shots	Executive & Council
Promote accountability and transparency	Newsletter pro- duction	5.1.48	No. of Municipal Newsletters pro- duced	Nil	4 Municipal Newsletters produced by June 2024	R50 000.00	KSDLM	1. 4 Copies of Quarterly Newsletters	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON- MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO- JECT NAME	KPI NO.	KEY PER- FORMANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Mainstreaming the right and upliftment of the vulnerable groups	Implementation of Special Pro-grammes	5.1.49	No. of Special programs imple-mented	43 Programs	40 Special programs im-plemented by June 2024 (4 Early childhood 4 Elderly programs 2 Military Veterans Pro-grams 8 Gender programs 12 Youth Programs 10 HIV/AIDS Programs)	R2 200 000.00	KSDLM	1. Delivery Notes 2. Attendance Registers 3. Quarterly Reports	Executive & Council
Monitoring implementation of Risk Management, Ethics Management, and Anti – Fraud & Corruption Policies and Plans	Implementation of Risk Register	5.1.50	% Implementation of Risk Register	60% Implemen-tation of Risk Register 2022/23	100% implementation of Risk Register by June 2024	N/A	KSDLM	1. Risk Management Re-port	All Departments
Evaluate and Monitor imple-mentation of internal controls, risk management and govern-ance	Implementation of Audit Action Plan	5.1.51	% Implementation of Audit Action Plan	60 Implementa-tion of Audit Ac-tion Plan in 2022/23	100% Implementation of Audit Action Plan by June 2024	N/A	KSDLM	1. Audit Action Plan Pro-gress Reports	All Departments

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON-MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Evaluate and Monitor imple-mentation of internal controls, risk management and govern-ance	Implementation of Internal audit find-ings	5.1.52	% Implementation of Internal audit findings	60% Implemen-tation of Internal audit findings in 2022/23	100% Implementation of Internal audit findings by June 2024	N/A	KSDLM	1. Internal Audit Report	All Departments
Evaluate and Monitor imple-mentation of internal controls, risk management and govern-ance	APAC Sitting	5.1.53	No. of Audit and Performance Au-dit Committee meetings facili-tated	7 APAC Sitzings 2022-2023 Audit and Perfor-mance Audit Re-ports submitted to Council I	Facilitate 4 quarterly Au-dit and Performance Au-dit Committee meetings and report to council by June 2024	R497 000.00 (Sti-pend and sittings	KSDLM	1. Audit and Performance Audit Committee Reports 2. Attendance Registers and Agenda.	Executive & Council
Evaluate and Monitor imple-mentation of internal controls, risk management and govern-ance	APAC Annual Re-port	5.1.54	Annual Audit and Performance Au-dit Committee re-port facilitated and submitted to PMS	Audit & Perfor-mance Audit Committee Re-port for 2022/2023 Faci-litated	Facilitate submission of Annual Audit and Per-formance Audit Commit-tee report for 2022/2023 to PMS by June 2024	N/A	KSDLM	1. Annual Audit and Per-formance Audit Commit-tee report	Executive & Council
Evaluate and Monitor imple-mentation of internal controls, risk management and govern-ance	Risk based Inter-nal Audit Plan im-plementation	5.1.55	Implemented 2023/24 Risk based Internal Audit Plan	2022/2023 Risk Internal Audit Plan	Develop, Implement and Report on imple-mentation of risk based	N/A	KSDLM	1.Risk-based Internal Au-dit Plan 2.Progress Report	Executive & Council

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRON- MEN BY JUNE 2024						
KPA WEIGHT: 10			IDP REF: GGPP 5.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO- JECT NAME	KPI NO.	KEY PER- FORMANCE INDICATOR	BASELINE	ANNUAL TAR- GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
					Internal Audit Plan by June 2024				

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE GOOD GORVENANCE BY PROVIDING EFFICIENT ADMINISTRATIVE SUPPORT BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: GGPP 5.2						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Rendering quality and excel-lent services to all communi-ties	Improve Customer Care governance	5.2.1	No. of Customer care forum meet-ings conducted	Customer Care Policy and Cus-tomer Charter	4 Customer care forum meetings conducted by June 2024	N/A	All Wards	1.Memo 2. Appointment letter 3. Invites/Notices 4. Attendance Registers 5. Minutes	Corporate Ser-vices
Improve ICT Governance	Facilitation of ICTSteering Com-mittee Meetings	5.2.2	No. ICT Steering Committee Meet-ings facilitated	4 ICT Steering Committee meetings held in 2022/23	4 ICT Steering Commit-tee meetings facilitated by June 2024	N/A	KSDLM	1.Notices 2.Agenda 3.Attend- 4.Minutes ance Register	Corporate Ser-vices
Implementation of Council Oversight and Public Partici-pation	Development of Council resolution register	5.2.3	No. of Resolution Registers devel-oped for MAYCO and Council	Quarterly Reso-lution Register developed for MAYCO and Council in 2022/23	4 Resolution Registers developed for MAYCO and Council by June 2024	N/A	KSDLM	1. Quarterly Resolution Registers	Corporate Ser-vices
Implementation of Council Oversight and Public Partici-pation	Council Sitings	5.2.4	No. of Ordinary Council Meetings Facilitated as per the Council Cal-endar	4 Ordinary Council Meet-ings in 2022/23	4 Ordinary Council Meetings facilitated as per the Council Calen-dar by June 2024	R346 221.00	KSDLM	1.Signed Notice 2. Attendance register	Corporate Ser-vices

KEY PERFORMANCE AREA (KPA) 5			GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)						
IDP OBJECTIVE			TO PROMOTE GOOD GORVENANCE BY PROVIDING EFFICIENT ADMINISTRATIVE SUPPORT BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: GGPP 5.2						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Implementation of Council Oversight and Public Partici-pation	Mayoral Commit-tee Meetings	5.2.5	No. of Mayoral Committee meet-ings Facilitated as per the Council Calendar	Mayoral Com-mittee Meetings in 2022/23	4 Mayoral Committee meetings facilitated as per the Council Calen-dar by June 2024	R346 221.00	KSDLM	1.Signed Notice 2. Attendance register	Corporate Ser-vices
Implementation of Council Oversight and Public Partici-pation	Section 80 Com-mittee meetings	5.2.6	No. of Section 80 Committees Fa-cilitated as per Council Calendar.	36 Sitzings of Section 80 in 2022/23	36 sittings of 9 Section 80 Committees Facili-tated as per Council Calendar by June 2024		KSDLM	1.Signed Notice 2. Attendance register	Corporate Ser-vices

KEY PERFORMANCE AREA (KPA) 6			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)						
IDP OBJECTIVE			ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: MTID 6.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Review of organizational structure and adherence to Legislative prescripts	Review of the organisational structure	6.1.1	Reviewed Organisational Structure 2023/24	Organisational Structure 2022/23	Reviewed Organisational Structure	R50,000.00	KSDLM	1.Approved Process Plan 2.Attendance registers for consultation 3. Draft Reviewed Organisational Structure 4. Agenda for LLF and Mancom 5. Agenda for Standing Committee and Mayoral Committee 6.Reviewed Organisational Structure	Corporate Services
Review of organizational structure and adherence to Legislative prescripts	Job description Writing	6.1.2	No. of Job Descriptions Written and Approved	359 Job Descriptions Written and 46 Approved	150 Job Descriptions written by June 2024	R75 606.00	KSDLM	1. List of approved JDs 2. Copy of approved JDs.	Corporate Services
Review of organizational structure and adherence to Legislative prescripts	Job Descriptions approval				80 approved Job Descriptions submitted to JE Committee by June 2024				

KEY PERFORMANCE AREA (KPA) 6			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)						
IDP OBJECTIVE			ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: MTID 6.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Review of organizational structure and adherence to Legislative prescripts	Staff Placement	6.1.3	No. of Employees placed in the approved Organisa-tional Structure 2022/23	978 employees placed	156 Employees placed in the approved Organi-sational Structure 2022/23 by June 2024	N/A	KSDLM	1. Placement Report 2. Placement Letters	Corporate Ser-vices
Review of organizational structure and adherence to Legislative prescripts	Development of Recruitment Plan	6.1.4	Developed re-cruitment Plan for 2024/25	Recruitment Plan 2022/23	Developed recruitment plan 2024/25 by June 2024	N/A	KSDLM	1. Approved Recruitment Plan 2024/25 2. List of critical posts.	Corporate Ser-vices
Review of organizational structure and adherence to re-cruitment prescripts	Implementation of the Recruitment Plan	6.1.5	No. of Budgeted vacant positions filled	80 posts filled	92 Budgeted vacant po-sitions filled by June 2024	R200,000.00	KSDLM	1.Advert 2. Shortlisting report 3. Interview Report 4. Appointment letters	Corporate Ser-vices
Implementation of Workplace Skills Plan	Development of WSP	6.1.6	Workplace Skills Plan (WSP) De-veloped and sub-mitted to LGSETA	Workplace Skill Plan (WSP) 2022/23	Workplace Skills Plan (WSP) developed and submitted to LGSETA by April 2024	N/A	KSDLM	1. Memo 2. Consolidated training needs 3. Workplace Skills Plan (WSP) 5. Proof of submission to LGSETA	Corporate Ser-vices
Implementation of Workplace Skills Plan	Implementation of WSP	6.1.7	No. of Council-lors' and Tradi-tional Leaders capacitation	17 Councillors trained in 2022/23	73 Councillors and Tra-ditional Leaders capaci-tation programmes	R1 330 000.00 R500 000 (Ac-commodation)	KSDLM	1. Attendance Register 2. Training report	Corporate Ser-vices

KEY PERFORMANCE AREA (KPA) 6			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)						
IDP OBJECTIVE			ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: MTID 6.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
			programmes facilitated as per WSP 2023/24		facilitated as per 2023/24 WSP by June 2024				
Implementation of Workplace Skills Plan	Implementation of WSP	6.1.7	No. of Council-lors' and Tradi-tional Leaders capacitation pro-grammes facili-tated as per WSP 2023/24	17 Councillors trained in 2022/23	73 Councillors and Tra-ditional Leaders capaci-tation programmes facili-tated as per 2023/24 WSP by June 2024	R1 330 000.00 R500 000 (Ac-commodation)	KSDLM	1. Attendance Register 2. Training reports	Corporate Ser-vices
Implementation of Workplace Skills Plan	Implementation of WSP	6.1.8	No. of Employ-ees' capacitation programme facili-tated as per WSP 2023/25	590 Employees trained in 2022/23	630 employees' capaci-tation programmes facili-tated as per by June 2024	N/A	KSDLM	1. Invitations 2. Attendance registers 3. Minutes	Corporate Ser-vices
Effective records manage-ment	Records Manage-ment	6.1.9	No. of Records Management Committee meet-ings conducted	4 Meetings	4 Records Management Committee meeting conducted by June 2024	N/A	KSDLM	1.Schedule of workshops 2. Attendance Registers	Corporate Ser-vices

KEY PERFORMANCE AREA (KPA) 6			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)						
IDP OBJECTIVE			ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: MTID 6.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Effective records manage-ment	Implementation of file plan	6.1.10	No. of Workshops facilitated on us-age of file plan	2 Departments utilizing ap-proved file plan	4 workshops facilitated on usage of file plan by June 2024	N/A	KSDLM	1.Schedule of workshops 2. Attendance Registers	Corporate Ser-vices
Improve ICT Structure	Revamping of serving room	6.1.11	Revamped Server room	Approved ICT Policies	Revamped Server room by June 2024	R3 000 000.00	KSDLM	1. Project Kick-off agenda 2. Approved Request for Change. 3. Commissioning Letter. 4. Project Implementation Plan 5.Progress Report 6. Close-up Report 7. Completion Cerificate	Corporate Ser-vices
Improve ICT Structure	Upgrading of Servers and Stor-age Infrastructure	6.1.12	Upgraded servers and storage infra-structure	Approved ICT Policies	Upgraded Servers and Storage Infrastructure by June 2024		KSDLM	1. Advert 2. Appointment letter 3. Project Kick-off agenda 4. Approved Request for Change. 5. Commissioning Letter. 6. Progress Reports 7. Completion Report	Corporate Ser-vices
Improved Information Man-agement System	Development and Implementation of Cloud-based Elec-tronic Document	6.1.13	Cloud-based Electronic Docu-ment Manage-ment System (EDMS)	File Plan	Cloud-based Electronic Document Management System (EDMS) Imple-mented in 3 Municipal	N/A	KSDLM	1. Developed EDMS 2. Intergrated File Plan 3. EDMS Standard Operating Pro-cedure	Corporate Ser-vices

KEY PERFORMANCE AREA (KPA) 6			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)						
IDP OBJECTIVE			ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: MTID 6.1						
IDP STRATEGY	IDP REF: SP 4.1/ PRO-JECT NAME	KPI NO.	KEY PER-FORMANCE INDICATOR	BASELINE	ANNUAL TAR-GET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
	Management Sys-tem (EDMS)		Implemented in No. of Municipal Departments		Departments by June 2024			4. Workshop register 5. Scanned documents	
Implementation of employee wellness programs	Implementation of Employee Health and Wellness Strategy	6.1.14	No. of Employee Health and Well-ness Manage-ment pillars im-plemented	4 Employee Health and Well-ness Manage-ment pillars im-plemented	4 Employee Health and Wellness pillars imple-mented by June 2024	R67 343.00	KSDLM	1. Invitations 2. Attendance registers 3. Photos	Corporate Ser-vices
Adherence to Occupational Health and Safety (OHS) pre-scripts	Implementation of Occupational Health and Safety (OHS) require-ments	6.1.15	No. of municipal sites inspected bi-annually in terms of OHS Regula-tions	25 municipal sites inspected bi-annually	25 municipal sites in-spected bi-annually in terms of OHS regula-tions by June 2024	R340 000.00	KSDLM	1. Notice 2. Inspection Schedule 3. Inspection Report	Corporate Ser-vices
Adherence to Occupational Health and Safety (OHS) pre-scripts	Implementation of OHS require-ments	6.1.16	No. of Municipal sites inspected for compliance in terms of Fire equipment and first aid boxes	25 Municipal sites serviced in terms of Fire equipment and first aid boxes	25 Municipal sites in-spected for compliance in terms of Fire equip-ment and first aid boxes by June 2024	N/A	KSDLM	1. Notices 2.Schedule 3.Job cards	Corporate Ser-vices

KEY PERFORMANCE AREA (KPA) 6			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)						
IDP OBJECTIVE			ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: MTID 6.1						
IDP STRATEGY	IDP REF: SP 4.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Adherence to Occupational Health and Safety (OHS) pre-scripts	Implementation of OHS requirements	6.1.17	No. of OHS Committee meetings held	4 OHS Committee meetings facilitated	4 OHS Committee Meetings held by June 2024	N/A	KSDLM	1.Memo/Invitation 2. Attendance registers 3.Minutes	Corporate Services
Implementation of Employment Equity Plan	Employment equity (EE)	6.1.18	No. of Employment Equity (EE) Forum Meetings held	3 EE	4 Employment Equity (EE) Forum Meetings held by June 2024	N/A	KSDLM	1.Notice 2. Attendance registers 3.Minutes	Corporate Services
Strengthening sound employer and employee relations	Local Labour Forum meetings	6.1.19	No. of Local Labour Forum (LLF) Meetings held	7 LLF Meetings held	4 LLF meetings held by June 2024	N/A	KSDLM	1.Notice 2. Attendance registers 3.Minutes	Corporate Services
Implementation of the PMS Policy	Signing of Performance agreements	6.1.20	No. of Members of Mayoral Committee with signed Performance Agreements	Nil	10 Members of Mayoral Committee with signed Performance Agreements by June 2024	N/A	KSDLM	1. Signed Performance Agreements	Executive & Council
Implementation of the PMS Policy	Signing of Performance agreements	6.1.21	No. of Senior Managers with signed performance agreements	2022/23 Performance Agreements	9 Senior Managers with signed performance agreements by June 2024	N/A	KSDLM	1. Signed Performance Agreements	Executive & Council

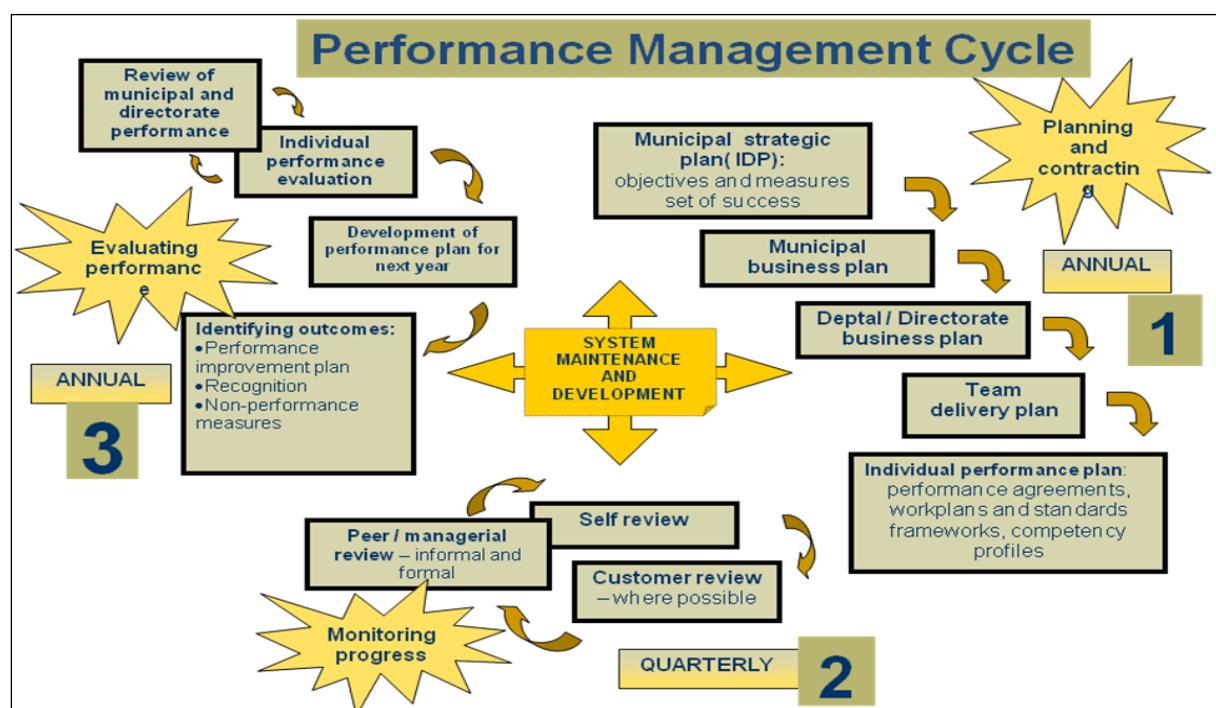
KEY PERFORMANCE AREA (KPA) 6			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)						
IDP OBJECTIVE			ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2027						
KPA WEIGHT: 10			IDP REF: MTID 6.1						
IDP STRATEGY	IDP REF: SP 4.1/ PROJECT NAME	KPI NO.	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2023/24	BUDGET 2023/24	WARD	MEASUREMENT SOURCE / POE	CUSTODIAN
Implementation of the PMS Policy	Signing of Performance agreements	6.1.22	No. of General Managers with signed performance agreements	2022/23 Performance Agreements	12 General Managers with signed performance agreements by June 2024	N/A	KSDLM	1. Signed Performance Agreements	Executive & Council
Implementation of the PMS Policy	Signing of Performance agreements	6.1.23	No. of Managers with signed performance agreements	2022/23 Performance Agreements	24 Managers with signed performance agreements by June 2024	N/A	KSDLM	1. Signed Performance Agreements	All Departments
Implementation of the PMS Policy	Signing of Performance agreements	6.1.24	No. of employees with signed performance agreements (below Managers)	2022/23 Performance Agreements	1200 employees with signed performance agreements (below Managers) by June 2024	N/A	KSDLM	1. Signed Performance Agreements	All Departments
Implementation of the PMS Policy	Performance reviews of employees	6.1.25	No. of Performance Reviews of employees conducted	2 Performance Reviews in 2022/23	4 Performance Reviews of employees conducted by June 2024	N/A	KSDLM	1. Memos 2. Performance assessment schedule 3. Performance Assessments reports	All Departments

3.3 PERFORMANCE MANAGEMENT SYSTEM (PMS)

PMS refers to a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, and reporting will happen and be organised and managed, while determining the roles of different role-players. The King Sabata Dalindyebo Municipality adopted its performance management system framework in 2017 for the institution. For senior management referred to in the Municipal Systems Act as Section 56 Performance Management Regulations of 2006 are used.

