

SUNDAYS RIVER VALLEY MUNICIPALITY

DRAFT IDP 2016/2017



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FOREWORD BY MAYOR

As we are about to commit resources, time and our energies in a new financial year, it is prudent to reflect on some of the challenges and successes we bring into the year 2016/2017. Sundays River Valley is still home to large amounts of citrus production that assist this region, the Eastern Cape Province and the country in revenue. Closer to home, citrus production makes available thousands of jobs that in their absence the large numbers of people in the Valley and neighboring towns would be hamstrung.

In this financial period I have urged all the councilors and the management of the Municipality to work at their level best to make this Municipality the best it can be. We are nonetheless not disillusioned by the challenges we face. We have been at the receiving end of a brutal and financially costly protest that has left our buildings to ruin. This has been a most unfortunate event that we condemn in the strongest way possible. We cannot take for granted our people and the frustrations they have, in the same breath we cannot pretend that the destruction of Municipal buildings is the best way or even the only way to deal with such frustrations. As the leadership of the Municipality we have to work harder to open the lines of communication, to strengthen the avenues of accountability via the ward committee system and the community development worker route.

There are two programmes that must be implemented without fail; one is the resolutions taken at the strategic planning session on the 14th April 2015 and the other is the Back to Basics action plan was approved by Council.

We are still plagued by the appalling conditions of our roads and the quality of drinking water in areas such as Glencorner, Kleinpoort, Nomathamsanqa and Enon and Bersheba. We will work tirelessly with sector departments to bring about change in these areas. The plight of our people is known to us.

Now is the time to reconnect with the people of the Sundays River Valley and to recommit our energies into bringing about a positive change into their lives. Nothing is impossible if we work together, pursuing a common goal, coming from all backgrounds and political affiliations.

I thank you

ZOLILE LOSE
MAYOR

FOREWORD BY MUNICIPAL MANAGER

The administration of the Municipality is primarily concerned with the efficient provision of basic services as per local government's constitutional mandate. This can be achieved by a capable and competent municipal workforce.

We are still faced with a challenge of filling critical posts though we endeavor to do this within a reasonable time. I can gladly say we have competent people in key positions. We are focusing all our energies on improving our performance in critical areas as highlighted by the Auditor General. We are also keeping a keen eye on our spending on grants as well as increasing our revenue. The secret to a well-functioning municipality is regular and constant provision of support to lower level employees by management – this allows accountability to flow without complication both internally and externally.

This year we will endeavor to bring the Municipality closer to the people. This Municipality will prioritize basic service provision; water and roads will be our primary focus. We will not neglect local economic development – strategic interventions that will enable our local economy to flourish will be enhanced. We already have projects in the pipeline that will allow make a significant impact in the lives of our people.

I am alive to the challenges we face as a small Municipality, they require resolve and dedication from the political leadership and from the administrative component. We will work tirelessly to bring about change in this Municipality.

I thank you

LONWABO REGINALD NGOOO
MUNICIPAL MANAGER



MUNICIPAL VISION

The following sets out the Integrated Development Planning of the Sundays River Valley Municipality which governs all planning as obligated by Section 153 of Act No. 108 of 1996 (The Constitution of the Republic of South Africa)

Vision

“To be a united, responsive municipality that is prosperous and financially viable delivering professional and excellent services to its entire community”

Mission

Sundays River at Valley Municipality will fulfill its mandate to its constituencies in a manner that is:

- Accountable;
- Subscribes to sustainable utilization of resources; and
- Operating in a democratic, non-racial, non-sexist and safe environment.

Core values

- Dignity
- Respect
- Trust
- Integrity
- Honesty
- Diligence
- Caring
- Transparency

EXECUTIVE SUMMARY:

The Sundays River Valley Municipality (SRVM) is one of the developing local municipalities within the Cacadu District Municipality (Western Region). It is located in the Eastern Cape approximately 80km north and east of the Nelson Mandela Bay Municipality.

The municipality boasts with its eco-tourism and agricultural potential. The Addo Elephant National Park (AENP) and citrus production are two important economic drivers in the SRVM. The AENP has given rise to a number of booming B &Bs and private lodges. Our close proximity to the Coega Industrial Development Zone has led to our Addo Tourism Development corridor and the Enon-Bersheba's 10 000 ha pristine communal land being increasingly sought after for tourism enterprise development and conservation opportunities. The municipality recognises and supports the creation of wealth in local communities through private enterprises, community works programme and productive Public-Private Partnerships.

The SRVM's IDP vision, mission statement and values have been endorsed by Council as its directives. The municipality has developed IDP monitoring tools (institutional, departmental and individual score cards) to ensure proper linkages between SDBIP and IDP annual targets. The ePMS tool provides a mechanism of tracing progress of IDP objectives. The Municipality is progressively attending to the need of cascading performance management to middle and lower levels as it is only section 56 managers including the Municipal Manager that are formally evaluated. As a developmental local government, the SRVM is committed to working with local communities to find sustainable ways to meet their social, economic and material needs as well as to improve their quality of life. The White Paper on Local Government of 1998 alludes to the latter statement and further provides that, as a developmental local government, the SRVM must play a central role in representing communities, protecting their human rights and meeting their basic services. These are issues and challenges we face, and the IDP then provides a strategic tool through which the municipality's development agenda is addressed.

As a legislative requirement the municipality must draft an IDP over a five-year lifespan and assess and review it annually. The IDP then becomes a tool designed to bring together and to harmonize individual plans of the municipal departments. It draws together all the development objectives of a municipal council including Local Economic Development (LED), and enables the formulation of strategies to realise the objectives set in an integrated way. This means everyone is working towards the same goal.



The programmes and projects contained in the IDP must reflect clear timeframes and indicators. However, some capital programmes and projects will take 3-5 years to complete. A long term strategic plan beyond a five-year term is necessary to ensure sustainability of current and future implementation of programmes and projects (Growth and Development Strategy).

The annual assessment and review of the IDP responds to the changing needs of the community and stakeholders. In the assessment and review sessions, politicians and officials had an opportunity to listen to the challenges and priority issues of their constituencies. One mechanism used was the CBP workshops and the Mayor's Indaba to name but a few.

The municipality's development mandate as enshrined in the constitution cannot be achieved without the help from other sectors, for example sector departments and businesses, which can be achieved through partnerships and intergovernmental relations.

The following preliminary steps were followed in the formulation of IDP Review Processes of the SRVM:

- The adoption of District framework plan which then informed our process plan;
- The assessment of the current situation in the municipal area to understand our priority issues;
- The assessment of the needs of the community through ward plans and other tools;
- The determination of where the municipality is heading through vision, mission, objectives, and strategies;
- The prioritization of needs through project plans and the setting of goals to meet those needs.
- The inclusion of integrated management plans and programmes
- Strategic plans conducted by the municipality
- Monitoring and evaluation of IDP implementation

It is important to note that the IDP process is the single, inclusive planning process within which other processes must be located.

Advantages and Importance of IDP

- Through the IDP, the municipality is informed about the **problems** affecting its municipal area and, being guided by information on available resources, is able to develop and implement appropriate strategies and projects to address the problems.
- It helps the municipality to make more effective use of scarce resources. The municipality can focus on identified and **prioritised local needs** taking into consideration local resources.
- This enables the municipality to search for more effective solutions by **addressing causes**, rather than just allocating capital expenditure for dealing with symptoms.
- The IDP helps to speed up delivery by providing a tool which guides **where investment** should occur.
- It attracts all relevant **role-players** and offers decision-making mechanisms that will drive at realistic project proposals taking into consideration the limited resources.
- Where there is a clear municipal **development plan**, private investors and sector departments are more willing to invest their money.
- The IDP will strengthen democracy and institutional transformation through transparency and **inclusiveness**. It engages different soc-economic groups where people live and work.
- It facilitates the redistribution of resources in a **consultative process**.

Chapter One: Planning & Processes

1.1. IDP OVERVIEW

The IDP has 5 phases which are meant to produce a document that is underpinned by community participation, strategy driven, implementation orientated and integrated.

The IDP phases are:

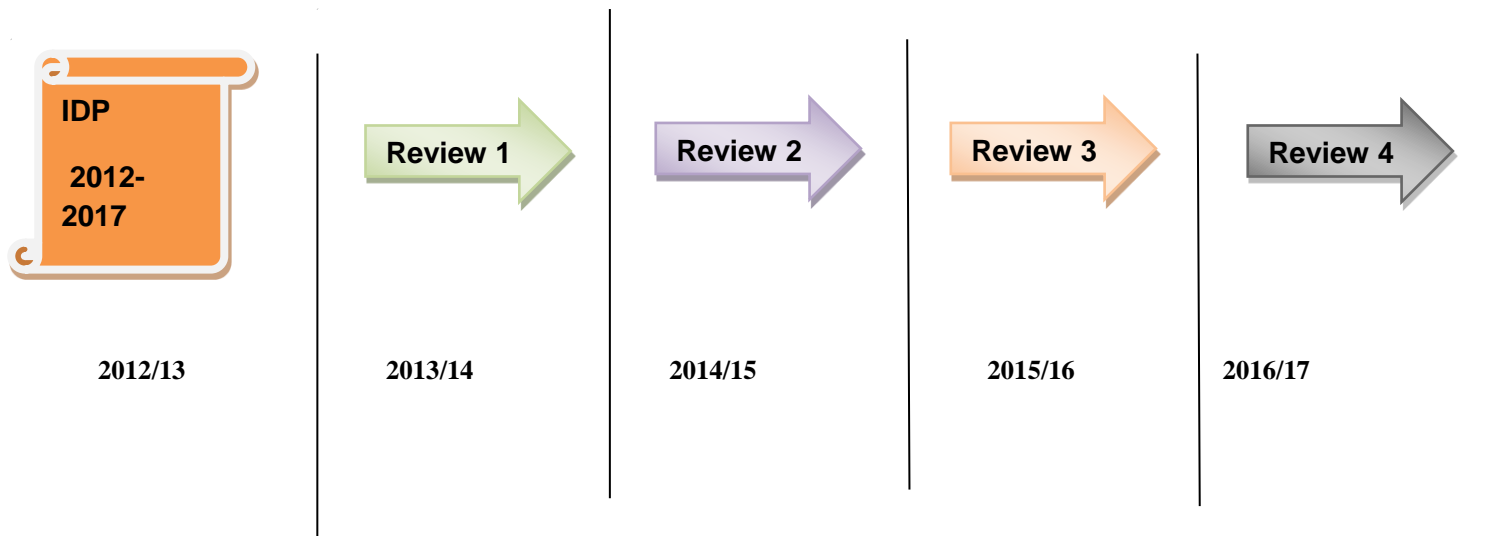
1. **Analysis:** Priority issues are identified by analysing the Community and Municipality.
2. **Strategic:** Setting a long term development strategy for development
3. **Projects phase:** Implementation plan or short, medium and long term deliverables.
4. **Integration:** Alignment with budget, district, provincial and National policies, programmes and plans.
5. **Approval:** Council adopts the IDP as its strategic plan, to guide investment (Public and Private) and outcomes.

The IDP or revised IDP can only be approved after communities commented. Public participation is not a once off exercise but essential in all phases.

The ultimate aim of this process is to enhance participatory democracy.

1.2 ANNUAL REVIEW OF THE IDP

The Municipal Systems Act (Act 32 of 2000) requires municipalities in South Africa to review their IDP's on an annual basis in order to keep track and remain relevant to the ever changing needs and dynamics in communities. In relation to the illustration below of the evolution of IDP's over a 5 year period this process can be described as Review 2 of the IDP of the Sundays River Valley Municipality. The priorities and actions identified in this IDP review will inform the structure of the Sundays River Valley Municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.



This fourth review of the IDP does not attempt to rewrite the preceding reviews that were done but mostly focuses on assessing and reporting on the strategic objectives and targets set in the 5 year plan. That is why it is essential to read this IDP Review together with the 2012-2017 IDP as well as the 2016/17 IDP review because Sundays River Valley Municipality is still well on course in attaining its strategic objectives as set out in the aforementioned plan.

The purpose and objectives of the review is to:

- Reflect and report on the progress made in respect of the implementation of the 5 year IDP
- Evaluate the appropriateness of the strategies reflected in the 5 year plan and make the adjustments where necessary, especially where changing circumstances within the municipality or externally so demand
- Determine annual targets and action plans for the next financial year to keep track of the 5 year strategy
- Inform the annual budget of the municipality
- To re-affirm Council's strategic objectives and the medium term service delivery and development agenda
- To align the 5 year strategic plan with the longer term Integrated Strategic Development Framework (ISDF)
- To review the prioritisation of key programmes & projects in each ward through a comprehensive public participation process
- To ensure that all projects are directed to achieve the strategic objectives of Council
- To determine the impact of changing external and internal circumstances on the service delivery and development agenda of the municipality
- To address the recommendations reflected in the assessment letter from the MEC for Local Government in the Eastern Cape in respect of the previous IDP review

1.3 GUIDING PARAMETERS

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

THE EIGHT MILLENIUM DEVELOPMENT GOALS

The Millennium Development Goals and targets stem from the Millennium Declaration by 189 countries in the year 2000 to work towards economic and social development priorities which were subsequently termed Millennium Development Goals. South Africa is a signatory to that agreement. The MDG's have been embraced by government and are aligned with the Medium Term Strategic Framework, which outlines national government development priorities.

1. Eradicate extreme poverty
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Development a global partnership for development

12 GOVERNMENT OUTCOMES

IN 2010, the Ministry of the Monitoring and Evaluation formulated and presented 12 Outcomes that reflect government's delivery and implementation plans for the Medium Term Strategic Framework priorities

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

Of the 12 outcomes, outcome 9 holds reference to District and Local Municipalities as a mechanism to formalize 'a responsive, accountable, effective and efficient local government system'. In order to achieve this goal, Outcome 9 identifies 7 Critical outputs.

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

Output 2: Improve access to basic services;

Output 3: Implementation of the community work program;

Output 4: Actions supportive of the human settlement outcomes;

Output 5: deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability;

Output 7: Single window coordination.

NATIONAL POLICY DIRECTIVE – The National Spatial Development Perspective (NSDP)

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

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

Although government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequalities, infrastructure investment and development spending must be applied in the most cost effective and sustainable manner. In terms of cost effectiveness and sustainability, the NSDP advocates that the varying spheres of government apply the following principles when making decisions on infrastructure investment and development spending.

- **The National Development Plan**

It was in 2012 when Cabinet agreed on the National Development Plan as a tool to eliminate poverty and reduce unemployment by the 2030. The NDP sets out firm proposals to solve the country's problems and to deepen the engagement of all South Africans in building the future. A focus on people's capabilities is at the centre of the plan. The capabilities include education, skills, decent accommodation, nutrition, safe communities, social security, transport and job opportunities.

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

- **Provincial Growth and Development Plan**

The PGDP is designed to deal with the spread and incidence of poverty and unemployment in the Eastern Cape, as well as spatial inequality between regions. The Plan priorities interventions in three sectors, i.e. manufacturing, agriculture and tourism. It intends to redirect government plans and spending towards addressing fundamental problems within the economy.

1.4 IDP PARTICIPATION

Chapter 4 of the Municipal Systems Act requires municipalities to involve communities and stakeholders in the review process of the IDP. The Sundays River Valley Municipality will use all available means of communication within its disposal to inform the public. This will include loud-hailers, flyers, and advertisements in key local establishments, word-of-mouth, ward circulars and all other pertinent forms of communication. The process of the IDP review will be as transparent and inclusive as possible to accommodate all stakeholders. In an effort to ensure maximum engagement, the SRVM has scheduled a series of meetings for community and stakeholder engagement.

1.5 ACTION PROGRAMME FOR SRVM IDP AND BUDGET REVIEW PROCESS PLAN 2016/17

Deliverable /Activity	Responsibility	July				August				September			
		1	2	3	4	1	2	3	4	1	2	3	4
Consultation with the District on Draft Framework Plan (18 June 2015)	IDP Planning Unit												
IGR meeting 14 th August 2015													
Council adopts Framework Plan and IDP Budget Schedule	Planning Unit/Council								28 Aug 2015				
IDP Steering Committee											Sep 2015		
Consultation with stakeholders on the IDP Review process: IDP Rep Forum	Planning Unit											Sep 2015	

ACTION PROGRAMME CONT

Deliverable /Activity	Responsibility	October				November				December			
		1	2	3	4	1	2	3	4	1	2	3	4
Community Based Planning roll-out in 8 wards	Planning Unit/IDP Managers												
Situational analysis – municipal wide analysis	Planning Unit /IDP Task team												

Consultation with the District Municipality 13 th October 2015		13 Oct 2015												
IDP/Budget Steering Committee meeting to confirm priorities	IDP Steering Committee													
Review of objectives and strategies	Planning Unit / IDP Task Team													
Compile Draft projects														
Consult the District Municipality on Draft projects	Planning Unit													

ACTION PROGRAMME CONT

Task/Activity	Responsibility	January				February				March				
		1	2	3	4	1	2	3	4	1	2	3	4	
IDP Steering Committee	Planning Unit		14 Jan 2016											
Consultation with the District Municipality			19 Jan 2016											
Finalization of draft projects /alignment with budget	Planning Unit/Finance													
IDP/Budget Steering Committee meeting to consider first	IDP Steering Committee meeting						02 Feb 2016							

draft														
Consultation with stakeholders: IDP Rep Forum	Planning Unit						04 Feb 2015							
IDP Steering Committee	Planning Unit									03 Mar 1016				
Consultation with the District Municipality	Planning Unit											15 Mar 2016		
Tabling of Draft IDP to Council	Council													29 Mar 2016
Publish draft IDP/Budget in local newspaper for Public Comment	Planning unit													
	Responsibility	April				May				June				
		1	2	3	4	1	2	3	4	1	2	3	4	
Refinement of Draft IDP/Budget	Planning Unit/IDP Task Team													
IDP Steering Committee							03 May 2016							
Stakeholder consultation IDP REP FORUM	Planning Unit						05 May 2015							
Council adopts IDP and Budget	Council						25 May							

							2016						
Publication of approved IDP/Budget on the website and local newspaper	Planning Unit												

To note

The analysis phase involved the performance assessment of 2015-16 IDP, the municipal level of development and service delivery backlogs. Key strategic documents such as the Service Delivery and Budget Implementation Plan (SDBIP) where particular quarters of 2015/2016 were looked at, Mid-year performance 2015/2016, Budget and Annual Report were used to assess the performance of the municipality to get an overall understanding of the developmental status quo.

Strategy phase

A departmental strategic meeting was held in January 2016 to refine and confirm the developmental trajectory of the Municipality taking into account the performance as it had been stated in strategic documents. The strategic phase also involved meetings with the District Municipality (and other LMs in the District) in an effort of synchronising planning and strategic goals. A follow up meeting after the upcoming community engagements will seek to confirm the municipal strategic objectives and priorities for 2016/2017 IDP Review based on the community needs. As some engagements with the community have already occurred the priorities will be outlined below.

Strategically, our in-house meeting was attended by Directors, section heads, and middle management personnel. During the meeting Directors presented the municipalities mid-year performance for 2016/17 and re-confirmed the municipality’s IDP development priorities, namely water supply, road infrastructure development and storm water, electricity supply and management, integrated human settlement, good governance and public participation, sanitation/sewerage, community development, rural development, economic development, waste management and accountability relating to financial management and viability. It was further agreed that the municipality need to come up with the long term strategy to guide development.

Project phase

During the meeting on the Project phase Directors will identify projects that must be prioritised in the 2016/17 IDP informed by the community priorities, long term sustainable development of the municipality and financial projections.

Integration phase

A meeting is scheduled to be held in April 2016 with sector departments, para-statals and the private sector in order to compile all projects and programmes that they will implement within the municipality for the 2016/17 financial year.

All sector plans/ policies that required a review were reviewed amongst others were the PMS Framework, the SDF, WSDP, etc.

Approval phase

The draft IDP will be served in Council in March 2016 for adoption. Preceding this will be the planned community engagements, the draft being taken to Council for noting, and thereafter being made public for further elicitation of comments from all affected parties. Furthermore SRVM has scheduled meetings with stakeholders that will be in the planned Rep forum which will enrich this process.

Budgeting

The IDP can be regarded as a tool that enables the municipality to align its financial and institutional resources based on agreed policy objectives and programmes. As a result the municipal IDP and budget are inevitably linked to one another, which is something that has been emphasized by legislation.

Local Government Municipal Finance Management Act, 56 of 2003, section 21 (1) stipulates that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible; at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget; the annual review of—

(aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and

(bb) the budget-related policies;

the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

The Local Government Municipal Planning and Performance Management Regulations, 2001 Section 6 stipulates that:

Giving effect to integrated development plan

A municipality's integrated development plan must inform the municipality's annual budget that must be based on the development priorities and objectives referred to in section 26(c) of the Act and the performance targets set by the municipality in terms of regulation 12; and be used to prepare action plans for the implementation of strategies identified by the municipality.

The draft budget must be tabled and finally submitted to Council for adoption by May 2016.

Implementation and Monitoring of Performance

The implementation and monitoring of the IDP is done continuously throughout the year. This phase represents the implementation and monitoring of proposals and projects contained in the IDP. The municipality develops organizational performance management plan which reflects Key Performance Indicators (KPI's) and targets linked to the Integrated Development Plan. This plan will be used as a monitoring framework towards the implementation of the IDP and the attached budget thereof.

This phase comprises meetings/negotiations with provincial departments in order to monitor progress on provincially/nationally funded projects and meetings on funding, powers, duties and functions etc as contemplated in the IDP document. During this phase the situation regarding the development and review of sectoral strategic plans will also be monitored. The implementation and monitoring phase is a continuous process which commenced July 2015 and continues right through to June 2016. And will begin again on the 1st July 2016 until 31st June 2017.

1.6. Institutional Arrangement for the IDP process

Council	Approve the Process Plan and the IDP.
Mayor	Decide on the Process Plan and to make firm recommendations to Council. Chair meetings of IDP Forum.
Municipal manager	The Municipal Manager is responsible for managing, monitoring, and implementing the overall IDP process, assisted by the Strategic Support Manager, IDP Assistant Manager, the IDP Steering committee, and officials. The terms of reference include: Preparing the process plan. <input type="checkbox"/> <input type="checkbox"/> Undertaking the overall management and

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

	<input type="checkbox"/> <input type="checkbox"/> Inform the public about the establishment of the IDP Representative Forum. <input type="checkbox"/> <input type="checkbox"/> Identify stakeholders to be part of the Forum in such a way that the public is well represented.
IDP Rep Forum	<p>The IDP Representative Forum is chaired by the Executive Mayor as the organizational mechanism/platform for discussion, negotiation, and decision-making between stakeholders within the municipal area.</p> <p>The terms of reference for this structure included:</p> <input type="checkbox"/> <input type="checkbox"/> Represent the interests of constituents in the IDP process. <input type="checkbox"/> <input type="checkbox"/> Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and municipality. <input type="checkbox"/> <input type="checkbox"/> Ensure communication between all the stakeholders' representatives. <input type="checkbox"/> <input type="checkbox"/> Monitor the performance of the planning and implementation process.

According to the Municipal Structures Act and the Municipal Systems Act, both levels of the local sphere have to elaborate IDPs as a crucial part and tool of their management and delivery system. In order to avoid duplication of work, the two planning processes should be closely interrelated. The design of this interrelation and distribution of responsibilities takes four imperatives into consideration:

1. The analysis and reprioritization of needs and problems requires a participatory process, involving local communities and stakeholders. The information on service gaps and on potentials has to be location-specific. Therefore the entire Municipal senior staff, Ward Councilors, chairpersons of Portfolio Committees, IDP Representative Forum has to be actively committed in the processes, identified in the preceding process plan.
2. If IDP is meant to contribute towards institutional transformation, as well as informing budgets and business plans, then it is imperative that we have a planning process and review planning documents.
3. Smooth co-ordination needs to be promoted between Departments, Community, Sector Departments, District, Provincial and National level

4. Translating these three imperatives into the phasing of the IDP processes may result in the following procedure:
- The continuous consideration of comments received from various role-players in the IDP Process, including the ones received from the MEC, are considered.
 - Identification of assessment and participatory issues and the focus of the planning and extensive participation process.
 - Facilitation of Sector Alignment of provincial budgets will, as a rule, be at district level, while there may still be some locally specific issues, which need locally specific strategies. Local Municipalities are to be invited to Sector Alignment strategy workshops so as to jointly discuss the most appropriate problem-solving strategies. This needs to be closely monitored at local and district level.
 - Provincial and National specialists, as well as competent resource persons from civil society could be invited to join this process which will be facilitated by the District municipal officials with the assistance of the Office of the Premier. This is the arena where “people and places meet with sectors and subjects”.
 - The District will have to play an important role in vertical co-ordination of reviewed programmes and projects.
 - Consolidation of documentation into a draft and the adoption and approval of amendments feeding into the final IDP.
 - 50% + 1 will constitute the quorum in all meetings except community meetings.

1.7. The annual review to the 2016/17 IDP

The review process focussed on:

- Improving the **strategic nature** of the document, thereby ensuring effective use of available data, careful consideration of available resources, as well as exploring locally appropriate solutions to complex development issues.
- Increasing the usefulness of the document during **implementation** and monitoring.

The process was influenced by:

- Performance assessments reports
- An extensive data search to update the analysis chapter.

- Inputs from community based planning initiatives
- The need to align local priorities with priorities of other spheres of Government.
- Audit Outcomes

The Reviewed IDP document 2016/17 reflects the following adjustments:

1) Information and analysis were updated to include the following data sources:

Table 1: Data sources

NAME OF DOCUMENT ¹	SOURCE	DATE
Service backlog study	SRVM Water Services Sector Plan	2011/12
Spatial Development Framework	Sundays River Valley Municipality	2013
Tourism Sector Plan	LTO minutes	2011
Finance and human resource Policies and by-laws	Sundays River Valley Municipality	2014/15, 2015/16
Council Resolutions	Sundays River Valley Municipality	2013/14, 2014/2015
The Local Government Turnaround Strategy and municipal capacity assessment	CoGTA website	2011
PMS Policies	SRVM	2014/15
SRVM Turn Around Plan	SRVM	2015/16
Audit Action Plan	SRVM	2015/16
SRVM Census Stats	Stats SA	2011/12
Small Towns Revitalisation Strategy	SRVM	2014
Infrastructure Master Plan	SRVM	2012/13

Water Safety Plan	SRVM	2014
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- 2) Community Based Plans
- 3) Reformulation of Foreword by the Mayor
- 4) Updating of objectives, priorities, programmes, projects and strategies emanating from public participation processes and audit committee recommendations.
- 5) The reviewed institutional risk assessment
- 6) Performance management system as adopted
- 7) The entire budget section is updated and a revised budget summary for the next three years is inserted.
- 8) The five year financial plan is reviewed.
- 9) Alignment of priorities across the three spheres of government.
- 10) Reflections and Contextualization of the State of the Nation Address
- 11) Draft SDBIP
- 12) Comprehensive analysis of Roles and Responsibilities in the IDP Process.
- 13) Alignment to Millennium Development Goals
- 14) Key Performance Indicators updated in line with Local Government KPIs

1.8. Legislative Framework

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

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

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

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

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

(i) *Annually in accordance with an assessment of its performance measurements in terms of section 4; and*

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

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

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

(a) *Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;*

(b) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –*

(i) *The preparation, tabling and approval of the annual budget;*

(ii) *The annual review of –*

- *the integrated development plan in terms of section 34 of the Municipal Systems Act; and*
- *the budget-related policies;*

(iii) *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*

(iv) *Any consultative processes forming part of the processes referred to in sub-paragraphs (i), (ii) and (iii)*

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

(a) *take into account the municipality's Integrated Development Plan;*

(b) *take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;*

(c) *take into account the national budget, the relevant provincial budget, the national government's fiscal and macro-economic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;*

1.9. MEC Comments on SRVM IDP

The MEC commented on the previous years' IDP. In reviewing the IDP for the period 2016/17 the comments were considered and taken into account. This is particularly the case in the section dealing with Institutional Transformation and Development and Basic Infrastructure and Service Delivery where information had to be updated.

Focus Area	Finding	Remedial Action
Spatial Development Framework	No finding	N/A
Service Delivery and Infrastructure Planning	Is there an Approved Integrated Transport Plan?	
	Are there functional taxi ranks? If yes, how many are there?	Taxi ranks exist and are function but are not formal – they are informal taxi ranks. This will be reflected in the IDP.
	Does the municipality have a Budget for Transport facilities?	Not in the current and coming financial year.
	Does the Municipality have a Trade Effluent Policy?	DEDEAT to assist the municipality with the plan for future development. Municipality is not highly industrialized such that a policy to regulate trade effluent is needed.
Natural Environmental Analysis	There is need for a functional environmental unit to implement environmental plans and programmes?	We do not have a fully-fledged unit. Some of the environmental health functions are performed by two (2) environmental health practioners and a waste management officer. Organogram reflects their existence.
	There are no environmental by-laws in place.	By-laws exist, they may not be reflected in the IDP. <ul style="list-style-type: none"> - street trading - dumping and littering - keeping of animals

Disaster Management	There are no emergency procurement measures stipulated in the disaster management plan	They are provided for in the supply chain management policy.
	Disaster management by-laws have not been adopted	They were adopted and promulgated, and further gazetted.
	No fire services tariffs in place.	Will be introduced going forward.
Financial planning and budgets	Not indicated if the municipality has AFS Process plan/ year end preparation plan	
	Not reflected if the municipality bills consumers on a monthly basis as per norms and standards of revenue management	
	% expenditure on MIG grants, (ii) percentage of salary budget (councillors' remuneration and employee costs) to operational budget and (iii) the percentage of repairs and maintenance on total budget was not reflected.	This has been rectified
	No reflection of whether the Indigent Steering Committees have been established and are functional	
	No reflection of whether budgetary provision had been made for planned housing projects	Housing projects are located in the department of Human Settlements. The developer status is with them.

CHAPTER 2

Chapter Two: Situational Analysis

2.1 Demographic Profile

2.1.1 Introduction

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

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

In order to properly plan for the development of the SRVM, it is critical to understand the needs of the Sunday's River Valley population, its relevant demographics as well as the anticipated trends in development for the 2016/17 financial year.

2.1.2 Description of the municipal area

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

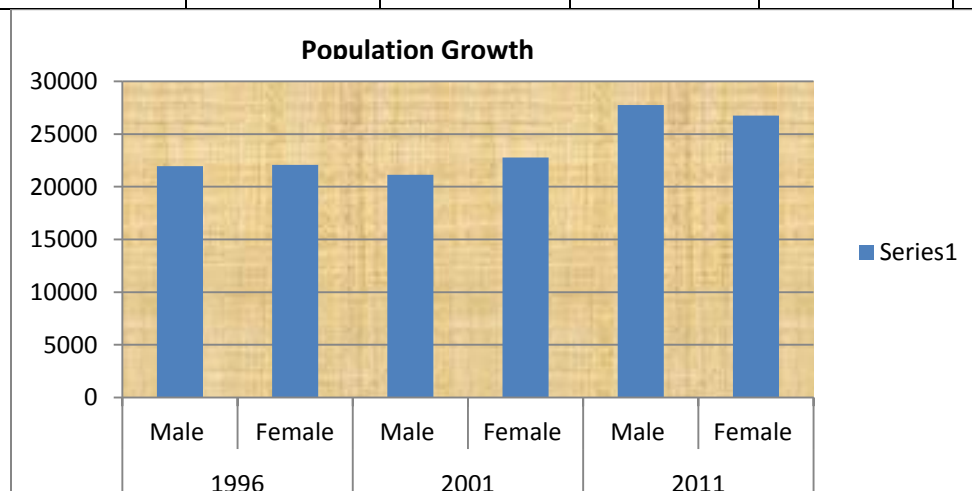
It is approximately 50km from Coega Industrial Zone in Nelson Mandela Bay Metro. The municipality can boast its ecotourism and agricultural potential. The Addo Elephant National Park and its citrus production are two important drivers in the Sundays River Valley Municipality. The valley is characterised by harsh climate conditions, with summer temperatures rising in excess of 40°C. Rainfall is spread over the year and is between 250-500mm per annum. The valley is

characterised by wide, fertile flood plains and is associated with low-lying land and steep, less fertile soil. The area outside the Sundays River includes the Paterson area, the coastal belt, and the west of Alexandria.

2.1.3 Population Profile

Table 2: Distribution of population by Gender (Census 1996, 2001 & 2011)

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
21949	22091	44040	21140	22772	43913	27761	26740	54503



According to Census 2011, the population of SRV was approximately 54 504 people of whom 72% are Black African, 21% Coloured and 6% White. Between the years of 1996 and 2001, the population showed a slight decrease of 0.29% (127 of the population). However during the years of 2001 and 2011, the population had increased by 19% (10590 of the population).

Table 3: Gender by Population group

	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Male	19 969	5 849	44	1 570	329	27 761
Female	19 147	5 794	52	1 640	110	26 743
Grand Total	39 116	11 644	96	3 209	439	54 504

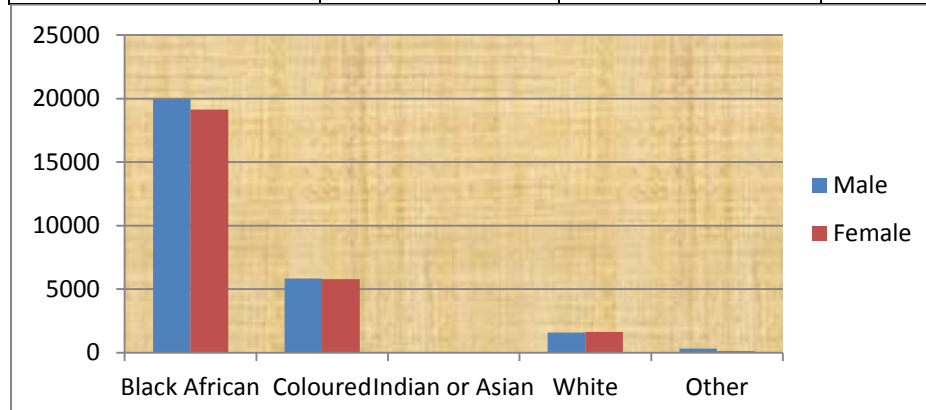
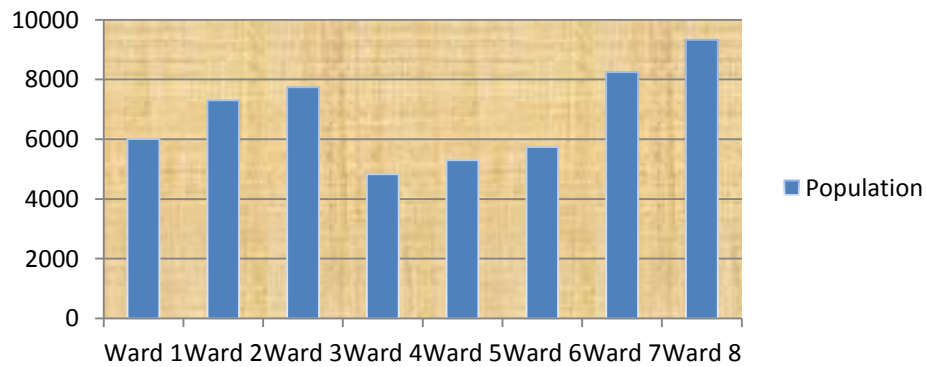


Table 4: Geography by Population group

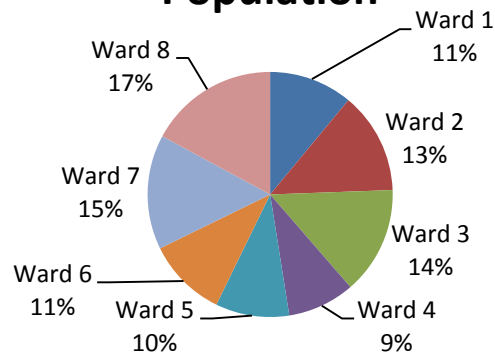
	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Ward 1	5 849	103	6	3	47	6 008
Ward 2	3 396	3 180	21	655	53	7 305
Ward 3	4 773	2 615	18	268	70	7 743
Ward 4	4 660	66	10	63	33	4 832

Ward 5	5 069	49	3	130	52	5 303
Ward 6	5 102	313	2	276	46	5 739
Ward 7	4 331	2 463	26	1 350	76	8 247
Ward 8	5 936	2 854	10	465	62	9 328
Grand Total	39 116	11 644	96	3 209	439	54 504

Population



Population



The above charts show Ward 8 as having the highest percentage of 17%, followed by Ward 7 which sits on 15% of the total population. The highest percentage of population in Ward 8 may be attributed to the influx of people during the season (citrus production). Ward 4 has the lowest population size of 9%.

Table 5: Age in completed years by Population group

Age Group	Black African	Coloured	Indian or Asian	White	Other	Grand Total
0 - 4	4 179	1 274	12	192	25	5 682
5 -10	3 903	1 389	15	220	13	5 540
11 - 17	4 134	1 583	6	317	7	6 047
18 - 35	13 416	3 545	33	593	314	17 901
36 - 45	5 694	1 613	13	457	45	7 822
46 - 55	3 792	1 216	11	581	21	5 620
56 - 65	2 229	637	4	416	7	3 293
66 - 75	1 184	258	1	226	6	1 675
76 - 85	399	101	-	176	2	678
86 - 100	175	25	1	31	-	232
101 - 120	9	5	-	-	-	14
Grand Total	39 116	11 644	96	3 209	439	54 504

Age Structure

The age structure depicted below suggests that Sundays River Valley Municipality has a population that is relatively youthful. The age structure mapped in the pyramid below is very similar to that of South Africa as a whole, but with certain notable exceptions:

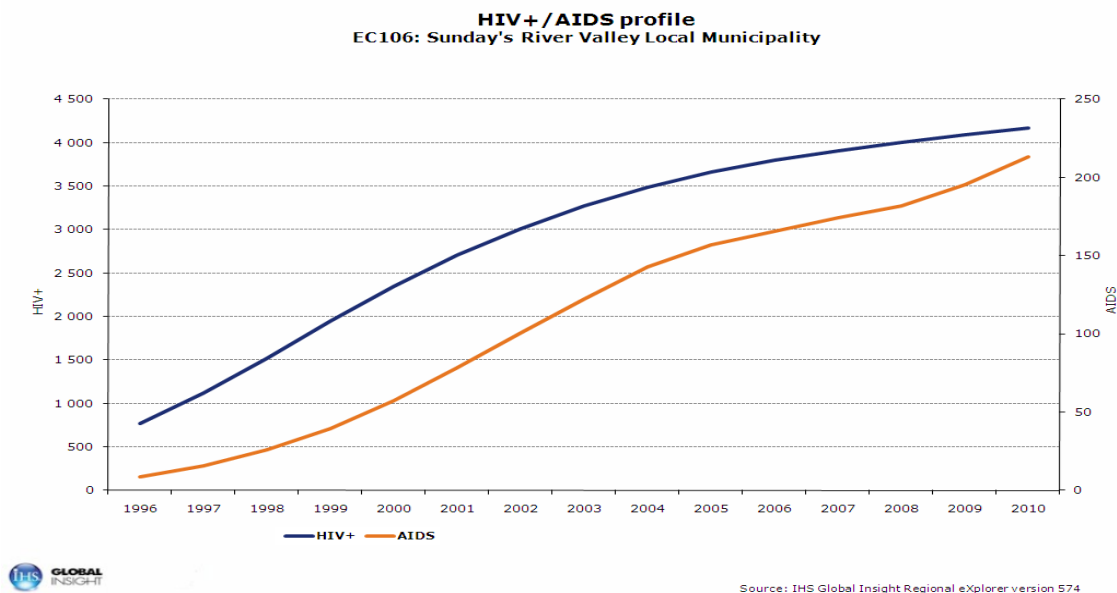
- A relative decrease of males aged 40 to 65, possibly indicating out migration
- A relative increase of men and women aged 25-35, possibly as a result of relatively rapid population growth in the late 1980's and low levels of out migration
- A relative decrease of boys and girls aged 5-20, possibly indicating that they are being raised and educated in areas with better education opportunities.

The youthful population suggests a need for prioritization of skills development and employment creation initiatives for youth.

2.1.4 HIV/AIDS Profile

HIV/AIDS pandemic has an impact on labour supply, through increased mortality and morbidity. This is compounded by loss of skills in key sectors of the labour market. The long period of illness associated with AIDS reduces labour productivity. One review reported that the annual costs associated with sickness

and reduced productivity as a result of HIV/AIDS. These costs reduce competitiveness and profits. Government incomes also decline, as tax revenues fall, and governments are pressured to increase their spending, to deal with the rising prevalence of AIDS, thereby creating the potential for fiscal crises



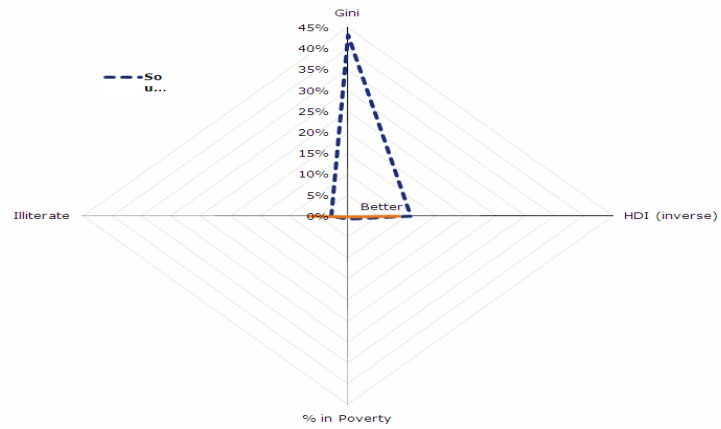
The profile above indicates that the epidemic is reaching a plateau, with some 4 200 people or 9% of the population infected with HIV and some 200-300 AIDS sufferers. The in-migration of job seekers during the citrus season may be viewed as one of the contributory factors for the spread of the virus. At the community based plan meeting held on the 3rd January 2012, ward committees expressed concern about the figure and opined that the cases may be more. They further revealed other prevalent sicknesses in their communities such as tuberculosis, high blood pressure and arthritis.

2.1.5. The Development Diamond

The Development Diamond measures the extent of inequality (Gini Coefficient), underdevelopment (the Human Development Index or HDI), Poverty and illiteracy. The Development Diamonds reflect the racially skewed ongoing effects of the Apartheid system that officially ended in 1994.

Whites experience almost no poverty, a high HDI, less than 5% illiteracy and relatively low inequality.

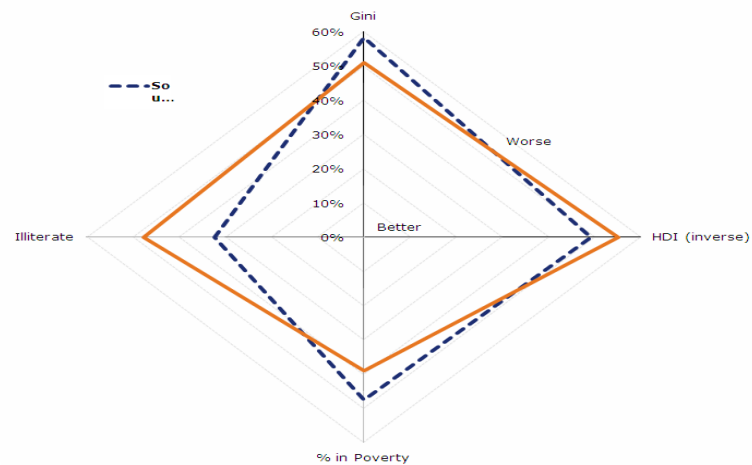
White Development Diamond
 EC106: Sunday's River Valley Local Municipality, 2010



Source: IHS Global Insight Regional eXplorer version 574

Africans experience high poverty (although lower than the national average), a low HDI, very high illiteracy and high inequality.

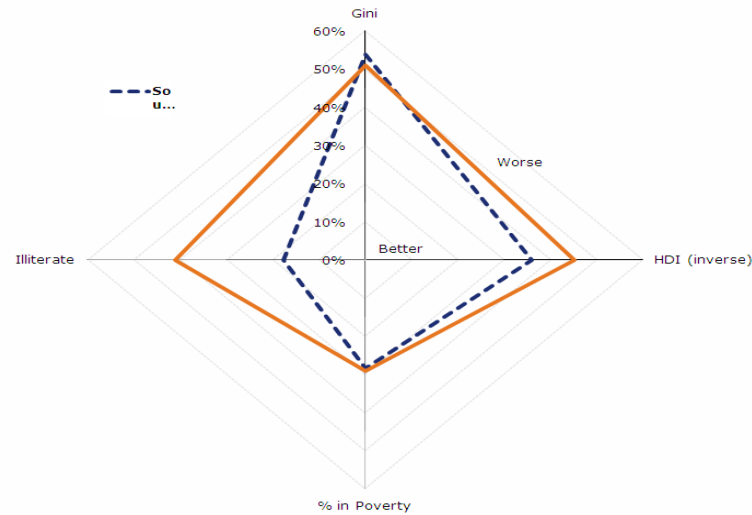
African Development Diamond
 EC106: Sunday's River Valley Local Municipality, 2010



Source: IHS Global Insight Regional eXplorer version 574

Coloureds experience lower poverty and illiteracy, a higher HDI, less illiteracy and roughly the same level of inequality.

Coloured Development Diamond
EC106: Sunday's River Valley Local Municipality, 2010



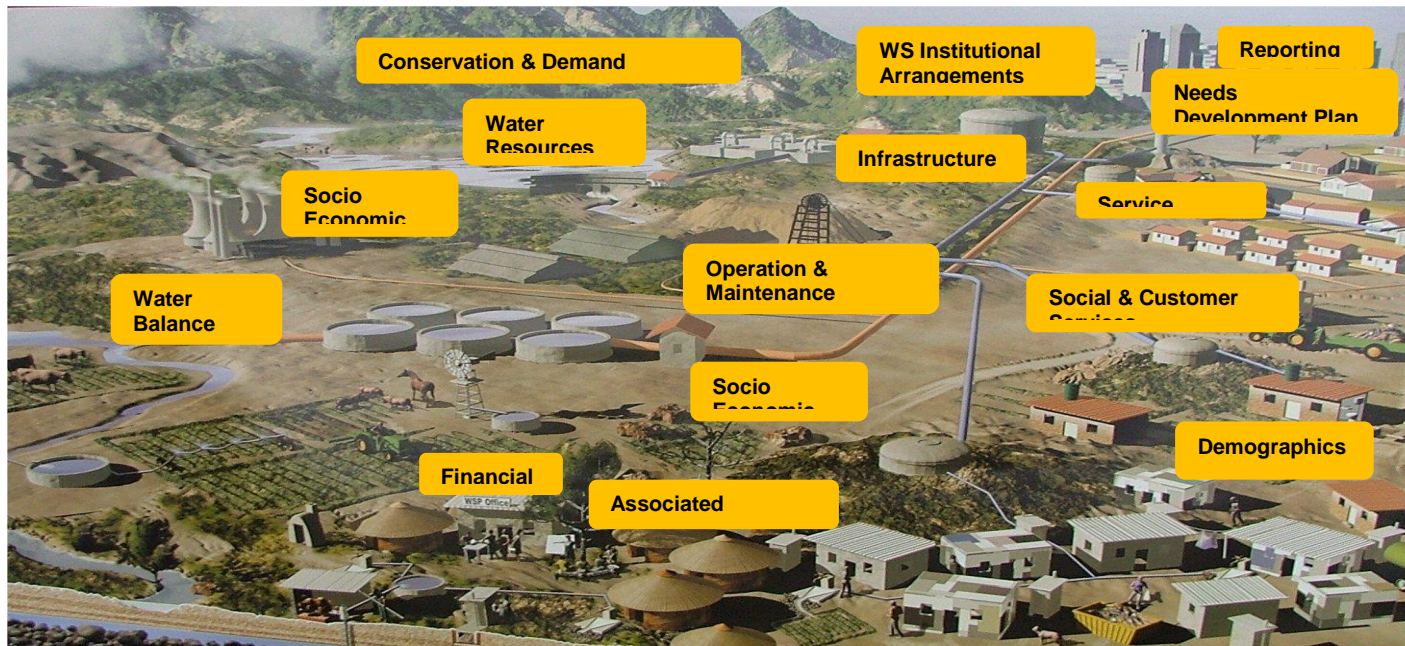
Source: IHS Global Insight Regional eXplorer version 574

- In the SRVM, the number of African in poverty is equal to the national average of 40%.
- SRVM has more illiterate number of African and historically disadvantaged individuals (HDI) than the national average.
- The inequality levels (measured by the Gini Coefficient) are better in SRVM as compared to the national statistics.

2.2. Infrastructure and Basic Services

2.2.1 Water

The water function according to the MDB definition is the establishment or procurement, operation, management, and regulation of a potable water system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution. This section should be read in conjunction with the revised Water Services Development Plan 2011/12. The WSD outlines an assessment of the status of information and strategies on a WSA level. The following is an overview of the information discussed in the plan.



INTRODUCTION AND BACKGROUND

Kirkwood as a town depends mostly on agriculture within the jurisdiction of the Sundays River Valley Local Municipality (LM) herein under referred to as SRVM. The area has a population of approximately 15000 (2014 stats) to be serviced. Currently the area is getting water from the irrigation canal traversing through the town. This canal is managed by the Lower Sundays River Valley Water Users Association (LSRVWUA) Irrigation Board (IB). Water is extracted from the canal and stored in 4 raw water storage lay dams (total of 10 M liters storage). Raw water is pumped from the dam up to Kirkwood Water Treatment Works (WTW). The treated portable water is stored in two clear water reservoirs (0.5 & 1.5 Mega liters respectively). From the reservoirs to distribution zones (communities) the water is pumped again to some other areas and gravitates to Kirkwood town. See General Layout Plan is appended in annexures showing the currently available infrastructure information.

Additional Pumping from SRVM irrigation canal has been introduced as an intervention to augment the primary system. The water is pumped from Market Street Irrigation Canal to the Kirkwood WTW) at the rate of approx. 18L/s. The plan is to use this second abstraction as a backup supply during the shutdown of the LSRVWUA canal. The operating rules of the IB is imposing some challenges to SRVM i.e from time to time the IB shuts down canal for maintenance. During this period of canal maintenance; the Local Municipality experiences a huge water shortage. The SRVM buys raw water from the IB. This supply is not sustainable for the future water demands, in addition even at present the water supply is not adequate. Hence the Technical Feasibility Study (TFS) was commissioned by DWA herein under refers to DWS. A Tri-Partite agreement amongst DWS , Amatola Water Board and SRVM was reached in 2012. A Scoping Report was presented to the Stakeholders on 25 February & 2014 November 2012. The project was suspended due to some disagreement between DWS and SRVM. Then the compilation of the TFS report was discontinued until June 2014. When the TFS was resumed and the project scope was changed. Hence, the scope was divided into two as follows:

A--- TFS must address Bulk Supply which is Raw Water and Clear Storages and the components associated with these ;RBIG Funding

B----ACIP Business Plan to address Water Control Demand Management (WCDM); Rapid Response Unit (RRU) Funding

CURRENT STATUS

Technical Feasibility Studies report has been approved by EC Coordination Planning Commission

ACIP project is continuing under RRU intervention

Reporting on ACIP is a subject of another investigation; hence the scope of this report is limited to the RBIG Feasibility Study

TECHNICAL FEASIBILITY STUDY (TFS) DEVELOPMENT

TFS Report was initiated in April 2013. The time frames are appended below.

DWS process RBIG process flows are also appended.

TECHNICAL FEASIBILITY STUDY REPORT

The report presents the findings of an investigations into the current status of the Bulk Water Supply in the area, Institutional Capacity of the WSA , Demand Analysis for the current and the future situations. Conclusions are drawn and Recommendations made.

Issues that need attention

- What is needed for SRVM to build the capacity to implement a plan that takes water to the people?
- Enter into Service Level Agreement with Lower Sundays River Water Association on water purchased.
- Need institutions to work closely building trust in a supportive way
- Achieve blue and green water qualifications and environmental compliance
- Need to have community involvement in planning process
- Need responsible consumers/stakeholders
- How best to use resources: internal such as people money and infrastructure and external “agencies” such as the cooperatives
- Improve our understanding of where water comes from and where it goes to, and the quantity and quality thereof.
- Demand and conservation management.
- Buy-in to the turn-around strategy
- Constant provision of clean and adequate water to all users
- Remote rural areas where water is cut must be provided water tanks (Rainwater harvesting)
- Raw Water Storage Challenges.
- LSRVWUA operating rules.
- Water losses at distribution zones.
- State of existing infrastructure facilities (Water Treatment Works components & Pipeline Network).
- Billing Information Challenges. (This will have a bearing on the sustainability of the scheme; thus Operation & Maintenance).
- Augmentation of the bulk water supply by introducing Underground Water Source (boreholes).

The primary purpose of the Water Safety Planning Process is to address the question: “what in the event of (incident) could go wrong (the risk) at which probability (the likelihood) that it will occur; what are the results (consequences) of the incident; what is in place to prevent ‘the incident’ from occurring (contingency measures) and if the incident does happen, how do we deal with it (emergency procedure)”.

The aims of the Water Safety Plan (WSP) are:

- To protect (minimize contamination of) the resource from which water is abstracted,

- To treat water to the required level through the treatment processes, and
- To prevent contamination during, storage and distribution.

The effective management of a water treatment system is strongly supported by the comprehensive understanding of the existing treatment system and infrastructure, the type and magnitude of hazards and risks, the knowledge of how to manage the hazards and risks, and good communication between all role players. The methodology applied to compile the WSP for all the WTWs in SRVM's Management Area consisted of the following three phases: Water Safety Plans (Water Safety Plan's) have been adopted as a tool to fulfil the objective by ensuring the safety of drinking water supply through the use of a comprehensive risk assessment and risk management approach that encompasses all steps in a water supply system from catchment to consumer. WSP includes three key components as proposed by the World Health Organisation (2009):

- System assessment – determines whether the drinking water supply chain (up to the point of consumption) as a whole can deliver water of a quality that meets health-based targets.
- Identifying control measures in a drinking water system that will collectively control identified risks and ensure that health based targets are met. For each control measure identified, an appropriate means of operational monitoring should be defined that will ensure that any deviation from the required performance is rapidly detected in a timely manner.
- Management plans that describe actions to be taken during normal operation or incident conditions, and documenting the system assessment (including upgrade and improvement), monitoring and communication plans and supporting programmes.

The Water Safety Plan's for SRVM were developed for the following water supply systems within the jurisdictional area of the municipality:

- Kirkwood
- Enon
- Addo
- Paterson
- Glenconnor
- Kleinpoort

2.2.2 Sanitation

The definition of this function according to MDB is the establishment or procurement, where appropriate, provision, operation, management and maintenance and regulation of a system, including infrastructure for the collection, removal and disposal or purification of human excreta and domestic waste water. The following is the current level of service regarding sanitation:

- (a) 2,2% of consumer units are served with buckets
- (b) 23,4% of consumer units are served with pit latrines

- (c) 0,2% of consumer units are served with septic tanks
- (d) 7,4% of consumer units are served with VIP's
- (e) 66,9% of consumer units are served with waterborne sewer system

The objective of the municipality is to provide each consumer with an individual metered erf water connection, as well as a full flush sanitation system.