Performance Management System which is structured in such a way that it seeks to recognise the various stages involved in the performance management cycle from top to the bottom, as depicted in the diagram below.

Figure 3: performance Management Cycle

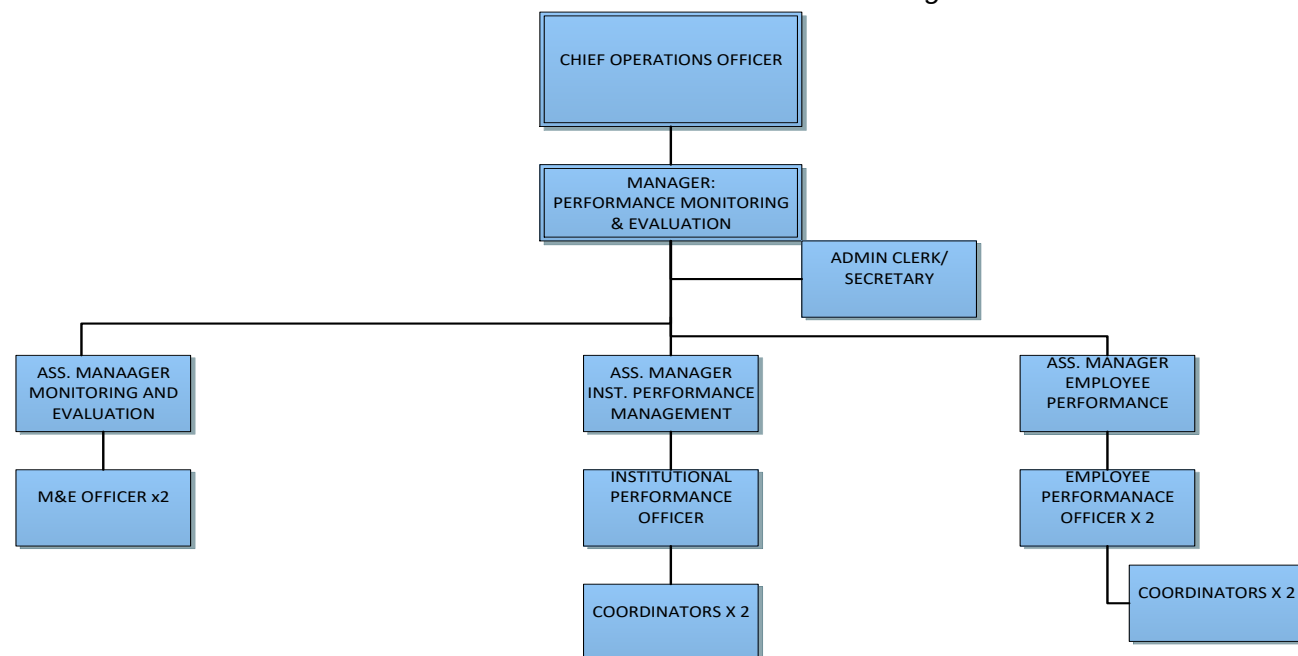


The IDP fulfils the planning stage of Performance Management, whereas Performance Management in turn fulfils implementation management monitoring and evaluation of the IDP.

3.3.1 Implementation of the Performance Management System (PMS)

As required by section 38 of Local Government: Municipal Systems Act, the KSD municipality has established PMS in the following manner:

Figure 4: PMS Structure



The PMS Unit has the mandate to ensure that the Municipality delivers and perform in its key areas. Performance Management function is a critical function within the Municipality. The Municipality PMS Policy has been tabled in the year 2020/21 for review and approved which provides clear systems on performance management. Performance Agreements for Senior 56 Managers are concluded and submitted to the department. The Municipality is working on cascading performance management to lower levels (T16-T08) once it got it right with the highest level of Managers. The SDBIP that is aligned with the IDP as an Annual plan is in place and approved yearly. Quarterly, Half yearly and Annual performance reports are generated and submitted to Oversight Committees and Council for update reporting and assessment. The Framework provides guidelines on the development and implementation of the organizational PMS.

This policy is a guiding tool to measure the performance of the municipality. The policy stipulates the processes of quarterly assessments and reviews. Organisational Performance Monitoring is a statutory requirement. In addition, monitoring and evaluation of organisational performance assists in ensuring that the Municipality achieves its objectives and provides the required services to the residents. While Monitoring and Evaluation manages and monitor the plan. This is done by quarterly monitoring and periodically evaluating predetermined key performance indicators (KPIs) linked to the Strategic Focus Areas (SFAs) in the IDP.

The policy further underpins the Performance Management System and provides the following guidelines on organizational performance management:

- **Planning for performance management:** The development of the IDP fulfils the planning stage of Performance Management and Performance
- Management fulfils the implementation management, monitoring and evaluation of the IDP process,
- **Priority and objectives setting:** As set by the IDP,
- **Key performance indicators:** Priorities and objectives derived from the IDP will guide the identification of indicators,
- **Setting targets:** Each key performance indicator must have set targets for the current financial year,
- **Reviewing of key performance indicators:** As part of the performance review process, performance indicators should be reviewed annually in line with the annual review of the municipality's IDP,
- **Developing a monitoring framework,**
- **Performance measurement framework:** Balanced Scorecard Model has been adopted,
- **Conducting performance reviews:** Municipality measure its own performance and assess its progress either by benchmarking or conducting surveys,
- **Reporting on performance:** A template that takes the municipalities priorities, objectives, indicators, and targets has been developed; and
- **Individual performance:** Performance of employees to be managed through the signing of performance contracts and performance agreements and the rollout of scorecards to management level. The municipality is busy in cascading the performance to the level below section 56 Managers.

The function of performance management Committee is combined with audit committee. The Audit & Performance Audit Committee (APAC) is established in accordance with section 166 of the MFMA read together with MFMA Circular 65 issued by the National Treasury and Para 14 of Planning and Performance Management Regulations.

3.3.2 Local Government Management Improvement Model (LGMIM)

It is within the spirit of building a capable state through adopting longer term strategies that the Department of Planning, Monitoring and Evaluation (DPME) in collaboration with the Department of Public Service and Administration (DPSA), National Treasury (NT), Office of the Auditor General (AG), Department of Cooperative Governance (DCoG), Public Administration Leadership and Management Academy (PALAMA) and Offices of the Premiers (OTP) launched the MPAT (Management Performance Assessment Tool) in October 2011 in support of achieving Outcome 12 "An Efficient, Effective and Developmental Orientated Public Service".

Provincial and National Departments have to date gone through 4 self-assessments cycles of the MPAT. MPAT aims to assess compliance and the quality of management practices within national and provincial departments. LGMIM is a framework to measure, monitor and support

improved management practices in municipalities for quality service delivery and increased productivity. The quality of management practices is key to improving performance, productivity and service delivery within the public sector. The Department of Planning, Monitoring and Evaluation is dedicated to helping municipalities complete their LGMIM assessment, and subsequently developing and implementing associated improvement plans to address issues of concern. LGMIM provides an integrated and holistic view of a municipality's performance across six key performance areas: Integrated Planning and Implementation, Service delivery, Human Resource Management, Community Engagement, Financial Management and Governance. This unit is experiencing challenges of staff shortage. KSD under Municipal Manager's Office has established a unit to monitor and evaluate institutional performance using LGMIM practices and one official is in place for the function.

3.3.3 Institutional Scorecard

The proposed 2022-2027 for IDP institutional scorecard of the King Sabata Dalindyebo Local Municipality subject to confirmation or adoption by Council will be guided by the following score card as well as the related weightings per Key Performance Area:

Table 61: shows KPA Weighting

KEY PERFORMANCE AREA	WEIGHT	WEIGHT	WEIGHT	
	2020/21	2021/22	2022/23	2023/24
Basic Service Delivery and Infrastructure Development	40	40	50	50
Local Economic Development	20	20	10	10
Financial Viability and Management	15	15	12	12
Good Governance and Public Participation	10	10	10	10
Institutional Transformation and Organisational Development	10	10	10	10
Spatial Planning and Social Development	5	5	8	8
TOTAL	100	100	100	100

3.4 FINANCIAL PLAN

The financial planning is attached as a component in the budget which forms integral part of this IDP as tabled with the IDP.

3.4.1 Budget executive Summary

The application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically, and equitably to all communities.

The municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. A critical review was also undertaken of expenditures on non-core and 'nice to have' items. More resources were allocated to basic service delivery projects. The municipality is seriously experiencing cash flow challenges emanating from prior years litigations and slow recovery of debtors especially from domestic consumers as well as limited revenue base. However, there is revenue recovery plan that is being implemented, a turnaround strategy and a debt collector has been contracted to deal with difficult-to- collect debts.

For this purpose, attempts are being made to fund depreciation on cash to improve the current cash flow situations of the municipality.

National Treasury's MFMA Circulars No. 122,123 and 124 were used to guide the compilation of the 2023/2026 MTREF.

3.4.2 Budget assumptions

The Annual budget and the 2023/2026 MTREF has been compiled based on the following budget principles and guidelines which can be summarized as follows:

- National Treasury has revised South Africa's economic growth estimate for 2024 to 5.3 per cent, from 4.7 per cent at the time of the Medium-Term Budget Policy statement.
- Focus on aging and vast network of roads and electricity infrastructure that require maintenance.
- The need to reprioritize projects and expenditure within the existing resource envelope given
- The cash flow realities and declining cash position of the municipality.
- Municipalities are required to restructure debt by negotiating within their major creditors in terms of repayment plans.
- There is a need for municipalities to focus on collecting revenues owed to them and eliminate wasteful and non-core spending.
- Municipalities to ensure that they render basic services, maintain their assets and clean environment.
- The council must strive to decisively address unfunded budgets by reducing non-priority spending and improving revenue management processes to enable collection, and address service delivery failures by ensuring adequate maintenance, upgrading and renewal of existing assets to enable reliable service delivery.

- To maximize revenue generation, the municipality must always reconcile its most recent valuation roll data to that of the billing system to ensure that revenue anticipated from property rates, rentals and Fire levies are accurate and realistic.
- The setting of cost reflective tariffs is a requirement in terms of Section 74(2) of the Municipal Systems Act 2000, to ensure that municipalities set tariffs that enable them to recover the full cost of rendering the service. This forms the basis of compiling a credible budget.

In view of the above, the following table is a consolidated overview of the proposed 2023/2026 Medium-term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2023/2026 MTREF

EC157 King Sabata Dalindyebo Municipality - Table 1 Snapshot										
Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Total Revenue (excluding capital transfers and contributions)	694 963	742 851	841 090	1 424 641	1 454 897	1 454 897	1 471 897	1 671 030	1 757 014	1 808 430
Total Expenditure	1 223 570	1 253 818	1 420 405	1 413 567	1 417 609	1 417 609	1 417 609	1 585 196	1 648 407	1 720 477
Surplus/(Deficit)	(528 608)	(510 966)	(579 315)	11 074	37 287	37 287	54 287	85 834	108 607	87 952
Transfers and subsidies - capital (monetary allocations)	-	-	-	229 801	313 746	313 746	313 746	196 106	142 484	150 100
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(528 608)	(510 966)	(579 315)	240 875	351 033	351 033	368 033	281 940	251 091	238 052
Capital expenditure & funds sources										
Capital expenditure	177 857	124 483	158 585	238 918	340 638	340 638	340 638	222 426	169 833	178 734
Transfers recognised - capital	177 857	124 483	158 585	229 801	317 118	317 118	317 118	196 106	142 484	150 100
Internally generated funds	-	-	-	9 117	8 520	8 520	8 520	26 321	27 348	28 634
Total sources of capital funds	177 857	124 483	158 585	238 918	325 638	325 638	325 638	222 426	169 833	178 734

Total operating revenue increased by **15** per cent from the 2022/2023 adjusted budget increasing from R1.454 billion to R1.671 billion. For the two outer years, operational revenue will increase by 5 per cent per annum. The main focus of the municipality in the 2023/24 is to improve on Revenue protection, revenue generation and revenue enhancement.

Total operating expenditure for the 2023/2024 financial year has been appropriated at R1.585 billion. It increased by 10 per cent from R1.417 billion to R1.585 billion resulting in surplus of R85,834 million to be utilized on the infrastructure. On-cash items such as depreciation. This continues to increase by 4 and 7 percent in the following years respectively.

Total Capital Expenditure is appropriated at R222,426 reduction by 32 per cent from the adjusted budget and funded grants to a tune R196,1 million and R26,321 million from internally generated funds.

3.4.3 Operating Revenue Framework

For King Sabata Dalindyebo Municipality to continue improving the quality of services provided to its communities, it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that municipality is faced with developmental backlogs and high indigent rate. The expenditure required to address basic service delivery challenges will inevitably always exceed available funding; hence difficult choices must be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy.
- Growth in the municipality and continued economic development.
- Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges.
- Electricity tariff for the municipality has been approved by the National Electricity Regulator of South Africa (NERSA) at 15.10%.
- Achievement of full cost recovery of specific user charges especially in relation to trading services. **The biggest challenge is inability to recover costs associated with the refuse removal from places as far as Coffee Bay, Hole in The Wall and peri-urban Areas**
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality has also been considered.

Table 2 Summary of revenue classified by main revenue source

EC157 King Sabata Dalindyebo municipality - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue											
Exchange Revenue											
Service charges - Electricity	2	423 061	441 465	505 595	554 536	554 796	554 796	562 796	640 141	671 508	703 069
Service charges - Waste Management	2	54 623	56 563	58 882	50 824	54 296	54 296	63 296	68 241	71 585	74 949
Sale of Goods and Rendering of Services		-	-	-	12 786	16 024	16 024	16 024	20 623	21 634	22 651
Agency services		-	-	-	12 116	14 716	14 716	14 716	19 891	20 866	21 846
Interest earned from Receivables		-	-	-	18 634	18 634	18 634	18 634	19 752	20 719	21 693
Interest earned from Current and Non Current Assets		-	-	-	1 302	1 302	1 302	1 302	1 380	1 447	1 515
Rental from Fixed Assets		-	-	-	18 575	19 174		19 174	20 669	21 682	22 701
Licence and permits		-	-	-	-	452	452	452	479	502	526
Operational Revenue		-	-	-	19 968	19 952	19 952	19 952	21 256	22 298	23 346
Non-Exchange Revenue											
Property rates	2	217 279	244 824	276 613	298 662	298 662	298 662	298 662	331 582	347 829	364 177
Fines, penalties and forfeits		-	-	-	7 778	8 439	8 439	8 439	46 705	48 994	51 297
Licences or permits		-	-	-	1 272	1 550	1 550	1 550	2 743	2 878	3 013
Transfer and subsidies - Operational		-	-	-	425 596	427 743	427 743	427 743	458 457	485 025	476 657
Interest		-	-	-	2 028	18 028	18 028	18 028	19 110	20 047	20 989
Gains on disposal of Assets		-	-	-	564	1 127	1 127	1 127	-	-	-
Total Revenue (excluding capital transfers and contrib		694 963	742 851	841 090	1 424 641	1 454 897	1 435 723	1 471 897	1 671 030	1 757 014	1 808 430

Table 3 Percentage growth in revenue by main revenue source

EC157 King Sabata Dalindyebo municipality - Table A4 Budgeted Financial Performance (revenue and expenditure)														
Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework					
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24		Budget Year +1 2024/25		Budget Year +2 2025/26	
Revenue														
Exchange Revenue														
Service charges - Electricity	2	423 061	441 465	505 595	554 536	554 796	554 796	562 796	640 141	14%	671 508	5%	703 069	5%
Service charges - Waste Management	2	54 623	56 563	58 882	50 824	54 296	54 296	63 296	68 241	8%	71 585	5%	74 949	5%
Sale of Goods and Rendering of Services		-	-	-	12 786	16 024	16 024	16 024	20 623	29%	21 634	5%	22 651	5%
Agency services		-	-	-	12 116	14 716	14 716	14 716	19 891	35%	20 866	5%	21 846	5%
Interest earned from Receivables		-	-	-	18 634	18 634	18 634	18 634	19 752	6%	20 719	5%	21 693	5%
Interest earned from Current and Non Current Assets		-	-	-	1 302	1 302	1 302	1 302	1 380	6%	1 447	5%	1 515	5%
Rental from Fixed Assets		-	-	-	18 575	19 174		19 174	20 669	8%	21 682	5%	22 701	5%
Licence and permits		-	-	-	-	452	452	452	479	6%	502	5%	526	5%
Operational Revenue		-	-	-	19 968	19 952	19 952	19 952	21 256	7%	22 298	5%	23 346	5%
Non-Exchange Revenue														
Property rates	2	217 279	244 824	276 613	298 662	298 662	298 662	298 662	331 582	11%	347 829	5%	364 177	5%
Surcharges and Taxes		-	-	-	-	-	-	-	-		-		-	
Fines, penalties and forfeits		-	-	-	7 778	8 439	8 439	8 439	46 705	453%	48 994	5%	51 297	5%
Licences or permits		-	-	-	1 272	1 550	1 550	1 550	2 743	77%	2 878	5%	3 013	5%
Transfer and subsidies - Operational		-	-	-	425 596	427 743	427 743	427 743	458 457	7%	485 025	6%	476 657	-2%
Interest		-	-	-	2 028	18 028	18 028	18 028	19 110	6%	20 047	5%	20 989	5%
Gains on disposal of Assets		-	-	-	564	1 127	1 127	1 127	-	-100%	-		-	
Total Revenue (excluding capital transfers and contrib		694 963	742 851	841 090	1 424 641	1 454 897	1 435 723	1 471 897	1 671 030	14%	1 757 014	5%	1 808 430	3%

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. Own revenue is 71% of the total operating revenue. Rates and service charges (electricity and refuse) revenues comprise more than two thirds of the total revenue mix, at 62% per cent of R1,039 billion. Electricity income individually at 38 per cent, followed by property rates at 20 per cent and the balance is 4 per cent for other refuse removal charges

Operating grants are 29 per cent of the total operating income at R458,3 million with the balance from other various incomes at 10 per cent.

3.4.4 Tariff Setting

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were considered to ensure the financial sustainability of the municipality.

The percentage increases of both Eskom bulk tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's electricity and in these tariffs are largely outside the control of the municipality.

NERSA has approved a 20.7% (18,7% tariff increase for Eskom and 2% tariff increase in relation to indigent subsidy provision) that commenced in April 2023. Electricity tariff for the municipality has been approved by the National Electricity Regulator of South Africa (NERSA) at 15.10%.

3.4.5 Macroeconomic performance and projections, 2021 - 2026

Table 1: Macro economic performance and projections 2021- 2026					
Fiscal year	2021/22 Actual	2022/23 Estimate	2023/24 Forecast	2024/25 forecast	2025/26 forecast
CPI inflation	4.90%	6.90%	5.30%	4.90%	4.70%

3.4.6 Property Rates

Rate-able property" means property on which a municipality may in terms of section 2 levy a rate, excluding property fully excluded from the levying of rates in terms of section 17. Property rates are calculated on the market value of a property by multiplying it by a cent amount in the rand, which is determined from the annual budget.

The following stipulations in the Property Rates Policy are highlighted:

- **The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA).**
- **The municipality grants R45 000 secondary rebate to residential properties.**
- 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy. In this regard the following stipulations are relevant:
- Owners of rate-able property if the total gross income of the applicant and/or his/her spouse, if any, does not to exceed the amount equal to twice the annual state pension as approved by the National Government for a financial year.

The following conditions should be met: -

- The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependents without income.
- The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension.
- The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place; and
- The property must be categorized as residential.
- The Municipality may award a 100 per cent grant-in-aid on the assessment rates of rate-able properties of certain classes such as registered welfare organizations, institutions or organizations performing charitable work, sports grounds used for purposes of amateur sport. The owner of such a property must apply to the Chief Financial Officer in the prescribed format for such a grant.
- 20 per cent rebate will be granted to pensioners.

The categories of rate-able properties for purposes of levying rates as classified below for the 2023/2024 financial year are increased by 3,4 per cent for domestic / residential properties and all other properties are set at 6 per cent from 1 July 2023 is contained below:

Table 4 below: Comparison of proposed rates to levied for the 2023/2024 financial year

ESTIMATES OF INCOME AND EXPENDITURE- TARIFFS AS FROM 01 JULY 2023

ESTIMATES OF INCOME AND EXPENDITURE- TARIFFS				
AS FROM 01 JULY 2023				
			2023/2024	
<u>PROPERTY PRATES AND LEVIES</u>				
<u>Proposed increment 2023/2024</u>				
General Rate	2022/2023		2023/2024	
Residential Properties (cents in a Rand)	0,84669	Cents in a Rand	0,84923	Cents in a Rand
Business and Commercial Properties (cents in a Rand)	1,69339	Cents in a Rand	1,78313	Cents in a Rand
Properties owned by organ of state & used For PSP	2,32841	Cents in a Rand	2,45181	Cents in a Rand
Agricultural Properties (cents in a Rand)	0,21317	Cents in a Rand	0,22446	Cents in a Rand
PSI (cents in a Rand)	0,21317	Cents in a Rand	0,22446	Cents in a Rand
Public Benefit Organisation	0,21317	Cents in a Rand	0,22446	Cents in a Rand
Parking Development Rate (cents in a Rand)	0,26166	Cents in a Rand	0,27553	Cents in a Rand
Fire Levy	2022/2023		2023/2024	
Domestic - Per annum	428,26		450,9619	
Business/ Commercial Per Annum	770,9		811,75955	

3.4.7 Sale of Electricity and Impact of Tariff Increases

A 15.10 per cent increase in the electricity tariffs has been approved by NERSA. The Eskom bulk electricity tariff to municipalities will be effective from 1 July 2023

Table 5 Comparison between current electricity charges and increases (Domestic)

ELECTRICITY TARIFF 2023/2024			
Proposed increment at 15,1%			
ITEM NO	TARIFF DESCRIPTION	2022/2023	2023/2024
	ELECTRICITY TARIFFS		
1	Domestic Prepayment	Cents	Cents
1,1	Tariff 1	223	256
1,2	Tariff 2 (Indigent)	182	209
2	COMMERCIAL TARIFFS		
2,1	Commercial Conventional		
	Energy Charge Cents	249	287
	Basic Charge Rand	559	644
2,2	Commercial Conventional 3 Phase (40A-60A)		
	Energy Charge Cents	283	326
	Basic Charge Rands	559	644
2,3	Commercial Prepayment	Cents	Cents
	Tariff 3 (small) energy charge	301	347
	Tariff 4 (big) energy charge	301	347
3	INDUSTRIAL TARIFFS		-
3,1	Industrial low: ≤ 100KVA		-
	Energy charge Cents	136	156
	Basic charge Rand	1939	2232
	Demand charge/ KVA	396	456
3,2	Industrial high: ≥ 100KVA		0
	Energy charge Cents	97	112
	Basic charge Rand	1699	1956
	Demand charge Rand	412	475
			0
	Notified Maximum Demand multiplied by KVA tariff rate	29,44	34

Tariffs will have to be reviewed to ensure that they are cost reflective.

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the municipality.

3.4.8 Waste Removal and Impact of Tariff Increases

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The municipality in attempt to break-even has increased the tariff by 7 per cent.

A 7 per cent increase in the waste removal tariff is proposed from 1 July 2023. Any increase higher than 6 per cent would be counter-productive and will result in affordability challenges for individual rates payers raising the risk associated with bad debt.

The following table compares current and proposed amounts payable from 1 July 2023:

Table 6 Comparison between current waste removal fees and increases

3	SOLID WASTE : Proposed increment 7%	2022/2023	2023/2024	
	Refuse Removal : Full Level of Service			
	Annual Charges			
3.1.1	Domestic (2 bags or bins once per week)	3 052,99	3 214,80	
3.1.2	Commercial/Industrial/Institutional (2 bins or bags once per week)	6 140,85	6 466,32	
	Commercial/Industrial/Institutional (more than 2 plastic bags per week)		11 652,64	New
3.1.3	Per additional bag or bin	3 052,99	3 214,80	
3.1.4	Per additional service removal per week	6 140,85	6 466,32	
3.1.5	240 L Bin rental per annum	-	-	
3.1.6	Emptying charge of 240L bin per annum	-	-	
3.1.7	Student accommodation and BnB's (per annum)		11 652,64	New
	Any household operating as business without any rezoning certificate (per annum)		11 652,64	New
4.2	Refuse Removal : Full Level of Service	-	0	
	Monthly Charges	257,55	271,2	
4.2.1	Domestic (2 bags or bins once per week)	6,34	6,68	
4.2.2	Commercial/Industrial/Institutional (2 bins or bags once per week)	257,55	271,2	
4.2.3	Per additional bag or bin	517,98	545,43	
4.2.4	Per additional service removal per week	-	-	
4.2.5	240L Bin rental per month	17,72	18,66	
4.2.6	240L Bin Clearance / per bin	36,91	38,87	
4.2.7	Emptying charge of 240L bin : Household per month	147,32	155,13	
4.2.8	Student accommodation and BnB's per month		971,05	New
4.2.9	Any household operating as business without any rezoning certificate per month		971,05	New
4.2.10	Commercial/Industrial/Institutional (more than 2 plastic bags per week)		971,05	New
4.2.11	Hawkers & Vendors per month		4.35	New
4.3	Refuse Removal : Basic Level of Service	-	-	
	Annual Charges	-	-	
4.3.1	Domestic	1 744,56	1 837,02	
4.3.2	Business/Industry	4 082,26	4 298,62	
4.3.3	Government Institutions	4 082,26	4 298,62	
4.3.4	Coffee Bay & Hole-in-the-Wall	4 082,26	4 298,62	
4.4	Refuse Removal : Basic Level of Service	-	-	
	Monthly Charges	-	-	
4.4.1	Domestic	147,32	155,13	
4.4.2	Business/Industry	343,69	361,9	
4.4.3	Government Institutions	343,69	361,9	
		-	-	
4.5	Sales	-	-	
4.5.1	240L Refuse bins (each)	856,34	901,73	
4.5.2	Plastic Refuse Bags (per pack)	-	-	

1,6	Skips	-	-	
1.6.1	Rental per skip per month	1 151,24	1 212,25	
1.6.2	Rental per skip per year	13 655,34	14 379,07	
1.6.3	Charge per clearance of skip	810,27	853,22	
		-	-	
1,7	Excess Refuse	-	-	
1.7.1	Garden Refuse (per 2.5lt load)	485,47	511,2	
1.7.2	Removal of scrap vehicles (per vehicle load)	679,74	715,77	
1.7.3	Hire of skip container per day : Garden Refuse / Excess	369,04	388,6	
1,8	Penalty for Illegal Dumping : Proposed increment at 4.6%	-	-	
1.8.1	Garden and/ or domestic refuse	537,9	566,41	
1,9	Trolley Bins	-	-	
1.9.1	Rental (per bin per month)	537,9	566,41	
1.9.2	Charge per clearance	537,9	566,41	
			-	
1,1	Disposal Charges to Mthatha & Mqanduli Landfill Site: Weigh Bridge		-	
1.10.1	Domestic & Trade Waste per tonne	73,82	77,74	
1.10.2	Rubble or concrete per tonne	36,91	38,87	
1.10.3	Material suitable to be used for cover	free		
			-	
1,11	Disposal Charges to Mthatha & Mqanduli Site: Not Weighed		-	
1.11.1	Small vehicle up to 1 tonne load capacity	66,44	69,96	
1.11.2	3 - 4 tonne vehicle	265,76	279,85	
1.11.3	5 - 8 tonne vehicle	369,11	388,68	
			-	
	Special disposal		-	
1.11.4	Pit disposal		217,39	New
1.11.5	Small Carcass (dogs, sheep and any other related size)		95,65	New
	Any size greater than above Horse,Cows etc.		173,91	New
		-	0	
1,12	Garden Waste	-	0	
1.12.1	Clean Greens per tonne	29,53	31,09	
1.12.2	Any other green material including tree trunks per tonne	48,72	51,31	
		-	0	
1,13	Permits	-	0	
		-	0	
1.13.1	Domestic Solid Waste Handling Permit per vehicle per annum	738,22	777,35	
1.13.2	Illegal dumping fine		4347,83	New

Table 7 Operating and Capital Transfers and Grant Receipts

King Sabata Dalindyebo Municipality - Supporting Table SA18 Transfers and grant receipts										
"	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		350 056	443 700	381 191	425 596	425 596	425 596	456 607	486 775	478 485
Energy Efficiency and Demand Side Management Grant		7 059	–	–	4 000	4 000	4 000	4 000	5 515	–
Equitable Share		329 194	427 511	365 575	404 115	404 115	404 115	434 856	465 758	462 519
Infrastructure Skills Development Grant		4 269	5 406	5 185	5 500	5 500	5 500	5 500	5 500	5 500
Local Government Financial Management Grant		2 722	2 694	2 708	2 850	2 850	2 850	2 850	2 850	2 988
Grant Income - Expanded Public Works (EPWP)		2 595	3 610	3 764	4 191	4 191	4 191	4 238	–	–
Municipal Infrastructure Grant		4 218	4 480	3 959	4 940	4 940	4 940	5 163	5 402	5 650
Provincial Government:		1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 828
Sport and Recreation		1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 828
0		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	351 806	445 450	382 941	427 346	427 346	427 346	458 357	486 775	478 485
Capital Transfers and Grants										
National Government:		79 482	93 102	85 569	80 281	80 281	80 281	98 106	125 484	132 352
Municipal infrastructure grant		79 482	93 102	85 569	80 281	80 281	80 281	98 106	102 633	107 352
INEP								–	22 851	25 000
Provincial Government:										
Total		1 246	–	765	30 000	30 000	30 000	98 000	17 000	17 748
Human settlement		13 942	8 049	37 230	113 754	113 754	113 754	68 000		
Small town revitalisation		–	–	–	30 000	30 000	30 000	30 000	17 000	17 748
Total Capital Transfers and Grants	5	80 728	93 102	86 334	110 281	110 281	110 281	196 106	142 484	150 100
TOTAL RECEIPTS OF TRANSFERS & GRANTS		432 534	538 553	469 275	537 626	537 626	537 626	654 463	629 259	628 585

Total operating grants amounts R 458,357 million of which R434,8 million is not a conditional grant and the balance is made up of conditional grants.

Total capital grants amount to R 196,106 million made up of the following grants:

MIG	R98,1 million
Human Settlements Grant	R68 million
Small Town Revitalization Grant	R30 million

Grants in kind	2023/4	2024/5	2025/26
	R' 000	R' 000	R' 000
Neighborhood Development Partnership	1 000	1 000	1 000
INEP / ESKOM	66 797	100 693	73 000

3.4.9 Operating Expenditure Framework

The following table is a high-level summary of the 2023/2024 budget and MTREF (classified per main type of operating expenditure):

Table 8 Summary of operating expenditure by expenditure type

EC157 King Sabata Dalindyebo municipality - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Expenditure											
Employee related costs	2	466 809	511 375	541 016	556 029	534 565	534 565	534 565	570 608	588 553	616 796
Remuneration of councillors		-	-	-	34 079	34 863	34 863	34 863	35 149	36 836	38 605
Bulk purchases - electricity	2	315 811	322 020	387 729	452 820	452 820	452 820	452 820	479 989	503 509	527 174
Inventory consumed	8	15 513	10 130	30 406	20 509	27 676	27 676	27 676	29 161	30 581	32 019
Debt impairment	3	-	-	-	-	-	-	-	21 153	22 190	23 232
Depreciation and amortisation		213 126	164 836	160 799	158 272	158 272	158 272	158 272	157 347	165 057	172 815
Interest		-	-	-	6 553	6 553	6 553	6 553	16 000	16 784	17 573
Contracted services		68 074	79 563	76 213	44 801	52 363	52 363	52 363	121 709	124 945	124 788
Transfers and subsidies		1 393	826	37 698	500	380	380	380	-	-	-
Irrecoverable debts written off		-	-	-	15 000	15 000	15 000	15 000	-	-	-
Operational costs		142 845	165 067	186 544	125 003	135 116	135 116	135 116	154 079	159 951	167 475
Total Expenditure		1 223 570	1 253 818	1 420 405	1 413 567	1 417 609	1 417 609	1 417 609	1 585 196	1 648 407	1 720 477
Surplus/(Deficit)		(528 608)	(510 966)	(579 315)	11 074	37 287	18 113	54 287	85 834	108 607	87 952
Transfers and subsidies - capital (monetary)	6	-	-	-	229 801	313 746	313 746	313 746	196 106	142 484	150 100
Surplus/(Deficit) after capital transfers & contributions		(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Surplus/(Deficit) after income tax		(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Surplus/(Deficit) attributable to municipality		(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Surplus/(Deficit) for the year	1	(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052

3.4.10 Salaries

The budgeted allocation for employee related costs for the 2023/2024 financial year totals R570,608 million, which equals 36 per cent of the total operating expenditure. An annual increase of 4.9 and 4,7 per cent has been included in the two outer years of the MTREF respectively.

3.4.11 Remuneration of Councilors

The increase on the budget for the remuneration of councilors has not been increased in the current year. Remuneration of Councilors is set at 2 per cent of the total operating budget amounting to R35,149 million. Salaries and remuneration of councilors are 39 per cent of the total expenditure slightly below the norm.

3.4.12 Provision for doubtful debts

The provision of debt impairment was determined based on an annual collection rate of 95 per cent and the Debt Write-off Policy of the municipality. For the 2023/24 financial year this amount equates to R21,153 million for the current and R22,190 million and R23,232 million on the two outer years. Budgeted for in the previous year due to debt collector appointed to assist on debt management and credit control.

3.4.13 Provision for impairment and depreciation

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R157,3 million for the 2023/2024 financial year and equates to 10 per cent of the total operating expenditure and increases to R165.057 million and R172,8 million for the two outer years respectively.

3.4.14 Finance costs

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 1 per cent of operating expenditure (at R16 million) for 2023/2024 and increases to R16.7 million and R17.5 million for the two outer years respectively.

Bulk purchases

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases has been approved by NERSA and for the time being the increase is set at 15.10 per cent and this translates to R479,9 million in the 2023/2024 budget and increases to R503,5 million and R527,1 million in the two outer years respectively. The current budget represents 31% of the total operating budget. This will have to be reviewed after the finalization of the application of ESKOM by NERSA.

3.5.6 Contracted Services

As part of the compilation of the 2023/2026 MTREF the budget for this category of expenditure amounts to R 121,7 million representing 8 per cent of the operating expenditure budget. This increases to R124,9 million and R 124,7 million in the two outer years, respectively. This includes all outsourced services such as repairs and maintenance catering, and other expenditure contracted to Service Providers and employee related costs. This includes R10 million for the Solar Farm Feasibility Study

Other expenditure

Other expenditure comprises of various line items relating to the daily operations of the municipality. Budgets relating to non-core functions of the municipality has been reduced to ensure that the municipality complies to circulars on cost cutting measures. This is done to cut non-core expenditure and to focus on service delivery and other core functions of the municipality. The budget

is set at R154,07 million for general expenditure which increase to R 159,95 million and R167,47 in the two outer years, respectively. This represents 10 per cent of the total operating budget.

Included in the other expenditure are the following line items:

3.4.15 other General expenses

General expenditure is budgeted for at R33,5 million and R33,2 million and R34,6 million in the two outer years respectively.

3.4.16 Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

The budget for the current year is R27,3 million to cater for free basic electricity, alternative R28,9 million and R30,4 million in the two outer years respectively.

3.4.17 Repairs and maintenance

The budget for the 2023/26 MTREF is R87,8 million, for the current year and increases to R92,1 million and R96,4 million in the outer two years respectively. The above excludes operating expenditure including salaries in relation to sections that are doing repairs for the municipality amounting to R81,9 million.

The repairs and maintenance budget including salaries in the current year is R167,8 million representing 11 per cent of the total operating expenditure budget.

3.4.18 Capital Expenditure

The following table provides a breakdown of budgeted capital expenditure by vote and funding sources:

TABLE 9 2023/2026 MEDIUM-TERM CAPITAL BUDGET BY FUNCTION.

King Sabata Dalindyebo Municipality - Table A5 Budgeted Capital Expenditure by functional classification and funding										
Vote Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Capital Expenditure - Functional										
Governance and administration	-	-	-	2 597	3 801	3 801	3 801	8 771	1 838	1 956
Executive and council	-	-	-	-	-	-	-	1 200	367	384
Finance and administration	-	-	-	2 597	3 801	3 801	3 801	7 541	1 471	1 572
Internal audit	-	-	-	-	-	-	-	30	-	-
Community and public safety	50 172	58 220	74 445	116 904	176 056	176 056	176 056	75 150	1 111	1 163
Community and social services	-	-	1 896	150	361	361	361	100	-	-
Sport and recreation	-	-	-	-	769	769	769	1 000	-	-
Public safety	-	-	-	3 000	-	-	-	6 050	1 111	1 163
Housing	50 172	58 220	72 549	113 754	174 926	174 926	174 926	68 000	-	-
Health	-	-	-	-	-	-	-	-	-	-
Economic and environmental services	75 523	36 822	57 192	114 471	137 463	137 463	137 463	129 506	119 633	125 100
Planning and development	-	-	-	45 826	20 765	20 765	20 765	30 000	17 000	17 748
Road transport	75 523	36 822	57 192	68 645	116 698	116 698	116 698	99 506	102 633	107 352
Environmental protection	-	-	-	-	-	-	-	-	-	-
Trading services	52 162	29 441	26 949	4 945	23 318	23 318	23 318	9 000	22 851	25 000
Energy sources	52 162	29 441	26 949	3 195	21 568	21 568	21 568	5 000	22 851	25 000
Water management	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	1 750	1 750	1 750	1 750	4 000	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	177 857	124 483	158 585	238 918	340 638	340 638	340 638	222 426	145 433	153 219
Funded by:										
National Government	94 747	42 471	47 411	97 046	97 046	97 046	97 046	98 106	125 484	132 352
Provincial Government	72 554	82 012	100 843	132 754	204 999	204 999	204 999	98 000	17 000	17 748
District Municipality	10 555	-	10 330	-	3 373	3 373	3 373	-	-	-
Transfers and subsidies - capital (in-kind)	-	-	-	-	11 700	11 700	11 700	-	-	-
Transfers recognised - capital	177 857	124 483	158 585	229 801	317 118	317 118	317 118	196 106	142 484	150 100
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	9 117	8 520	8 520	8 520	26 321	2 949	3 119
Total Capital Funding	177 857	124 483	158 585	238 918	325 638	325 638	325 638	222 426	145 433	153 219

The capital expenditure amounts to R222,426 million for 2023/24 and R145,4 million and R153,2 million in the two outer years respectively.

- Human Settlement budget for housing is R68,1 million in 2023/24
- Public Safety R6,050 million
- Community Services R5,1 million
- Finance and administration R0,750 million, R0.255 million and R0,298 million for the two outer years, respectively.
- Executive and Council R1,4 million

- Corporate services R5,3 million
- Infrastructure excluding grant funded expenditure amounts to R6,3 million for the 2023/24 financial year, and R5,2 million, R5,5 million for the two outer years.
- MIG R98,1 million, R102,8million and R107,9 million for the MTREF
- INEP: No allocation was made in 2023/2024 and for the two outer years allocation is R22.8 million and R25 million, respectively.
- Small Town Revitalization grant amounts to R30 million for the 2023/2024 financial year and R17 million and R17.7 million for the two outer years respectively.

3.4.19 Annual Budget Tables

The following pages present the ten main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2023/2024 budget and MTREF as approved by the Council.