In Paterson, although all households received flush toilets through the poverty eradication programme, the lack of enough water supplies forced the municipality to still render the bucket removal service. The fact that there is no official handover of completed units by Human Settlements affects the determination of the accurate number of backlogs that are there. For instance the figures mentioned above are based on a total of 8580 households as at 2010. The backlog may slightly be reduced to date. The slight reduction is influenced by the movement/relocation of people.

The municipality does not have a Grey Water Management plan in place as this is not a serious issue for the Municipality at this stage. As the areas which do not have full flush toilets are upgraded with time, the issue relating to grey water management will be totally eliminated.

The Municipality does not have a pit emptying and sludge disposal plan in place and deals with this in an ad hoc fashion as and when required.

Currently there are a potential of 7,6% of the consumer units who have a formal sanitation systems that could require sludge disposal at some point in time. Some 23,4% use rudimentary/informal pit latrines that will not be sledged, but due to the large number of pits they pose a danger to ground water pollution. As these areas become upgraded to full flush toilets with time, the issue relating to sludge management will be eliminated.

The strategy of the Municipality is to ensure that every consumer in the area is provided with a full waterborne sewerage system. As indicated above, currently 2,2% of the consumers are served by buckets and 23,4% by pit latrines. This equates to 25,6% of the consumer units served by the WSA being below the RDP requirement. The above commitment of the Municipality through housing development and MIG projects is documented in the project list contained in Chapter 4 of this document.

Paterson is a formal settlement situated 75 km north-east of Port Elizabeth. It has a population of approximately 8 300 people residing in 1 620 households. 1245 of these households are currently using Buckets for sanitation.

Paterson receives all of its water from four boreholes, which are situated on the outer reaches of the town. Only three of the boreholes are utilized for domestic consumption, with the fourth borehole being contaminated and therefore only used for stock watering. Supply of water is outstripped by demand and though the households have water borne toilet facilities, they do not use them due to the fact that there is no water.

The Patterson Bulk Water Project, which is in its final stages of completion, will alleviate the water shortages in Patterson.

Due to the water and sanitation reticulation network in Patterson hasn't been utilized since it was installed. There are no as-built drawings and the state of the network is not known

The original project was not completed and the following works are still outstanding in order to eradicate the 1245 buckets in Patterson.

ACTIVITY	PROGRESS
Physical determination of existence of infrastructure (field investigation)	100%
Desktop analysis of field investigations	100%
Sample testing of infrastructure network	100%
Remedial works Cost Estimation	100%
Final Technical Report	100%
Submission to Department of Water & Sanitation	100%

The Department of Human Settlements has availed R2 000 000.00 for the investigation and testing of the Water and Sewer infrastructure as part of the Bucket Eradication Programme. Hereunder were the major activities under the project and their progress

4. SUNDAY S RIVER	1. Formal Settlement			
	1.1. Paterson Phase 2 Bucket Eradication Programme	1036	1036	0
	The project was completed and the March 2008 target was met			
	2. Informal Settlement			
	2.1. Peterson Project	1245	0	1245
	The municipality constructed toilets but the challenge is that there is no water to service the area. The municipality has committed R78 000 000 to address the challenges.			

Table 6: Water Infrastructure

Water Infrastructure	Total
Total Number of Schemes	
Total bulk pipeline km.	24
Total Number reservoirs	14
Total Number pump stations	11
Total Number of Water Treatment Works	3
Total Number of Waste Water Treatment Works	4

Source: SRVM WSDP 2011/12

The WSA does not have its own official “Sanitation Service Level Policy” in place except for the “RDP minimum levels of service and the National Free basic level of service guidelines” to which it conforms to. From the WSA’s experience of the needs of the communities through the IDP process and WSP functions, it is clear that the minimum level of service for sanitation is full water borne system serving each consumer unit

The Municipality has made progress in the last few years to achieving its goals of providing each consumer unit with an individual metered erf connection and full flush sanitation system. However, a large backlog still exists due to the number of new consumers who have been added as result of the de densification of the existing areas and also due to the influx of people from the rural areas to the urban settlements where Government funded houses are being provided. All infrastructure projects are based on the above and get implemented according to the housing projects being identified by the Municipal Council.

The Municipality has been implementing all the bulk infrastructure components in a phased approach to allow for the above levels of service.

All operation and maintenance of sanitation infrastructure is being carried out in-house. One sewer jetting machine is available with which the Municipality clean the sewer on a priority basis. The strategy is to clean the sewer lines systematically, starting with the sewers that give the most problems first and then

completing the rest of the network. It is also the intention of the municipality to create a database with as-built information of existing water and sanitation infrastructure. Consultants have implemented a Geographical Information System (GIS) for the Municipality, but the database is still lack much information about infrastructure attributes that are necessary for engineering investigations and from a service maintenance perspective.

Addo	<p>Raw water is supplied from the LSRWUA canal (Orange River water) to the Caesar’s Dam. Raw water is pumped from the dam to the water treatment works (WTW) from where it is pumped to three storage reservoirs.</p> <p>Ceasars Dam WTW is currently underway.</p>	<p>The internal sewerage reticulation consists of fibre cement and PVC pipelines and drains to the Waste water treatment works.</p> <p>The WWTW is an oxidation pond system and it has insufficient capacity to meet Addo’s future wastewater demand.</p> <p>The scheme is being upgraded at the moment. PSP’s were appointed by the Municipality.</p>
Enon-Bersheba	<p>Raw water is supplied from the LSRWUA canal Orange River water) and pumped to a balancing dam next to the water treatment works (WTW).</p> <p>Raw water gravitates from the dam to the WTW from where it is pumped to two storage reservoirs. Enon – Bersheba has sufficient capacity to meet its current water demand. The project for the upgrade of the Enon Bersheba bulk water supply has augmented the capacity. A reservoir was built and commissioned in January 2012</p>	<p>The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the Wastewater treatment works (WWTW).</p> <p>The WWTW is an oxidation pond system and it has insufficient capacity to meet Enon-Bersheba’s future wastewater demand. A new project to increase the capacity of the treatment works is underway. The project is at implementation stage and EIA has been approved.</p>
Kirkwood	<p>Raw water is supplied from the LSRWUA canal (Orange River water) into three concrete balancing dams. Raw water is pumped from the dams to the water treatment works from where it is pumped to the storage reservoirs.</p> <p>The storage reservoir capacity can only last for two days. Hence the needs to be increased. To this end the municipality has applied for funding from RBIG to upgrade the ponds as well as the treatment works</p> <p>Kirkwood has insufficient capacity to meet its current</p>	<p>The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the Wastewater treatment works (WWTW).</p> <p>Kirkwood is currently serviced by two separate WWTW, namely the Kirkwood and Moses Mabida WWTW. The Kirkwood WWTW has been phasedout and in future all sewerage will be treated at the Moses Mabida WWTW.</p> <p>The Moses Mabida WWTW is a conventional activated sludge treatment works and the capacity of the works will be increased in phases to meet the current wastewater demand of the town and to ensure that the quality of the</p>

	water demand.	final effluent meet the required discharge standards.
Paterson	Raw water is abstracted from boreholes on the outskirts of town. Raw water is pumped from the boreholes to two storage reservoirs. The water is chlorinated before being distributed to consumers Phase 4 of the project is currently underway.	Most of the consumers in Paterson are serviced by septic tanks and pit latrines.

Table 7: Service levels (Households)

Major Towns & Settlements	CDM Settlement Level	Census 2001			CDM 2005		Water			Sanitation				
		Population	Households	Population	Households	None or inadequate	Communal supply	Yard tap or house	Total	Non or inadequate		Wet installation	Full water borne	Total
Addo	1	11005	2729	23263	4151	0	1750	2401	4151	0	1750	25	2376	4151
Enon/Bersheba	1	1291	293	3165	791	0	0	791	791	0	200	0	591	791
Kirkwood	2	9548	2187	26265	5508	0	410	5098	5508	0	2654	0	2854	5508
Paterson	1	4402	1075	8310	1620	0	0	1620	1620	1100	400	120	0	1620
Rural		15218	4245	n/a	n/a	0	0	0	0	0	0	0	0	0
Total		41464	10529	61003	12070	0	2160	9910	12070	1100	5004	145	5821	12070

The Municipality has achieved tremendous success in responding to the eradication of water services backlogs. Although the tables below indicate that a big challenge exists in the upgrading of sanitation in the Municipality, water remains the first focus as the preferred level of service is dependent upon a sufficient

supply of water. The provision of infrastructure should also be seen in relation to approved housing developments, as it becomes the vehicle for the provision of basic services.

The Kirkwood and Addo area sources water from Sundays River Water User Association.

The Paterson area requires a special mention as it has extensive problems with bulk water supply. Currently, water needs are obtained from boreholes and this remains largely inadequate. Currently all projects reliant on water e.g. housing, gardens, etc. are experiencing challenges due to water constraints. The Municipality has taken a number of steps to ensure that influential leaders such as Ministers are aware of the situation in order to unlock the required funding. The municipality has entered into a service level agreement with Amatola Water Board to implement the Paterson Bulk water project.

The assessment of our IDP by the Province has identified that we are silent about internal budget for infrastructure, capacity building and filling of critical vacant posts. The municipality is currently implementing a recovery plan and is not in the position to fund all its priorities. The position of the technical director was filled. Due to financial constraints the municipality is procuring the services of experienced process controllers as coaches to capacitate the inexperienced municipal process controllers at WWTW.

Census 2011 provides the following statistics around population group of households by toilet facilities:

	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other	Grand Total
Black African	766	5,399	324	76	467	2,260	999	753	11,045
Coloured	192	1,698	128	9	60	313	54	83	2,536
Indian or Asian	0	21	2	0	0	0	1	1	25
White	0	662	297	0	0	5	6	2	972
Grand Total	958	7,780	751	85	527	2,578	1,060	839	14,578

2.2.3 Electricity

- Census 2011 reveals that 75% of households have access to electricity. This is a reduction to 95% previously reported. This could be attributed to the increase in the number of households from 12050 to 14 578.
- The supply of electricity by ESKOM is linked to approved housing developments and the submission of settlement design plans
- 5% of households are without electricity; this includes those in un-demarcated informal areas.
- All erven falling within the municipal supply have connections with a minimum of 40 ampere and those falling under Eskom have a minimum supply of 10 ampere.

- (e) Eskom services the biggest area in SRVM and the municipality only services Kirkwood, Aqua Park and Bergsig. The Municipality is licensed to serve the above mentioned areas and the total meter points is 1112.

The electricity network in Kirkwood was built in 1962. The network needs to be upgraded. SRVM needs to add more personnel in the electricity unit to address the excessive demand on maintenance. An electrical artisan was employed in the 2011/12 financial year and two learnership students were added to the electrical unit. Needs that arise from community consultations are street lights and high mast light. The high mast lights were attended to in the following areas.....An amount of R7 301 202.57 was budgeted for in 2013/14 with 1055 connections. There is no budget provision from Eskom for the current financial year.

	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None	Grand Total
Black African	7,961	217	2,163	628	14	5	22	6	31	11,045
Coloured	1,894	57	292	266	1	5	4	0	17	2,536
Indian or Asian	23	2	0	0	0	0	0	0	0	25
White	823	135	1	10	0	0	0	0	3	972
Grand Total	10,701	411	2,457	904	15	9	26	6	51	14,578

STATSSA 2011

In terms of the electrification backlog, the Municipality assessed this to be around 1035 households, this is in urban areas. The breakdown per is as follows ²

Backlog (households)	Ward	Comment
40	1 – Moses Mabhida Area	
66	2 - 36 households in Aqua Park and 30 in Msengeni Area.	
50	3 – these are found in the Zuney Area	
269	4 – Paterson	
250	5 Nomathamsanqa and Noluthando Area	
360	6 – Molly Blackburn Area	

² The electrification backlog is done to respond to the MEC comments of last year.

-	7	Information not readily available for this ward. Land is currently privately owned.
-	8 – Moreson Area	Included in the number for ward 4.

2.2.3.2 Alternative sources of energy

The Sundays River Valley Municipality does not have waterfalls within its geographic location.

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

2.2.4 Agricultural Infrastructure

The municipality needs commonages that are fenced to be able to rent out to subsistence stock farmers. There is no pound in the municipal area and the situation poses a risk for road accidents. There are dipping tanks in all three nodal areas, however they all need to be upgraded. There is need for livestock handling facilities in all the dipping tanks. Certain pieces of land that belong to the municipality and the community (kk 113 and Enon-Bersheba Citrus farm) have got an irrigation system that is currently vandalised. Enon-Bersheba communal land has fenced grazing camps and natural dams which must be provided with water. The majority of people that are involved in agriculture are commercial and their infrastructure is in good condition. There is only one tractor that was donated by the Department of Rural Development and Agrarian Reform for the emerging farmers of Sundays River. The tractor cannot service the vast area of Sundays River as a result it is overused and constantly breaks down. Council has donated two other tractors for kk113 and Enon –Bersheba, but tractors are too small for effective utilisation.

2.2.5. Comprehensive Infrastructure Plans

Comprehensive Infrastructure Plans (CIPs), were developed by the District municipality in 2009. The purpose of the CIP is to develop a platform which will serve as a single process for all tiers of government with respect to infrastructure provision / service delivery. To date phase one of the CIP development has been completed. The tables that are reflected below reflect the anticipated monetary requirements to address infrastructural backlogs.

The following section starts by providing

- A comparison of backlog from available document vs. Actual
- Capital Budget Summary of monetary requirements to address the backlog
- A ward profile summary of access to basic services

Table 8: Ward Profile Summary Access to basic Services

Intervention	TotalAmount	1-Mar-09	1-Mar-10	1-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	R 286,136,200	R 12,980,000	R 58,040,000	R 65,710,000	R 58,550,000	R 26,470,000	R 13,450,000	R 16,930,000	R -
Water Backlogs	R 19,180,000	R 1,010,000	R 14,680,000	R 3,490,000	R 3,200,000		R -	R -	R -
Water Refurbishment	R 8,540,000	R 3,130,000	R 5,410,000	R -	R -	R -	R -	R -	R -
Water Bulk	R 23,500,000	R 650,000	R 17,840,000	R 5,010,000	R 21,000,000	R -	R -	R -	R -
Water Treatment Works	R 24,500,000	R 2,790,000	R 17,450,000	R 4,260,000	R 7,000,000	R -	R -	R -	R -
	R 75,720,000	R 7,580,000	R 55,380,000	R 12,760,000	R -	R -	R -	R -	R -
Sanitation Backlogs	R 52,290,000	R 19,630,000	R 24,030,000	R 8,630,000	R 8,000,000	R -	R -	R -	R -

Sanitation Refurbishment	R 6,500,000	R	-	R 6,500,000	R	-	R	-	R	-	R	-	R	-	R	-
Sanitation Bulk	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
Sanitation Treatment Works	R 17,000,000	R	3,000,000	R 14,000,000	R	-	-	R 944,000	R	-	R	-	R	-	R	-
	R 75,790,000	R	22,630,000	R 44,530,000	R	8,630,000	R	-	R	-	R	-	R	-	R	-
Roads: new	R 388,000,000	R	4,490,000	R 23,510,000	R	-	R	12,930,000	R	160,270,000	R	140,000,000	R	46,800,000	R	-
Roads: upgrading	R	-	R	-	R	-	-	R 19,700,000	R	-	R	-	R	-	R	-
Taxi facilities	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
Roads: maintenance	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
	R 388,000,000	R	4,490,000	R 23,510,000	R	-	R 12,930,000	R	160,270,000	R	140,000,000	R	46,800,000	R	-	-

Electricity Backlogs	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
Electricity Refurbishment	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
Electricity Distribution	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
Electricity Substations	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-
	R 825,646,200		R 47,680,000		R 181,460,000		R 87,100,000		R 71,480,000		R 186,740,000		R 153,450,000		R 63,730,000		R	-

DESCRIPTION OF BASIC SERVICE	WARD							TOTAL	
	1	2	3	4	5	6	7	No. Of h/holds	% of total h/holds
TOTAL NO. OF H/HOLDS	1343	1439	1553	1081	1440	1146	1224	9226	
Refuse Removal									
Weekly by municipality	1188	624	408	846	9	144	366	3585	38.86
Municipality other	21	12	24	18	0	6	45	126	1.37
Communal dumping	3	36	129	6	42	126	126	468	5.07
Own dump	84	567	1185	147	1008	795	450	4236	45.91
No disposal	108	144	123	180	561	282	216	1614	17.49
Access to electricity	1155	981	990	816	921	867	816	6546	70.95
Sanitation									
Flush toilets	39	573	411	72	390	657	276	2418	26.21
Flush septic tank	87	51	156	54	6	42	72	468	5.07
Chemical	9	3	6	12	3	3	120	156	1.69
VIP	30	90	183	48	96	93	366	906	9.82
Pitlatrines	1119	531	525	84	1086	342	297	3984	43.18
Bucket latrine	9	6	30	639	6	6	6	702	7.61
None	108	132	555	291	27	210	63	1386	15.02
Water									
Dwelling	60	357	264	90	3	114	249	1137	12.32

In yard	1029	522	504	765	1083	729	423	5055	54.79
Community stand <200 m	63	33	198	108	195	9	138	744	8.06
Community Stand >200m	69	12	303	162	321	69	113	1049	11.37
Borehole	0	12	87	21	0	15	18	153	1.66
Spring	0	0	12	0	0	3	3	18	0.20
Rain tank	66	141	285	3	0	120	147	762	8.26
Dam/stagnant water	3	126	186	24	0	231	78	648	7.02
River/stream	0	39	21	3	0	24	3	90	0.98
Water vendor	0	24	3	3	0	0	3	33	0.36
Other	108	114	18	15	15	42	30	342	3.71

The above table has not been updated with respect to the newly demarcated wards which are eight in total.

Table 9: Basic Service Delivery Measurement

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Household service targets (000)	1									
<u>Water:</u>										
Piped water inside dwelling			4	4	6	7	7	7	7	7

Piped water inside yard (but not in dwelling)			5	5	5	2	2	2	2	2
Using public tap (at least min.service level)	2		1	1	1	1	1	1	1	1
Other water supply (at least min.service level)	4		0	0	0	0	0	0	0	0
<i>Minimum Service Level and Above sub-total</i>		–	10	10	12	10	10	10	10	10
Using public tap (<min.service level)	3		1	1	1	1	1	1	1	1
Other water supply (<min.service level)	4									
No water supply										
<i>Below Minimum Service Level sub-total</i>		–	1	1	1	1	1	1	1	1
Total number of households	5	–	11	11	13	12	12	12	12	12
<u>Sanitation/sewerage:</u>										
Flush toilet (connected to sewerage)			2	4	7	8	8	8	8	8
Flush toilet (with septic tank)			0	1	–	0	0	0	0	0
Chemical toilet			0	0	0	–	–	–	–	–
Pit toilet (ventilated)			1	1	2	1	1	1	1	1
Other toilet provisions (>min.service level)										
<i>Minimum Service Level and Above sub-total</i>		–	4	5	9	9	9	9	9	9
Bucket toilet			5	3	1	0	0	0	0	0
Other toilet provisions (<min.service level)			1	1	1	3	3	3	3	3
No toilet provisions			1	2	2	–	–	–	–	–
<i>Below Minimum Service Level sub-total</i>		–	7	6	3	3	3	3	3	3
Total number of households	5	–	11	11	13	12	12	12	12	12

<u>Energy:</u>										
Electricity (at least min.service level)			1	1	1	5	5	5	5	5
Electricity - prepaid (min.service level)			2	2	2	2	2	2	2	2
<i>Minimum Service Level and Above sub-total</i>			–	3	3	3	7	7	7	7
Electricity (<min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources										
<i>Below Minimum Service Level sub-total</i>			–	–	–	–	–	–	–	–
Total number of households	5	–	3	3	3	7	7	7	7	7
<u>Refuse:</u>										
Removed at least once a week			4	4	7	4	4	4	4	4
<i>Minimum Service Level and Above sub-total</i>			–	4	4	7	4	4	4	4
Removed less frequently than once a week			–	–	–					
Using communal refuse dump			0	0	0	0	0	0	0	0
Using own refuse dump			4	4	4	4	4	4	4	4
Other rubbish disposal						0	0	0	0	0
No rubbish disposal			3	3	2	2	2	2	2	2
<i>Below Minimum Service Level sub-total</i>			–	8	8	7	6	6	6	6
Total number of households	5	–	11	11	13	10	10	10	10	10
<u>Households receiving Free Basic Service</u>	7									

Water (6 kilolitres per household per month)			11	11	13	11	11			
Sanitation (free minimum level service)			5	5	5					
Electricity/other energy (50kwh per household per month)			3	3	3					
Refuse (removed at least once a week)			5	5	5					
<u>Cost of Free Basic Services provided (R'000)</u>	8									
Water (6 kilolitres per household per month)										
Sanitation (free sanitation service)										
Electricity/other energy (50kwh per household per month)										
Refuse (removed once a week)										
Total cost of FBS provided (minimum social package)		-	-	-	-	-	-	-	-	-
<u>Highest level of free service provided</u>										
Property rates (R value threshold)			25,000	25,000	25,000					
Water (kilolitres per household per month)			6	6	6					
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)			28	29	32					
Electricity (kwh per household per month)			50	50	50					
Refuse (average litres per week)		Y								
<u>Revenue cost of free services provided (R'000)</u>	9									
Property rates (R15 000 threshold rebate)				14,695	15,462					

Property rates (other exemptions, reductions and rebates)			192	1,021	1,080					
Water			948	2,342	2,476					
Sanitation			208	832	871					
Electricity/other energy			890	843	891					
Refuse			440	400	424					
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of free services provided (total social package)			2,678	20,134	21,205	-	-	-	-	-

References

- 1. Include services provided by another entity; e.g. Eskom*
- 2. Stand distance <= 200m from dwelling*
- 3. Stand distance > 200m from dwelling*
- 4. Borehole, spring, rain-water tank etc.*
- 5. Must agree to total number of households in municipal area*
- 6. Include value of subsidy provided by municipality above provincial subsidy level*
- 7. Show number of households receiving at least these levels of services completely free*

8. Must reflect the cost to the municipality of providing the Free Basic Service

9. Reflect the cost to the municipality in terms of 'revenue foregone' of providing free services (note this will not equal 'Revenue Foregone' on SAI)

2.2.6 Water and Reticulation Level

The data is provided by the Cacadu District Municipality and has been gleaned from the latest backlog study, which was conducted in September 2005. The data indicates the existing water reticulation levels and current deficiencies in the level of service, as well as the cost implications to rectify the current backlogs.

Table 10: Nature of water services at household level

TYPE OF SERVICE	NOTHING	STANDPIPE >200M	STANDPIPE < 200M	INDIVIDUAL CONNECTION UNMETERED	INDIVIDUAL CONNECTION METERED	YARD TANK	OTHERS
Consumer units	0	410	1750	1600	8310	0	0
% Of consumer units	0	3.3%	14.4%	13.25	68.8%	0	0
District average	0.17%	2.6%	4.9%	9.56%	74.96%	7.66%	0.02%

Source: Cacadu District Municipality Backlog Study 2005

The table offers a mirror (namely the District average rates) against which performance can be checked.

In a different configuration the following table indicates those geographical areas with “below standard” access to water.

According to the backlog study, the following areas have been identified as having insufficient services according to the national standards:

Table 11: Geographical areas facing below standard water supply

AREA	SUBURB	ERVEN	STANDARD: 5
ADDO	Informal settlement	200	3
	Langbos	350	3
	Molly Blackburn	400	3
	Noluthando	800	3
KIRKWOOD	Moses Mabida	1200	4
	Shacks	410	2
PATERSON	Kwazenzele B	400	4

Source: *Cacadu District Municipality Backlog Study 2005*

Behind the scenes a number of mechanisms enable delivery of water.