Table 10 MBRR Table A1 - Budget Summary

EC157 King Sabata Dalindyebo municipality - Table A1 Budget Summary

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Property rates	217 279	244 824	276 613	298 662	298 662	298 662	298 662	331 582	347 829	364 177
Service charges	477 684	498 028	564 477	605 361	609 093	609 093	626 093	708 382	743 093	778 018
Investment revenue	–	–	–	1 302	1 302	1 302	1 302	1 380	1 447	1 515
Transfer and subsidies - Operational	–	–	–	425 596	427 743	427 743	427 743	458 457	485 025	476 657
Other own revenue	–	–	–	93 721	118 098	98 924	118 098	171 229	179 620	188 062
Total Revenue (excluding capital transfers and contributions)	694 963	742 851	841 090	1 424 641	1 454 897	1 435 723	1 471 897	1 671 030	1 757 014	1 808 430
Employee costs	466 809	511 375	541 016	556 029	534 565	534 565	534 565	570 608	588 553	616 796
Remuneration of councillors	–	–	–	34 079	34 863	34 863	34 863	35 149	36 836	38 605
Depreciation and amortisation	213 126	164 836	160 799	158 272	158 272	158 272	158 272	157 347	165 057	172 815
Finance charges	–	–	–	6 553	6 553	6 553	6 553	16 000	16 784	17 573
Inventory consumed and bulk purchases	331 324	332 150	418 135	473 329	480 496	480 496	480 496	509 150	534 090	559 192
Transfers and subsidies	1 393	826	37 698	500	380	380	380	–	–	–
Other expenditure	210 919	244 630	262 757	184 804	202 479	202 479	202 479	296 941	307 085	315 496
Total Expenditure	1 223 570	1 253 818	1 420 405	1 413 567	1 417 609	1 417 609	1 417 609	1 585 196	1 648 407	1 720 477
Surplus/(Deficit)	(528 608)	(510 966)	(579 315)	11 074	37 287	18 113	54 287	85 834	108 607	87 952
Transfers and subsidies - capital (monetary allocations)	–	–	–	229 801	313 746	313 746	313 746	196 106	142 484	150 100
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Capital expenditure & funds sources										
Capital expenditure	177 857	124 483	158 585	238 918	340 638	340 638	340 638	222 426	169 833	178 734
Transfers recognised - capital	177 857	124 483	158 585	229 801	317 118	317 118	317 118	196 106	142 484	150 100
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	–	9 117	8 520	8 520	8 520	26 321	27 348	28 634
Total sources of capital funds	177 857	124 483	158 585	238 918	325 638	325 638	325 638	222 426	169 833	178 734
Financial position										
Total current assets	181 093	193 906	(51 743)	507 821	499 962	499 962	499 962	568 845	815 161	1 047 295
Total non current assets	2 184 015	3 500 240	2 284 788	2 463 792	2 565 911	2 565 911	2 565 911	2 600 681	2 605 456	2 611 375
Total current liabilities	24 561	26 419	29 531	854 139	854 139	854 139	854 139	492 897	492 897	492 897
Total non current liabilities	99 923	78 750	68 967	92 704	92 704	92 704	92 704	68 967	68 967	68 967
Community wealth/Equity	269 623	387 822	531 143	2 384 797	2 567 650	2 567 650	2 567 650	2 607 662	2 858 753	3 096 805
Cash flows										
Net cash from (used) operating	1 066 757	231 422	(652 501)	356 654	452 595	982 698	982 698	413 139	388 614	382 039
Net cash from (used) investing	–	–	–	–	–	–	–	(222 176)	(169 833)	(178 734)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	–	–	–	–	–	–	–	207 712	426 494	629 799
Cash backing/surplus reconciliation										
Cash and investments available	2 227 996	3 553 565	2 037 097	2 200 554	2 294 749	2 294 749	2 294 749	2 612 214	2 909 066	3 195 029
Application of cash and investments	326 382	336 404	358 973	243 923	151 318	371 359	250 313	189 174	205 784	223 174
Balance - surplus (shortfall)	1 901 614	3 217 161	1 678 124	1 956 631	2 143 431	1 923 390	2 044 436	2 423 040	2 703 281	2 971 854
Asset management										
Asset register summary (WDV)	2 266 018	3 766 003	2 498 347	2 146 164	2 290 232	2 290 232	2 422 730	2 410 505	2 398 676	–
Depreciation	213 126	164 836	160 799	158 272	158 272	158 272	157 347	165 057	172 815	–
Renewal and Upgrading of Existing Assets	115 099	42 300	61 776	58 082	95 755	95 755	97 655	127 477	134 439	–
Repairs and Maintenance	65 002	52 523	78 403	53 370	49 713	49 713	87 856	92 161	96 492	–

Explanatory notes to MBRR Table A1 - Budget Summary

Table A1 is a budget summary and provides a concise overview of the municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).

The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.

Financial management reforms emphasize the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:

- a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
- b. -Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognized is reflected on the Financial Performance Budget.
 - ii. Internally generated funds is financed from a combination of the current operating surplus. The amount is incorporated in the Net cash from investing on the Cash Flow Budget.
- c. The Cash backing/surplus reconciliation shows that in previous financial years the municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed.
- d. This places the municipality in a very vulnerable financial position, as the recent slow-down in revenue collections highlighted. Consequently, Council has taken a deliberate decision to ensure adequate cash-backing for all material obligations in accordance with the recently adopted Funding and Reserves Policy. This cannot be achieved in one financial year. But over the MTREF there is progressive improvement in the level of cash-backing of obligations. It is anticipated that the goal of having all obligations cash-back will be achieved by 2020/2021 when a small surplus is reflected.

Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs.

Table 11 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by stand-ard classification)

EC157 King Sabata Dalindyebo municipality - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue - Functional										
Governance and administration		650 823	768 597	838 693	757 921	774 221	774 221	839 940	889 305	900 203
Executive and council		5 665	13	–	–	–	–	–	–	–
Finance and administration		644 863	768 583	838 693	757 921	774 221	774 221	839 940	889 305	900 203
Internal audit		294	–	–	–	–	–	–	–	–
Community and public safety		40 776	21 617	26 408	133 360	193 427	193 427	126 283	59 303	62 090
Community and social services		6 580	2 222	2 402	772	2 426	2 426	2 714	1 011	1 059
Sport and recreation		1 268	42	68	–	233	233	347	364	381
Public safety		18 805	11 304	9 609	18 834	15 842	15 842	55 222	57 928	60 651
Housing		14 124	8 049	14 329	113 754	174 926	174 926	68 000	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		115 758	106 910	122 723	152 111	179 040	179 040	179 317	171 084	178 705
Planning and development		91 598	84 154	84 522	104 671	117 979	117 979	112 072	116 895	122 020
Road transport		23 813	22 756	38 201	47 439	61 062	61 062	67 245	54 189	56 685
Environmental protection		347	–	–	–	–	–	–	–	–
Trading services		547 051	527 240	572 047	609 731	620 623	620 623	720 186	778 326	815 982
Energy sources		485 344	466 924	511 377	557 725	564 511	564 511	650 020	704 722	738 919
Water management		–	–	–	–	–	–	–	–	–
Waste water management		253	–	–	–	–	–	–	–	–
Waste management		61 455	60 316	60 670	52 006	56 112	56 112	70 166	73 604	77 063
Other	4	1 200	818	378	1 319	1 331	1 331	1 411	1 480	1 550
Total Revenue - Functional	2	1 355 609	1 425 182	1 560 249	1 654 442	1 768 642	1 768 642	1 867 136	1 899 498	1 958 530
Expenditure - Functional										
Governance and administration		556 154	472 944	497 479	449 911	454 628	454 628	515 225	528 329	547 412
Executive and council		73 569	72 721	73 436	88 450	85 503	85 503	88 409	92 663	97 099
Finance and administration		477 438	395 414	418 898	353 433	361 894	361 894	420 109	428 635	442 946
Internal audit		5 147	4 809	5 145	8 028	7 231	7 231	6 708	7 031	7 367
Community and public safety		159 411	170 550	188 028	151 438	152 801	152 801	180 049	188 709	197 748
Community and social services		21 031	23 219	22 376	13 211	17 188	17 188	43 190	45 267	47 436
Sport and recreation		14 384	16 133	19 292	19 803	19 814	19 814	4 882	5 116	5 362
Public safety		122 086	128 370	143 174	112 505	110 991	110 991	127 388	133 515	139 911
Housing		1 910	2 828	3 186	5 919	4 808	4 808	4 589	4 811	5 040
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		213 510	157 528	247 892	207 462	199 116	199 116	220 042	228 744	239 585
Planning and development		21 252	24 890	26 793	43 513	40 828	40 828	36 345	38 004	39 808
Road transport		187 796	127 697	216 116	160 375	152 318	152 318	177 244	183 978	192 690
Environmental protection		4 462	4 941	4 983	3 575	5 971	5 971	6 452	6 762	7 087
Trading services		475 219	528 138	573 881	604 755	611 064	611 064	669 881	702 624	735 732
Energy sources		378 371	388 271	472 638	506 923	510 001	510 001	574 790	602 927	631 293
Water management		–	–	–	–	–	–	–	–	–
Waste water management		4 378	44 663	3 663	12 852	13 241	13 241	13 305	13 953	14 613
Waste management		92 470	95 204	97 580	84 981	87 821	87 821	81 786	85 744	89 826
Other	4	–	–	–	–	–	–	–	–	–
Total Expenditure - Functional	3	1 404 295	1 329 160	1 507 280	1 413 567	1 417 609	1 417 609	1 585 196	1 648 407	1 720 477
Surplus/(Deficit) for the year		(48 686)	96 022	52 968	240 875	351 033	351 033	281 940	251 091	238 052

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.

Table 12 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

EC157 King Sabata Dalindyebo municipality - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue by Vote	1									
Vote 1 - Executive AND Council (11: IE)		1 378	1 745	1 879	1 911	2 211	2 211	2 344	2 459	2 575
Vote 2 - Corporate Services (12: IE)		1 448	91	1 021	691	800	800	672	705	738
Vote 3 - Finance AND Asset Management (13: IE)		620 743	762 661	747 730	747 825	764 385	764 385	830 978	881 150	897 439
Vote 4 - Planning, Social AND Ec Dev (14: IE)		5 558	2 621	2 201	1 466	15 000	15 000	2 924	3 068	3 212
Vote 5 - Human Settlement (15: IE)		15 318	10 179	16 792	113 956	177 167	177 167	70 103	2 206	2 310
Vote 6 - Community Services (16: IE)		66 091	64 000	61 983	57 909	62 116	62 116	78 170	79 603	77 570
Vote 7 - Public Safety (17: IE)		22 799	23 948	20 910	30 120	29 678	29 678	74 033	76 976	80 594
Vote 8 - Infrastructure (18: IE)		581 667	559 374	620 656	699 999	716 723	716 723	807 912	853 331	894 093
Total Revenue by Vote	2	1 315 001	1 424 619	1 473 172	1 653 878	1 768 079	1 768 079	1 867 136	1 899 498	1 958 530
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive AND Council (11: IE)		92 419	106 795	92 374	109 933	102 330	102 330	137 401	144 033	150 908
Vote 2 - Corporate Services (12: IE)		31 987	50 956	68 502	56 334	65 459	65 459	84 828	88 915	93 167
Vote 3 - Finance AND Asset Management (13: IE)		371 664	262 175	262 591	193 655	195 332	195 332	223 771	234 798	245 900
Vote 4 - Planning, Social AND Ec Dev (14: IE)		26 184	28 498	45 484	53 369	50 961	50 961	20 517	21 513	22 534
Vote 5 - Human Settlement (15: IE)		27 633	28 237	33 919	47 023	46 217	46 217	27 818	29 164	30 553
Vote 6 - Community Services (16: IE)		114 634	113 250	117 230	111 644	115 583	115 583	141 207	147 469	148 725
Vote 7 - Public Safety (17: IE)		152 082	159 919	172 229	147 424	143 090	143 090	154 244	160 978	168 690
Vote 8 - Infrastructure (18: IE)		587 691	579 331	714 952	694 185	698 637	698 637	795 411	821 536	860 000
Total Expenditure by Vote	2	1 404 295	1 329 160	1 507 280	1 413 567	1 417 609	1 417 609	1 585 196	1 648 407	1 720 477
Surplus/(Deficit) for the year	2	(89 293)	95 458	(34 108)	240 312	350 470	350 470	281 940	251 091	238 052

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organizational structure of the municipality. This means it is possible to present the operating surplus or deficit of a vote. The following table is an analysis of the surplus or deficit for the electricity and water trading services.

Table 13 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

EC157 King Sabata Dalindyebo municipality - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue											
Exchange Revenue											
Service charges - Electricity	2	423 061	441 465	505 595	554 536	554 796	554 796	562 796	640 141	671 508	703 069
Service charges - Waste Management	2	54 623	56 563	58 882	50 824	54 296	54 296	63 296	68 241	71 585	74 949
Sale of Goods and Rendering of Services		-	-	-	12 786	16 024	16 024	16 024	20 623	21 634	22 651
Agency services		-	-	-	12 116	14 716	14 716	14 716	19 891	20 866	21 846
Interest earned from Receivables		-	-	-	18 634	18 634	18 634	18 634	19 752	20 719	21 693
Interest earned from Current and Non Current Assets		-	-	-	1 302	1 302	1 302	1 302	1 380	1 447	1 515
Rental from Fixed Assets		-	-	-	18 575	19 174		19 174	20 669	21 682	22 701
Licence and permits		-	-	-	-	452	452	452	479	502	526
Operational Revenue		-	-	-	19 968	19 952	19 952	19 952	21 256	22 298	23 346
Non-Exchange Revenue											
Property rates	2	217 279	244 824	276 613	298 662	298 662	298 662	298 662	331 582	347 829	364 177
Fines, penalties and forfeits		-	-	-	7 778	8 439	8 439	8 439	46 705	48 994	51 297
Licences or permits		-	-	-	1 272	1 550	1 550	1 550	2 743	2 878	3 013
Transfer and subsidies - Operational		-	-	-	425 596	427 743	427 743	427 743	458 457	485 025	476 657
Interest		-	-	-	2 028	18 028	18 028	18 028	19 110	20 047	20 989
Gains on disposal of Assets		-	-	-	564	1 127	1 127	1 127	-	-	-
Total Revenue (excluding capital transfers and contrib		694 963	742 851	841 090	1 424 641	1 454 897	1 435 723	1 471 897	1 671 030	1 757 014	1 808 430
Expenditure											
Employee related costs	2	466 809	511 375	541 016	556 029	534 565	534 565	534 565	570 608	588 553	616 796
Remuneration of councillors		-	-	-	34 079	34 863	34 863	34 863	35 149	36 836	38 605
Bulk purchases - electricity	2	315 811	322 020	387 729	452 820	452 820	452 820	452 820	479 989	503 509	527 174
Inventory consumed	8	15 513	10 130	30 406	20 509	27 676	27 676	27 676	29 161	30 581	32 019
Debt impairment	3	-	-	-	-	-	-	-	21 153	22 190	23 232
Depreciation and amortisation		213 126	164 836	160 799	158 272	158 272	158 272	158 272	157 347	165 057	172 815
Interest		-	-	-	6 553	6 553	6 553	6 553	16 000	16 784	17 573
Contracted services		68 074	79 563	76 213	44 801	52 363	52 363	52 363	121 709	124 945	124 788
Transfers and subsidies		1 393	826	37 698	500	380	380	380	-	-	-
Irrecoverable debts written off		-	-	-	15 000	15 000	15 000	15 000	-	-	-
Operational costs		142 845	165 067	186 544	125 003	135 116	135 116	135 116	154 079	159 951	167 475
Total Expenditure		1 223 570	1 253 818	1 420 405	1 413 567	1 417 609	1 417 609	1 417 609	1 585 196	1 648 407	1 720 477
Surplus/(Deficit)		(528 608)	(510 966)	(579 315)	11 074	37 287	18 113	54 287	85 834	108 607	87 952
Transfers and subsidies - capital (monetary	6	-	-	-	229 801	313 746	313 746	313 746	196 106	142 484	150 100
Surplus/(Deficit) after capital transfers & contributions		(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Surplus/(Deficit) after income tax		(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Surplus/(Deficit) attributable to municipality		(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052
Surplus/(Deficit) for the year	1	(528 608)	(510 966)	(579 315)	240 875	351 033	331 859	368 033	281 940	251 091	238 052

Table 14 MBRR Table A5 - Budgeted Capital Expenditure Standard Classification, and Funding Source

EC157 King Sabata Dalindyebo municipality - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding											
Vote Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Single-year expenditure to be appropriated	2										
Vote 9 - Corporate services (31: CS)		-	-	-	1 630	2 110	2 110	2 110	5 280	5 539	5 799
Vote 10 - Executive AND Council (32: CS)		-	-	-	-	-	-	-	1 510	1 584	1 658
Vote 11 - Fin AND Asset Management (33: CS)		-	-	-	787	1 506	1 506	1 506	750	525	549
Vote 12 - Planning, Social AND Development (34: CS)		-	-	12 960	19 000	30 223	30 223	30 223	30 000	17 000	17 748
Vote 13 - Human Settlement (35: CS)		-	-	-	-	410	410	410	111	116	122
Vote 14 - Community Services (36: CS)		-	-	-	2 000	2 769	2 769	2 769	5 140	5 392	5 645
Vote 15 - Public Safety (37: CS)		-	-	-	4 700	1 790	1 790	1 790	7 230	7 584	7 941
Vote 16 - Infrastructure (38: CS)		177 857	124 483	145 625	210 801	302 414	302 414	302 414	172 406	132 093	139 271
Capital single-year expenditure sub-total		177 857	124 483	158 585	238 918	341 222	341 222	341 222	222 426	169 833	178 734
Total Capital Expenditure - Vote		177 857	124 483	158 585	238 918	341 222	341 222	341 222	222 426	169 833	178 734
Capital Expenditure - Functional											
Governance and administration		-	-	-	2 597	3 801	3 801	3 801	7 971	8 099	8 480
Executive and council		-	-	-	-	-	-	-	1 200	1 259	1 318
Finance and administration		-	-	-	2 597	3 801	3 801	3 801	6 741	6 809	7 129
Internal audit		-	-	-	-	-	-	-	30	31	33
Community and public safety		50 172	58 220	74 445	116 904	176 056	176 056	176 056	75 761	7 920	8 292
Community and social services		-	-	1 896	150	361	361	361	311	105	110
Sport and recreation		-	-	-	-	769	769	769	1 000	1 049	1 098
Public safety		-	-	-	3 000	-	-	-	6 450	6 766	7 084
Housing		50 172	58 220	72 549	113 754	174 926	174 926	174 926	68 000	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		75 523	36 822	57 192	114 471	137 463	137 463	137 463	129 694	121 521	127 077
Planning and development		-	-	-	45 826	20 765	20 765	20 765	5 217	-	-
Road transport		75 523	36 822	57 192	68 645	116 698	116 698	116 698	124 478	121 521	127 077
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		52 162	29 441	26 949	4 945	23 318	23 318	23 318	9 000	32 292	34 885
Energy sources		52 162	29 441	26 949	3 195	21 568	21 568	21 568	5 000	28 096	30 492
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	1 750	1 750	1 750	1 750	4 000	4 196	4 393
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	177 857	124 483	158 585	238 918	340 638	340 638	340 638	222 426	169 833	178 734
Funded by:											
National Government		94 747	42 471	47 411	97 046	97 046	97 046	97 046	98 106	125 484	132 352
Provincial Government		72 554	82 012	100 843	132 754	204 999	204 999	204 999	98 000	17 000	17 748
District Municipality		10 555	-	10 330	-	3 373	3 373	3 373	-	-	-
Transfers and subsidies - capital (in-kind)		-	-	-	-	11 700	11 700	11 700	-	-	-
Transfers recognised - capital	4	177 857	124 483	158 585	229 801	317 118	317 118	317 118	196 106	142 484	150 100
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		-	-	-	9 117	8 520	8 520	8 520	26 321	27 348	28 634
Total Capital Funding	7	177 857	124 483	158 585	238 918	325 638	325 638	325 638	222 426	169 833	178 734