The following table looks into the limitations and requirements of these mechanisms:

Table 12: Bulk water supply requirements

SETTLEMENTS	UPGRADING BULK STORAGE			UPGRADING WASTE WATER TREATMENT			UPGRADING BULK PIPELINE INFRASTRUCTURE		
	Current	Required	Cost ³ 'Mil	Current (MI)	Required	Cost	Current (L / S)	Required	Cost
ADDO	4.0ML	6.9ML	R5.2	2.4	3.3	R1.5	37.0	52.5	R1.2
ENON/BERSHEBA	1.1ML	1.0ML	R 0	0.5	0.5	R0	9.4	7.1	R0.75
KIRKWOOD	5.1ML	7.8ML	R4.8	1.5	3.8	R3.0	59.7	59.3	0
PATERSON	1.3ML	2.5ML	R2.2	0.5	1.2	R1.2	21.2	18.8	R 7

Source: *Cacadu District Municipality Backlog Study 2005*

Table 13: Upgrading of raw water supply

SETTLEMENTS	UPGRADING RAW WATER SUPPLY				
	CURRENT	REQUIRED	MAX	SHORTFALL	COST
ADDO	14.8	52.5	37.0	15.5	R1 800 000
ENON/BERSHEBA	8.1	7.1	8.1	0	R3,200,00
KIRKWOOD	20.9	59.3	59.3	0	R3 100 000
PATERSON ⁴	4.5	18.8	17.3	1.5	R1 000 000

Source: *Cacadu District Municipality Backlog Study 2005*

Table 14: Summary of the investment cost for the required upgrade

NATURE OF SERVICE AREA	RETICULATION	RESERVOIR (STORAGE)	SOURCE T(RAW WATER SUPPLY)	WATER TREATMENT WORKS	BULK PIPELINE INFRASTRUCTURE
KIRKWOOD	825 600	4 842 923	3 070 551	0	0
ADDO	1 260 000	5 181 170	1 775 322	2 636 280	1 240 000
PATERSON	144 000	2 236 815	1 021 407	4 592 440	0

Source: *Cacadu District Municipality Backlog Study 2005*

2.2.7 Sanitation & Reticulation Level

Table 15: Nature of current sanitation services at household level

NATURE OF SERVICE	NOTHING	PIT	VIP	BUCKET	CONSER. TANK	SEPTIC TANK	SBS SYSTEM	FWS SYSTEM
Consumer units	0	3960	1043	1100	0	145	0	5822
% Of consumer units	0	32.8%	8.6%	9.1 %	0	0.12%	0	48.23%
District average	0.81%	5.36%	6.89%	10.83%	13.21%	7.38%	6.245	49.28%

Source: *Cacadu District Municipality Backlog Study 2005*

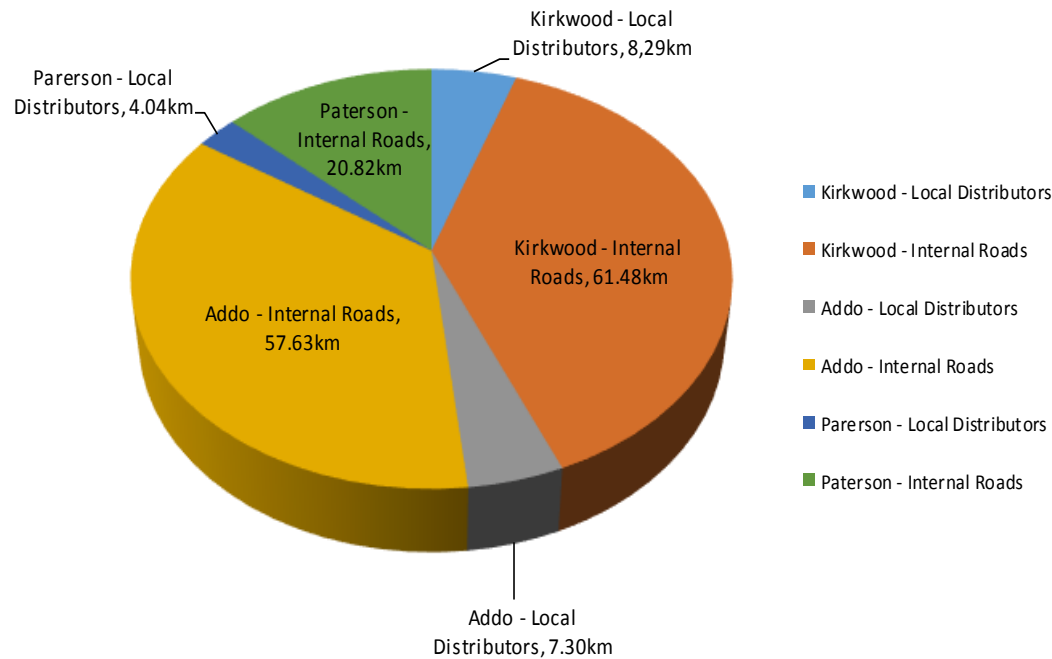
Table 16: Geographical areas facing below standard services

AREA	SUBURB	ERVEN	RATE STANDARD: 8
ADDO	Town	25	6
	Informal settlement	200	2
	Langbos	350	2
	Molly Blackburn	400	2
	Noluthando	800	2
ENON/BERSHEBA	Bersheba A	200	2
KIRKWOOD	Aqua Park	277	3
	Emsengeni	766	3
	Moses Mabida	1200	2
	Shacks	410	2
PATERSON	Kwazenzele B	800	4
	Kwazenzele B	400	2
	Moreson	300	4
	Old Town	120	6

Source: *Cacadu District Municipality Backlog Study 2005*

2.2.8 Roads and Storm-Water

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



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

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

Table 17: The Lengths of local distributor and internal roads in each area

AREA	LENGTH OF BULK ROADS(m)	LENGTH OF INTERNAL ROADS(m)	WIDTH BULK ROADS(m)	WIDTH INTERNAL ROADS(m)	AREA OF BULK ROADS (m ²)	AREA OF INTERNAL ROADS(m ²)	NO. OF SITES
GREATER KIRKWOOD AREA							
Moses Mabhida	2283.44	18402.01	6.1	3.4	13928.98	62566.83	1320
Emsengeni	2091.96	9073.97	6.1	3.4	12760.96	30851.5	808
Kirkwood Town	0	16023.79	6.1	5.5	0	88130.85	494
Aqua Park	1458.09	3336.43	6.1	3.4	8894.35	11343.86	414
Bersig	800.21	3160.51	6.1	3.4	4881.28	10745.73	261
Enon	1659.18	11487.77	6.1	3.4	10121	39058.42	781
SUBTOTAL	8292.88	61484.48			50586.57	242697.19	4078
GREATER ADDO AREA							
Langbos	4228.34	35264.56	6.1	3.4	25792.87	119899.5	1600
Addo	0	5178.94	6.1	3.4	0	17608.4	234
Valencia	3071.07	17182.98	6.1	3.4	18733.53	58422.13	1581
SUBTOTAL	7299.41	57626.48			44526.4	195930.03	3415
GREATER PATERSON AREA							
Patterson	4037.98	20815.85	6.1	3.4	24631.68	70773.89	1479
SUBTOTAL	4037.98	20815.85			24631.68	70773.89	1479

TOTALS	19630.27	139926.81			119744.65	509401.11	8972
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A number of projects that are listed in this regard are influenced by various factors:

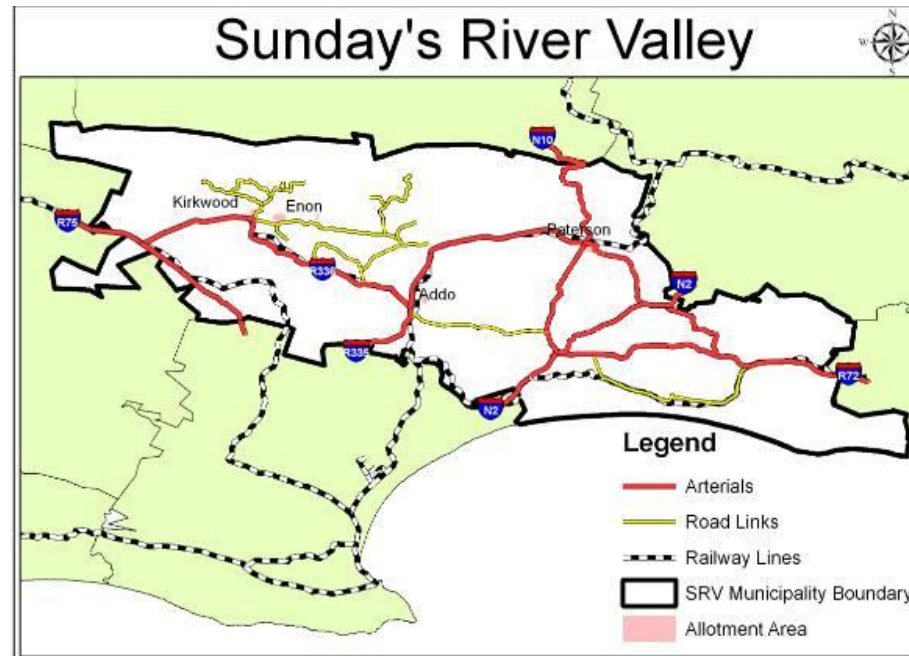
- The key source of funding for infrastructure, namely the Municipal Infrastructure Grant (MIG), first and foremost needs to serve the eradication of backlogs in basic services.
- The expected standard of communities (namely tarred surfaces) reduces the possibility of generating sufficient funding for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

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

Area	Length of Bulk Roads (m)	Length of Internal Roads (m)	TOTALS
Moses Mabhida	2,283.44	18,402.01	R 50 565 330.48
Emsengeni	2,091.96	9,073.97	R 28 473 555.19
Kirkwood Town	0	16,023.79	R 57 278 184.76
Aqua Park	1,458.09	3,336.43	R 13 331 030.75
Bersig	800.21	3,160.51	R 10 373 351.74
Enon	1,659.18	11,487.77	R 32 294 270.14
Langbos / Nomathamsanga	4,228.34	35,264.56	R 94 948 834.43
Addo	0	5,178.94	R 11 694 239.06

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

The municipal area covers 3507.59 km² (6% of Cacadu's to area).It can be accessed through the N10 and N2 national roads as indicated in the following map.



2.2.9 Spatial Development Framework

The Spatial Development Framework was reviewed by service providers (Rural Urban Dynamics) that were procured by the National Department of Rural Development and Land Reform. An inception meeting was held on the 8 February 2012 and an SDF steering committee and Technical committee were set up. The revised SDF has addressed the gaps that were identified in the 2010/11 SDF. **Public Consultations were held and the draft SDF was advertised for comments. Comments were effected in the draft SDF and the final SDF will be presented to Council on the 30 May 2013 together with IDP and budget. The IDP must be read in conjunction with the SDF as one planning document.**

The Spatial Development Plan presents the following outcomes:

- Set out objectives, strategies and policies with respect to a desired spatial form for the Municipal area.
- Set out guidelines for Land Use Management
- Indicate desired patterns of land use within the Municipality
- Address spatial reconstruction in line with the principles of National Spatial development
- Provide strategic guidance with respect to location and nature of development
- Identify programmes and projects for development of land
- Interpret and implement the provisions of Land Use Planning Ordinance (LUPO) 15 in a much wider context.

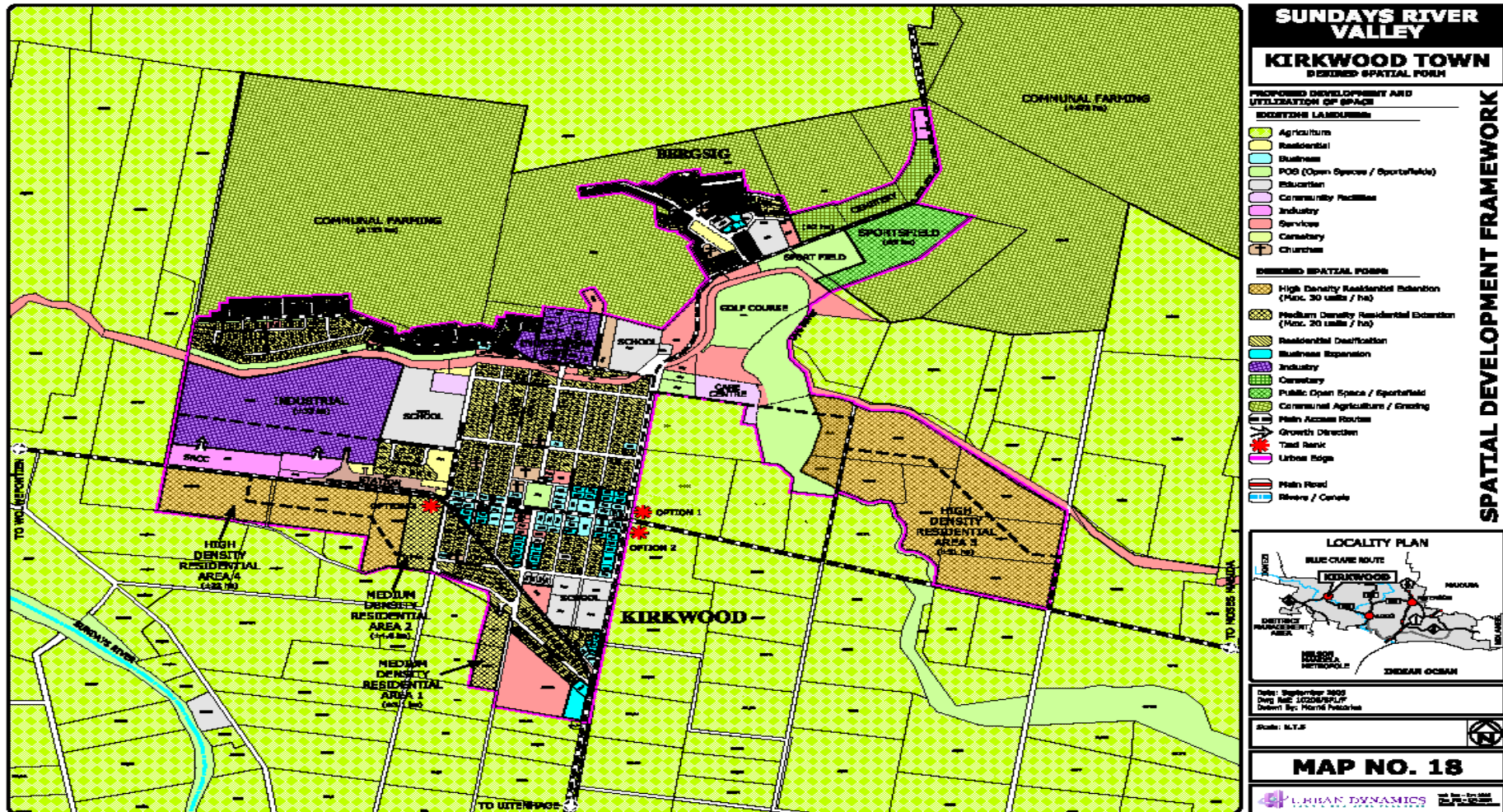
The Land Use Management policies and guidelines as outlined in the SRV SDF deals with the following land use sectors:

- Settlement Hierarchy and Nodal Development
- Conservation
- Tourism and Recreation
- Agriculture and Rural
- Urban Development

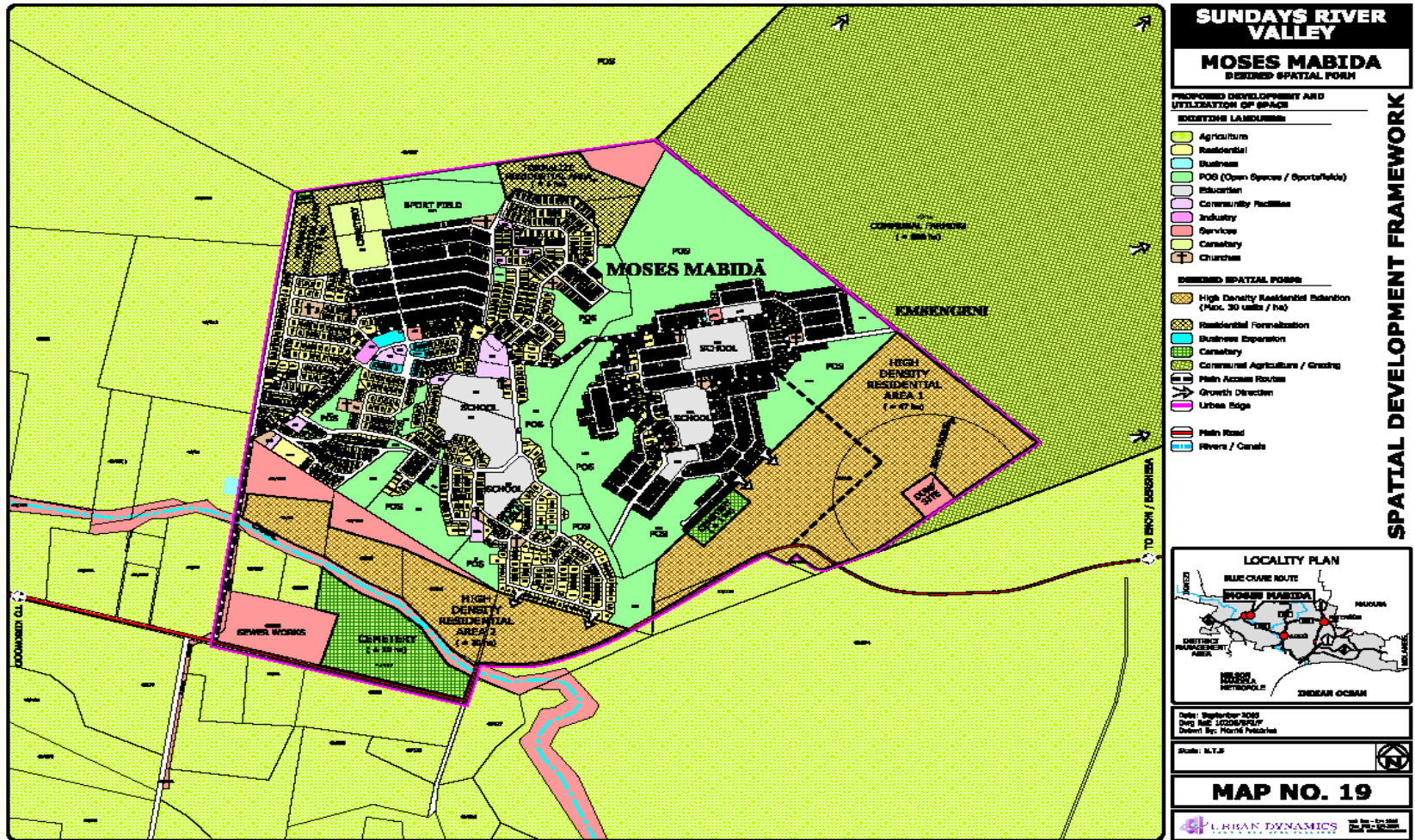
The SDF provides visual representation or maps of the desired spatial form of the Municipality which include:

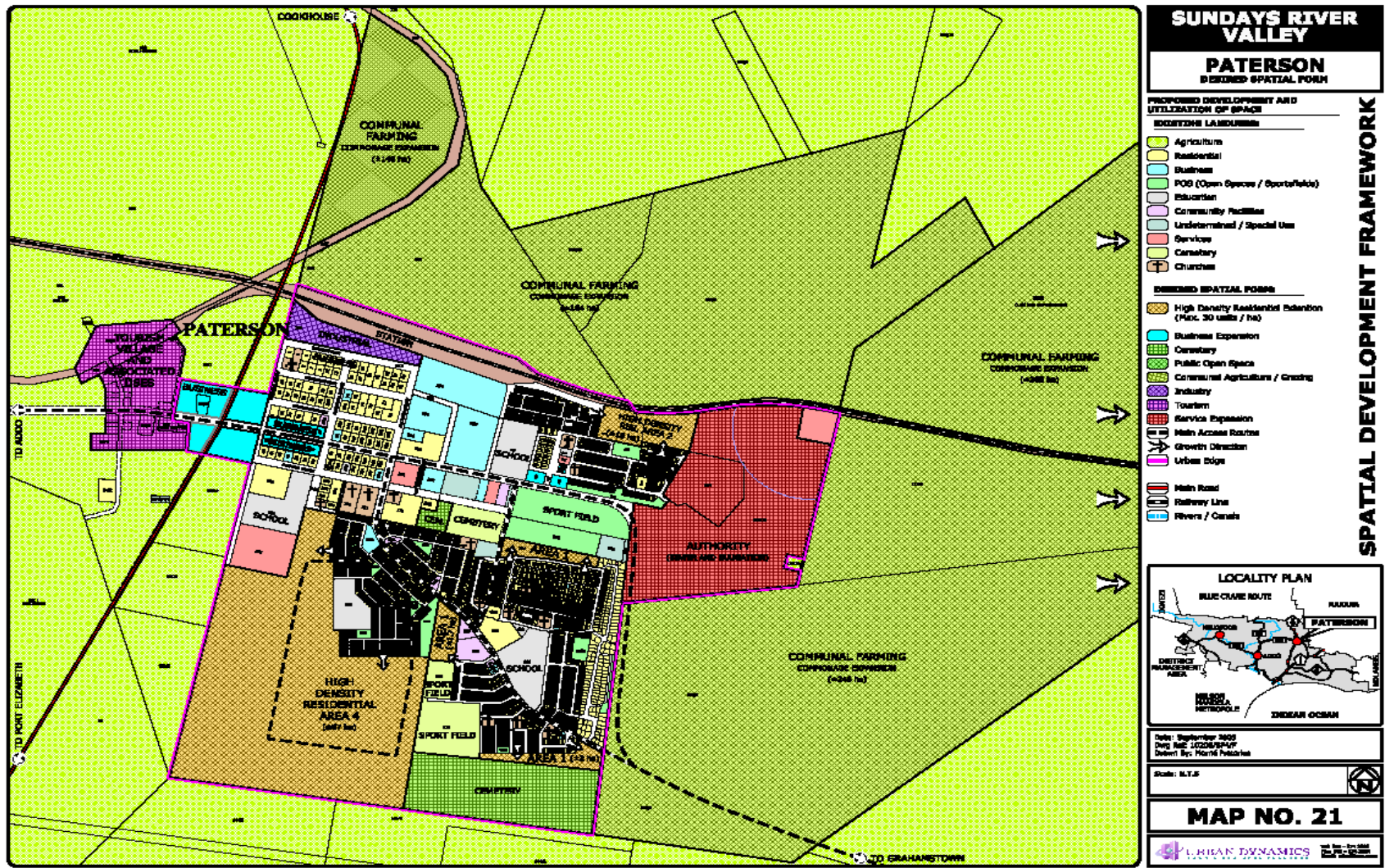
- Public and private land development
- Desired and undesired utilization of space
- Areas for strategic intervention
- Areas where priority spending is required

Kirkwood Spatial Form

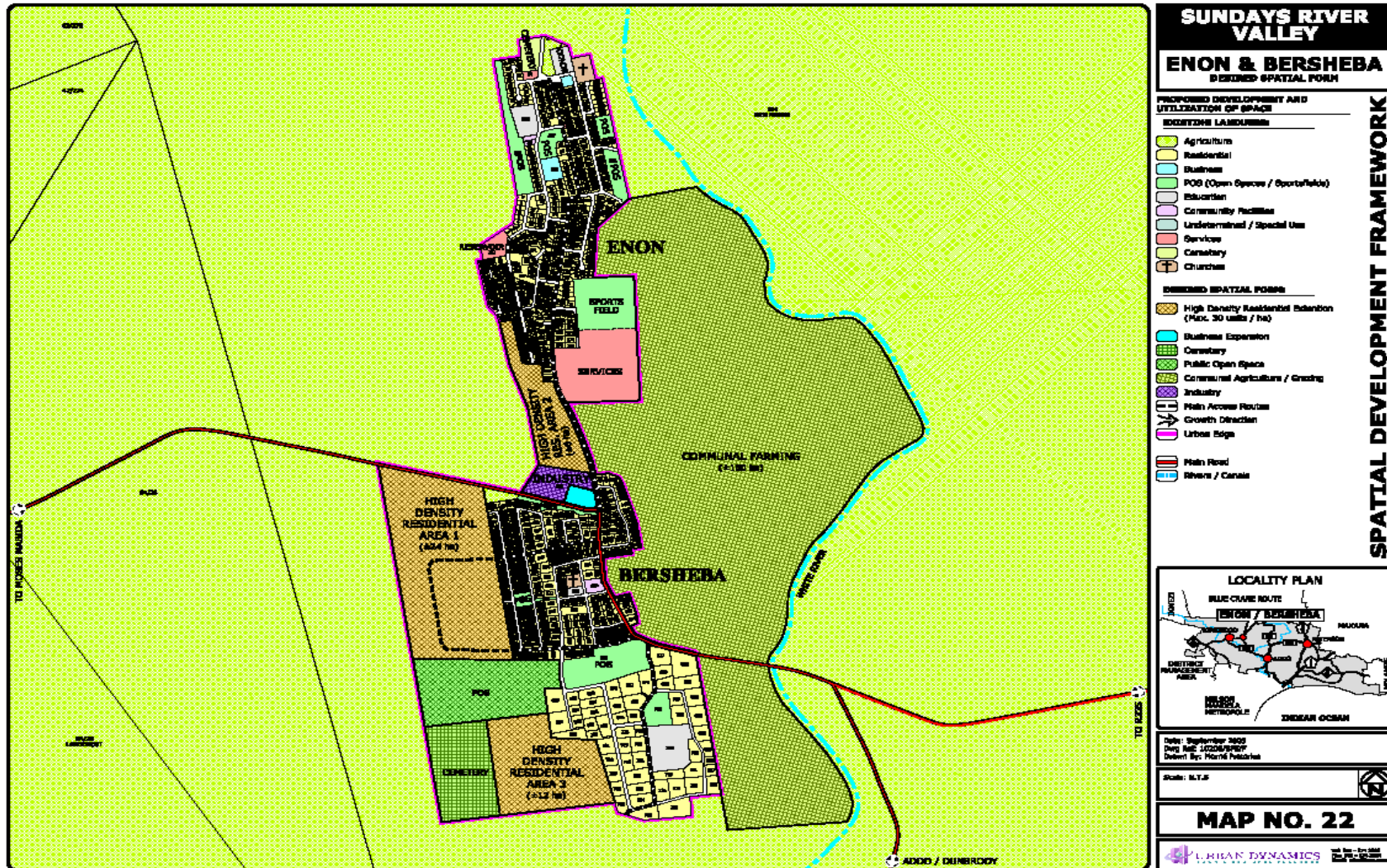


Moses Mabida Spatial Form





Enon Bersheba Spatial Form



The Municipality was requested by COGTA to submit vacant public land to for support to acquire for sustainable social and infrastructural development. The following list of lands and motivations was submitted:

2.2.9.1. Vacant Public and Private Land Required

2.2.9.1.1 ADDO AREA (Addo CBD, Valencia AND Nomathamsanqa)

(Note areas is accordingly to the Spatial Development Plan)

2.2.9.1.2 High Density Residential

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

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

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

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

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

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

2.2.9.1.3 Communal Farming

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

Motivation: Requests for land for commonages have been in our IDP for the past 10 years and land owners do not want to sell.

2.2.9.1.4 Addo Cemetery

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

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

2.2.9.2 PATERSON AREA

2.2.9.2.2 Communal Farming

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

2.2.9.3 KIRKWOOD AREA (Include Aqua Park and Bersig)

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

2.2.9.3.2 Industrial

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

2.2.9.4 MOSES MABIDA AREA (Including Emsengeni)

2.2.9.4.2 High Density Residential

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

2.2.9.4.3 Communal Farming

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

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

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

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

Unfortunately, key challenges still need to be addressed:

- a. The Spatial Development Framework (SRV) indicates that a total of 82 ha⁵ are required for housing developments. This has since tripled but the revised SDF will be able to inform development officials the extent of the land required and specific location.
- b. The LED situation analysis highlights the challenge of the availability of affordable land. The cost of serviced land is estimated at R60 000 – R90 000 per ha. Access to agricultural land includes:
 - ❖ Commonage for livestock
 - ❖ Food security
 - ❖ Unlocking irrigation potential

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

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

Of SRV's 39 unsettled land claims, only four are for financial compensation and the remaining 35 seek land for livestock (34) and conservation/game (District and Metro profile). These figures need to be compared with the ABP/LAA situational analysis report on restitution status which counts 53 claims. Out of 53, 34 are said to be gazetted, 11 non-compliant, 1 settled and 4 are validated. The slow pace of land reform has resulted in some frustration and impatience in certain wards. This is supported by the African Peer Review panel which suggested that South Africa has to be encouraged to relax market-based approach to land reform and look for more imaginative ways to speed up the land transfer to blacks.

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

Table 18: Land acquired

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

Communities have requested the following:

- ❖ The upgrading of cemeteries in Enon, Bersheba, Moses Mabida, Paterson, Langbos, West Bank and Valencia
- ❖ The provision of new cemeteries in Midtskraal, Dambrody and Bergsig

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

Linked to this issue is the involvement of the Municipality in projects related to the Department of Land Affairs. The information has not changed since 2009/10 and it will be updated as soon as we receive relevant information. Of the 49%Ha LRAD distribution throughout the district, SRVM accounts for 5%Ha which translates to 1 719Ha, 384 beneficiaries and the land price value is R32,205,850 (DLA CAPEX 2007)

Table 19: Land Demand for Housing

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

Source: DHLG &TA & LM SDF

2.2.10 Housing Delivery

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

2.2.10.1 Housing Demand Profile

The housing backlog in the Sunday River Municipality is estimated to be 5543 with the largest demand being in Ward 3 and Ward 4.

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

- Around 1 749 households in Sundays River Valley presently live within traditional, rental, or informal structures and earn below R6 400.00 per month per household. Of these 1 556 households (or 88.9%) earn below R3 200.00 per month, representing the number of households that qualify for the full subsidy amount available from the Department of Human Settlement.
- The majority – being 8 000 households (or 81%) reside in brick structures, followed by 766 (7.8%) in traditional dwellings.
- Of the 4281 households that reside on farms / rural areas, it is estimated that at least 65% are low-income earners and therefore likely to be farm worker families. Based on this, it is estimated that there are approximately 2 782 farmworker families in the municipality. It is however not clear how many of these households live

in inadequate shelter.

- The presence of 263 households presently residing in “informal” flats and / or rooms in backyards and 27 households that presently reside in informal settlements clearly indicate a demand for informal settlement upgrade or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless). However, a dot-count reflects a total of 744 informal structures counted in Addo, Kirkwood and Paterson.

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

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

2.2.10.2 Land Requirement for Future Development

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

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

Housing Sector Plan 2011-2016

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

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

2.2.10.3 Housing Status Quo

PROJECT	STATUS/COMMENT
Moses Mabida 198	Old RDP houses needs rebuilding or Renovation
Moses Mabida 250	Needs Plastering and Ceiling
Emsengeni 766	Needs Plastering and Ceiling
Moses Mabida 750	Incomplete
Aqua Park 277	Needs Plastering and Ceiling
Nomathamsanqa 369	Old RDP houses needs rebuilding or Renovation/partly complete
Nomathamsanqa 91	Old RDP needs Ceiling and plastering
Nomathamsanqa 801	Rectification project (on-going)
Langboss 300	276 Approved (The planning stage is not yet completed (bulk infrastructure required))
Paterson 155	Completed
Paterson 600	Needs Plastering and ceiling
Paterson 450	Need Plastering and ceiling
MoresonKwazenzele Mandela 269	Completed
Emanqindini 450	Needs Plastering and Ceiling
Paterson 500	New Project
Bersheba 500	New Project
Emsengeni Extension 1500	New Project
Bersheba Enon 450	Rectification (ongoing)

The developer status for housing resorts with the Department of Human Settlements. Housing is in terms of our functional and reporting requirements falls under the technical section. This allows proper coordination between the infrastructure requirements

2.3 Community and Social Services Function

2.3.1 Community Facilities

SRVM has a total of ten Community Halls, a total of eight cemeteries and a total of seven sports fields in the areas of Kirkwood, Addo and Paterson and smaller settlement such as Enon-Bersheba and Zuney. A budget out of the MIG allocation is set aside for community facilities and the municipality has budgeted for repairs and maintenance for these facilities.

- **Greater Kirkwood/Upper Valley**

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

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

- **Lower Valley Addo**

The development of the Combo Courts through GIZ for the area of Nomathamsanqa as a legacy project of 2010 World Cup was rolled out in 2013. Community facilities are limited to three primary schools and one secondary school (situated in Nomathamsanqa). Two clinics are in operation with a police station, library, 2 sports fields and 2 community halls. The provision of these facilities is not adequate. The facilities are over utilized and upgrading is needed. Sports facilities are limited to two sports fields in Nomathamsanqa and one sports field in Valencia. These facilities are currently undergoing upgrading and major maintenance.

- **Paterson and Zuney**

Education and community facilities are limited to three primary schools, a secondary school, clinic, police station, two community halls, a library and a sports field. The Sundays River Valley IDP process identified a number of these facilities for upgrading and expansion. The expansion of the existing cemetery site in Paterson has been prioritised.

The Sport fields and recreational playground in Paterson has been advertised and the consultants have been appointed to do the drawings and designs as part of phase 1. The project has been finalized.

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

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

2.3.2 Health Services

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

Health Care Infrastructure

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

	Kirkwood Town					
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Achievements

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

Challenges

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

2.3.3. Education

The functional area is not the competency of the Sundays River Valley Municipality; however SRVM plays a role of lobbying for the required services by the community. Through IGR structures an integrated approach to development is facilitated. The municipality cannot plan a new housing development without understanding the need and plans of education, for example a new housing development may need a school and a reserved site where such school could be built. Development issues that emanated from IDP community consultation are not different from the ones identified in 2015/16 are reflected below:

- Skills training centres are needed in the municipal area
- Learner transport is very critical especially for remote rural areas such as Zuney
- Education support services are needed for children with learning disabilities;

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

School enrolment

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

Libraries

SRVM has three main libraries situated in Kirkwood, Addo and Paterson. Outlying areas and townships are served through four satellite libraries run by volunteers and mentored by library personnel. These satellite libraries are situated in Valleihof Retirement Home (Kirkwood), Enon, Moses Mabida, Valencia and Nomathamsanqa. In addition a mobile library service visits rural schools in the area around Kirkwood town, Malmaisson, Bersheba, Dunbrody, Selborne, Addo and Zuney.

In the financial year of 2016/17 financial year, the Department Sport, Recreation, Arts and Culture (DSRAC) has allocated and approved funding for the Upgrading and Renovation of a SRVM building to house a new library in Moses Mabida. This will be a vast improvement on the small venue utilized presently and this will ensure better delivery of library services. SRVM and DSRAC will in partnership also appoint additional staff for libraries (Librarian, Assistant Librarian and The Library Aides) in ensuring proper staffing at all SRVM libraries.

2.3.4. Safety and Security

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

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

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

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

CATEGORY	ADDO	PATERSON	KIRKWOOD	
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	2004	2010	2004	2010	2004	2010	
Total sexual crimes	39	58	9	19	67	77	
Assault with intent to inflict grievous bodily harm	230	191	84	90	489	287	
Burglary at residential premises	198	150	40	47	239	167	
Murder	16	13	2	4	10	19	
Stock theft	47	41	45	17	66	26	
Drug related crime	13	46	5	12	105	88	

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

Traffic Services

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

- Law enforcement,
- Traffic emergency services (accidents, incidents & disasters),
- Motor vehicle registration and licensing
- Roadworthy services (currently not functional due to upgrading).
- Drivers licensing functions is partly operational (applications for renewal of drivers' licences; application for learners license; application for driver's license). Regular maintenance needs to be done for the testing route to be compliant with national norms.
- Application for professional driving permits & dangerous goods. We are registered as a grade "A" driver's license testing and roadworthy testing centre.

SRVM in the 2014/15 financial year recruited five unemployed youth (two from Addo and the other two from Paterson) and sent them to Port Elizabeth Traffic College and in the 2015/16 financial will absorb all four graduates as Traffic Wardens in order to capacitate Traffic Services and to ensure effective Law Enforcement. The five students have completed their training and are part of the Traffic Services personnel.

In line with SRVM Council resolution of decentralising Emergency Services (Traffic Services and Fire & Rescue Services), in the 2015/16 financial the Paterson Integrated Emergency Centre (PIEM) would have been constructed by Sarah Baartman District Municipality which would have accommodate SRVM Emergency Services. Funds for this project were diverted to the roads projects in Valencia.

Lastly, in the 2016/17 financial year SRVM would be investigating the construction and establishment of the Weighing Bridge in the area of Addo and Mobile Weighing Spots/Scales across SRVM major National and Provincial Roads. This will improve Law Enforcement and ensure that Heavy Duty Vehicles travelling in our area don't overload and in return damage the existing road infrastructure. This has been transferred to the Office of the Municipal Manager.

2.3.5. Disaster Management Plan

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

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

The Disaster Management Plan is in place and was adopted by Council. In line with the Act, the following are priorities with respect to SRVM disaster management plan:

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

The staff compliment in the Fire & Disaster Unit is eight, inclusive of the Chief Fire Officer. There is chief fire officer in fire division and the section is coordinated by the Director of Community Services. Additional three of the fire fighters in the Unit are appointed through the funding from the SBDM in line with the Service Level Agreement entered into between SRVM and SBDM.

This section has been elaborated under Integrated programmes/Plans section where the issues of programme, strategies and risks are narrated. A budget of R250 000 is set aside for any disaster management activity which includes purchasing of mattresses, blankets as part of immediate relief to victims of disasters.

The Sarah Baartman District Municipality is the one responsible for conducting the risk and vulnerability assessment. The risk assessment was conducted by Rural Metro on behalf of the District for all the local municipalities. The District Municipality has indicated that it will review the current risk and vulnerability assessment in the 2016/17 financial year.

There are plans in place to operationalize a Satellite Station in Addo which will assist the responsive related to fires and disasters and this again is in line with SRVM Council resolution of decentralisation and improvement of Emergency Services,

2.3.6. Environmental Health Services (Municipal Health Services)

Municipal Health Services (MHS) what was historically known as Environmental Health and MHS is a function and a competency of Sarah Baartman District Municipality (SBDM) and SRVM is rendering MHS on behalf of SBDM in its area of jurisdiction. The Municipality is responsible for Municipal Health services which mainly focus on:

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

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

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

a) Waste Management

The municipality has a fully integrated waste management service which is executed by the department of Community Services (household collection, transportation and disposal) and Technical Services currently responsible for the management of the Landfill Sites. Refuse is collected two days per week in business areas and once for residential areas per week. In Lower Valley which include Addo, Valencia, Nomathamsanqa, Paterson, KwaZenzele, Moreson and Enon-Bersheba (Upper Valley). Waste is collected by local Co-operatives.

There are three landfill sites in the Sundays River Valley Municipal area of jurisdiction, with all three fully operational. Two landfill sites (namely Kirkwood and Sunland) which in the past were a challenge as they were illegal (without an operating license) are currently licensed and the only challenge is in the poor management of the sites; hence funds will be sought from the National Department of Environmental Affairs (DEA) through their Environmental Protection Infrastructure Programme (EPIP) and any other funders in the coming financial period. This is to improve the status of the landfill Sites and to ensure compliance with the License Condition and the requirements of the Waste Act. The current Integrated Waste Management Plan (IWMP) was done in 2008 with the assistance of the then Cacadu District Municipality and the IWMP is outdated and needs to be reviewed. In the 2015/16 SBDM set to assist a number of municipalities in the district with the review of the IWMP and SRVM is one of those municipalities. A service provider has been appointed and is meeting the different Municipalities that are going to benefit from the review. In the 2015/16 financial year SRVM will focus on ensuring that all three Landfill Sites comply with License Conditions and all legislative requirements are complied with. Another focus will be on Waste Recycling/Re-use and Recovery through the investment in Waste Recycling Plants and Waste Recovery Facilities and the funding for these initiatives would be sources mainly from DEA and DEDEAT. SRVM would also call for proposals from potential service providers to manage its land fill sites and undertake job creation initiatives including recycling.

The Municipality also wants to renovate its Fire Station located in Kirkwood.

b) Water Quality Monitoring

The SRVM has three (3) Water Purification Plants (Kirkwood, Addo and Bersheba). Drinking water quality is being monitored on a monthly basis for bacteriological and chemical analysis as required and in compliance with the National Health Act and its quality measured against SANS 241 and the SRV sampling points are as follows:

- Kirkwood Town Clinic

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

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

2.3.7. Environment

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

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

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

Key environmental legislation requires that the IDP is aligned with:

- The National Environmental Management (107 of 1998): The Municipality must provide services sustainably, encourage cooperative environmental governance and ensure that EIAs and Basic Assessments are implemented where required.
- The National Environmental Management: Biodiversity Act (10 of 2004): The Municipality should compile an alien plant management plan for municipal owned land, and must consider threatened ecosystems (the Endangered Albany Alluvial Vegetation as integrated into the Biodiversity Sector Plan & SDF), while aligning with the National Biodiversity Framework (NBF), 2009 (gazetted in terms of this Act). The NBF requires municipalities, with other lead agents (e.g. Eastern Cape Parks), to assist with establishing provincial stewardship programmes, including managing alien invasive plants.
- The National Water Act (36 of 1998): The Municipality should not undertake activities that cause pollution of water resources, ensure that township developments include a 1:100 flood line on proposed layout plans, and it gives effect to the purpose of the Act (i.e. water resource protection)
- The National Environmental Management: Integrated Coastal Management Act (24 of 2008): The Municipality should develop a coastal management programme. In the case of the SRVM, the majority of the coastline is designated as a formal Protected Area and managed by South African National, apart from a small stretch south of Springmount.
- The National Environmental Management: Waste Act (54 of 2008): The Municipality must integrate its waste management plans with its IDP to secure ecologically sustainable development.

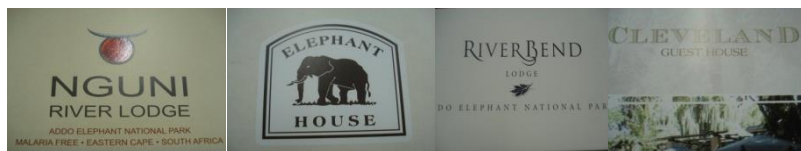
- The National Forest Act (84 of 1998): The Municipality should not remove forest without an authorisation from the Department of Forestry.

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

The recreation and tourism potential of the SRV area is fairly well developed with tremendous potential for further expansion and improvement. Recently, the area has gained a strong reputation as a tourism destination due to the development of conservation and eco-tourism in the area, with specific reference to the Greater Addo Park initiatives. A number of tourism and conservation initiatives are currently underway with a large increase in eco-tourism and game farm orientated activities.

The expansions of the Addo Elephant National Park or the Greater Addo Initiatives are playing a major role in tourism and development in the area. This strength will continue and expand in the future with an emphasis on the eco-tourism and gaming industries. The Sunday's River Municipality is currently playing an important role with respect to these initiatives.

Accommodation in the form of bed and breakfast establishments and guesthouses outside game farms on the Addo Park boundary are secondary uses which show an increase in popularity and growth. A number of guidelines in support of the growing tourism industry with respect to Land Use Management are included in this Spatial Development Framework. Existing initiatives by the Municipality in preparing a Tourism Plan and Local Economic Development Plan should further enhance the tourism potential of the area.



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

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

- Addo Elephant National Park including Kuzuko Game Reserve, Woody Cape Nature Reserve, Alexandria Coast Reserve, Alexandria State Forest, San Soucie, Boschhoek, Boxwood and Congos Kraal
- Inthaba Lodge
- Goodhope Reserve
- Voetpads kloof Citruslandgoed
- Scotia Safaris
- Shamwari Game Reserve
- Amakhala Game Reserve

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

Greater Addo Elephant National Park Project

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

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

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

It is the vision of SANParks that a critical core conservation area will be established that would be in excess of 250 000 ha and would be able to support viable free ranging populations of the 'Big 5' tourist draw cards. However, the Park will offer much more than just the lure of the 'Big 5' in a malaria free environment. With the proposed inclusion of a marine protected area, species such as the southern right whale and great white shark are guaranteed to ultimately make the park a 'Big 7' destination. Furthermore, with the emphasis on the conservation of biodiversity, a complete wildlife experience is possible across a series of landscapes unrivalled in beauty, all within a single conservation area. At the moment the bulk tourism activities are restricted to the main elephant camp, which is only some 13 500 ha.

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

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

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

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

People and Parks Project

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

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

The Biodiversity Sector Plan (BSP) for the SRVM represents the biodiversity informant for all multi-sectoral planning procedures, such as the Integrated Development Plan and Spatial Development Framework. It is intended to support land-use planning and decision-making in order to achieve the sustainable development agenda. The BSP is comprised of a relatively fine-scale Critical Biodiversity Areas (CBA) Map, mapped at a scale of 1:20 000 (Skowno and Holness, 2012) (Refer Figure 1). Associated with the CBA Map is a set of biodiversity-compatible land-use guidelines, including a series of land and water use management guidelines. The BSP also includes an explanatory handbook (with a biodiversity profile) and the various maps used to prepare the CBA Map (e.g. vegetation, rivers, wetlands and land cover)⁶.

The CBA Map has refined the spatial accuracy of the Eastern Cape Biodiversity Conservation Plan's (ECBCP) CBA Map (Berliner and Desmet, 2007⁷), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling *et al.*, 2003⁸). In other words, it is a more accurate spatial representation of important biodiversity areas in the SRVM and therefore supersedes the aforementioned maps. The CBA Map divides the landscape into formal Protected Areas, Critical Biodiversity Areas, Ecological Support Areas, Other Natural Areas and No Natural Areas

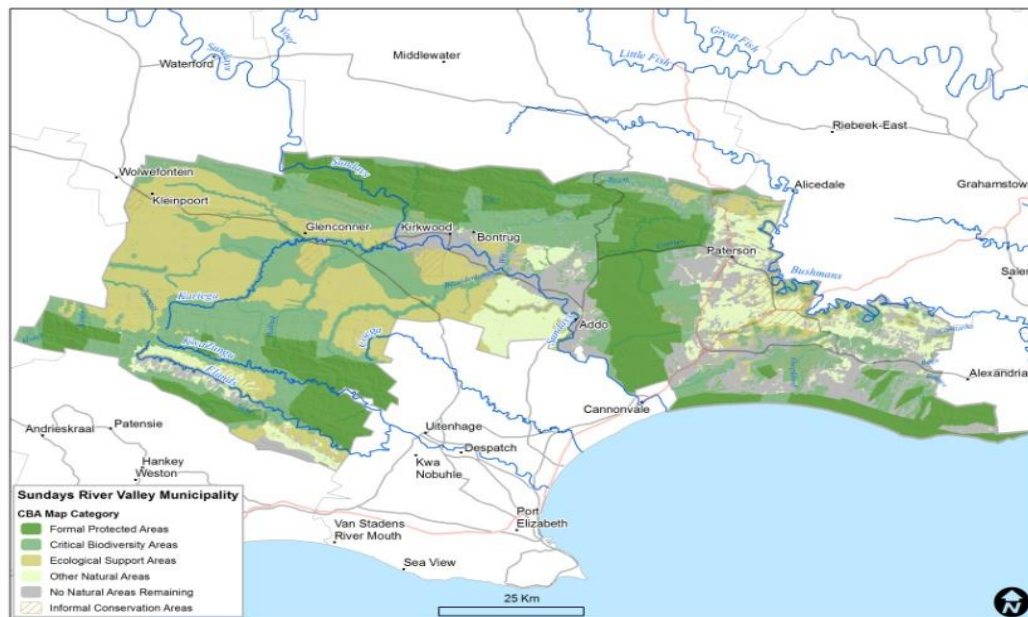
⁶The production of the Biodiversity Sector Plan was funded by the French Global Environmental Facility and implemented by South African National Parks (Park Planning and Implementation: Conservation Services).

⁷Berliner, D. and Desmet, P. 2007. Eastern Cape Biodiversity Conservation Plan: Technical Report. Department of Water Affairs and Forestry Project No 2005-012, Pretoria. 1 August 2007.

⁸Cowling R.M., Lombard A.T., Rouget M., Kerley G.I.H., Wolf T., Sims-Castley R., Knight A., Vlok J.H.J., Pierce S.M., Boshoff A.F. and Wilson S.L. 2003. A conservation assessment for the Subtropical Thicket Biome. Terrestrial Ecology Research Unit Report No.43, University of Port Elizabeth.

Remaining. The first three categories represent the biodiversity priority areas, which should be maintained in a natural to near-natural state, with low intensity developments possible. The remaining two categories are not considered biodiversity priority areas, and can be targeted for sustainable development. The land use guidelines are specified for Critical Biodiversity Areas and Ecological Support Areas, while the general land use management guidelines are specified for Critical Biodiversity Areas, Ecological Support Areas and Other Natural Areas.

Figure 1: The new, relatively fine-scale Critical Biodiversity Areas (CBA) Map for the Municipality (1:20 000) (Skowno and Holness, 2012).



2.4. Local Economic Development

Local Economic Development is an outcome, based on local initiatives and driven by local stakeholders. One example of such local initiatives is the AHI (Afrikaanse Handelsinstituut) workshop that was held on the 11 May 2015 that was organized by the local business chamber in preparation for the development of an integrated economic plan for the valley. It will however take into consideration the existing LED strategy of the municipality. LED involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents. It is important to realise that Local Economic Development is an ongoing process rather than an event, or a series of steps to follow. It encompasses all stakeholders in a community involved in a variety of initiatives aimed at addressing different socioeconomic needs of that community. The emphasis in LED has grown beyond pre-occupation with self-sufficiency towards understanding, developing and exploiting economic linkages from district, provincial and national through to a global level.

SRVM has employed a cluster development approach in its LED development framework plan which was adopted on the 27 March 2013. The focus is on the following:

- **Environment, Settlement Planning and Infrastructure Development:**

An overarching and critical factor influencing economic development within Sundays River Valley Municipality is the timely development of bulk infrastructure to support economic development, necessitating quantification and a co-ordinated lobbying initiative on the basis of economic growth and development potential and imminent needs to harness this potential. Programmes that will be included will be Town Beautification and comprehensive Waste Management. These are crucial exercises for the promotion of investment attraction and retention for the area.

- **Institutional and Human Capital Development:**

Sundays River Valley commercial agriculture and tourism competes with other regions in South Africa and with the global world and must ensure that it has the right mix of skills, programmes and systems aligned to these priority sectors in order to ensure sustainable economic growth and development.

- **Agriculture, Forestry and Fisheries:**

This sector is an important contribution to the economy of the area; it alone counts for 31.2% of the GDP and 47.7% of employment. Sundays River Valley area has a dual agricultural economy, comprising a well-developed commercial sector and a predominantly subsistence-oriented sector within it.

Of the well-developed commercial sector, **citrus** is the dominant form and whilst sporadic **crop farming** is evident, this is not yet an overly significant economic contributor. **Dairy farming** and stock **farming** is also visible, but are lesser economic contributors. Environmental and commercial considerations encouraged some farmers in the area to switch into **game farming** for the dual purposes of investment and tourism. Transformation of this key sector constitutes the key focus for the municipality in ensuring greater participation, skills development and poverty alleviation.

- **Manufacturing and Value Addition:**

The strategic economic value of manufacturing and its importance to future economic growth prospects and diversification of the Sundays River Valley's economy cannot be overly emphasized. Value-addition as it relates to the development of new and downstream processing activities is regarded as a key issue requiring attention in the short to medium-term. Specific activities and interventions that will be considered include leveraging on the latent opportunity presented by the agricultural sector and the opportunity in providing niche service establishments, e.g. biotechnology and agro-processing.

- **Tourism, Sports, Arts and Culture:**

Potential support programmes are the establishment of Tourism Information offices in the major urban areas, a museum, and local authentic arts and crafts. This sector will certainly improve social cohesion among locals and also integrate the foreigners to limit xenophobia. A plan to address xenophobia was initiated by Addo Elephant National Park in conjunction with the municipality and is due for discussion by local stakeholders.

- **SMME Development:**

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

The analysis of the economic profile and trends in Sundays River Valley Local Municipality (SRVLM) forms the basis of identifying comparative and competitive advantages and economic potential opportunities that may be exploited by the municipality to the benefit of local residents. Sundays River Valley is the leading region in citrus production in South Africa. The rationale for successful economic revitalization of SRVM lies in some of the following salient comparative and competitive features:

- Proximity of SRVM to the Nelson Mandela Bay Metro
- Proximity of local business to the Coega harbour
- Land availability for new development
- Established local commercial farming and tourism infrastructure
- Possibility of relocation of District municipality and other Provincial Government Departments' offices to Kirkwood
- Established road and rail infrastructure
- Natural resources as portrayed by the local landscape and warm climate that sustains the key agriculture and tourism sectors
- Latent potential to an expanding economy

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

Social economic profiling of the municipality is provided under Demographics in Chapter 2 of the document.

The LED strategy reflects the economic development concepts listed below as a result of broad consultative process. These form part of the 19 catalytic projects identified in the implementation plan and the IDP must be read in conjunction with that plan.

FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
Enon-Besheba land Asset (10 200ha)	<p>A draft business plan for six-pronged project has been completed and presented to various stakeholders (Municipal Council, Ministers Hanekom and Nkwinti, the Witrivier Communal Property Association and the Enon-Bersheba community). The six facets of this development programme are:</p> <ul style="list-style-type: none"> • 220 hectares of Citrus development that will be in three phases; supported by SRCC • 120 hectares of crop farming supported by Habata Farming • 14 hectares of food security programme supported by NMMU • 1000 hectares for livestock farming • Game Ranch with combination of Game and Nguni cattle supported by Shamwari Wildlife • A community College supported by NMMU <p>The community representatives are exploring the incorporation of other strategic partners that might show interest in this development. SRVM is embarking on funding mobilization for this lucrative programme</p>
Portion 307 of site kk113	<p>The development model designed incorporates individual emerging farmers participating in a commercial farming enterprises; provision of ten (10ha) irrigated sites for emerging farmers with 2 hectares being citrus. The land is owned by the municipality and will be made available for the programme subject to access to funding. ECRDA has shown interest in the initiative and would want to include NARYSEC learners as part of beneficiaries.</p>
Shamwari Agri-Village	<p>As part of Corporate Social Investment, the Shamwari Game Reserve is amenable to the establishment of an Agri-Village, primarily for its staff to benefit. The concept revolves around the establishment of a "staff village" with the main characteristics being the following;</p> <ul style="list-style-type: none"> • To a greater degree, the village will promote "green" applications in its energy sources. • Shamwari will avail most of its procured services to be established and sourced from this village and the surrounding region.
ERF 943	<p>Erf 943 is situated at the junction of the main road from Addo, turning towards Kirkwood; this site is "home" to the newly unveiled "heritage" mark for the Municipality.</p> <p>A combination of middle-income housing development and commercial site development will attract the necessary investment and enhance tourism in the area.</p> <p>To enhance the "heritage" aspect of the site, it is envisioned that the development concept may include a Museum, to capture the diverse historical narratives of the area, and a Tourism Information office. Included in the development will be commercial shops of varied offerings.</p>

	The development model for this piece of land is envisioned to be a “partnership” between a private developer and the Municipality.
Bio-energy solutions	The bio-energy sector is growing at a rapid pace throughout the globe, South African enterprises are providing more and more practical solutions to alternate energy; these applications must be evaluated for possible implementation in the region. Municipal waste and bio-mass are natural feed-stocks for such application. Smaller applications for industrial and commercial application must be considered for spatial heating and thermal power.
Bee-keeping	Research has revealed the rising demand for natural honey, the Sunday River Valley area with its rich Citrus environment, is an ideal place to invest in larger scale bee-keeping projects. This relatively low capital scale project, with established market opportunities, is ideal for “emergent” farmers to exploit. The placement of beehives could take place throughout the region, to take advantage of the various natural honey feedstocks.
Aqua-Culture	It is of great advantage that the Sundays River Valley municipal area stretches to the Indian Ocean, this allows the potential establishment of both fresh water and salt water aquaculture enterprises. The advantage to be exploited is the proximity of the area to the Coega harbour for exports, being the dominant market for most salt water aquaculture forms. Fresh water fish products could contribute to local food security.
Rail Revitalization	Rail infrastructure is already established, but significantly underutilized. Three focal areas of development are envisioned in carving the Developmental Strategy for the revitalization of the Rail Transport, and these are; <ul style="list-style-type: none"> • Moving goods to the markets • Transporting people • Tourism experience
Infrastructure Development	The underlying regional development needs are directly linked to improved and expanded infrastructure provision. Energy: The current Eskom supply capacity will have to be dramatically improved to provide sufficient power requirements for expanding commercial and residential demand. Water: Existing water infrastructure requires maintenance and expansion into new development areas. Sewerage: Under-capacity of sewerage processing facilities is limiting provision of basic services and will not allow for economic expansion. Road: Road transport is an important sector of economic activity, especially in developing countries, where it plays an essential role in marketing agricultural products and providing access to health, education and agricultural inputs and extension services. Conversely, lack of accessibility or poor road

	conditions are barriers to agriculture, industry and trade, and may hinder the entire development effort.
Compost and pruning operation	A BEE company was established for the manufacture of compost for provision to SRCC farmers. The inclusion of pruning service is seen as a viable business.
Small towns revitalization	A Small Town revitalization Strategy to guide the revitalization of Kirkwood, Paterson and Addo towns was developed and presented to the EXCO on 19 March 2014 and to Council on 26 March 2014. Presently a call for tenders for the implementation of the revitalisation strategy was closed and is awaiting award.

The Sundays River Valley Municipality (SRVLM) was assisted by the Department of Local Government and Traditional Affairs to develop its Local Economic Development (LED) Strategy/ Plan. The need arose as a result of socio-economic climate changes, and, developments at a macro level with respect to provincial and national socio-economic planning. These relate to the advent of;

- Provincial Growth and Development Plan
- National Spatial Development Perspective
- National LED Guidelines
- New Growth Path and,
- Accelerated and Shared Growth Initiative for South Africa.

It has been a fortunate exercise to develop the LED Strategy because the process ran concurrently with the review of the Spatial Development Framework, where you find congruency in the spaces that are earmarked for economic development. Both documents clearly flag out areas of potential and thereof an LED master plan will be developed which seek to enhance major development precincts.