Table 15 MBRR Table A6 - Budgeted Financial Position

EC157 King Sabata Dalindyebo municipality - Table A6 Budgeted Financial Position

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
ASSETS											
Current assets											
Cash and cash equivalents		-	-	-	188 071	162 264	162 264	162 264	195 794	402 986	594 156
Trade and other receivables from exchange transactions	1	43 981	53 325	(247 691)	(231 179)	(213 296)	(213 296)	(213 296)	95 740	117 073	139 409
Receivables from non-exchange transactions	1	-	-	-	-	-	-	-	56 576	74 367	92 994
Current portion of non-current receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	137 112	140 581	195 948	137 935	138 000	138 000	138 000	195 948	195 948	195 948
VAT		-	-	-	407 714	407 714	407 714	407 714	24 912	24 912	24 912
Other current assets		-	-	-	5 281	5 281	5 281	5 281	(125)	(125)	(125)
Total current assets		181 093	193 906	(51 743)	507 821	499 962	499 962	499 962	568 845	815 161	1 047 295
Non current assets											
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		-	-	-	215 163	215 163	215 163	215 163	275 622	212 071	145 533
Property, plant and equipment	3	2 184 015	3 500 240	2 284 788	2 243 662	2 345 781	2 345 781	2 345 781	2 320 680	2 389 007	2 461 463
Biological assets		-	-	-	-	-	-	-	-	-	-
Living and non-living resources		-	-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	3 201	3 201	3 201	3 201	3 201	3 201	3 201
Intangible assets		-	-	-	1 766	1 766	1 766	1 766	1 177	1 177	1 177
Trade and other receivables from exchange transactions		-	-	-	-	-	-	-	-	-	-
Non-current receivables from non-exchange transactions		-	-	-	-	-	-	-	-	-	-
Other non-current assets		-	-	-	-	-	-	-	-	-	-
Total non current assets		2 184 015	3 500 240	2 284 788	2 463 792	2 565 911	2 565 911	2 565 911	2 600 681	2 605 456	2 611 375
TOTAL ASSETS		2 365 108	3 694 146	2 233 045	2 971 613	3 065 873	3 065 873	3 065 873	3 169 526	3 420 618	3 658 670
LIABILITIES											
Current liabilities											
Bank overdraft		-	-	-	-	-	-	-	-	-	-
Financial liabilities		24 561	26 419	29 531	26 419	26 419	26 419	26 419	29 531	29 531	29 531
Consumer deposits		-	-	-	24 324	24 324	24 324	24 324	25 786	25 786	25 786
Trade and other payables from exchange transactions	4	-	-	-	371 359	371 359	371 359	371 359	380 875	380 875	380 875
Trade and other payables from non-exchange transactions	5	-	-	-	17 686	17 686	17 686	17 686	17 452	17 452	17 452
Provision		-	-	-	3	3	3	3	3	3	3
VAT		-	-	-	414 349	414 349	414 349	414 349	39 250	39 250	39 250
Other current liabilities		-	-	-	-	-	-	-	-	-	-
Total current liabilities		24 561	26 419	29 531	854 139	854 139	854 139	854 139	492 897	492 897	492 897
Non current liabilities											
Financial liabilities	6	49 348	27 049	12 908	41 004	41 004	41 004	41 004	12 908	12 908	12 908
Provision	7	50 575	51 700	56 060	51 700	51 700	51 700	51 700	56 060	56 060	56 060
Long term portion of trade payables		-	-	-	-	-	-	-	-	-	-
Other non-current liabilities		-	-	-	-	-	-	-	-	-	-
Total non current liabilities		99 923	78 750	68 967	92 704	92 704	92 704	92 704	68 967	68 967	68 967
TOTAL LIABILITIES		124 484	105 169	98 499	946 843	946 843	946 843	946 843	561 864	561 864	561 864
NET ASSETS		2 240 624	3 588 977	2 134 546	2 024 770	2 119 029	2 119 029	2 119 029	2 607 662	2 858 753	3 096 805
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	-	-	-	2 115 141	2 297 995	2 297 995	2 297 995	2 076 518	2 327 610	2 565 662
Reserves and funds	9	269 623	387 822	531 143	269 656	269 656	269 656	269 656	531 143	531 143	531 143
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	269 623	387 822	531 143	2 384 797	2 567 650	2 567 650	2 567 650	2 607 662	2 858 753	3 096 805

Table 16 MBRR Table A7 - Budgeted Cash Flow Statement

EC157 King Sabata Dalindyebo municipality - Table A7 Budgeted Cash Flows

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		355 117	14 448	844	283 783	-	283 783	283 783	324 123	340 005	355 985
Service charges		392 392	192 400	195 738	583 543	-	581 152	591 152	730 941	766 757	802 795
Other revenue		35 586	34 944	51 124	71 094	1 691 579	61 437	61 437	133 209	139 736	146 304
Transfers and Subsidies - Operational	1	201 146	436 318	374 558	428 969	-	426 988	426 988	431 376	456 722	447 024
Transfers and Subsidies - Capital	1	82 517	60 048	1 983	226 606	-	287 778	287 778	196 206	142 484	150 100
Interest		-	-	-	-	-	-	-	1 380	1 447	1 515
Payments											
Suppliers and employees		-	(504 736)	(935 327)	(1 230 788)	(1 232 430)	(661 887)	(661 887)	(1 388 096)	(1 441 753)	(1 504 111)
Finance charges		-	(2 000)	(341 421)	(6 553)	(6 553)	(6 553)	(6 553)	(16 000)	(16 784)	(17 573)
NET CASH FROM/(USED) OPERATING ACTIVITIES		1 066 757	231 422	(652 501)	356 654	452 595	982 698	982 698	413 139	388 614	382 039
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	-	-	-	-	(222 176)	(169 833)	(178 734)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	-	-	-	-	(222 176)	(169 833)	(178 734)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		1 066 757	231 422	(652 501)	356 654	452 595	982 698	982 698	190 963	218 782	203 305
Cash/cash equivalents at the year begin:	2	-	-	-	-	-	-	-	16 750	207 712	426 494
Cash/cash equivalents at the year end:	2	-	-	-	-	-	-	-	207 712	426 494	629 799

Table 17 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

EC157 King Sabata Dalindyebo municipality - Table A8 Cash backed reserves/accumulated surplus reconciliation											
Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Cash and investments available											
Cash/cash equivalents at the year end	1,00	-	-	-	-	-	-	-	207 712	426 494	629 799
Other current investments > 90 days		43 981	53 325	(247 691)	(43 108)	(51 033)	(51 033)	(51 033)	83 822	93 565	103 766
Investments - Property, plant and equipment	1,00	2 184 015	3 500 240	2 284 788	2 243 662	2 345 781	2 345 781	2 345 781	2 320 680	2 389 007	2 461 463
Cash and investments available:		2 227 996	3 553 565	2 037 097	2 200 554	2 294 749	2 294 749	2 294 749	2 612 214	2 909 066	3 195 029
Application of cash and investments											
Trade payables from Non-exchange transactions: Other		-	-	-	-	-	-	-	-	-	-
Unspent borrowing											
Statutory requirements	2,00										
Other working capital requirements	3,00	326 382	336 404	358 973	243 923	151 318	371 359	250 313	189 174	205 784	223 174
Other provisions											
Long term investments committed	4,00	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5,00										
Total Application of cash and investments:		326 382	336 404	358 973	243 923	151 318	371 359	250 313	189 174	205 784	223 174
Surplus(shortfall)		1 901 614	3 217 161	1 678 124	1 956 631	2 143 431	1 923 390	2 044 436	2 423 040	2 703 281	2 971 854
<u>References</u>											
1. Must reconcile with Budgeted Cash Flows											
2. For example: VAT, taxation											
3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)											
4. For example: sinking fund requirements for borrowing											
5. Council approval required for each reserve created and basis of cash backing of reserves - Total Reserves to be backed by cash/investments excl Valuation reserve											
<u>Other working capital requirements</u>											
Debtors		60 275	17 281	21 823	127 436	220 041	-	121 046	191 701	175 091	157 701
Creditors due		386 657	353 685	380 796	371 359	371 359	371 359	371 359	380 875	380 875	380 875
Total		(326 382)	(336 404)	(358 973)	(243 923)	(151 318)	(371 359)	(250 313)	(189 174)	(205 784)	(223 174)
<u>Debtors collection assumptions</u>											
Balance outstanding - debtors		137 112	140 581	195 948	353 097	353 162	353 162	353 162	528 146	482 386	434 475
Estimate of debtors collection rate		0,44	0,12	0,11	0,36	0,62	-	0,34	0,36	0,36	0,36

It should be noted the municipality has been experiencing several challenges including but not limited to:

- Limited revenue base and high expenditure on legal costs.

The municipality has developed and approved a turnaround plan and financial recovery plan which is expected to turnaround the situation.

Table 18 MBRR Table A9 - Asset Management

EC157 King Sabata Dalindyebo municipality - Table A9 Asset Management										
Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
CAPITAL EXPENDITURE										
Total New Assets	1	62 758	82 183	96 809	180 836	245 402	245 402	124 771	42 355	44 295
Roads Infrastructure		128	–	12 960	39 420	38 728	38 728	32 139	17 000	17 748
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		11 720	21 237	9 404	5 878	20 211	20 211	–	–	–
Information and Communication Infrastructure		–	–	–	1 000	1 000	1 000	3 750	3 934	4 119
Infrastructure		11 848	21 237	22 364	46 298	59 940	59 940	35 889	20 934	21 867
Community Facilities		739	2 726	1 896	3 750	4 468	4 468	2 711	2 623	2 746
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		739	2 726	1 896	3 750	4 468	4 468	2 711	2 623	2 746
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		50 172	58 220	72 549	113 754	174 926	174 926	68 000	–	–
Other Assets		50 172	58 220	72 549	113 754	174 926	174 926	68 000	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	580	2 199	2 199	1 880	1 710	1 790
Furniture and Office Equipment		–	–	–	4 280	951	951	1 795	1 883	1 971
Machinery and Equipment		–	–	–	9 173	2 869	2 869	9 896	10 381	10 869
Transport Assets		–	–	–	3 000	50	50	4 600	4 825	5 052
Total Renewal of Existing Assets	2	115 099	42 300	59 565	56 362	92 678	92 678	97 055	126 848	133 780
Roads Infrastructure		73 491	34 096	44 231	56 362	80 978	80 978	95 755	102 633	107 352
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		41 607	8 204	15 334	–	–	–	–	22 851	25 000
Infrastructure		115 099	42 300	59 565	56 362	80 978	80 978	95 755	125 484	132 352
Community Facilities		–	–	–	–	11 700	11 700	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		–	–	–	–	11 700	11 700	–	–	–
Machinery and Equipment		–	–	–	–	–	–	1 300	1 364	1 428
Total Upgrading of Existing Assets	6	–	–	2 211	1 720	3 076	3 076	600	629	659
Electrical Infrastructure		–	–	2 211	–	1 356	1 356	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	2 211	–	1 356	1 356	–	–	–
Community Facilities		–	–	–	1 720	1 720	1 720	600	629	659
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		–	–	–	1 720	1 720	1 720	600	629	659
Living Resources		–	–	–	–	–	–	–	–	–
Total Capital Expenditure	4	177 857	124 483	158 585	238 918	341 157	341 157	222 426	169 833	178 734
Roads Infrastructure		73 620	34 096	57 192	95 782	119 707	119 707	127 894	119 633	125 100
Electrical Infrastructure		53 327	29 441	26 949	5 878	21 568	21 568	–	22 851	25 000
Information and Communication Infrastructure		–	–	–	1 000	1 000	1 000	3 750	3 934	4 119
Infrastructure		126 947	63 537	84 140	102 660	142 275	142 275	131 644	146 418	154 219
Community Facilities		739	2 726	1 896	5 470	17 888	17 888	3 311	3 252	3 405
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		739	2 726	1 896	5 470	17 888	17 888	3 311	3 252	3 405
Housing		50 172	58 220	72 549	113 754	174 926	174 926	68 000	–	–
Other Assets		50 172	58 220	72 549	113 754	174 926	174 926	68 000	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	580	2 199	2 199	1 880	1 710	1 790
Furniture and Office Equipment		–	–	–	4 280	951	951	1 795	1 883	1 971
Machinery and Equipment		–	–	–	9 173	2 869	2 869	11 196	11 744	12 296
Transport Assets		–	–	–	3 000	50	50	4 600	4 825	5 052
TOTAL CAPITAL EXPENDITURE - Asset class		177 857	124 483	158 585	238 918	341 157	341 157	222 426	169 833	178 734

EC157 King Sabata Dalindyebo municipality - Table A9 Asset Management

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
ASSET REGISTER SUMMARY - PPE (MDV)	5	2 266 018	3 766 003	2 498 347	2 146 164	2 290 232	2 290 232	2 422 730	2 410 505	2 398 676
Roads Infrastructure		2 415 986	3 936 556	2 584 902	2 592 531	2 623 140	2 623 140	2 548 374	2 588 068	2 629 521
Storm water Infrastructure		-	-	(87 370)	(6 843)	(6 843)	(6 843)	(7 213)	(14 779)	(22 701)
Electrical Infrastructure		595 017	583 283	640 946	528 592	531 964	531 964	621 041	617 921	615 729
Information and Communication Infrastructure		243	16 461	16 817	13 319	13 299	13 299	15 023	13 141	11 171
Infrastructure		3 011 246	4 536 300	3 155 295	3 127 598	3 161 559	3 161 559	3 177 226	3 204 351	3 233 721
Community Assets		388 669	388 973	392 799	389 073	389 073	389 073	392 899	393 004	393 114
Heritage Assets		3 201	3 201	3 201	3 201	3 201	3 201	3 201	3 201	3 201
Investment properties		202 453	333 329	336 205	215 163	215 163	215 163	275 622	212 071	145 533
Other Assets		(1 790 300)	(1 923 903)	(1 863 423)	(2 031 568)	(1 928 228)	(1 928 228)	(1 831 360)	(1 828 737)	(1 825 992)
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		(476)	1 766	1 177	1 766	1 766	1 766	1 177	1 177	1 177
Computer Equipment		6 965	7 751	6 853	7 810	23 220	23 220	7 314	12 800	18 544
Furniture and Office Equipment		152 489	154 757	152 315	155 679	155 427	155 427	180 257	183 204	186 291
Machinery and Equipment		25 122	30 793	33 574	40 722	34 060	34 060	46 311	54 526	63 126
Transport Assets		(70 066)	(101 450)	(89 769)	(97 764)	(99 494)	(99 494)	(112 960)	(108 135)	(103 083)
Land		336 715	334 485	370 119	334 485	334 485	334 485	283 043	283 043	283 043
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (MDV)	5	2 266 018	3 766 003	2 498 347	2 146 164	2 290 232	2 290 232	2 422 730	2 410 505	2 398 676
EXPENDITURE OTHER ITEMS		278 129	217 359	239 202	211 643	207 986	207 986	245 203	257 218	269 307
Depreciation	7	213 126	164 836	160 799	158 272	158 272	158 272	157 347	165 057	172 815
Repairs and Maintenance by Asset Class	3	65 002	52 523	78 403	53 370	49 713	49 713	87 856	92 161	96 492
Roads Infrastructure		13 217	14 449	22 722	26 023	20 017	20 017	33 100	34 722	36 354
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		34 943	22 099	42 291	7 433	10 461	10 461	37 500	39 338	41 186
Infrastructure		48 160	36 549	65 014	33 456	30 478	30 478	70 600	74 059	77 540
Community Facilities		2	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		4 311	2 627	802	1 029	1 029	1 029	1 000	1 049	1 098
Community Assets		4 313	2 627	802	1 029	1 029	1 029	1 000	1 049	1 098
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		555	870	643	3 664	2 342	2 342	3 016	3 164	3 313
Housing		-	-	-	-	-	-	-	-	-
Other Assets		555	870	643	3 664	2 342	2 342	3 016	3 164	3 313
Computer Equipment		-	13	-	-	-	-	100	105	110
Furniture and Office Equipment		21	3	1	52	-	-	279	293	307
Machinery and Equipment		3 837	4 695	3 187	3 343	2 523	2 523	2 829	2 968	3 108
Transport Assets		8 117	7 767	8 756	11 825	13 341	13 341	10 031	10 522	11 017
TOTAL EXPENDITURE OTHER ITEMS		278 129	217 359	239 202	211 643	207 986	207 986	245 203	257 218	269 307

Table 19 MBRR Table A10 - Basic Service Delivery Measurement

EC157 - King Sabata Dalindyebo Municipality - Table A10 Basic service delivery measurement

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Household service targets	1									
<u>Water:</u>										
Piped water inside dwelling		42 626	42 626	42 626	42 626	42 626	42 626	42 626	42 626	42 626
Piped water inside yard (but not in dwelling)		24 405	24 405	24 405	24 405	24 405	24 405	24 405	24 405	24 405
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
<i>Minimum Service Level and Above sub-total</i>		67 031	67 031	67 031	67 031	67 031	67 031	67 031	67 031	67 031
Total number of households	5	67 031	67 031	67 031	67 031	67 031	67 031	67 031	67 031	67 031
<u>Sanitation/sewerage:</u>										
Flush toilet (connected to sewerage)		37 356	37 356	37 356	37 356	37 356	37 356	37 356	37 356	37 356
Pit toilet (ventilated)		53 138	53 138	53 138	53 138	53 138	53 138	53 138	53 138	53 138
<i>Minimum Service Level and Above sub-total</i>		90 494	90 494	90 494	90 494	90 494	90 494	90 494	90 494	90 494
Bucket toilet		496	496	496	496	496	496	496	496	496
No toilet provisions		14 416	14 416	14 416	14 416	14 416	14 416	14 416	14 416	14 416
<i>Below Minimum Service Level sub-total</i>		14 912	14 912	14 912	14 912	14 912	14 912	14 912	14 912	14 912
Total number of households	5	105 406	105 406	105 406	105 406	105 406	105 406	105 406	105 406	105 406
Electricity (at least min.service level)		450	450	450	450	450	450	450	450	450
Electricity - prepaid (min.service level)		76 732	76 732	76 732	76 732	76 732	76 732	76 732	76 732	76 732
<i>Minimum Service Level and Above sub-total</i>		77 182	77 182	77 182	77 182	77 182	77 182	77 182	77 182	77 182
Electricity (< min.service level)		60 464	60 464	60 464	60 464	60 464	60 464	60 464	60 464	60 464
Electricity - prepaid (< min. service level)		20 888	20 888	20 888	20 888	20 888	20 888	20 888	20 888	20 888
Other energy sources		–	–	–	–	–	–	–	–	–
<i>Below Minimum Service Level sub-total</i>		81 352	81 352	81 352	81 352	81 352	81 352	81 352	81 352	81 352
Total number of households	5	158 534	158 534	158 534	158 534	158 534	158 534	158 534	158 534	158 534
<u>Refuse:</u>										
Removed at least once a week		27 562	27 562	27 562	27 562	27 562	27 562	27 562	27 562	27 562
<i>Minimum Service Level and Above sub-total</i>		27 562	27 562	27 562	27 562	27 562	27 562	27 562	27 562	27 562
Removed less frequently than once a week		64 603	64 603	64 603	64 603	64 603	64 603	64 603	64 603	64 603
Other rubbish disposal		11 494	11 494	11 494	11 494	11 494	11 494	11 494	11 494	11 494
<i>Below Minimum Service Level sub-total</i>		76 097	76 097	76 097	76 097	76 097	76 097	76 097	76 097	76 097
Total number of households	5	103 659	103 659	103 659	103 659	103 659	103 659	103 659	103 659	103 659
Electricity/other energy (50kwh per indigent household per month)		8 000	8 000	8 000	8 000	8 000	8 000	8 432	8 845	8 828
Refuse (removed once a week for indigent households)		9 000	9 000	9 000	9 000	9 000	9 000	9 486	9 951	10 419
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		–	–	–	–	–	–	–	–	–
Total cost of FBS provided	8	17 000	17 000	17 000	17 000	17 000	17 000	17 918	18 796	19 247
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		7 381	7 381	7 381	9 000	9 000	9 000	9 540	10 438	10 438
Total revenue cost of subsidised services provided		7 381	7 381	7 381	9 000	9 000	9 000	9 540	10 438	10 438

As per the MFMA section 65, the municipality must pay creditors within 30 days, but due to cash flow challenges, the municipality does not comply with the requirements of this Act.

Debtors' turnover rate is 30 days, and interest is levied on non-compliant customers.