The EPWP committee which is comprised by IDP/LED Manager, Supply Chain Management Practitioner and PMU Manager is one mechanism to enhance the implementation of EPWP. The municipality for 2016/17 is entitled to receive MIG allocation and R1 million will be ring-fenced for EPWP. EPWP policy was adopted by council.

An environment for Public Participation is sectorally based where you find different fora for every sector identifiable in the valley. There is a business chamber, SMME forum, Cooperatives forum and through the assistance of the district a business development forum is to be launched in June 2015.

- The SMME Development Strategy which seeks to enhance beneficiation of local enterprises in the procurement processes was developed.

- The District municipality has established a District Business Forum and two of our local business chamber representatives are serving in this forum.
- The Business Chamber and SMME forum were established and participate in all municipal programmes.
- There is an annual allocation for capacity building and training for SMMEs, the office also offers assistance with regards to business registrations
- The municipality has the following policies and by-laws that promote economic development:
 - Street trading by-law
 - Food control by-law
 - Animal control by-law
 - Co-operative Development policy
 - SMME Development policy
 - Informal Trading policy
 - Draft Commonage Management policy
 - Tourism Sector Plan
 - LED Strategy 2013
 - Spatial Development Framework
 - EPWP Policy
 - Supply Chain Management Policy
 - Small Town Revitalization Strategy 2014
 - Water Safety Plan 2014

- The municipality received an amount of R350 000 from DLGTA for Small Town Revitalization endeavors. Three areas were identified for the rollout of the Small Town Revitalization programme (i.e. Kirkwood, Addo and Paterson).

2.4.1. Education

Improvement in educational attainment is showing rapid and sustained progress. Key dimension that directly influences the potential employability of community members is their educational background and level of skills that they possess. The level of education and skills within a region impacts on many factors, including: the productive efficiency of investments (e.g. health and capital), employment potential, the

gender gap and productivity and income levels. Education is therefore acknowledged as being inextricably linked to the economic development of an area and to a growing middle class.

Table 20: Geography by Highest educational level

	Grade 0 - Grade 2 / Sub B	Grade 3 / Std 1/ABET 1Kha Ri Gude;SA NLI - Grade 7 / Std 5/ ABET 3	Grade 8 / Std 6 / Form 1	Grade 9 / Std 7 / Form 2/ ABET 4	Grade 10 / Std 8 / Form 3	Grade 11 / Std 9 / Form 4	Grade 12 / Std 10 / Form 5	NTC I / N1/ NIC/ V Level 2 - NTC III /N3/ NIC/ V Level 4	N4 / NTC 4 - N6 / NTC 6	Certifi cate with less than Grade 12 / Std 10 - Diplom a with Grade 12 / Std 10	Higher Diplom a - Post Higher Diplom a Maste rs; Doctor al Diplom a	Bach elors Degre e - Bach elors Degre e and Post gradu ate Diplo ma	Honou rs degre e - Higher Degre e Maste rs / PhD	No scho ling	Grand Total
Ward 1	649	1 330	441	460	577	614	674	6	12	69	19	9	9	521	5 390
Ward 2	746	1 706	502	434	625	469	913	18	13	86	32	40	21	411	6 016
Ward 3	847	2 278	775	534	543	519	547	8	6	56	53	33	9	555	6 764
Ward 4	574	1 234	388	317	369	450	447	4	2	58	4	11	3	440	4 300
Ward 5	575	1 542	456	335	378	508	408	8	4	41	7	2	3	283	4 551
Ward 6	690	1 744	530	360	445	427	493	9	4	38	39	16	17	374	5 185
Ward 7	684	1 893	631	436	524	360	1 008	23	25	108	123	103	40	405	6 364
Ward 8	1 075	2 509	912	729	816	686	903	8	5	71	46	61	17	480	8 318
Grand Total	5 840	14 235	4 636	3 606	4 277	4 032	5 394	83	71	525	324	275	120	3 471	46 888

The above table illustrates that at least 36% of the population within the Sundays River Valley Municipal area have Grade 3/ Std 1 education. This category is followed closely by 15% of the population who only have Grade 0 – Grade 2/Sub B. This therefore proves that our community is still illiterate.

Findings

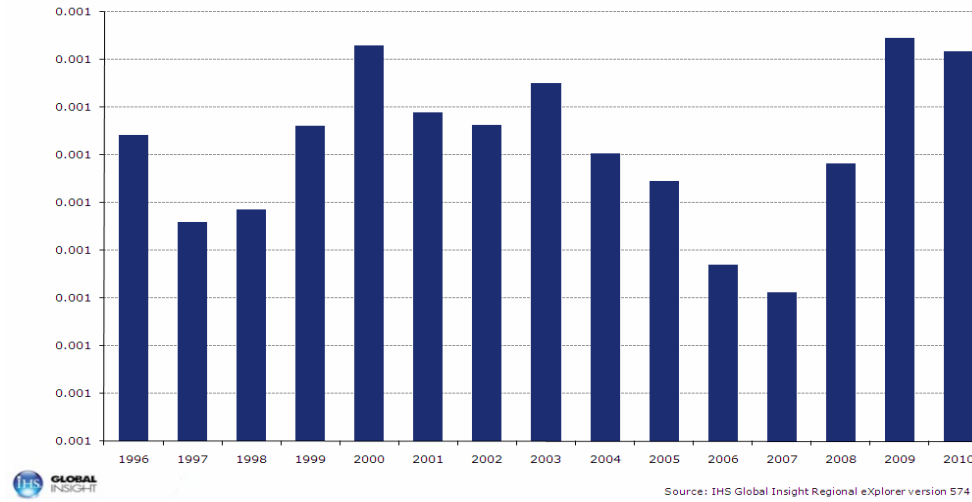
Less than 2% of the population in the SRVM area has higher education qualifications, which is a worrying factor if the municipality has to grow and transform itself beyond being a producer of primary products that in most circumstances fetches less on the market due to market dynamics.

This could be attributed to schools surrounding the area and the adult education system provided by government to older people. Although the illiteracy rate is on a steady decline, the number is still higher than the national average of 32% and warranting remedial action as it has negative effect of development.

2.4.2. Income

Household income is showing a steady and sustained increase, with disposable income showing strong growth after the 2008 recession

Index of buying power - overview
EC106: Sunday's River Valley Local Municipality



Growth in Annual total disposable income
EC106: Sunday's River Valley Local Municipality, Total

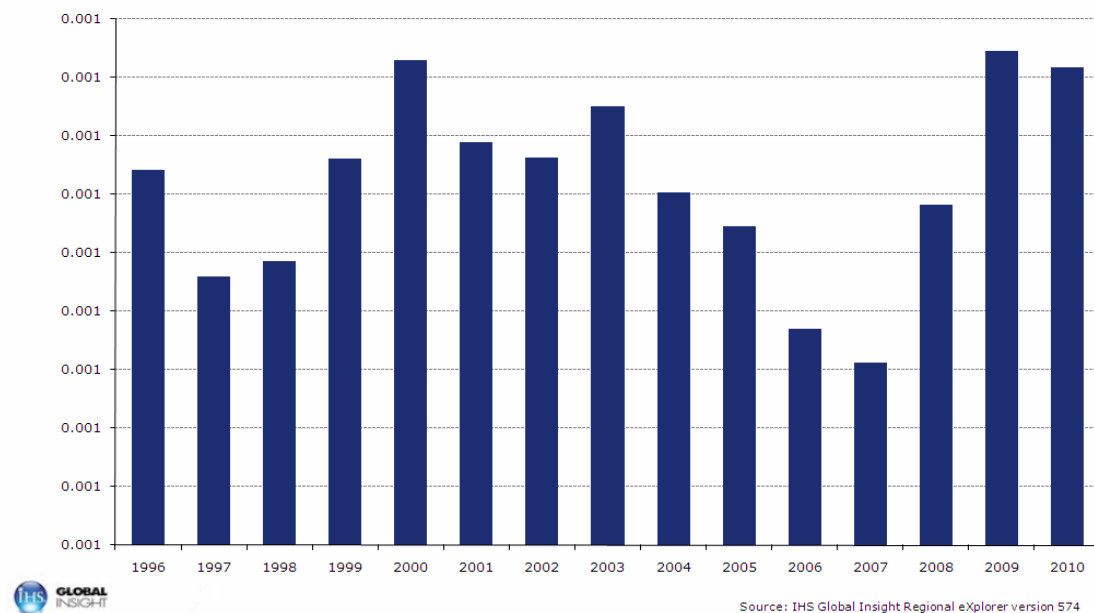


Source: IHS Global Insight Regional eXplorer version 574

2.4.3. Index of Buying Power

Buying power is indicating rapid post recessionary growth.

Index of buying power - overview
EC106: Sunday's River Valley Local Municipality



2.4.4. Labour and Unemployment

Table 21: Labour Force: Geography by Official employment status

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Age less than 15 years	Not applicable	Grand Total
Ward 1	1 233	537	145	2 179	-	1 913	6 008
Ward 2	1 778	319	98	2 635	-	2 475	7 305
Ward 3	2 397	273	82	2 329	-	2 662	7 743

Ward 4	1 201	693	161	1 119	-	1 658	4 832
Ward 5	1 386	216	93	1 834	-	1 775	5 303
Ward 6	2 087	196	82	1 643	-	1 731	5 739
Ward 7	2 848	257	175	2 670	-	2 296	8 247
Ward 8	3 155	353	308	2 605	-	2 905	9 328
Grand Total	16 085	2 845	1 145	17 014	-	17 415	54 504

The table shows ward 4 as having the high rate of unemployment followed closely by ward 1. The table also indicates a huge number of people under the not applicable column. This then triggers a question that why so many people are categorized as not applicable. Could these be the people who work only during season (citrus production)? A question still remains.

2.4.5. Type of Sector

Table 22: Labour Force: Geography by Type of sector

	In the formal sector	In the informal sector	Private household	Do not know	Unspecified	Not applicable	Grand Total
Ward 1	905	197	141	13	-	4 753	6 008
Ward 2	1 280	271	169	85	-	5 500	7 305
Ward 3	1 539	487	357	51	-	5 309	7 743
Ward 4	908	108	199	21	-	3 596	4 832
Ward 5	1 054	151	53	161	-	3 884	5 303
Ward 6	1 538	280	205	95	-	3 621	5 739
Ward 7	2 202	382	276	80	-	5 306	8 247
Ward 8	2 451	367	322	47	-	6 140	9 328
Grand Total	11 877	2 242	1 722	553	-	38 109	54 504

The above table indicates that Ward 3 has the highest number of people employed in the informal sector. Attention is also put to the highest number of people in all the wards who fall under the not applicable sector. This therefore stimulates a need to do a thorough research in this regard.

2.4.6. Dependency Ratio

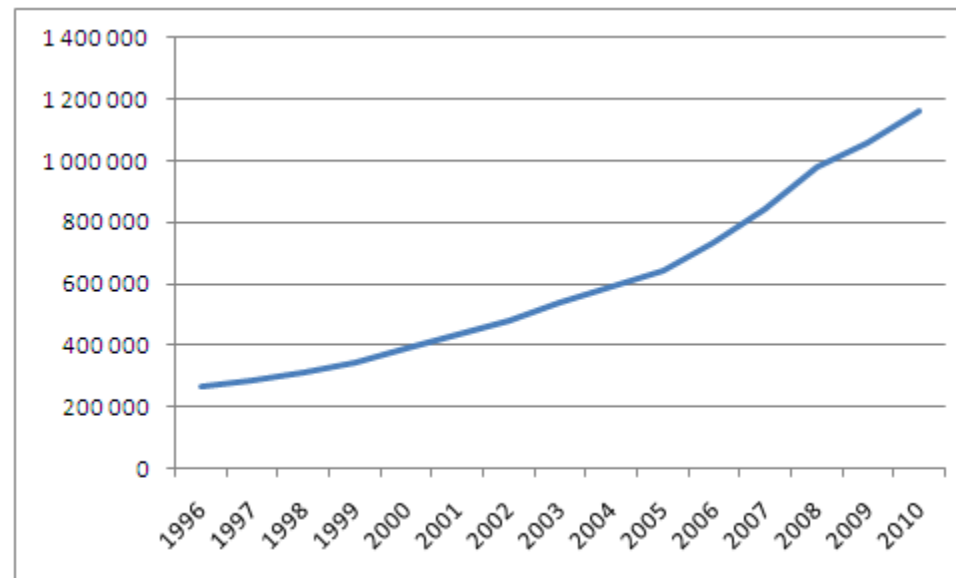
0-4			15-64			65+		
1996	2001	2011	1996	2001	2011	1996	2001	2011
13388	12469	14578	28107	28916	37089	2545	2529	2837

The above table indicates a child dependency ratio of 47.6% and the elderly dependency ratio of 9% during 1996. The dependency ratio of both child and elderly shows a decline during the year 2001 of 51.9%. During the year 2011, dependency ratio of both the child and elderly sits on 47.0%.

2.4.7. Economic Structure and Growth

2.4.7.1. GROSS DOMESTIC PRODUCT (GDP)

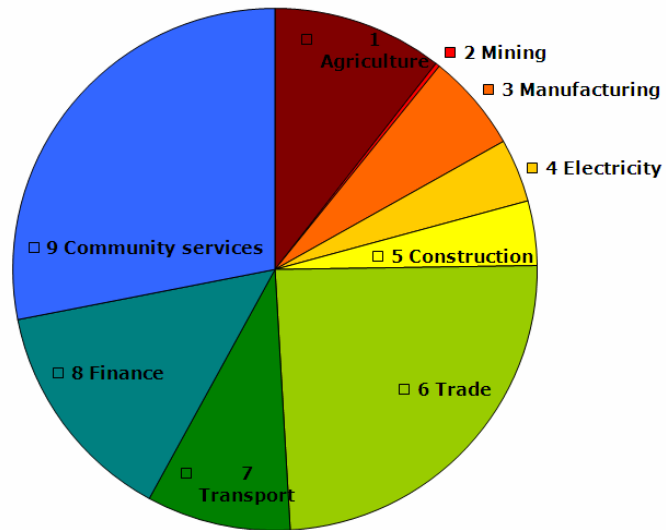
GDP in 2010 was estimated to be R 1 162 billion and has been steadily increasing.



2.4.7.2. SECTOR BREAKDOWN

The leading sectors in SRV in regard to Gross Value Added are Community Services, Trade (which includes tourism), Finance (which includes Real Estate), agriculture, transport and construction.

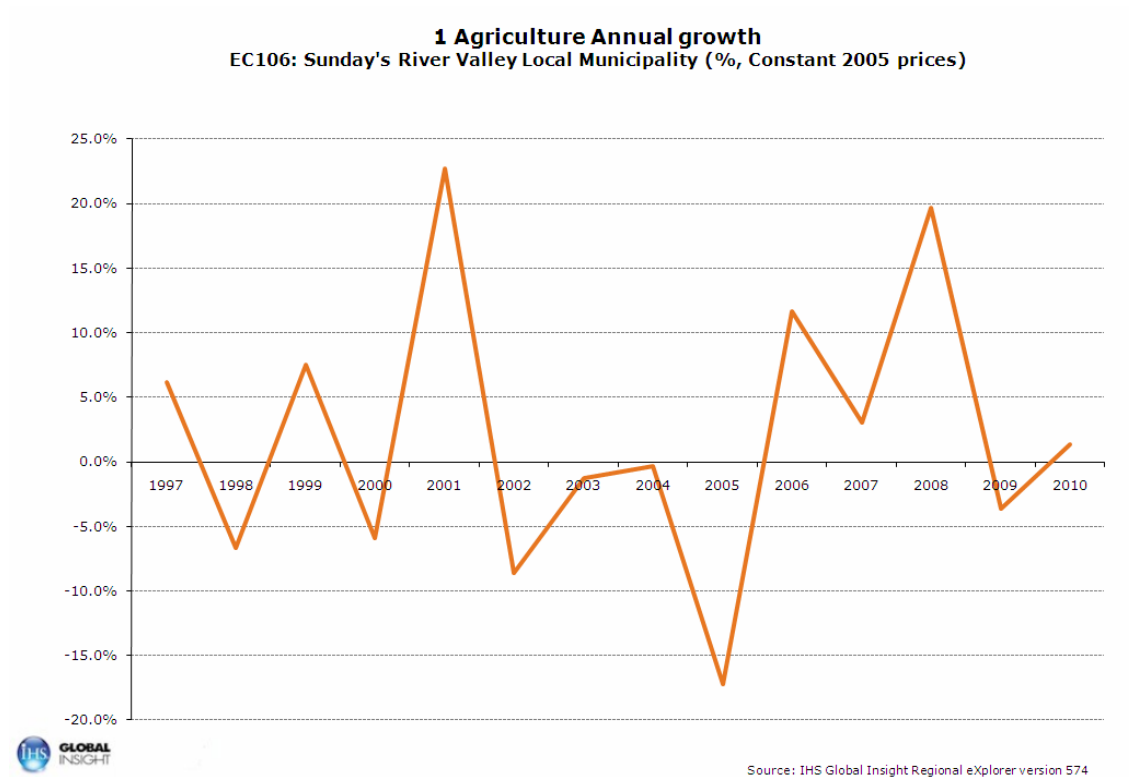
GVA-R Sectoral composition
EC106: Sunday's River Valley Local Municipality, 2010



Source: IHS Global Insight Regional eXplorer version 574

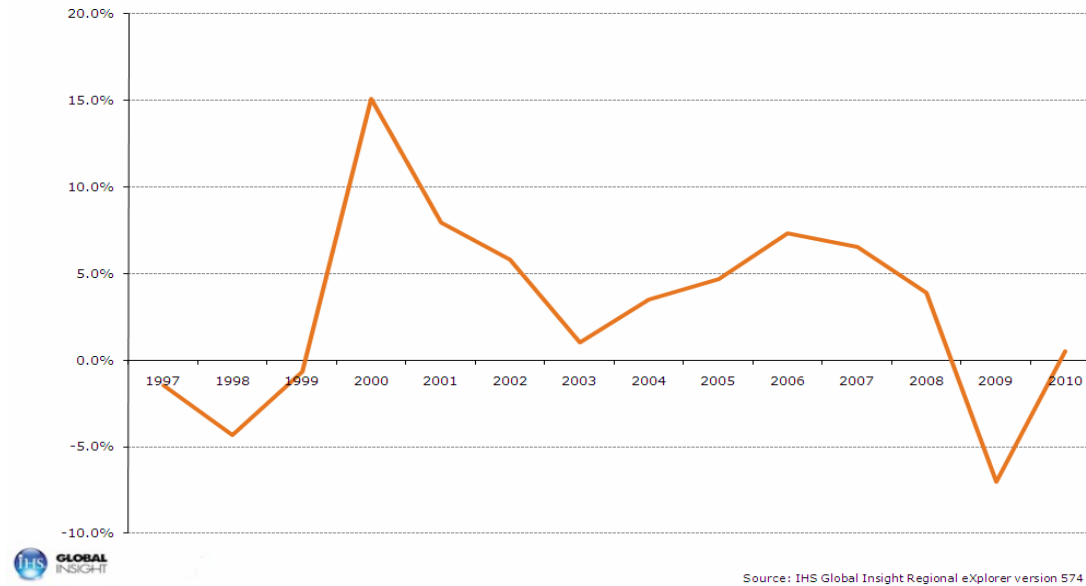
2.4.7.3. GROWTH RATES OF KEY SECTORS

Agriculture as a key driving force in the economy indicates a strong “boom –bust” cycle.



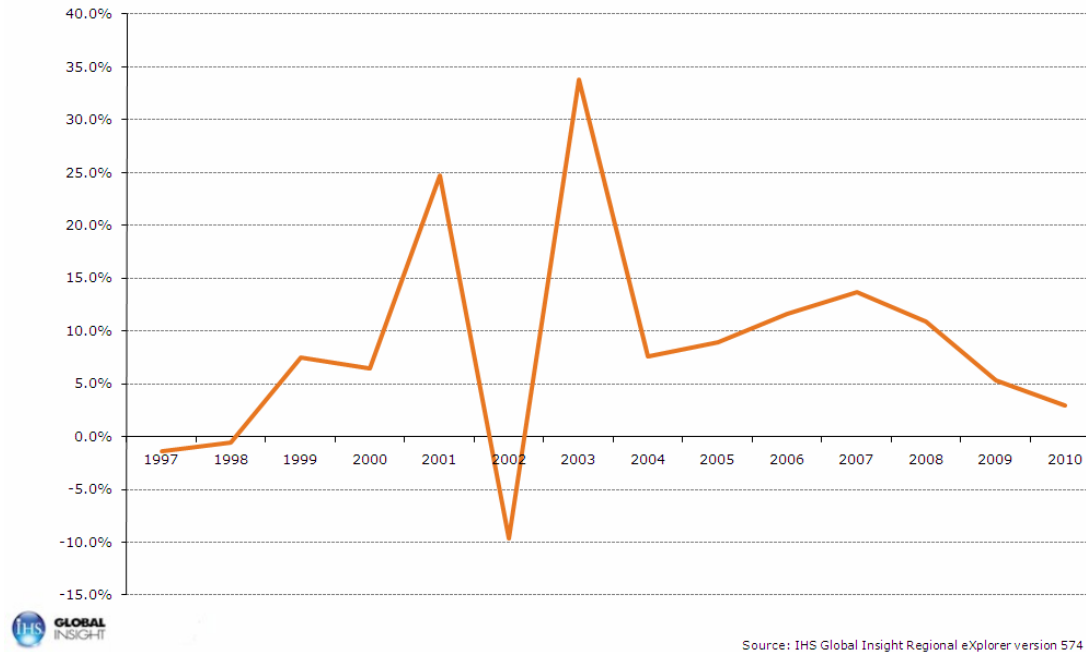
Manufacturing has been showing relatively weak growth over the past seven years and appears to have been hard hit by the recession.

3 Manufacturing Annual growth
EC106: Sunday's River Valley Local Municipality (% , Constant 2005 prices)



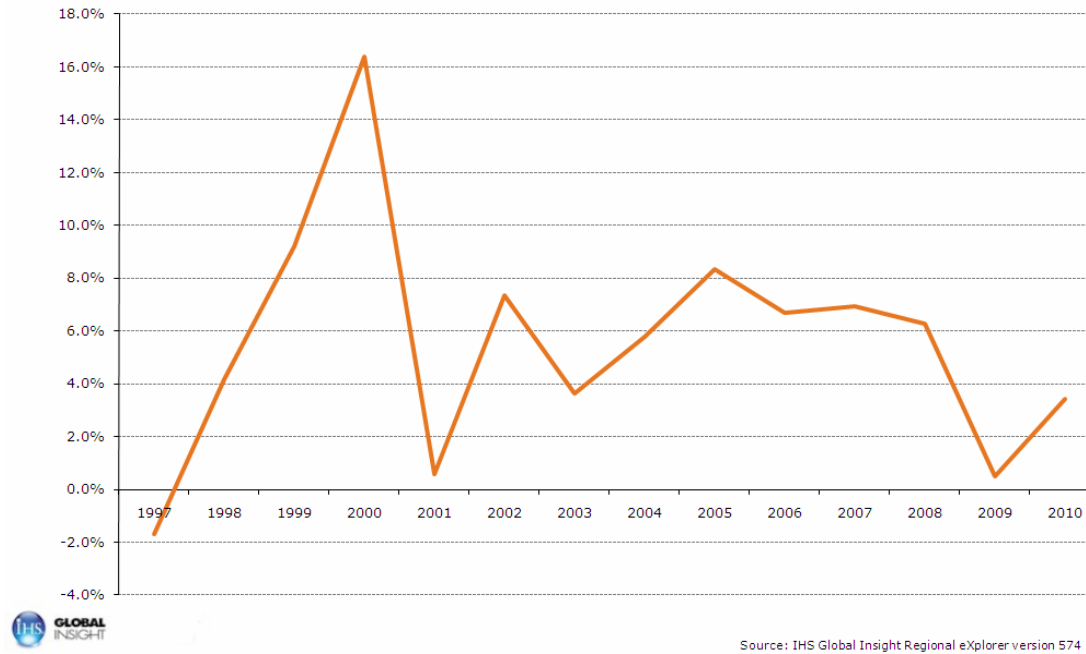
Construction growth has been highly cyclical with a progressive decline over the past four years.

5 Construction Annual growth
EC106: Sunday's River Valley Local Municipality (% , Constant 2005 prices)



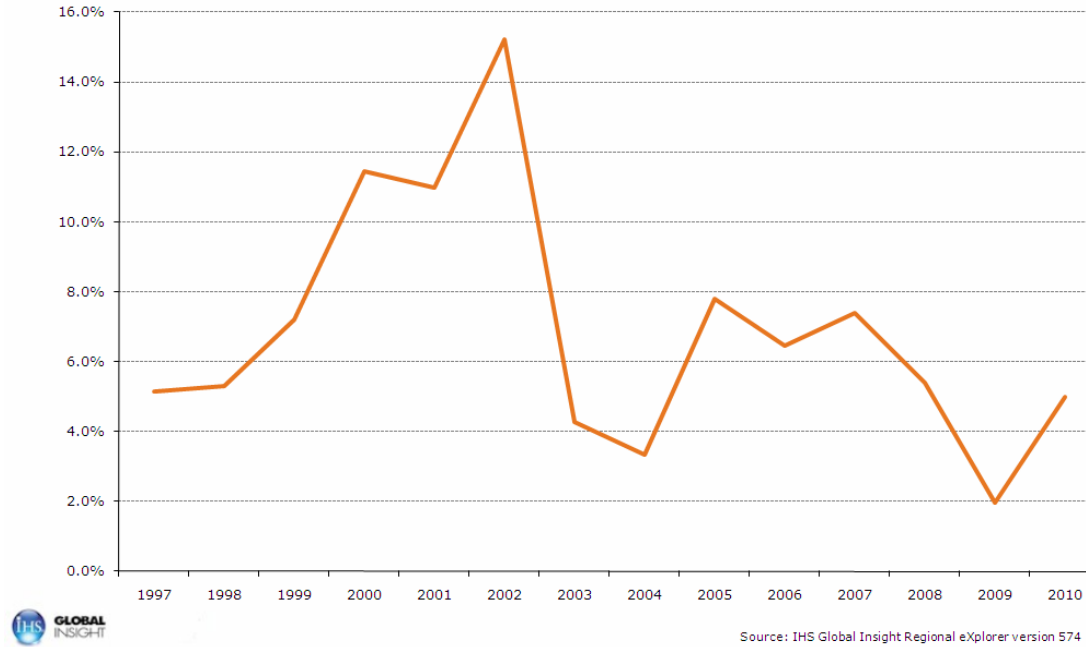
Trade has shown consistently positive growth since 2011 and appears to have recovered rapidly after the recession.

6 Trade Annual growth
EC106: Sunday's River Valley Local Municipality (% , Constant 2005 prices)



Transport has shown consistently positive growth and rapid recovery after the recession.

7 Transport Annual growth
EC106: Sunday's River Valley Local Municipality (% , Constant 2005 prices)



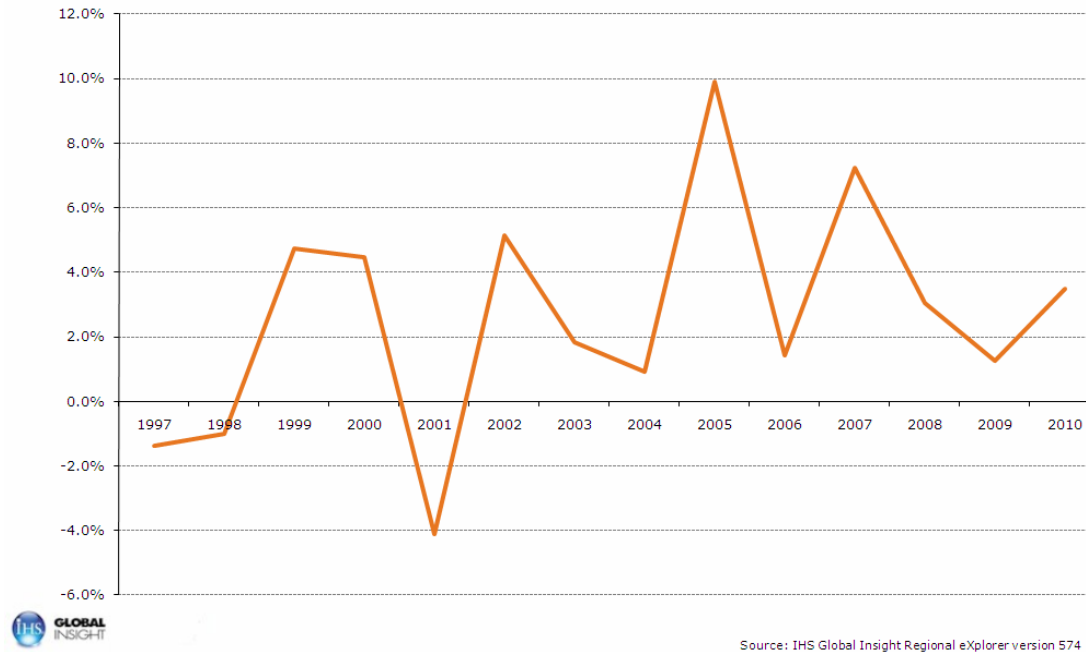
After a notable pre-recession property boom, finance is indicating positive growth once more.

8 Finance Annual growth
EC106: Sunday's River Valley Local Municipality (% Constant 2005 prices)



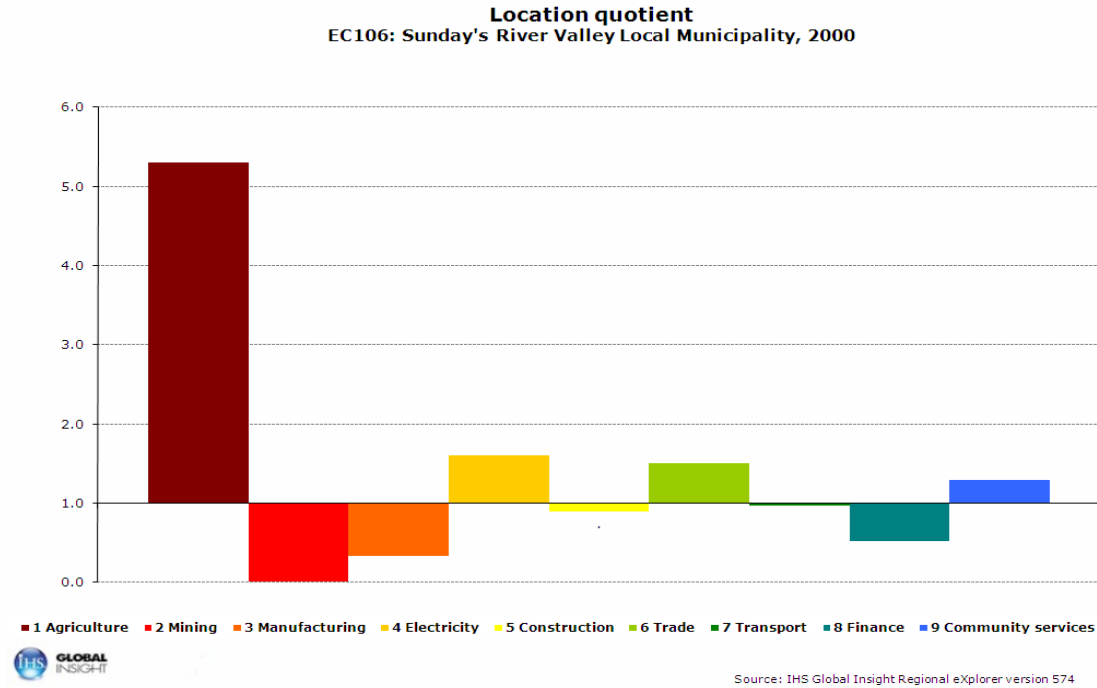
Community Services has shown consistently positive growth since 2002.

9 Community services Annual growth
EC106: Sunday's River Valley Local Municipality (% , Constant 2005 prices)

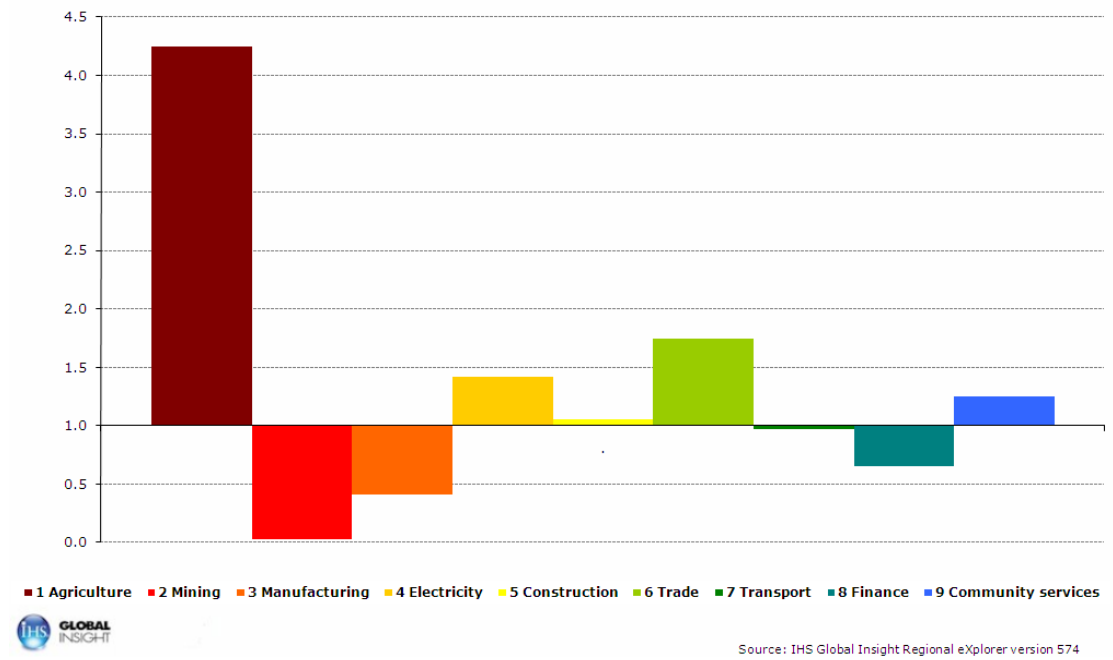


2.4.8. Location Quotient

SRV has strong specialization agriculture when compared with rest of South Africa but this is declining in favour of trade and community services.

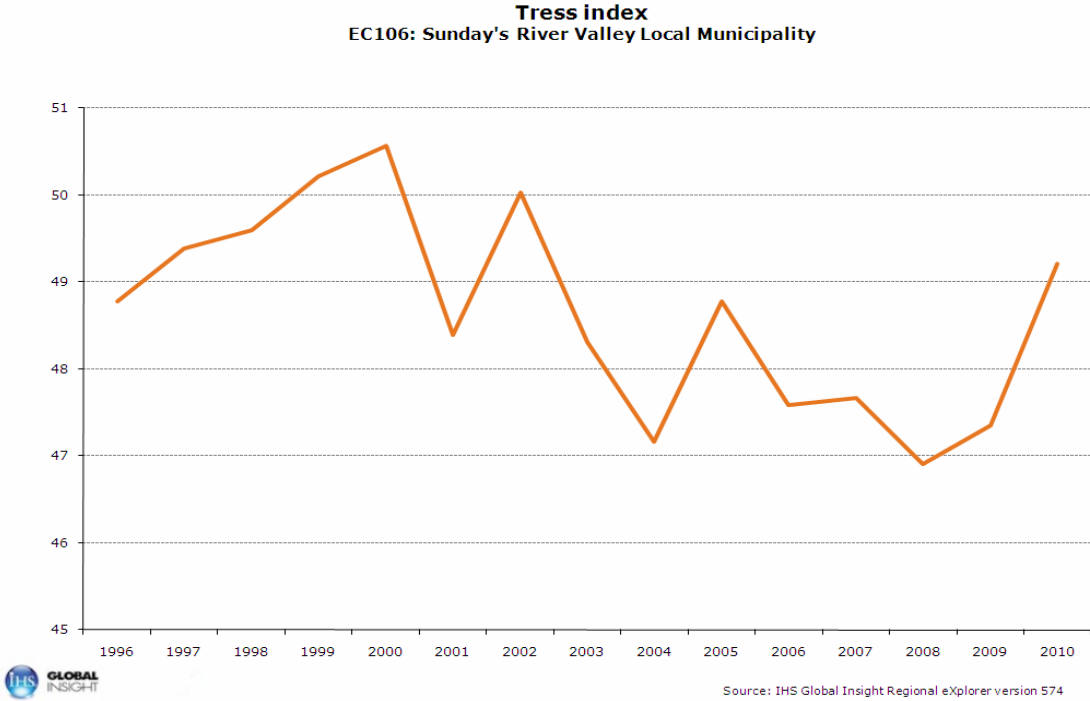


Location quotient
 EC106: Sunday's River Valley Local Municipality, 2010



2.4.9. Tress Index 1996 -2010

The Tress index indicates greater diversification of the economy.

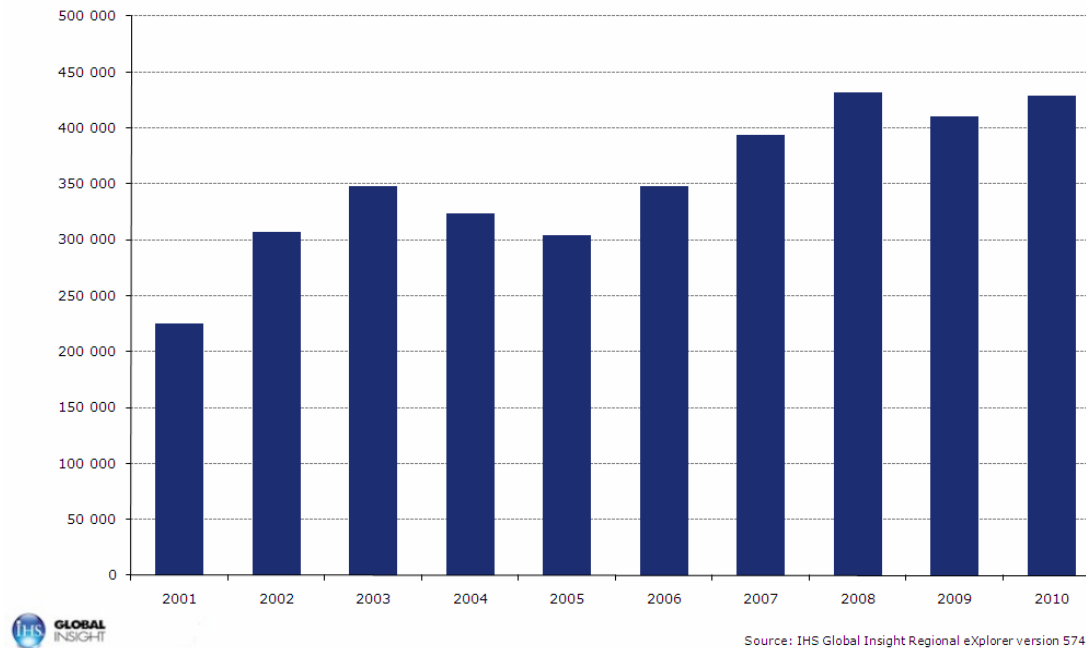


2.4.10. Tourism

2.4.10.1. TOURISM SPEND

Tourism spend has shown rapid growth and has reached a plateau at R400 –R450 Million per annum

Total Tourism Spend (R 1000, Current prices)
EC106: Sunday's River Valley Local Municipality



2.4.10.2. VISITOR NUMBERS

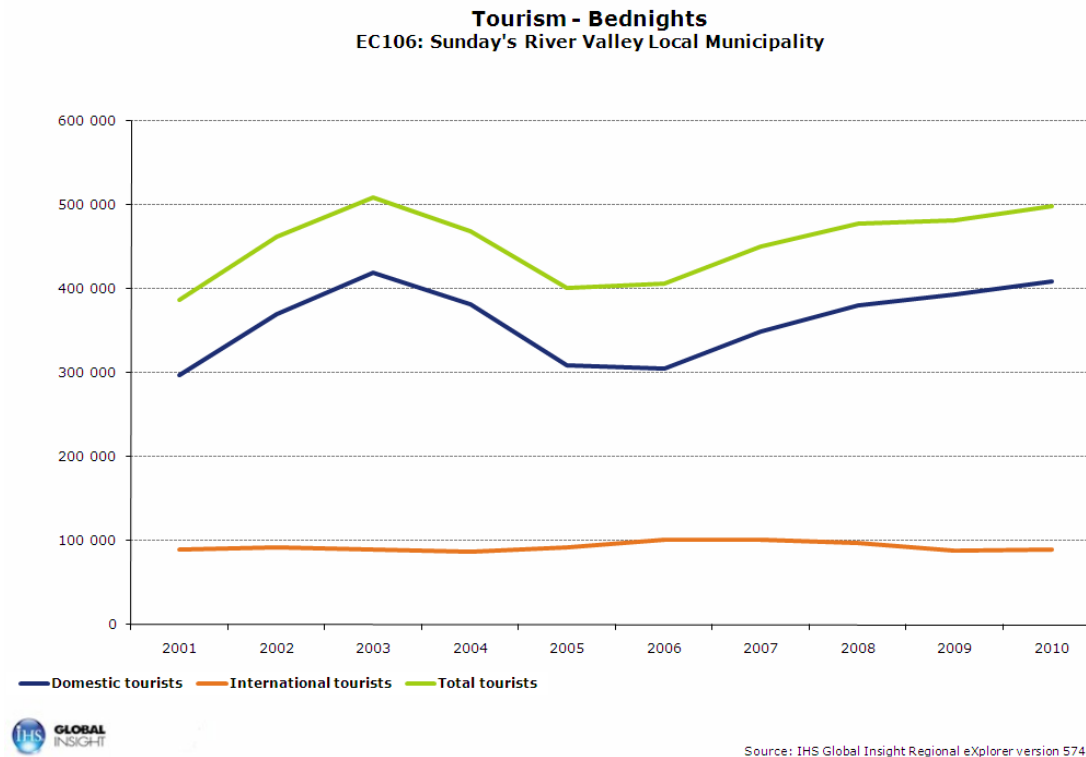
After a sharp decline, international tourism is rising again with domestic tourism remaining buoyant.

Growth in Tourism
EC106: Sunday's River Valley Local Municipality



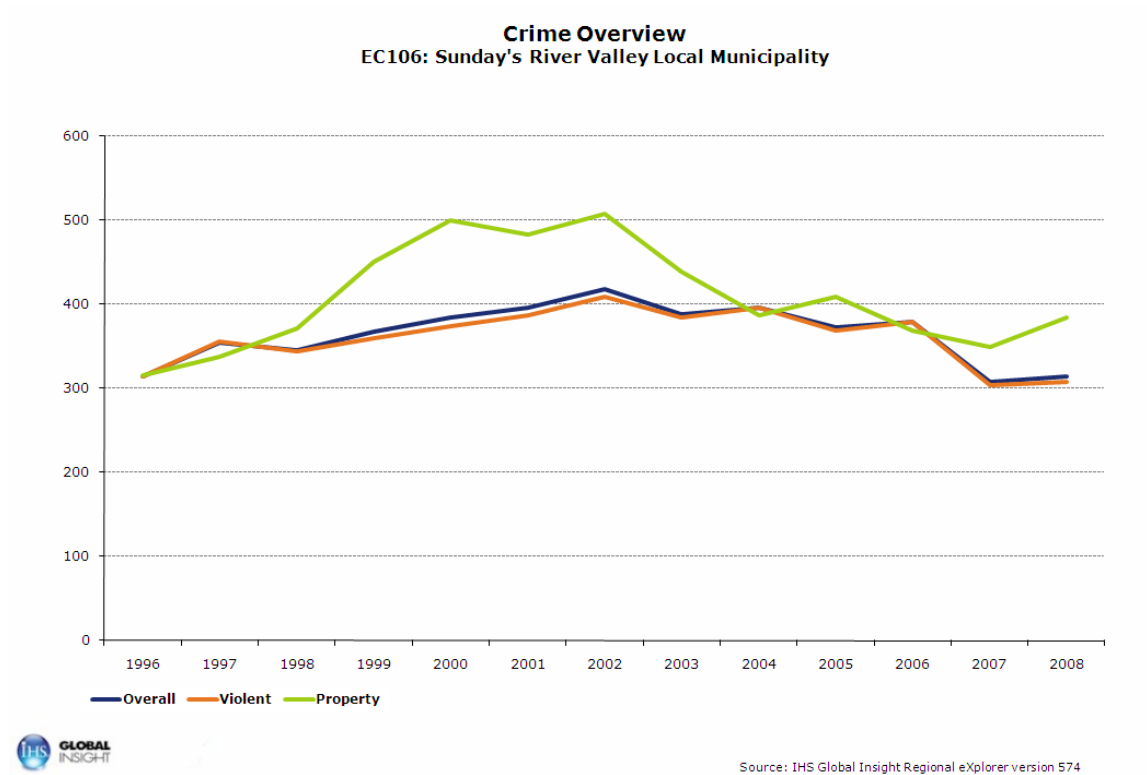
2.4.10.3. BED NIGHTS SOLD

Bed nights sold to foreign tourists are staying relatively constant at about 100 000 per annum whilst bed-nights sold to domestic tourists are edging past the 400 000 mark.



2.4.11. Crime

Both Violent Crime and Property Crime are showing positive downward trends, although are still at relatively high levels by international standards.



2.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The Municipal buildings are situated in Kirkwood; these are main offices in Middle Street. There are also satellite offices in the towns of Addo and Paterson. In Kirkwood, the main buildings are for the Finance department, the Council Chambers, Traffic Services and the Municipal Managers Office – all of which are in the same street. The buildings were the casualties of a damaging fire and thus the old Finance Building and the Council Chambers are not operational. The Finance department is now located in Church street. The Council Chambers are now located in Sonop street. Both buildings are in Kirkwood. The offices for the Technical Department were located in the township of Moses Mabhida and were also burnt as a result the Technical Services Department is now located in Middle Street Kirkwood in the old HR Building. There are challenges with regard to accessing basic municipal services for places afar like Zunney (near Alexandria) where those citizens have to travel to Kirkwood for the most basic of services. Council will entertain the option of decentralizing and putting in place a Satellite Office in that area.

The Municipality is in the process of improving its communication and access to information by all sectors of the community. There are healthy relations between the political and administrative components of the municipality. There are also cordial relations between the ward committees and the general public where such have been established. The council is stable and effective. All section 56 managers were appointed and section 79 committees are functional.

2.5.1 *Ward Committees*

The Municipality has eight (8) Ward Committees that were established as per the number of demarcated Municipal wards. The Municipality has adopted guidelines for the establishment of the ward committee that complies with the terms of reference for the establishment of the ward.. The ward committee meetings are scheduled such that the ward inputs are able to find express in standing committees and council meetings agendas. To compensate for out of pocket expenses members receive a stipend of R500 per scheduled meeting. The Municipality is committed to ensure that it has a fully functional ward committee system. SRVM area does not have traditional leaders except the representation of traditional healers in some ward committees.

The ward committees are convening as per schedule, and all resolutions and decisions at the ward level get expression in Council via the Office of the speaker. Ward committees are central in the review and development of the IDP objectives in Sundays River. Ward committees also play a role in the development of KPIs and targets which inform the SDBIP where IDP objectives are tracked. The ward committee system as has been developed allows these committees an opportunity to make the IDP process their own and to influence the IDP objectives as they are generated. There system is not without its obstacles, one of the challenges is the sector interests that is not fully represented in the composition and make up of each committee – and therefore makes it difficult for members to report back to their constituencies. A plan has been developed to reconstitute by filling up the vacant positions with relevant sector representation.

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

2.5.2 Public participation

A public participation framework plan was work shopped and adopted by Council in March 2014. The plan included an implementation plan. The consultation process is done through Council Outreach Programmes, Mayoral Imbizo`s, Ward Committees, IDP formulation consultation and review process and IDP & Budget road shows. The Institutional Social Development Officer was appointed and he liaises with communities on all development projects that are taking place in the wards.

The Special Programmes Unit together with the Office of the Speaker is currently responsible for public participation and the interviews to fill the public participation vacancy were held on the 22 May 2015. There is a readily available stakeholders' register that specifies the contact details of stakeholder representatives. To promote social cohesion within the communities the following activities are honored:

- Multi-coded sporting events
- Links forged with other departments like correctional services with the aim of integrating the prison community with local communities
- There are arts and culture festivals that include a wide range of artistic disciplines (story-telling, visual arts and craft, speech and drama, poetry, dance and music

- There are sport and recreational activities that are facilitated by the Municipality through the Office of the Sport and Recreational Officer

The municipality is experiencing some challenges in the implementation of its public participation strategy

- No dedicated person in the unit, the special programmes' officer is multi-tasked
- No proper coordination of activities identified in the public participation plan
- Funding constraints

Despite the challenges alluded to above, the municipality is committed to public participation through IDP/Budget consultation, established forums and ward committee system. Also, the Communications Officer assists in the interface as between the Municipality and the community.

2.5.3 Community Development Workers

A memorandum of understanding was signed between the municipality and the department of local government and traditional affairs in respect of CDWs responsibilities. The CDWs ought to report monthly to the municipality and quarterly round tables are held. The challenge is that the round tables are not sitting as planned due to poor attendance by CDWs. The department has however engaged the CDWs in an effort of bringing about a solution to the problem.

It is to be noted that not all wards have CDWs dedicated and designated in the respective wards. Budgetary constraints by COGTA inhibit the implementation of a plan to reorganize CDW in all wards.

2.5.4 Communication Strategy

The municipality has established a Communication Unit. A Communication Officer is employed and the position is located in the office of the Municipal Manager. for adoption. The complaints from the public as well as concerns raised by the public through the President's hot line are dealt with by the customer care. There are guidelines that were adopted by council on how to deal with all these complaints. Customer care service is now handled by the Communications Officer together with the Technical Services department.

2.5.5 Intergovernmental Relations

An IGR Structure was launched by the MEC for Local Government on the 13th of April 2013. The Terms of Reference for the IGR were approved by Council. At the IGR meeting held on the 14 May 2015 the following issues that were raised by communities were presented and need to be addressed by sector departments.

DEPARTMENT	PRIORITY ISSUE
Human Settlements	Rectification programme in all areas. New RDP houses in all areas. Land for housing development. Title deeds. Temporary housing structures
Roads and Public Transport	Tarring entrance roads to townships. Support with potholes within municipal roads. Weigh bridge Transport for learners
Water and Sanitation	Water tanks Service infrastructure for planned middle income housing development in Addo. Bucket System in Paterson and Zuney 300ha water rights
Rural Development and Land Reform	Land Audit. Land for stock farming. Land disputes (Evictions, land sales to the detriment of long time occupiers. Research on impact of land transfer/sale to emerging farmers. SMME beneficiation on construction of R335 road
Department of Health	Clinic for Enon-Bersheba community. Currently the mobile clinic visits the vast area once a week. Clinic at Valencia situated on outskirts of community Day care hospital at Nomathamsanqa needed and small clinics that cannot cope with the high population figures
SANRAL; TRANSNET	Renewal of railway line/service

	Transfer of railway houses to the occupants or municipality
Sara Baartman District Municipality	Provision of land for brick production site (R335 road project) Relocation to SRVM Emergency centre in Paterson Land parcels made available for development
Social Development	Proper monitoring of funded projects
SASSA	Coordination of food parcel programmes and proactive interventions
Department of Education	FET College/ Community college Transport for learners
SAPS	Improved patrolling and quicker response time to incidents, especially in Addo. Improve working relations between police forums and the police
Department of Minerals	Illegal mining of sand in Paterson and Enon-Bersheba
CoGTA	Multipurpose facility at Paterson for a start
Department of labour	Department only visits once per week in Kirkwood and many people are not serviced. Appalling farm dwellers working conditions.

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

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

Activities with other Municipalities

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

Ikhwezi and Sundays River Valley is also in the planning phase with regards to a project on the revitalization of the rail network between the two Municipalities.

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

Legal Matters

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

Audit

Audit opinions:

During the past three financial years the municipality has received the following opinions from the Audit General:

2010/11 – Qualified audit opinion

2011/12 – Qualified audit opinion

2012/13 – Disclaimer audit opinion

2013/14 – Disclaimer audit opinion

2014/15 – Disclaimer audit opinion

The bases for disclaimer were as follows:

- Property, plant and equipment
- Government grants and subsidies
- Unauthorized expenditure
- Commitments
- Provision for environmental rehabilitation
- Repairs and maintenance
- Interest received
- Cash flow statement
- Consumer debtors
- VAT Payable
- Employee benefit obligation
- Unspent conditional grants
- Preparation of financial statements
- Aggregation of immaterial uncorrected misstatements
- Prior year comparative information
- Prior year period errors
- Other additional matters

The municipality landed again on a disclaimer opinion was mainly because of the loss of documentation through the burning down of municipal property. Protest action took place in September 2014 and all the documents at the Finance building were destroyed.

At the time, the Auditor General was busy with the audit at about 60% conclusion.

Strides have been made to stabilize the situation and progress is being made towards achieving a clean audit

MPAC:

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

This led to the allocation of MPAC meetings to be organized by Internal Audit.

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

An audit implementation plan is reviewed at every meeting of MPAC

Audit Committee and Internal Audit Function:

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

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

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

Audit Action Plan

The Auditor General raised various matters of emphasis for the financial year 2014/15 and can be summarized as follows:

- Restatement of corresponding figures
- Material losses
- Unaudited supplementary schedules

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

Political Governance Structures

WARD

CLLR MW KEBE	-	WARD 1 (ANC)
CLLR F ADAMS	-	WARD 2 (ANC)
CLLR J STEFANA- KULA	-	WARD 3 (ANC)
CLLR I MANENE	-	WARD 4 (INDEPEND)
CLLR Z QUSHEKA	-	WARD 5 (ANC)
CLLR S H RUNE	-	WARD 6 (ANC)
CLLR I WAGENAAR	-	WARD 7 (DA)
CLLR B C SNOEK	-	WARD 8 (ANC)

PR

CLLR K SMITH	-	(DA)
CLLR J S DELPORT	-	(DA)
CLLR BAM FINNIS	-	(ANC)
CLLR T R GROOTBOOM	-	(ANC)
CLLR P R BLOU	-	(ANC)
CLLR E JAGERS	-	(ANC)
CLLR Z A LOSE	-	(ANC)
CLLR N G HAWU	-	(ANC)

2.6. Institutional Transformation and Development

2.6.1. Organizational structure

- The entire organizational structure was reviewed and approved by the previous Council on the 31 March 2014. As per Systems Act, an annual review of the organisational structure was reviewed and adopted by Council.
- The approved staff complement for the Municipality is 229.
- There are currently 163 filled positions which include all section 56 positions; these are the Municipal Manager and Directors of Technical Services, Corporate Services, Community Services and Chief Financial Officer.
- The implementation of Task Job Evaluation system has affected the job levels of our staff, and no review was done to put correct Task Job levels on the organisational structure. A new Task Job Evaluation guideline has been adopted by SALGA for implementation by municipalities under the guidance of the District Municipality.
- Job descriptions for all employees are readily available.
- 19 positions that were temporal were converted to permanent positions in order to retain staff who were trained by the municipality.
- Each identified project in the IDP has been assigned to a specific department of the Municipality through development of SDBIP for each Head of Dept.