3.4.20 Overview of the Annual Budget Process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition, Chapter 2 of the Municipal Budget, and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aims of the Budget Steering Committee is to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices,
- that there is proper alignment between the policy and service delivery priorities set out in the Municipality's IDP and the budget, taking into account the need to protect the financial sustainability of municipality,
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

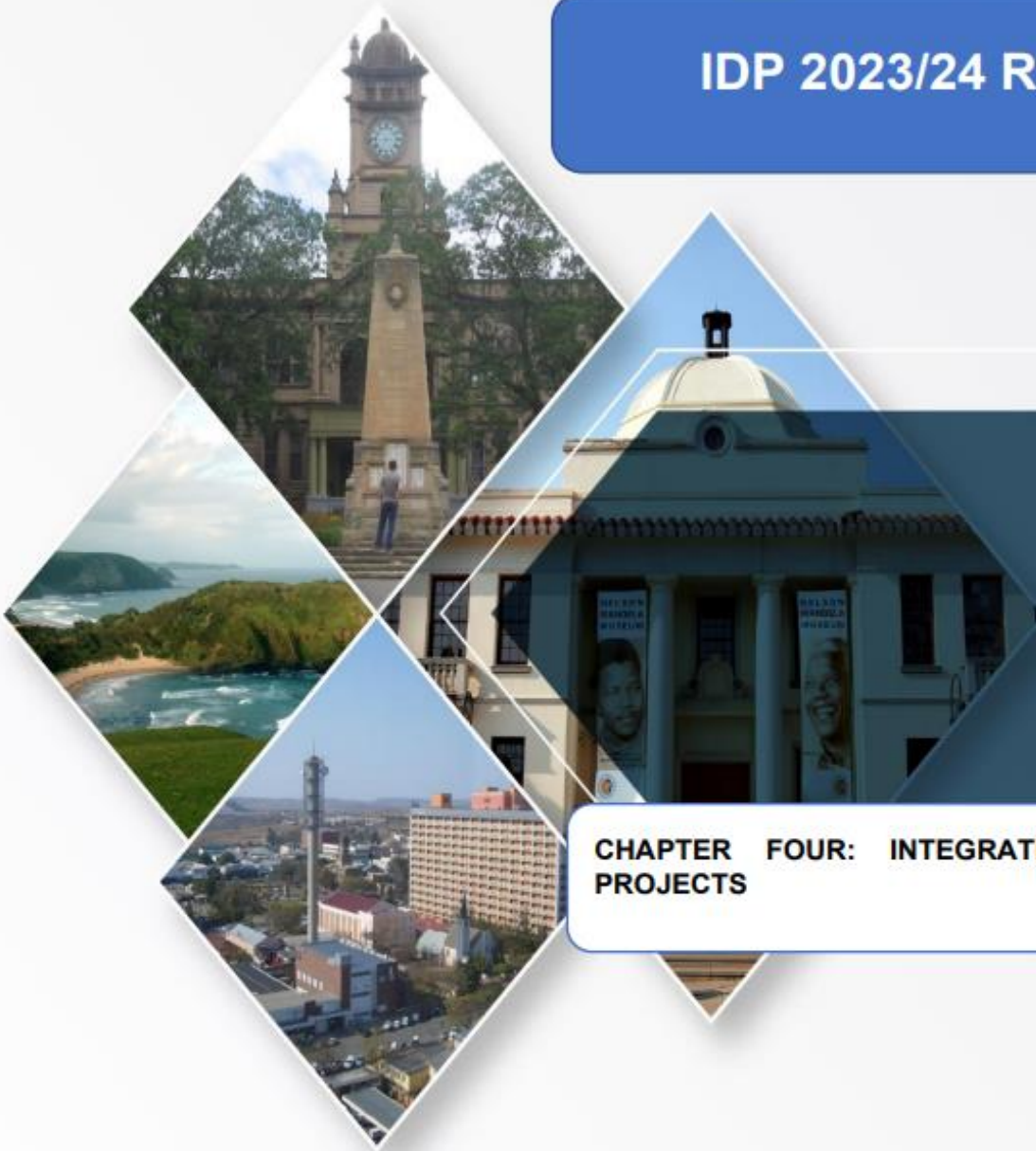
3.4.21 Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year in August a time schedule that sets out the process to revise the IDP and prepare the budget.



KING SABATA DALINDYEBO LOCAL MUNICIPALITY

IDP 2023/24 REVIEW



CHAPTER FOUR: INTEGRATION OF PLANS AND PROJECTS

CHAPTER FOUR: PROJECTS/ PROGRAMMES AND PLANS

4.1 KSD ROJECT MANAGEMENT UNIT (PMU): THREE (3) YEAR PLAN-MIG

MIS Form ID	National Registration Number (as on the MIG-MIS)	Ward No.	Project Title		Project Status	Funder	Budget
2022/2023 FINANCIAL YEAR							
280352	CS/EC/14962/17/18	1	Silverton Community Hall	365 sqm	Construction	MIG	3,500,000.00
346,513	R/EC/18275/21/24	2	Surfacing of Calaza and Patela North & South Streets - Planning	1	Planning	MIG	350,000.00
298042	R/EC/15488/19/20	6	King Edward Road Surfacing	0.9km	Design	MIG	13,200,594.00
328,908	R/EC/18276/19/21	6	Rehabilitation of Flamingo, King Fisher and Seagull Streets_ Design	2,93km	Design	MIG	11,061,087.00
298043	R/EC/15841/19/20	7	Surfacing of Victoria, Blakeway and Park Streets	3.5km	Design	MIG	36,451,399.60
415579	EC2019/20/11/116	7	Rehabilitation of Kwezi Ext Roads Phase 1	4 km	Design	MIG	20,758,568.35
276088	EC2017/18/11/13	8	Norwood Internal streets - Phase 1	4.4km	Construction	MIG	41,382,846.00
283372	R/EC/14961/17/22	9	Callaway & Eagle Streets	2.3km	Construction	MIG	17,403,246.00
418500	EC2021/22/12/111	10	Construction of Ncise to Mdeni via Clinic Access Road	15km	Procurement	MIG	5,478,824.91
283274	R/EC/14958/18/18	15	Baziya Clinic to Sixuzula Access Road and Bridge	13km	On hold	MIG	19,487,883.00
392,191	R/EC/18280/22/24	19	Ngxoki, Qolweni to Xhwili and Mtirara School	10.2km	Construction	MIG	10,525,499.20
450881	EC2022/23/08/108	20	Regravelling Bilitane to Ngencu Access Roads	8km	Registered	MIG	4,000,000.35
416125	R/EC/18578/21/23	22	Sigodini Access Road	8.5km	Construction	MIG	8,453,305.00
393406	R/EC/18277/22/23	23	Maqomeni via Mahlathini Access Road	8km	Construction	MIG	6,459,750.00
394505	R/EC/18455/22/22	24	Coffee Bay Internal Roads- Planning	5km	Planning	MIG	300,000.00
		29	Mqanduli Internal Roads	3,4 km	Design	OTP	
262484	R/EC/13787/16/17	29	Vigies to Sawmill Road Surfacing	2.1km	Construction	MIG	18,001,836.00
		29	Mqanduli Drivers License Testing Centre	1	Construction	OTP	25,711,062.45

MIS Form ID	National Registration Number (as on the MIG-MIS)	Ward No.	Project Title		Project Status	Funder	Budget
306676	PT/EC/16379/19/20	6, 8	Mthatha Side walks	1,3km	Construction	MIG	17,154,412.00
394659	R/EC/18279/21/22	35	Construction of Matyeni to Ngcwala Access Road	6km	Construction	MIG	7,152,592.90
451063	EC2022/23/08/106	31	Re-graveling of Luviweni Access Road	10 km	Registered	MIG	4,000,000.00
417013	R/EC/18580/22/22	33	Maghinebeni to upper Qweqwe to New Landfill Site Access Road (13km)	13km	Construction	MIG	9,751,499.75
391,981	EC2021/22/07/49		Rehabilitation of existing High mast lights	20 Units	Registered	MIG	4,335,000.00
392191	R/EC/18280/22/24	34	Tyeni to Mbozisa Bridge	5 km	Construction	MIG	10,525,499.20
		9	Electrification of 180 RDP households in Maidene Farm	180	Procurement	INEP	3,195,000.00
2023/2024 FINANCIAL YEAR							
402,746	CS/EC/18579/21/21		Purchase of plant for solid waste management	3	Registered	MIG	7,386,073.10
415579	EC2019/20/11/116	7	Rehabilitation of Kwezi Ext Roads Phase 1- Construction	5km	Registered	MIG	20,758,568.35
436,713	EC2022/23/04/34	9	Surfacing of Mayderne Farm Phase 1	5 km	Registered	MIG	32,860,560.23
436,716	EC2022/23/04/32	16	Zingolweni, Mhlabubomvu to Gaduka Access Road	15 km	Registered	MIG	8,500,800.75
436,778	EC2022/23/04/33	29	Surfacing of Makhenkesi main street	5 km	Registered	MIG	31,684,674.42
392,250	EC2022/23/04/30	18	Mkwezo to Mpandela to Mqhekezweni Access Road	12 km	Registered	MIG	9,888,850.00
436,599	EC2022/23/04/28	24	Planning: Coffee Bay Offices	1	Registered	MIG	340,250.01
2022/2023 FINANCIAL YEAR							
424096	CS/EC/18810/21/23	29	Great Place Lower Ngqwarha Community Hall	365 sqm	Registered	MIG	4,054,325.00
395,109	EC2022/23/04/29	30,4	Bhongweni Internal Streets	9 km	Registered	MIG	6,623,038.60
451,063	R/EC/19095/23/24	11	Mandela Internal Streets	21 km	Registered	MIG	13,800,000.37
		14	New Town Access Road		Not Registered	MIG	
		26	Construction of access road from		Not Registered	MIG	

MIS Form ID	National Registration Number (as on the MIG-MIS)	Ward No.	Project Title		Project Status	Funder	Budget
			Tshangelanga to Mavundleni virgin road				
			Construction of Mthatha Sidewalks Phase 2		Not Registered	MIG	
		8	Upgrading of storm water Infrastructure in Mthatha CBD - Planning		Not Registered	MIG	
			Rehabilitation of Mbuqe Ext Internal Roads - Planning		Not Registered	MIG	
			Rehabilitation of Savoy Park Gardens				
		11, 12,37	Mthatha West Tracor	1500	Awaiting Approval	INEP	25,500,000.00
		4, 35	Bhongweni Masimini	500	Awaiting Approval	INEP	8,500,000.00
		9	Maiden Farm D	500	Awaiting Approval	INEP	8,500,000.00
2024/2025 FINANCIAL YEAR							
395,107	R/EC/18278/21/22	35	Construction of N2 Maghinebeni Via Maxhwele to Khwenxura Access Road	15km	Registered	MIG	11,694,857.15
		17	Construction of Moyeni via zinkukwini, Lalini to Nyibeni access road.		Not Registered	MIG	
392,419	CS/EC/18282/22/23	26	Zanci Community Hall	365 sqm	Registered	MIG	3,500,000.00
		27	Nodiza Access Road		Not Registered	MIG	
		36	Construction of access road access road from Wilo clinic to Mbozisa		Not Registered	MIG	
		25	Construction of access road from Mangweni via Maqanyeni to Qhogi, Ntsunguzini, Ntilini, to Zidindi		Not Registered	MIG	
		1	Rehabilitation of Calaza Surfacing		Not Registered	MIG	
		1	Upgrading of Thole, Matholengwe, Fingo, Gomomo, Mgobozi, Nonkobe Phase 1, Mantyi and Petela Roads - Planning				

MIS Form ID	National Registration Number (as on the MIG-MIS)	Ward No.	Project Title		Project Status	Funder	Budget
		8	Rehabilitation of Norwood Phase 2_Planning		Not Registered	MIG	
		36	Construction of access road access road from Wilo clinic to Mbozisa		Not Registered	MIG	
		25	Construction of access road from Mangweni via Maqanyeni to Qhogi, Ntsunguzini, Ntilini, to Zidindi		Not Registered	MIG	
		1	Rehabilitation of Calaza Surfacing		Not Registered	MIG	
		1	Upgrading of Thole, Matholengwe, Fingo, Gomomo, Mgobozi, Nonkobe Phase 1, Mantyi and Petela Roads - Planning				
		8	Rehabilitation of Norwood Phase 2_Planning		Not Registered	MIG	
		36	Construction of access road access road from Wilo clinic to Mbozisa		Not Registered	MIG	
		25	Construction of access road from Mangweni via Maqanyeni to Qhogi, Ntsunguzini, Ntilini, to Zidindi		Not Registered	MIG	
		1	Rehabilitation of Calaza Surfacing		Not Registered	MIG	
		9	Hillcrest Multi-Purpose Community Centre		Not Registered	MIG	
		12	Caweni to Mntundini Access Road		Not Registered	MIG	
		13	Construction of access road from Diya Stop to Gxididi		Not Registered	MIG	
		15	Construction of access road from road Jojweni to Ntlukuhla J.S.S via Ngoswane Location		Not Registered	MIG	
		24	Mafusini Access Road - Rhini Access Road		Not Registered	MIG	
		24	Coffee Bay Surfacing		Not Registered	MIG	

MIS Form ID	National Registration Number (as on the MIG-MIS)	Ward No.	Project Title		Project Status	Funder	Budget
		25	Construction of Ngcwanguba Sport Facility		Not Registered	MIG	
		23	Gasa via Mandela to Gatyana Access Road		Not Registered	MIG	
2024/2025 FINANCIAL YEAR							
		28	Blekana to Mqanduli Access Road Phase 2		Not Registered	MIG	
		29	Mhlatyana to Ncolo Village		Not Registered	MIG	
			Fencing of Sidwadwa substation		Not Registered	MIG	
		31	Mpheko Community Hall		Not Registered	MIG	
		37	Installation of High mast lights at Mthatha West		Not Registered	MIG	
			Rehabilitation of Delville and Stanford Terrace Street - Planning		Not Registered	MIG	
			Rehabilitation of Eli Spilkini - Planning		Not Registered	MIG	
			Upgrading of Mqanduli Landfill Site				
		12	Electrification of Tshoveni Village				

4.2 OR TAMBO DISTRICT MUNICIPALITY PROJECTS

Project Name	Project Scope	Amount	Wards	Status
Airport Corridor -Construction of 3,9km DN300 and 4,3km DN400 GRP Gravity Mains from Signal Hill to Areas 1 and 6	Construction of 3,9km DN300 and 4,3km DN400 GRP Gravity Mains from Signal Hill to Areas 1 and 6.	R 39 709 468,33	Marhambeni, Bedford, Airport, and Military Base	97% Practical Completion
Extension of upper Mhlahlane water supply	Construction of DN 160 Pumping main from Tabase to KwaDlomo, 1ML Reservoir	R27 080 629.32	Ward 34	55% Construction Progress
Extension of upper Mhlahlane water supply	Pumping Main to Command Reservoir, and Gravity main From Command Reservoir to Join Gravity Main WTW	R 44 000 000.00	Ncise, Lwandlana,	18 % Construction Progress
Extension of upper Mhlahlane water supply	Gravity main, Reservoir chamber	R 26 273 484.48	Ncise, Lwandlana,	100% Construction Progress
Extension of upper Mhlahlane water supply	1ML Command Reservoir	R 15 035 314.81	Mhlahlane Forest	36% Construction Progress

Project Name	Project Scope	Amount	Wards	Status
Extension of upper Mhlahlane water supply	Refurbishment of the Weir, Pumpstation to the Treatment Works	R 8 103 209.44	Mhlahlane	40 % Construction Progress
Extension of upper Mhlahlane water supply	Gravity main, Command Reservoir	R 26 678 404.34	Mhlahlane WTW to Lwandlana	98% Construction Progress
Construction of Lukhwethu Water Supply – Reticulation (5 Contracts)	water supply pipelines, reservoirs, and associated works.	R 98 million	21, 29, 32 &35	90% Construction Progress
Mqanduli Secondary Bulk Water Scheme Contract 1	Construction of Bulk Mains; Reservoirs;	R36 471 147.07	Upper Ngqwarha, Jojweni	100% Completed
Mqanduli Secondary Bulk Water Scheme Contract 2	Construction of Bulk Mains; Reservoirs	R35 124 182.28	New Rest, Zwelitsha, Manqabeni Lower Cezu	100% Completed Additional Scope – VO
Mqanduli Secondary Bulk Water Scheme Contract 3a	Construction of Bulk Mains; Reservoirs;	R32 670 932.72	Ngqwala Extension, Ngqwala main village	100% Completed Additional Scope – VO
Mqanduli Secondary Bulk Water Scheme Contract 3B	Construction of Bulk Mains; Reservoirs;	R32 164 001.84	Macosa (kom-khulu Jojweni)	97% Construction Progress
Mqanduli Secondary Bulk Water Scheme Contract 4	Construction of Bulk Mains; Reservoirs;	R32 118 619.01	Zibhodla, Sinxuzula, Mathlathini, Lwalweni, Ngcanasini, Nkompa, Gengqe, Mahlamvu, Mdeni, Skhobeni, Darabe & Gotyibeni	100% Completed
Mqanduli Secondary Bulk Water Scheme Contract 5	Construction of Bulk Mains; Reservoirs;	R24 700 594.93	Mandlaneni, Ngcwala, Vul-inkundla, Maweni, Qokolweni, Jixini, Sangoni & Kwenxurha	96% Construction Progress
Mqanduli Secondary Bulk Water Scheme Contract 6	Construction of Bulk Mains; Reservoirs;	R31 488 235.54	Ngojini	93 % Construction Progress
Mqanduli Secondary Bulk Water Scheme Contract 7	Construction of Bulk Mains; Reservoirs;	R8 290 705.71	Lalini & Maghinebeni	100% Completed
Coffee Bay Water Supply to Ward 23 & 24: Phase 3A	Construction of Bulk Mains, Reservoirs, Village Reticulation.	R209 497 427.34	Ward 23, 23	98% Construction Progress
Coffee Bay Water Supply to Ward 23 & 24: Phase 3B	Construction of Bulk Mains, Reservoirs, Village Reticulation	R136 402 036.94	Ward 23, 24	15% Construction Progress – Contract Terminated. Project to be Re-Advertised
Rosedale/Highbury	Construction of 50ML/D Highbury water treatment works: Stage 1 Civils	R 108 563 636	Ward 3	99% Construction Progress

Project Name	Project Scope	Amount	Wards	Status
Thornhill	Thornhill clear water pump station: Mechanical and Electrical	R 137 000 000	Ward 3	100% Construction Progress
Signal Hill 15ML Reservoir - Ru-wacon	Construction of 15ML Reservoir	R 28 175 000.00	Ward 3	100% Completion
Highbury Rising Main - Murray & Dickson	Construction of Rising Main to Command Reservoir and Pipe Bridge	R 137 000 000	Ward 3	98% Construction Progress
3 Pump Station M&E - Lead Eng. & Proj.	Installation of 3 pumpstations in Vidgesville and Ngqeleni	R 21 735 000.00	Ward 3	100% Completed
2 Pump Station M&E - Water Skills	Installation of 2 pumpstations in Zamukulungisa	R 14 024 000.00	Ward 3	100% Completed
Mqanduli Waste Water Treatment	Construction of extended aeration activated sludge wastewater treatment plant, Electrical and mechanical work,	R 13 691 086	Mqanduli town and residential areas and low-income houses	Overall progress 85%. Project on hold due to land dispute with
KSD Ward 18 A Sanitation	Construction of 780 VIP Units	R7 808 600.63	WARD 18	100 % Construction progress
KSD Ward 18 B Sanitation	Construction of 780 VIP Units	R 7 179 167.10	WARD 18	100% Construction progress
KSD Ward 1 Sanitation	Construction of 250 VIP Units	R 3 230 522,32	WARD 1	100% Construction progress
KSD Ward 26 & 35 Water Supply	Construction of pump stations, rising mains, bulk mains, reservoirs, and distribution network	R 3 680 533.77	KSD 26 & 35	100% Completed and handed over
Ntokozweni Water Supply Phase 1	Construction of pump stations, and distribution network	R 7 880 549.60	Ward 17, Ntokozweni	100% Completed and handed over
Ntokozweni Water Supply Phase 1	Construction of rising mains, bulk mains, reservoirs	R 5 993 596.44	Ward 17, Ntokozweni	100% Completed and handed over
Ntokozweni Water Supply Phase 2	Construction of rising mains, bulk mains, reservoirs	R 9 363 451,09	Ward 17, Ntokozweni	97% Construction progress
KweNxurha Water Supply	Construction of pump stations, rising mains, bulk mains, reservoirs, and distribution network	R 3 801 217.25	KweNxurha	100% Completed and handed over
Coffee Bay RWSS Phase 4 & 5	Upgrading of the Coffee Bay WTW and Reticulation to the Town Area	R 645 million	Ward 26: Villages	Technical Report Stage
Highbury Water Treatment Works	Construction of the Water Treatment Works including Mechanical and Electrical Works	R 100 million	Ward 13: Highbury	Procurement
Ground Water Development	Siting, Desktop Study, Site investigation (Hydro-census, Geological reconnaissance, Geophysical investigation), Ground Water Source Development	R 2,5 Million	Qhingqolo Mamuliso Mathambo Gengqe Mabheleni KweNxurha	Procurement (Briefing Was on 24 February 2022). Reduced Funding

Project Name	Project Scope	Amount	Wards	Status
	(Drilling Supervisor, water quantity and water quality Testing), Borehole Licensing (Cluster 3)		Hlabatshane	

4.3 DEPARTMENT OF HUMAN SETTLEMENTS

PROJECT NAME	BUDGET	JOB CREATED	STATUS QUO
Mayden Farm Wxt, 1317 units	R18 000 000 00	114	Contracto busy on site with : • 253 units – Foundation Phase • 148 units Wall Plate Stage • 111 units- Roof & Electrical
New Brighton 131 units	R370 000 00	None	Project at enrolment stage with NHBRC but awaiting approval by MPT Beneficiary administration of 98 sites complete 68 approvals have been received
Kei Rail 537 units	R870 000 00	None	Project at enrolment stage with NHBRC but awaiting approval by MPT Section 11 (7) (Aa) notice in terms of Restitution Land Rights submitted to RD &LR in terms of land claims
New Payne 300 (74)	R2 135 424 53	7	Visha Trading appointed for construction of 74 houses Contractor finalising site establishment
New Payne 200 (51)	R3 160 880 00	6	Bontinente and Temave Contractos appointed on the 04 th December On 22 nd Feb, 2022 both Contractors were introduced of Ward 4 and 30 . Busy with the verification of site
Ntshabeni 200 (27)	R1 587 600 00	3	Liyema Civils appointed for construction of 27 houses Contractor finalising site establishment
Mahlungulu 350 (250)	R3 078 898 87	5	SNZN Contractor appointed for 133 houses & Shota Holdings appointed for 117 houses Both Contractors still awaiting NHBRC registration prior to site establishment
Wilo 200 (63)	R1 911 600 00	5	Twizza Civils appointed for construction of 58 houses Contractor finalising site establishment
Zidindi 300 (105)	R2 457 78 00	3	Abenguni Engineering appointed for 105 houses constructions Contractor finalising site establishment
Zone 14 882 units	R6 430 454 00	5	Leko Engineers appointed and have completed the inception concept and viability reports Invoices submitted for payment in December 2021 and again resubmitted in January 2022
Chris Hani 3436 units	R12 014 739 00	5	Teko and SDM Enginneers appointed Have completed inception concept and viability reports Invoivoices for payment submitted in December 2021 and re-submitted in January 2022
EMakha-phetshwini 11 units	R182 517 00	5	BM Engineers appointed Have completed the inception concept reports for payment Invoices for payment submitted in December 2021 and resubmitted in January 2022
KwaSiGebenga 145 units	R1 146 816 00	6	BM Engineers appointed Have completed the inception concept and viability reports

PROJECT NAME	BUDGET	JOBS CREATED	STATUS QUO
			Invoice for payment submitted in December 2021 and resubmitted in January 2022
KwaMadala 128 units	R1 024 479 00	5	BM Engineers appointed Have completed the inception concept and viability reports Invoices submitted for payment in December 2021 and resubmitted in January 2022
Kwa Tembula 109 units	R887 750 00	5	BM Engineers appointed Have completed inception concept and viability reports Invoice for payment submitted in December 2021 and resubmitted in January 2022
Khayelitsha 9 units	R168 125 00	5	BM Engineers appointed Have completed the inception concept and viability reports Invoice for payment submitted in December 2021 and resubmitted in January 2022

4.4 DEPARTMENT OF TRANSPORT

Name Of Municipality: King Sabata Dalindyebo- EC 157			
Road Network Road: Lengths (Kilometres)			
Surfaced (Km)	Gravel (Km)	Percentage	Total Length (km)
167,42	423,19	23,8	590,61
Projects Budget 2022/2023 Financial Year			
Project Description		Budget	
Surfaced Roads KSD		R 1 579 956,00	
Gravel Roads KSD & Disasters		R 19 778 791,00	
TOTAL		R 21 358 747,00	

2022/23 INFRASTRUCTURE MAINTENANCE PROJECTS AS PER ALLOCATED BUDGET

Number	Local Municipality	Activity	Road Number	Actual Kilometres as per available Budget	Amount	Location
KSD LOCAL MUNICIPALITY						
1	King Sabata Dalindyebo	Regravelling & wet blading	DR08033	3 & 12	R1 560 000,00	R61 Xhugxwala to N2 Mggumo
2	King Sabata Dalindyebo	Regravelling & wet blading	DR18033	3 & 15	R1 575 000,00	N2 Mggumo to Elliotdale
3	King Sabata Dalindyebo	Wet blading	DR08027	10	R50 000,00	R61 to Griebdale Store
4	King Sabata Dalindyebo	Regravelling & wet blading	DR08281	1,5 & 7	R785 000,00	N2 South of Viedgesville to Mqhekezweni
5	King Sabata Dalindyebo	Regravelling & wet blading	DR08622	2 & 6	R1 030 000,00	DR08292 South of Ikhwezi Township to Nonkobe
6	King Sabata Dalindyebo	Regravelling & wet blading	DR08217	2 & 10	R1 050 000,00	DR08027 Griebdale Store to Kambi
7	King Sabata Dalindyebo	Regravelling & wet blading	DR08297	1 & 6	R530 000,00	DR08196 to Qingqolo Store
8	King Sabata Dalindyebo	Wet blading	DR08292	8	R40 000,00	Qokolweni to Mqanduli
9	King Sabata Dalindyebo	Wet blading	DR08277	5	R25 000,00	Mqhekezweni to Nqwathi Store
10	King Sabata Dalindyebo	Regravelling & wet blading	DR08620	2 & 4	R1 020 000,00	Qokolweni to Mthebe Location
11	King Sabata Dalindyebo	Regravelling	DR08033	5	R2 500 000,00	Mggumo to Xhongorha (R61)
12	King Sabata Dalindyebo	Wet blading	DR08033	5	R25 000,00	Mggumo to Xhongorha (R61)
13	King Sabata Dalindyebo	Regravelling	DR08281	2,5	R1 250 000,00	N2 Mabheleni to Xhugxwala

Number	Local Municipality	Activity	Road Number	Actual Kilometres as per available Budget	Amount	Location
KSD LOCAL MUNICIPALITY						
14	King Sabata Dalindyebo	Regravelling	DR08281	8	R40 000,00	N2 Mabheleni to Xhugxwala
15	King Sabata Dalindyebo	Regravelling	DR08275	6	R3 000 000,00	N2 Ndibela to Julukuqu Forest
16	King Sabata Dalindyebo	Wet blading	DR08275	8	R40 000,00	N2 Ndibela to Julukuqu Forest
17	King Sabata Dalindyebo	Regravelling	DR08217	5	R2 500 000,00	Mthatha Dam to Mjika
18	King Sabata Dalindyebo	Wet blading	DR08217	6	R30 000,00	Mthatha Dam to Mjika
19	King Sabata Dalindyebo	Regravelling	DR08273	5	R2 500 000,00	Mqhekezweni to Mbhashe river
20	King Sabata Dalindyebo	Wet blading	DR08273	12	R59 509,51	Mqhekezweni to Mbhashe river
21	King Sabata Dalindyebo	Regravelling	DR08289	8	R4 000 000,00	Badondile to Mvezo
22	King Sabata Dalindyebo	Regravelling	DR08289	5	R25 000,00	Badondile to Mvezo
23	King Sabata Dalindyebo	Regravelling	DR08283	2	R1 000 000,00	Xhwili to Mpan-dela
24	King Sabata Dalindyebo	Regravelling	DR08283	5	R25 000,00	Xhwili to Mpan-dela
25	King Sabata Dalindyebo	Regravelling	DR08428	4	R2 000 000,00	DR18033 to Darhabe store
Total					R12 139 509,51	

2023/24 BUDGET SPLIT PER PROJECT		
ROUTINE MAINTENANCE OF PAVED ROADS		
PROJECT NAME	ITEM	AMOUNT
RRM KSD (Surfaced)	CONTR: MNT&REPOTH-FIXEDSTRUCT	8 601 702
	INVMAT&SUPP: ROAD-CONSTR&SUPP	1 000 000

TOTAL		9 601 702
ROUTINE MAINTENANCE OF GRAVEL ROADS		
RRM KSD (Gravel)	RENTAL&HIRING	7 137 245
TOTAL		7 137 245
DISASTERS GRAVEL ROADS		
RRM KSD (Gravel)	RENTAL&HIRING	8 489 674
TOTAL		8 489 674
ITEMS		
CONTR: MNT&REPOTH-FIXEDSTRUCT		8 601 702
INVMAT&SUPP: ROAD CON-STR&SUPP		1 000 000
RENTAL&HIRING		15 626 920
TOTAL BUDGET		25 228 622

4.5 ESKOM

KSD LM 22/23 Electrification Progress Report						
Project Name	Project Type	Beneficiaries	Planned Capex	Planned H/H	Actual Capex (Sept)	Actual Conn (Sept)
KSD Extensions	Households	Manuneni, Esigubudwin, Upper Xhwili, Mandlovini, Upper Nqwara, Kwa Nxele, Mabheleni, Eluxolweni	R 18 000 000.00	530	R138 369	0
KSD Ext LL	Infrastructure		R 1 450 000.00		R66 542	
KSD Extensions Pre-Eng	EngCosts		R 350 000.00		R0	
Mqanduli Ph 2	Households	Ntsitshana Ext, Mhlanguka Ndzulwini B3., Sikolokotha, Mpindweni	R 19 075 000.00	475	R435 231	

KSD LM 22/23 Electrification Progress Report

Project Name	Project Type	Beneficiaries	Planned Capex	Planned H/H	Actual Capex (Sept)	Actual Conn (Sept)
Mqanduli Ph 2 L L	Infrastructure Lines		R 1 160 000.00		-R334 802	0
Mqanduli Ph 2 Pre-Eng	Eng Costs		R 480 000.00		R0	
Mqanduli Ph 6	Households	Masameni,Madin di,Tyholo,Fameni, Chel-esi,Ncembezana Futye C3 & Lon-diso.	R 27 526 434.00	820	R211 005	0
Mqanduli Ph 6 L L	Infrastructure		R 2 900 000.00			
Mqanduli Ph 6 Pre-Eng	Eng Costs		R 687 000.00		R0	
KSD Infills Type 1	Households	Various areas	R 1 440 000.00	200	R0	162
(KSD Schedule 5B)	Recoverable Overhead		R 350 000.00		R0	
Total KSD			R 73 725 434.00	2025	R 1 526 004.00	162

Project name	Project Type	Beneficiaries	Planned Capex	Planned H/H
KSD LM 23/24 Electrification Progress Report				
KSD Extensions	Households	Mpeko, Dlomo, France,Entabeni, Macosa,Nkanini, Ngcengane(Lu-saka Ext) Dosi.	R27 347 826.09	850
KSD Ext LL	Infrastructure		R 1 200 000.00	
KSD Extensions Pre-Eng	EngCosts			
Mqanduli Ph 2	Households	Chibini	R 1 085 000.00	31

Project name	Project Type	Beneficiaries	Planned Capex	Planned H/H
Mqanduli Ph 2 L L	Infrastructure Lines		R 1200 000.00	
Mqanduli Ph 6	Households	Nzwakazi A2, Nzwakazi A1, Nca- lambeniB2, Em- mangweni D3, Thungwana D4, KhanyayoD5,	R 9 347 826.09	250
Mqanduli Ph 6 L L	Infrastructure		R 7 608 695.65	
KSD Infills Type 1	Households	Various areas	R1 421 000.00	203
(KSD Schedule 5B)	Recoverable Over- head			
Total KSD			R 49 210 000.00	1334
KSD LM 24/25 Electrification Progress Report				
Project Name	Project Type	Beneficiaries	Planned Capex	Planned H/H
KSD Extensions	Households	Ward 13,14,16,18,19,31 ,35 &37	R 18 296 332.59	778
KSD Ext LL	Infrastructure		R 1 788 825.00	
KSD Extensions Pre-Eng	EngCosts		R 586 500.00	
Mqanduli Wards Ext	Households	Ward 24,25,26 & 27	R 38 754 179.74	1278
Mqanduli Wards Ext L L	Infrastructure Lines		R 3 275 687.50	
Mqanduli Wards Ext Pre-Eng	Eng Costs		R 1 230 375.00	
KSD Infills Type 1	Households		R 1 564 000.00	200
(KSD Schedule 5B)	Recoverable Over- head		R 391 000.00	
Total KSD			R 65 886 899.83	2256
KSD LM 25/26 Electrification Progress Report				
Project Name	Project Type	Beneficiaries	Planned Capex	Planned H/H
KSD Extensions	Households	Ward 18,19,20 &28	R 13 673 100.00	383
KSD Ext LL	Infrastructure		R 2 677 500.00	
KSD Extensions Pre-Eng	EngCosts		R 807 500.00	
Mqanduli Wards Ext	Households	Ward 23	R 28 702 800.00	804
Mqanduli Wards Ext L L	Infrastructure Lines		R 3 060 000.00	
Mqanduli Wards Ext Pre-Eng	Eng Costs		R 807 500.00	
KSD Infills Type 1	Households		R 1 870 000.00	200

Project name	Project Type	Beneficiaries	Planned Capex	Planned H/H
(KSD Schedule 5B)	Recoverable Over-head		R 807 500.00	
Total KSD			R 52 405 000.00	1387
KSD Extensions	Households	Wards 1,10,11,12,13,14,16 ,17,31,33 ,34 &35	R14 025 000.00	400
KSD LM 26/27 Electrification Progress Report				
KSD Wards Ext LL	Infrastructure		R1 785 000.00	
KSD Wards Extensions Pre-Eng	EngCosts		R850 000.00	
Mqanduli Wards Ext	Households	Wards 21,29 & 36	R12 271 875.00	350
Mqanduli Wards Ext L L	Infrastructure Lines		R1 785 000.00	
Mqanduli Wards Ext Pre-Eng	Eng Costs		R850 000.00	
KSD Infills Type 1	Households		R2 040 000.00	200
(KSD Schedule 5B)	Recoverable Over-head		R484 500.00	
Total KSD			R 34 091 375.00	950

KSD LM Electrification Achievements.

Local Municipality	Eskom Electrified	Historical Backlog	Extent of Backlog (Historical + New Extensions)
King Sabata Dalindyebo	87816	1545	4810

4.6 DEPARTMENT OF HEALTH

Local Municipality	Project Name	Implementing Agent Name	Project Details / Scope	Estimated Construction Start Date	Milestone Reached (IRM)	Status	Total Project Cost as captured on project page
King Sabata Dalindyebo (EC157)	Bedford Orthopaedic Hospital - Water & Sanitation Upgrading	Department of Health	Upgrading of Sewerage Ponds	2023/09/01	Design	Active	TBA
King Sabata Dalindyebo (EC157)	Bedford Orthopaedics Hospital - Various Renovations	Department of Roads and	Various Renovations and Refurbishment Works	2023/02/15	Identified	Active	TBA

Local Municipality	Project Name	Implementing Agent Name	Project Details / Scope	Estimated Construction Start Date	Milestone Reached (IRM)	Status	Total Project Cost as captured on project page
	and Renovation Works	Public Works					
King Sabata Dalindyebo (EC157)	Construction of Mahlamvu Clinic	NDOH/DBSA	New Building including accommodation, site works and bulk services	2023/04/01	Design	Active	-
King Sabata Dalindyebo (EC157)	COVID-19 DPW Project Sir Henry Elliot Hospital Block A & B Additional Isolation Bed Spaces & Improve	Department of Roads and Public Works	COVID-19 DPW Project Sir Henry Elliot Hospital Block A & B Additional Isolation Bed Spaces & Improvements	2021/08/11	Construction 70%	Active	29 000 000
King Sabata Dalindyebo (EC157)	Mthatha Forensic Pathology -Upgrade of the Facility.	Department of Roads and Public Works	Mthatha Forensic Pathology -Upgrade of the Facility. Upgrades to the Forensic Pathology Facility, improvement to security system, body identification system and machinery & equipment .	2023/03/01	Identified	Active	TBA
King Sabata Dalindyebo (EC157)	Mthatha General Hospital - Rehabilitation of Mthatha Nursing Accommodation and Medical Depot	Department of Health	Renovations, reconfiguration and refurbishment of existing multi-storey building for Mthatha Nursing Students' Accommodation and Medical Depot.	2017/08/14	Construction 76% - 99%	On Hold (Contractual Dispute)	108 495 000

Local Municipality	Project Name	Implementing Agent Name	Project Details / Scope	Estimated Construction Start Date	Milestone Reached (IRM)	Status	Total Project Cost as captured on project page
King Sabata Dalindyebo (EC157)	Nelson Mandela Academic Hospital - Urgent Repairs and Maintenance Works	Department of Roads and Public Works	Various repairs and maintenance of floors, roofs, bumper rails, and windows.	2021/11/25	Construction	Active	61 040 000
King Sabata Dalindyebo (EC157)	Nelson Mandela Academic Hospital - New Oncology Building	Department of Health	New Oncology building including associated external works and services.	2022/05/02	Construction 1% - 25%	Active	304 196 390
King Sabata Dalindyebo (EC157)	Ntshеле Clinic - Modification, Extension and Additions	Department of Roads and Public Works	Ntshеле Clinic - Modification, Extension and Additions to comply with Ideal Clinic Requirements	2023/03/01	Identified	Active	TBA
King Sabata Dalindyebo (EC157)	Sir Henry Elliot Hospital - Renovations, Refurbishments, and alterations.	Department of Roads and Public Works	Sir Henry Elliot Hospital - Renovations, Refurbishments, and alterations of existing wards for NMAH	2021/09/14	Construction 76% - 99%	Active	30 000 000
All districts	Establishment of a Panel of Built Environment Professional Service Providers and Contractors for the Design, Manufacture, Supply, Delivery, Erection, Installation and Commissioning of Health Facilities in Eight (8) Districts in the	Department of Health	Design, Manufacture, Supply, Delivery, Erection, Installation and Commissioning of Health Facilities, viz. PSJ: Ntsim-bini, Isilimela Gateway; Ingquza Hill: Good Hope; Nyandeni: Ntibane, Canzibe Gateway, Cwele;	2023/09/01	Design	Active	TBA

Local Municipality	Project Name	Implementing Agent Name	Project Details / Scope	Estimated Construction Start Date	Milestone Reached (IRM)	Status	Total Project Cost as captured on project page
	Eastern Cape Province utilizing Alternative Building Technologies for a Period of Thirty-Six (36) Months.		Mhlontlo: Mbinja; Note: This is a multiyear investment, therefore the implementation will be conducted in phases.				
King Sabata Dalindyebo (EC157)	Zitulele Hospital Upgrades	NDOH/DBSA	Upgrades and Renovations to various hospital departments and Accommodation	2022/03/10	Construction	Active	1 100 000 000

4.7 DEPARTMENT OF SOCIAL DEVELOPMENT

No.	Name of Applicant (Organisation)	Physical address	Ward No.	No of Beneficiaries	Contact person	Contact Number	Date Submitted
1.	Masizakhe Somila Primary co-op	Mpafane location Mthatha	34	10	N. Zide	0639729982	02/11/2022
2.	Futye CNDC	Futye location Mqanduli	21	140	N. Donwana	0837220471	05/11//2022
3.	Ikamva lethusew Primary Co-op	Zimbane valley Mthatha	4	5	N. Mdlangazi	0717245410	01/11/2022

4.8 DEPARTMENT OF EDUCATION

NAME OF SCHOOL	BUDGET PROGRESS STATUS
2021/22 FINANCIAL YEAR	
Mbuqe Extension SPS	R69 182 673.83- 100 % complete
2022/2023 FINANCIAL YEAR	
Tolweni SSS	R21 057 058.31- 90%-95%
Wilo Tech SSS	R60 351 669.55-85%-90%
Joubert Ludidi SSS	R18 971 922.03- 90%-95%
Attwell Madala SSS	R74 922 105.33-95%-97%
Lower Ngqungqu SPS	R54 456 056.00-95%-97%
Tembisa Special School	R165 267 015.00 - 98%-100%

4.9 DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENTAL AND TOURISM (DEDEAT)

PROJECT NAME/ DESCRIPTION	WARD/ LOCATION	BUDGET ALLOCATION	PROGRESS UPDATE	REQUIRED SUPPORT	RE-SPONSIBLE OFFICIAL	NO OF JOBS
Wild Coast SEZ: Establishment of an industrial park (SEZ) agro-processing zone Phase 1 (a) Mthatha Airport: Fencing construction	Ward 10	R81 million allocated to Coega for implementation (MTEF)	Part 1 of Phase 1 fencing complete	DTIC approved the funding for the infrastructure	DEDEAT Akho Skenjana & Coega David Lefutso	43 jobs were created
Vulindlela Industrial Park Development of Vulindlela Industrial Park master plan	Ward 6	R1 000 000	The master plan final draft stage, completion date March 2022	Planning and infrastructure support, to provide information to service provider	Marius Cotzee	3 jobs were created
Vulindlela Industrial Park Revitalisation: Phase two of renovating business structures	Ward 6	R29 000 000	The project is now complete	Resubmit application at DTIC for additional funding	Marius Cotzee	68 jobs were created & 6 SMME packages were made
Informal Business Support Program- sectors by application. In support of National DSBD Township & Rural Economies	KSD	@R30 000/ project	KSD LM 84 informal business recommended applications to province	REDP to support the finally funded businesses	Mbulelo Jolin-gana/Ntomboxolo Boni	84 jobs will be created
Ideal Veg, company at Vulindlela • Funded for expansion:	Ward 6	R1 058 173.72	Implementation in progress	Hon Executive Mayor (DURING Premier post SOPA visit) committed to	Ms. Boni & Mr Pantshwa	10 jobs will be created

PROJECT NAME/ DESCRIPTION	WARD/ LOCATION	BUDGET ALLOCATION	PROGRESS UPDATE	REQUIRED SUPPORT	RE-SPONSIBLE OFFICIAL	NO OF JOBS
- Refrigerated Delivery Vehicle - Machineries. - Raw- material - Delivery vehicle - Cater web 6. Phonic fans, 7. Security system, Catering equipment, - Cold room				assist the factory through REDP who will conduct assessment and package the support for implementation		
Jay Jay Farming Pty (LTD)	Ward 15	R1 135 997.14	Implementation in progress	The project has been funded for machinery& equipment	Ms. Boni & Mr Pantshwa	2 permanent jobs & 13 part-time jobs

4.10 DEPARTMENT OF PUBLIC WORKS: EXPANDED PUBLIC WORKS PROGRAMME

PROJECTS	EST.BUDGET/CONTRACT SUM	APP TARGETS	PROGRESS TO DATE	CHALLENGES/REMEDIATION ACTION	RECOVERY PLAN IF ANY
Botha Sigcau Building - Electrical, Mechanical and Fire installation in the building (From 3rd Floor to 11th Floor)	R 16,5 mil	Practical Completion	The Project is about 98% complete	N/A	
Botha Sigcau Building - Second Floor Open Plan	R 16,3 mil	Practical Completion	The project is about 95% complete	N/A	
Botha Sigcau Building - Ablutions, Kitchens, Cleaners room, Upgrade - Phase 1	R 20 mil	Practical Completion	The project is about 99% complete	N/A	
New Construction of Cluster Offices for various Departments at Mqanduli	R156 mil	Under Construction	The contractor is busy with earthworks	N/A	

4.11 DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM

COMMODITY	AREA (HA)	PLANNED INTERVENTION
Grain	1613	Provision of production inputs
Horticulture	71.5	Provision of production inputs
Poultry	-	Provision of feed for 2 poultry projects
Piggery	-	Provision of feed for 2 projects

CROPPING 2022/23

CLUSTER	PROJECT NAME	HECTOR-AGE	WARD	LOCALITY	PLANNED INTER-VENTION
Msukweni 205 ha	Tyalara	70	20	Tyalara	PROVISION OF PRO-DUCTION INPUTS
	Msukweni	40	19	Msukweni	
	Mmangweni	60	20	Mmangweni	
	Sakhela	15	28	Sakhele	
	iSiqalo	20	28	Thafeni	
Qweqwe 164 ha	Qweqwe	40	33	Qweqwe	
	Lower Centuli	34	31	Centuli	
	Luthuthu	30	32	Luthuthu	
	Konqeni	30	32	Konqeni	
	China	30	31	Xhwili	
Ngxityana	Ngxityana	40	17	Nqwathi	
Polta	Polta Maize	35	18	Mqhekezweni	
Highbury	Highbury	35	12	Highbury	
Bambanani	Bambanani	25	35	Jixini	
Harambe Mdikane	Harambe Mdikane	89	14	Ross mission	
Baziya 339	Deleki	10	15	Baziya	Provision of produc-tion inputs
	Ndungwana	100	15	Baziya	
	Mputi	70	15	Baziya	
	Jojweni	80	15	Baziya	
	Thumamina	79	15	Baziya	

CLUSTER	PROJECT NAME	HECTOR-AGE	WARD	LOCALITY	PLANNED INTER-VENTION
Kwenxura-abe(36,5)	Kwenxura	25	20	Kwenxura	Provision of production inputs
	Siyazama –Krakra	6	20	Krakra	
	Ikhwezilomso	2	20	Mbizana	
	Gotyibeni One	3,5	20	Kroza	
Nkwalini(203,5)	Mangqobe	24	36	Mangqobe	Provision of production inputs
	Qaukeni	25	22	Qaukeni	
	Masilime Mambalu	20	22	Xhorana	
	Nkwalini WGA	15	22	Nkwalini	
	Sazulwana Khubeka	10	22	Sazulwana Khubeka	
	Ntlahla	21	22	Khovoti	
	Mbozisa	5	36	Mbozisa	
	Khohlo	10	36	Khohlo	
	Gwadiso	2	36	Lucwecwe	
	Hlalusazi	30	22	Lower Ngqungqu	
	Nkwalini coop	21,5	22	Nkwalini	
	Gwama	10	22	Xhorana	
	Mtengwane	10	22	Mancam	
Cezu (72ha)	Ulutsha	8	29	Macosa	Provision of production inputs
	Inzamezethu	19	29	Ngqwara	
	Ukhozi	2	29	Ngqwara	
	Kufezwa	6	29	Ngqwara	
	Thafeni	10	29	Thafeni	
	Macosa	8	29	Macosa	
	Wakhaba	3	29	Lower Ngqwara	
	Mqanduli feedlot	10	29	Lower Ngqwara	
	Ntsimbini	6	29	Ntsimbini	
Sibanye (119,5)	Mzilikazi	15	23	Maqomeni	Provision of production inputs
	Sigcinene	16	23	Gengqe	
	Mziba	16	23	Makhumsheni	
	Mahlamvu	31,5	23	Mahlamvu	
	Masibuye Hala	5	23	Zibhodla	
	Lwalweni	12	23	Lwalweni	
	Nike	5	23	Makhumsheni	
	Ngomfela	12	23	Mahlamvu	

CLUSTER	PROJECT NAME	HECTOR-AGE	WARD	LOCALITY	PLANNED INTERVENTION
Nenga(56,5)	Hlalanathi	7	23	Gengqe	Provision of production inputs
	Bhonga	28	24	Nenga	
	Sizindeneni	16,5	24	Sizindeneni	
	Sibonise	7	24	Mpako	
Ndamse(73)	Sinoxolo	5	24	Nenga	Provision of production inputs
	Songwevu	5	25	Ngcwanguba	
	Ngqinelo	12	25	Ngcwanguba	
	Gqubeni	9	25	Gqubeni	
	Khwakhwa	17	25	Gqubeni	
	Ngqola	5	25	Madlakuveni	
	Liman Maqam	7	25	Gqubeni	
	Madlakuveni	12	25	Madlakuveni	
Kwaaiman	Nondobo	6	25	Ngcwanguba	Provision of production inputs
	Kwaaiman	15	27	Kwaaiman	
	Vukani Mncwasa	24	27	Mncwasa	
	Mxambule	7	26	Mxambule	
Nonceba(33ha)	Mtyatyambi	16	36	Mtyatyambi	Provision of production inputs
	Gwebani	10	21	Kalalo	
	Nonceba	13	21	Tyholo	
	Masiphuhlisane	10	21	Tyholo	

HORTICULTURE

PROJECT NAME	HA	WARD	LOCALITY	PLANNED INTERVENTION
Ntinga Magcina (Pty)(Ltd)	5.5	16	Lwandlana	
Jay jay farming	8	15	Baziya Makaula	
S.F Mtongana Fruit & Vege	6	10	Ntshabeni	
Mbuqe Povuma	12	4	Mbuqe	Supply of production inputs
Orange Groove Irrigation Scheme	17	01	Nonkobe	
SAM & SONS	6	29	Upper Ngqwara	
Siyo	2	20	Kwenxura	
Highbury Irrigation Scheme	15	13	Highbury	

PROJECT NAME	HA	WARD	LOCALITY	PLANNED INTERVENTION
TOTAL	71.5			

POULTRY

PROJECT NAME	WARD	LOCALITY	PLANNED INTERVENTION
Masande Lelethu Multi-purpose	35	Mvunge	Production Inputs
CNDC	21	Futye	Production Inputs

PIGGERY

PROJECT NAME	WARD	LOCALITY	PLANNED INTERVENTION
Roline Multi –Purpose Co-op	35	Mandlaneni	Production Inputs
CIIN	24	Lower Nenga	

INFRASTRUCTURE

PROJECT NAME	WARD	LOCALITY	PLANNED INTERVENTION
Mandlovini Dip Tank	35	Mandlovini	Construction of Dip tank
Vukani Piggery	34	Tabase	Conducting feasibility study; Designs & EIA for a 50-sow structure.
Madwaleni	35	Madwaleni	Dip tank repairs
Baziya Coop.	15	Ntokozweni	Fencing of 0.5 km arable lands
Baziya Makaula	15	Makaula	Fencing of 4.2 km arable lands
Darabe	23	Darabe	Fencing of 2.6 km arable lands.
Skhobeni shearing shed	31	Skhobeni	Construction of shearing facility
Sakhela	28	Sakhela	Bore hole Equipping
Madonisi	19	Madonisi	Bore hole Equipping
Gwegwe	32	Gwegwe	Bore hole Equipping
Lalin	17	Lalin	Bore hole Equipping
Double Perfection	22	Gengqe	Bore hole Equipping
TOTAL	800 HOUSEHOLDS WILL BE PROVIDED WITH PRODUCTION		

4.12 PRIVATESECTOR MEGA-DEVELOPMENT

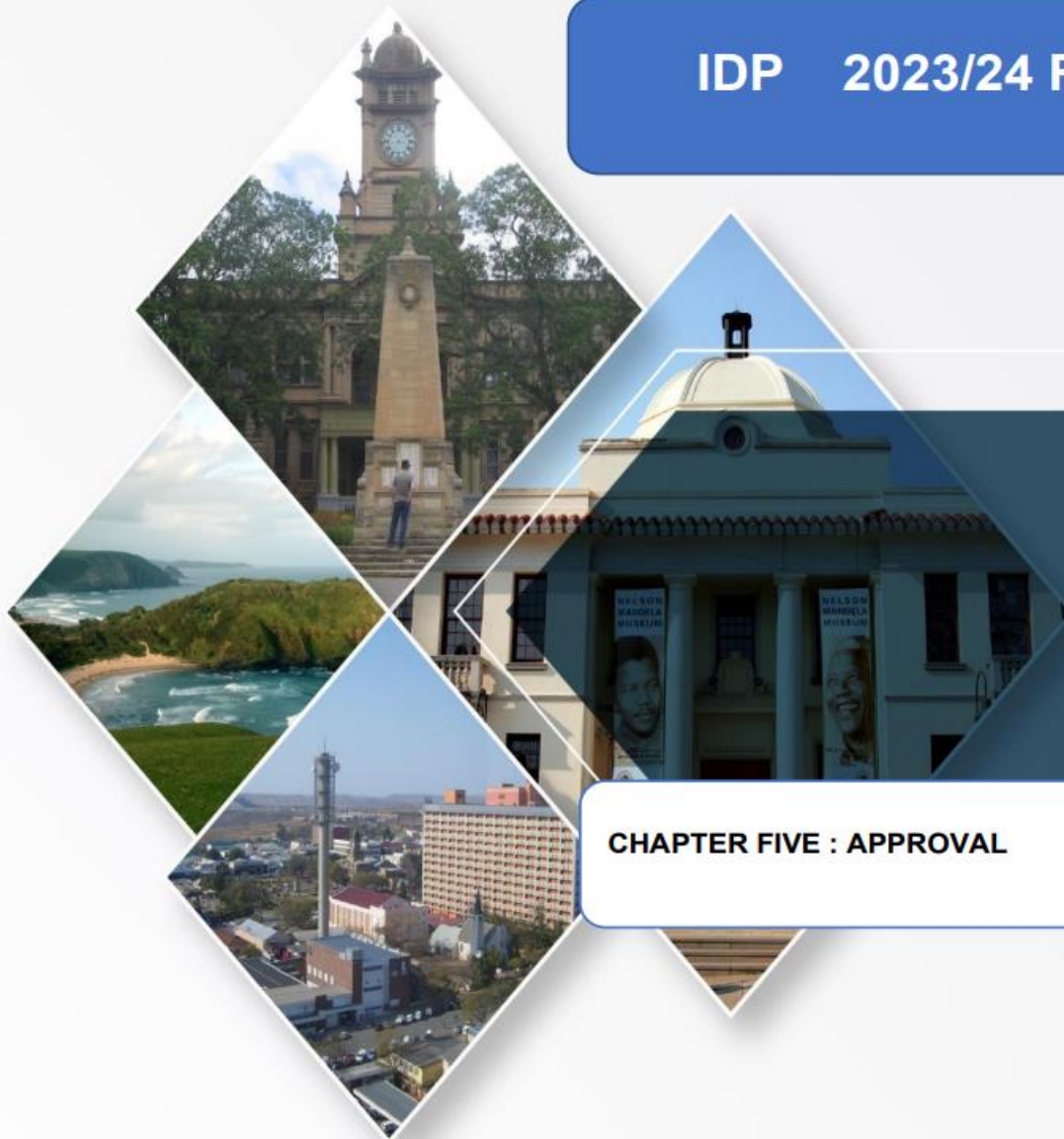
Project Name	Project Type	Responsible Agent	ward	Investment Value	Target Date
Bedford City	Mixed use	BAyethe Capital Pty (Ltd)	37	8 billion	2027

Project Name	Project Type	Responsible Agent	ward	Investment Value	Target Date
Silverton Development	Mixed use	NitaLite Investments Pty (Ltd)	1	5 billion	2030
Southridge Park	Mixed use	Chippa Property Development	3	6 billion	2025
Kaplan	Mixed use		14		2023
Northcrest mixed use	Residential and Town houses	Be Fountain Pty (Ltd)	13	48 million	2027
Airport Development	Mixed use	LE Foret Properties	10	1,8 billion	2030



KING SABATA DALINDYEBO LOCAL MUNICIPALITY

IDP 2023/24 REVIEW



CHAPTER FIVE : APPROVAL

CHAPTER FIVE: APPROVAL

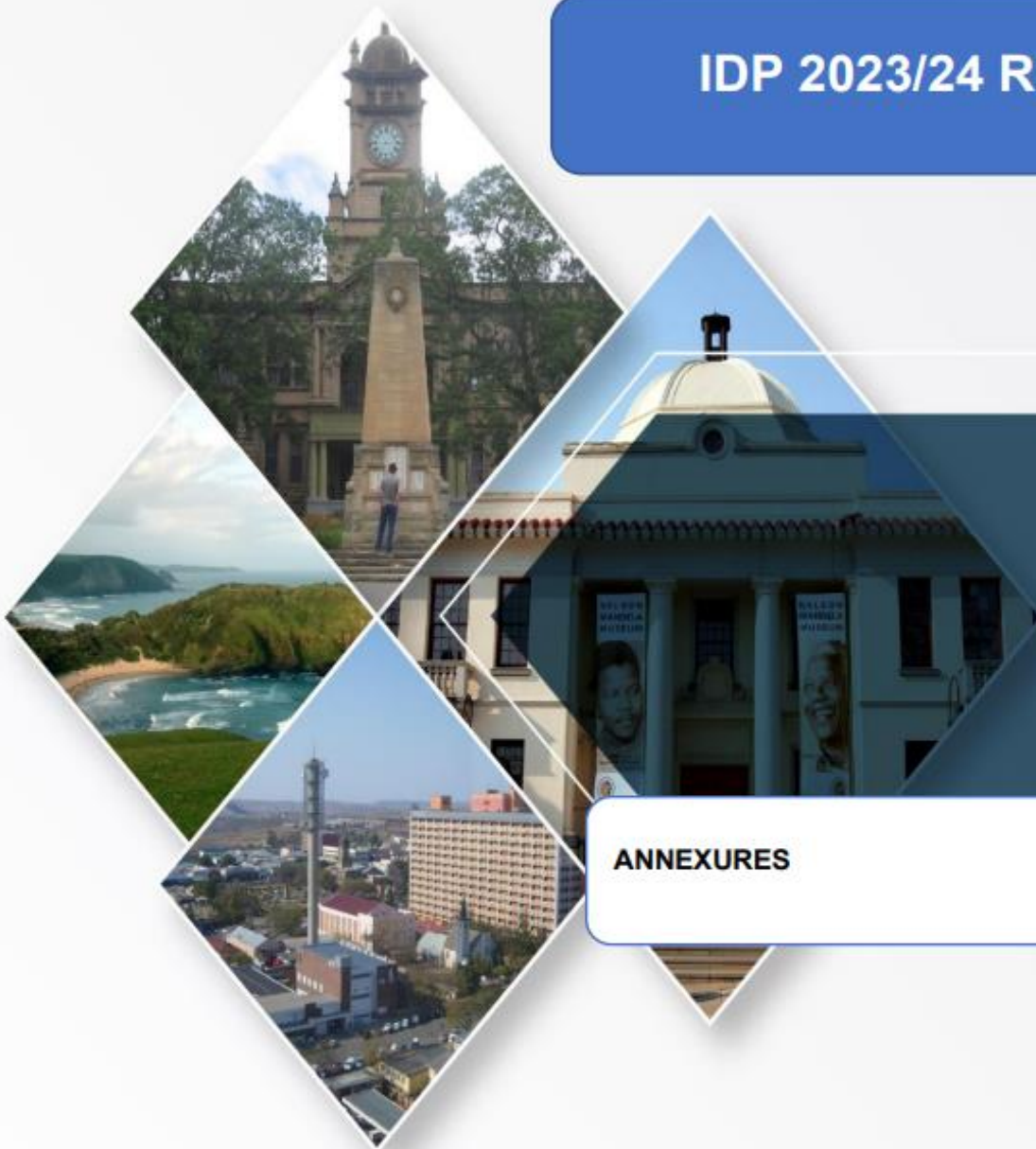
5.1 COUNCIL RESOLUTIONS

- IDP/ Budget and PMS Process Plan for IDP 2023/2024- Adopted on the 31 August 2022,
- Tabled to Council by 30th March 2023, and
- Adopted by Council on the 30th of May 2023.



KING SABATA DALINDYEBO LOCAL MUNICIPALITY

IDP 2023/24 REVIEW



ANNEXURES

5.2 ANNEXURES

The IDP Review 2023/24 is accompanied by the following annexures:-

- 5.2.1 Annexure A- Annual Financial Statement
- 5.2.2 Annexure B - Audit Action Plan,
- 5.2.3 Annexure C- Grant Register
- 5.2.4 Annexure D- Revenue Recovery Plan
- 5.2.5 Annexure E- Roads Maintenance Plan
- 5.2.6 Annexure F – Strategic plan Detailed Report
- 5.2.7 Draft Service Delivery and Budget Implementation Plan (SDBIP)