Staff Complement

Directorate	Position on Structure	Filled Positions	Vacant
Municipal Manager	15	10	5
Corporate Services	29	20	9
Financial Services	40	27	13
Technical Services	66	47	19
Community Services	70	57	13
TOTAL	229	163	66

2.6.2. Internal Policies

An essential requirement for rendering services is that political office bearers and public managers should work jointly in formulating policies of an institution. Public managers are tasked with the responsibility of formulating policies, implementing policies and analysis and evaluating the impact these policies have on general welfare of the people.

The Municipality has over the past years adopted a plethora of policies with the primary objective of running a clean administration on the principles of good cooperative government. In addition, the policies are intended to be reviewed on annual basis to test their relevance and compliance with the strategic objectives of Council. The following policies and plans have been reviewed (some developed) and approved in terms of the turnaround plan of Council:

- Delegation of authority
- Standing rules and orders
- Education and development policy
- Telecommunication policy
- Recruitment and selection policy
- Staff transfer
- Health and safety policy
- HR Plan
- Fraud Prevention policy
- Training and Retention policy
- Information security policy
- Data and systems security policy
- Server room access security policy
- Password policy
- Computing and networking acceptable use guidelines policy
- 3G card policy
- Employment equity plan
- HIV/AIDS policy
- Incapacity/ill health policy
- Sexual harassment
- Smoking policy
- Substance abuse policy
- Retirement planning
- Unauthorized absence
- Uniform protective clothing

2.6.3. Human Resource Management

The human resource plan therefore takes into account the strategic priorities of the Municipality and has through the consultation process identified key strategies to close the gap between demand and supply of human resources.

This can be done through the implementation of the following HR Planning Strategic Objectives:

- Development of integrated Human Resource Plan and monitoring of its implementation.
- Development, review and implementation of HR policies, procedures, guidelines and process flows.
- Development and implementation of Performance Management System which would be cascaded to lower levels of our staff;
- Promote transformation through implementation of Employment Equity Programmes.
- Facilitate the implementation of Organisational Development interventions through implementation of Task Job Evaluations, Job Descriptions and updated organizational structure.
- Ensure that the municipality has competent employees through continuous capacity development, training and organisational development initiatives.
- Facilitate and maintain provision of human resources, conditions of service, human resource information system and implementation of wellness programmes.
- Fully implement disciplinary grievance and dispute procedures.
- Handling crisis and difficult human relations situations.
- Providing the communication link between the workforce and the organisation management

Below is the list of new budgeted posts. The Organogram is attached as **Annexure A**, and it shows staff compliment per functional area.

Department	Post	Post level
Executive Council	Public participation officer	10
Budget and Treasury	Cashier (Paterson)	5
	Acquisition Officer	10
Community Services	Librarian assistants X2	7
	Driver	5
	Motor vehicle clerk (Paterson)	6

	Traffic assistants	5
	Traffic Officer	7
Municipal manager's office	LED Coordinator	10
Technical Services	Senior Electrician	12
	7 x Process Controllers (water)	5
	Building controlling Officer	10
	Town planner	14
	PMU technicians X1	12
	Spatial planning and development Officer	12
Corporate Services	Executive Assistants	6

2.6.3.1 Employment Equity Plan

The Employment Equity Act (55 of 1998) addresses the legacy of our country regarding race, gender and disability. The Act advocates for improvement of the equity targets. It is intended to ensure that the workplace is free of discrimination and that employers take active steps to promote employment equity. Chapter 3 of the Act requires employers to take certain affirmative action measures to achieve Employment Equity. Furthermore, the Municipality is committed to ensure that the administration of the Sunday's River Valley is more broadly representative of the communities it serves and to create an organizational culture that is non-discriminatory.

The Municipality currently has a draft Employment Equity Plan that is in line with national legislation. The Municipality also reports on this plan, and has done so in January 2015 to the department of Labour. As the plan is still in draft form it is to be submitted to Council for approval in the 2016/17 financial period.

The equity and training committee that has also been established and it monitors the implementation of the plan on a quarterly basis through meetings. The Head of departments (section 57 managers) shall play a vital role in the implementation of the plan through selection and placement strategies.

The human resources section provides quarterly update to relevant stakeholders on current status, including:

- Local labour forum,
- Finance & administration standing committee,
- Council of the municipality
- Management meetings,
- Department of labour
- dplg,
- Recruitment & selection panels

The implementation will also include monitoring, evaluating, reviewing and renewing the plan and reporting on progress.

The summary of the Act is displayed in all council offices as required by law. Council is forever attempting to comply with the Employment Equity Plan in terms of 2015/16 annual targets notwithstanding the cash flow challenges.

The Local Labour Forum is established to deal with employee relations and demands. The composition is comprised of four delegates per delegation between employer and employee parties. It meets in accordance with the approved schedule of Council – this is once every six (6) week interval. Challenges that were experienced for LLF not to meet regularly have been overcome.

2.6.3.2. Skills Development Plan

- The Skills Development Act of 1998 requires employers to plan and implement learning that will enable employees to acquire skills and qualifications that will enhance their performance, whilst also optimizing the organization's functioning.
- The Municipality is committed to implementing its IDP and the key to this is ensuring that further learning programs and skills development are informed by the Plan, which is regularly updated in compliance with the Act.
- The Workplace Skills Plan is submitted annually to LGSETA by 30 April as required.
- The Skills Development Plan is in place but was not implemented due to cash flow problems and the same plan will be used in 2016/17. The Equity and Training committee and Finance and Administration standing committee monitor the implementation of the plan on a quarterly basis through meetings.
- We had a training intervention in February, this was for supply chain management.
- There is an indication that funds for training will be ring-fenced in the 2016/17 financial period.
- Education training and development policy needs to be reviewed.
- There are currently 10 employees who attend CPMD at University of Fort Hare funded by Finance Management Grant (FMG)

The municipality had concentrated its efforts to training that is more technical in nature. However, it is acknowledged that to achieve diversity in the workplace, the municipality needs to consolidate its training interventions with goals that have been set in respect of Employment Equity Plan and Workplace Skills Plan. Cash-flow problems that the municipality is experiencing, has affected negatively on training of staff. Our skills development focus is informed by the underlying government programme and the critical skills shortages identified through the District EGDS.

Accelerated Shared Growth Initiative in South Africa (ASGISA)

- ⊕ Education and skills development
- ⊕ Eliminating the second economy
- ⊕ Human resource training
- ⊕ Expanded Public Works Programme
- ⊕ Youth skills training
- ⊕ Governance and institutional interventions
- ⊕ Skills problems identified in Project Consolidate
- ⊕ Deployment of graduates
- ⊕ Expenditure management

ASGISA mandated DPLG to consider the following in respect of municipalities:

- ⊕ To improve the capacity of local government to support local economic development
- ⊕ Intervention in the EPWP
- ⊕ New elements of EPWP: Early Childhood Development component, home-based care

Joint Initiative on Priority Skills Acquisition JIPSA

- ⊕ Acquisition of intermediate artisan and technical skills for the ASGISA infrastructure development programme.
- ⊕ Development of ICT (information and communication technology) skills, which is a priority area for ASGISA.
- ⊕ The recruitment, retraining and employment of unemployed graduates.
- ⊕ Engineering and planning skills
- ⊕ Artisan and technical skills, especially in infrastructure development, housing and energy.
- ⊕ Management capacity in education and health
- ⊕ Mathematics, science, ICT and language competence in public schooling.

2.6.4. Institutional Risk Assessment

Risk management is a continuous, proactive and systematic process, affected by the municipality's executive authority, accounting officer, management and other personnel, applied in strategic planning and across the municipality, designed to identify potential events that may affect the municipality, and manage risks to be in its risk tolerance, to provide reasonable assurance regarding the achievement of municipal objectives. Sundays River Valley Municipality needs to take risk management seriously, given the fact that it comes out of administration. It is critical that we have an internal risk management official and not rely on external service providers who would do an assessment once a year with no internal and regular monitoring and evaluation process. The Chief Internal Audit has been tasked with the responsibility to facilitate risk management for the municipality.

The following table presents the risks that were identified in the Risk Assessment Register of the municipality.

Strategic objective	Risk description	Contributory factors	Potential consequences	Existing controls
Ensure administration of municipal assets	Poor asset management system	<ul style="list-style-type: none"> - No asset register - No physical verification of assets - No asset management personnel 	<ul style="list-style-type: none"> - Disclaimer on PPE 	none
SR8 - Institutional Transformation and Organizational Development	Poor performance environment	<ul style="list-style-type: none"> - Lack of capacity in the IDP unit - Low staff morale - Inadequate supervision and monitoring of performance - Poor implementation of audit action plans - High vacancy rate - Lack of innovation (thinking out of the box) - Poor systems, policies and control - Inadequate performance monitoring systems 	<ul style="list-style-type: none"> - Poor service delivery - Financial loss - Legal liability in terms of constitution 	<ul style="list-style-type: none"> - Performance management system ("PMS") for directors only - Directive against overtime - Quarterly SDBIP reports - Section 71 and 72 reports - Retention policy - Monthly reports on vacancies to finance and admin steering committee - Local labour forum (LLF)
SR 4 - ALL	Ineffective leave administration	<ul style="list-style-type: none"> - Departments submitting incomplete leave records - Leave forms not authorized, 	<ul style="list-style-type: none"> - Unfavorable audit opinion - Incorrect leave provision on AFS 	Monthly leave reconciliations per department

		<ul style="list-style-type: none"> - and therefore cannot be filed - Staff not monitored on attendance 		
SR17 - Good Governance and Public Participation	Disclaimer audit outcome	<ul style="list-style-type: none"> - Challenges with the financial system - Lack of/ and total disregard of financial management policies - No plan to address audit findings 	<ul style="list-style-type: none"> - Loss of reputation - Loss of investment - Reduced credit ratings 	<ul style="list-style-type: none"> - Audit implementation plan - Audit and risk management support from Department of Local Government and Traditional Affairs ("DLGTA") - National Treasury support - Compliance register for finance.
SR7 - • Good Governance and Public Participation	Fraud, misappropriation and theft	<ul style="list-style-type: none"> - Abuse of SCM process - Poor systems, policies and internal controls - Abuse of management discretion - Lack of effective fraud reporting and resolution mechanisms - Lack of supervision - Lack of financial management controls and policies 	<ul style="list-style-type: none"> - Financial losses - Loss of reputation - Compromised delivery - Council may be put under administration - Value for money impaired 	<ul style="list-style-type: none"> - Fraud prevention plan - SCM policy - National anti-corruption hotline ("NACH") - Council over-sight
SR9 - • Institutional Transformation and Organizational Development	Inadequate information management	<ul style="list-style-type: none"> - Lack of effective records management processes - Lack of knowledge management processes and systems - Un-authorized access to and abuse of confidential information 	<ul style="list-style-type: none"> - Poor audit outcomes - Loss of reputation 	Filing system
SR4 - Municipal Financial Viability and Management	Non-optimal financial resourcing and application thereof	<ul style="list-style-type: none"> - Poor revenue collection - Improper billing (incl. meter tampering) - Uncertainty of budget forecasts - Inadequate supply chain management ("SCM") 	<ul style="list-style-type: none"> - Impaired cash flows - Audit qualification - loss of reputation 	<ul style="list-style-type: none"> - Debt collection policy - SCM policy - Leave policy - Directive against leave encashment - Pastel billing system - Customer care

		<ul style="list-style-type: none"> - Inadequate billing system - Insufficient information provided in billing documentation - Encashment of staff leave days 		- Funded budget
SR5 - • Municipal Financial Viability and Management	Lack of reliable indigent records	<ul style="list-style-type: none"> - Out-dated indigent register- - Lack of registration by relevant persons- - Lack of outreach- - Lack of ward profiles 	<ul style="list-style-type: none"> - Insufficient equitable share - - Unclaimed subsidies 	Annual review- Indigent policy
SR10 - Institutional Transformation and Organizational Development	Failure to optimize on fleet investment	<ul style="list-style-type: none"> - Abuse of vehicles - Inadequate fleet management processes - Inadequate fleet maintenance - Aged fleet - Insufficient vehicle fleet - Non-optimal fleet financing structure 	<ul style="list-style-type: none"> - Impaired service delivery - Financial losses - Legal liability 	<ul style="list-style-type: none"> Fleet monitoring system (tracker) - Log books.
SR3 - Basic Service Delivery and Infrastructure Development	Inadequate municipal services quality	<ul style="list-style-type: none"> - Insufficient infrastructure (bulk services) - Poor condition of bulk municipal infrastructure - Insufficient and inappropriate social facilities for communities - Inadequate fire and emergency handling - Inadequate quality management 	<ul style="list-style-type: none"> - Service delivery protests - Health risks - Diseases and outbreaks - Disasters 	<ul style="list-style-type: none"> Water service development plan; - Disaster management plan
SR 4 -ALL	Ineffective leave administration	Inadequate management and supervision of performance	<ul style="list-style-type: none"> - Audit qualification - Impaired organizational performance 	Monthly leave reconciliations per department

2.6.5 Municipal Powers and Functions

The Constitution (Chapter 7, section 152(1) and (2) as well as Section 153 (a) and (b) obliges and outlines the functions and services that are to be performed by local government. The Sundays River Valley Municipality (SRVM) obtains these functions through either allocation by legislative framework, Authorization by Minister of Provincial and Local Government or adjustment by the Provincial MEC for local government. The underlying table specifies some out of a number of functions that SRVM performs.

Function	Service Authority	Service Level Agreement (SLA)	Capacity
Air Pollution; Noise Pollution	District & SRVM	YES	SRVM has adequate staff and equipment to provide the service in the entire area and there are no backlogs; by-laws in place
Building Regulation	SRVM	N/A	2 Staff members perform the function and there are no backlogs; by-laws in place
Child Care Facilities	SRVM	NO	3 Staff members; External Service providers (Sinethemba) also utilised
Electricity Reticulation	SRVM	YES	Two staff members are able to monitor external service provider (Eskom) and service backlogs are estimated to be addressed in line with housing development; by-law in place

2.6.6 HIV/AIDS

Primary health and a large number of related issues is a competence of the Provincial department of Health. The Cacadu District Municipality also has a big role to play in municipal health. Through cooperation and collaboration with the District and other external actors, the Sundays River Valley Municipality is gearing itself up for initiatives aimed at combating the spread of HIV and AIDS related illnesses. The municipality has, through the office of the Municipal Manager, operationalized a 'HIV/AIDS and wellness unit' to respond to the scourge of HIV/AIDS.

An HIV/Aids plan is in place and serves as a guide for the Municipality in terms of its response to the fight against HIV/AIDS. The plan is a product of broad consultation with the Sarah Baartman District Municipality and interested stakeholders in the sector. This plan will be regarded as Councils commitment and determination to face HIV/Aids and TB, not only as medical and health problems, but also to address them as cultural, social and economic issues which affect all sectors of our society and every family in our community.

HIV/Aids is a public health concern that the municipality should at least monitor and proactively contribute to its reduction in and around its communities. In the last two decades, HIV and AIDS has been a priority concern for the world over. Its deadly effects are felt across all racial lines and social strata. The HI-virus has primarily affected the 'economically active' age group of the South African population. This situation prevails, despite the fact that for the past 20 years both the information and the technology has been available to prevent new infections and improve the health and well-being of those living with HIV and AIDS.

While the role of local government in responding to HIV and AIDS is forever being crafted and reviewed by policy formulators, an indirect role or responsibility can be gleaned from the constitutional responsibilities (of Local government) and from a number of legislative and policy frameworks including the Constitution, the National AIDS Strategy, the National Integrated Plan, The Municipal Systems Act, and the White Paper on Local Government (IDP policy framework).

The Sundays River Valley Municipality recognizes that local government is in a strong position to provide political leadership and vision regarding HIV and AIDS, and can consequently develop partnerships with local stakeholders and communities which should be clearly articulated in the IDP. The IDP process holds the promise of facilitating and embedding integrated and collaborative local-level response to HIV/AIDS.

Sundays River Valley Municipality has established a Local Aids Council (LAC) which is be the backbone of the municipality's response to the HIV/AIDS pandemic. The Municipality has, on the 22nd and 23rd of May hosted an induction for the LAC. The induction was a success. It had broad participation and attracted the likes of local organization such as I ACT, Local Education Forum, Love Life, Isipho and SANCO, also in attendance was the department of Health and local development workers. The municipality commitment to the fight against HIV/AIDS has also seen a portion of its budget going to this unit. The HIV/AIDS and wellness Unit will work in conjunction with the Special Programmes and the IDP Unit in an effort of maximizing coordination. The general approach of the HIV/AIDS Unit to responding to the HI-virus and its effect on the community is that of Prevention, Awareness, Treatment, Education and Advocacy. There are two Ward AIDS Councils that have been established with six (6) more to be established in the 2016/17 year.

2.7. Financial Viability And Management

2.7.1. Overview of Financial Viability

Financial viability remains a key priority. The major challenge facing the municipality is its lack of resources, capacity and processes to address pertinent issues relating to its financial viability.

The financial sustainability of the municipality remains our main priority despite serious cash flow challenges currently being experienced due to amongst other things declining collection rates, historic expenditure patterns and a general lack of “doing business smarter”.

The National Treasury MFMA Circular 75 provides guidance in terms of core issues of financial management. These are:

- *Allocating of resources to core social and economic priorities while containing aggregate expenditure growth*
- *eradication of non-priority spending*
- *consider affordability of tariff increases*

Some improvements have been achieved in the pursuit of clean audit and financial viability in terms of the following areas.

- Free Basic Services unit has been established
- Restructuring of the organogram to assist with capacity issues
- Long existing debt has been settled

The municipality is grant dependent. This dependency makes it difficult to make a meaningful impact on service delivery and therefore cannot expedite responses to backlogs since most of the grants are small and accompanied with conditions on the usage thereof.

2.7.2 Staffing

The department is headed by the Chief Financial Officer with the following departments:

Department	Number of employees	Function
Revenue		Ensure timely billing to generate revenue, Cater for FBS, Ensure implementation of credit control and debt management
Expenditure	2	Ensure proper accounting principles applied to produce actual expenditure
Budget	2	Preparation of Budget in line with IDP and SDBIP Compile reports to determine financial status of municipality
Assets	2	Safe guard the assets of the municipality Recording of assets of the municipality
Supply Chain Management	3	Procure all needs of the municipality in terms of approved regulations

2.7.3. Budget Revenue and Expenditure Review

A. Revenue Management

- Date cleansing is being performed to ensure the integrity of billing information and accuracy of customer accounts

- Acquisition of meter reading equipment to eliminate estimates and inaccuracy
- Updating and re-registering of indigent list to ensure effective targeting and improved systems
- Installation of prepaid meters to monitor losses and improve revenue

B. Collection of Outstanding Debt

There are high levels of debt to suggest deficient efforts to collect billed revenues due to:

- Poor implementation of the debt and credit control policy
- Tariffs are not cost-reflective and municipality subsidies customers for electricity
- Large number of indigents not registered, however a robust drive to register indigents is now underway

C. Under spending on Repairs and Maintenance

The medium to long-term consequences of under-spending on repairs and maintenance shortens the useful life of assets and thus necessitates earlier replacement. SRVM under spends on repairs and maintenance due to:

- Increasing expenditure trend-Cash flow constraints
- Insufficient budget to ensure the continued provision of services

D. Spending on non-priorities

SRVM prioritises cost items that have a direct impact on communities, however few exceptions are noticed with respect to:

- Expenditure not budgeted for being incurred
- The absence of procurement plan to manage cash throughout the year

2.7.4 Financial Recovery Plan

The municipality has a financial recovery plan. This is currently being implemented so to address cash flow challenges. The plan includes the following key objectives:

- *Payment arrangements to service long outstanding debt*
- *Re-implementation of financial systems*
- *Establishment of FBS unit*
- *Better implementation of credit and debt policy*

2.7.5 Policies and By-laws

All policies relating to finance are reviewed and adopted annually accordingly. The municipality has the following policies:

- Asset Management policy,
- Indigent Support policy,
- Rates policy,
- Credit control policy,
- Financial Management Policy,
- Bank & Investment policy,
- Write Off policy,
- Supply Chain Policy, and
- Tariff Policy

The borrowing policy, funding and reserves and long-term financial plan are included in the financial management policy. These policies upon approval by Council are promulgated into by laws and gazetted thereafter. Rates and Traffic by-laws were approved by Council and gazette.

2.7.6 Revenue Enhancement Strategy

A comprehensive revenue enhancement strategy is undertaken and it includes:

- Cleaning of the debtor database to ensure that all consumers are levied for all services received at the correct tariff for such service.
- Reviewing and formalising an indigent policy for the municipality.
- Ensuring that all consumers that qualify in respect of such approved indigent policy are registered.
- Implementing credit control measures to significantly improve payment levels and ensure that consumers that can pay do so.

- Reviewing Council’s tariff policy in respect of the subsidy of free basic services and to ensure that the actual cost of services is recovered through the respective tariffs.
- Restructuring of the operational budget to ensure that the budget is cash funded and that it reflects actual payment levels in respect of bad debt provision.
- Investigating distribution losses in respect of electricity and water to ensure that electricity and water purchased is billed
- Appointment of a debt collection agency to assist in collecting outstanding debt
- Restructuring offices to ensure efficiency in operations

Engagements with service providers are underway to ensure that the best financial recovery plan is in place and implemented, taking into account the organisational and community factors to address cash flow problems of the municipality.

2.7.7. GRAP Compliances-Asset Management Strategy

The municipality completed GRAP 17 implementation during 2013/14 financial year and has now a comprehensive database of all assets within the organisation. An asset management accountant has been appointed during 2014/15 to head asset management section. Asset management policy was adopted by council which clearly identifies roles & responsibilities of all as well as identifying the need to have an asset maintenance plan and is also being reviewed annually. It should be noted that municipal assets were destroyed in the 2014/15 financial year and this will have a negative impact on the total assets of the institution.

All movable assets within the municipality have been bar coded but documentation to support will be a problem as a result of the protest. The asset register is updated and functional for municipal assets. Assistance has been provided by SBDM to ensure the section attends best to audit findings.

2.7.8. Annual Financial Statements

The 2015/16 annual financial statements were prepared in accordance with Generally Recognized Accounting Practice Standards, National Treasury formats.

Basis used to prepare the municipality’s annual financial statements

- Accrual basis of accounting
- Standards of GRAP approved by the Accounting Standards Board.
- Assets, liabilities, revenue and expenses have not been offset except when offsetting is required or permitted
- On the basis of a going concern

It is the responsibility of the accounting officer to make sure that the annual financial statements are prepared based on the prescribed format and submitted to Auditor General on time as prescribed by the MFMA. An AFS process plan was developed to safeguard against non-compliance and compilation of the AFS. It has been implemented from March and will be an on-going process till AFS are submitted.

2.7.9 Financial Analysis

The selected trends and financial ratios relating to Sundays River Valley Municipality for the period under review are listed below. These provide a platform to analyze the current financial situation of the municipality.

The table below shows expenditure and income for the previous two years as per Audited Annual Financial Statements and approved Budgets:

The table below shows the amount of capital spending for the past 2 years

- The table below shows the amount of operating spending for the past 2 years
- The table below shows the amount of income for the past 2 years
- The table shows percentage of salary budget to operational budget
- The table shows percentage of repairs and maintenance on total budget
- The table shows percentage of expenditure on grants usage

Description Budget	Budget 2013/14	Actual 2013/14	% Spent	Budget 2014/15	Actual 2014/15	% Spent
Operating Expenditure	131,282	172,785	132%	142,174	185,576	131%
Description Budget	Budget 2013/14	Actual 2013/14	% Spent	Budget 2014/15	Actual 2014/15	% Spent
Capital Expenditure	26,406	28,565	108%	27,618	43,069	156%
Description Budget	Budget 2013/14	Actual 2013/14	% Spent	Budget 2014/15	Actual 2014/15	% Spent

Repairs and Maintenance	6,227	6,380	102%	2,552	2,121	83%
Operating Expenditure	131,282	172,785	132%	142,174	185,576	131%
% of RM to Operating Expenditure	5%	4%	78%	2%	1%	64%
Description Budget	Budget 2013/14	Actual 2013/14	% Spent	Budget 2014/15	Actual 2014/15	% Spent
MIG	23,346	23,719	102%	34,147	27,695	81%
FMG	1,650	1,650	100%	1,800	1,642	91%
MSIG	890	703	79%	934	805	86%
INEG	444	480	108%	-	-	
EPWP	1,000	1,000	100%	1,000	443	44%
Description Budget	Budget 2013/14	Actual 2013/14	% Spent	Budget 2014/15	Actual 2014/15	% Spent
Salaries	42,602	38,277	90%	45,929	41,132	90%
Operating Expenditure	131,282	172,785	132%	142,174	185,576	131%
% of Salaries to Operating Expenditure	32%	22%	68%	32%	22%	69%
Description Budget	Budget 2013/14	Actual 2013/14	% Spent	Budget 2014/15	Actual 2014/15	% Spent
Income	144,511	144,345	100%	150,231	207,515	138%
Description Budget	Budget 2013/14	Actual 2013/14	% Spent	Budget 2014/15	Actual 2014/15	% Spent

Income	144,511	144,345	100%	150,231	207,515	138%
Grants Received	78,197	71,918	92%	77,284	90,258	117%
% of grant received to Operating Income	54%	50%	92%	51%	43%	85%

2.7.10 Free Basic Services

Free Basic Services is regulated by Council's Indigent Policy. It pivots on an income threshold of R1 100 and has two distinct categories, namely:

Category A- Income less than R1100 -100% subsidy

Category B- Income from R1101 to R2200 -50% subsidy

Every household receive 6 kiloliters of water free irrespective of income level as part of the free basic water system.

The following services are subsidized:

- Water (6KL)
- Sanitation
- Electricity (50Kwh)
- Refuse
- Rates (Limited to RDP value)

A FBS section has been established in 2014/15 financial year. This office reports to the Senior Accountant: Revenue. This office will attend to all indigent queries and facilitate the registration and update of the indigent register.

2.7.11 Supply Chain Management Strategy

Sundays River Valley municipality has a centralised system of supply chain. The supply chain unit is headed by a Supply chain practitioner. Procurement clerks have been appointed. All bid committee are functional. These are the following committees:

- Specification Committee
- Evaluation Committee
- Adjudication Committee

The supply chain management policy has been reviewed.

The turnaround time for procurement is 30 days.

The municipality has a contract management clerk whom reports directly to the Demand Officer. A system is put in place to manager contracts effectively and managed by Pastel Evolution Financial System.

2.7.12. Revenue management

The municipality bills its customers on a monthly basis as per norms and standards of revenue management. The municipality billing system was destroyed in the protest action experienced which hampered on efficiency.

The municipality has experienced extreme difficulty in collection which can be seen in the debtors turnover rate. Although there is a notable improvement it is still indicative of the fact that the municipality must better implementation of the credit control policy.

The following table present categories of revenue recognized over the past two years:

REVENUE	2014/15 ACTUAL	2014/15 BUDGET	% REALISED	2013/14 ACTUAL	2013/14 BUDGET	% REALISED
PROPERTY RATES	28,889	14,623	198%	13,933	10,429	134%
SERVICE CHARGES	55,181	42,514	130%	45,230	27,771	163%
INTEREST: DEBTORS	10,501	6,977	151%	7,058	2,152	328%
LICENSES & PERMITS	1,359	1,283	106%	1,989	1,212	164%
FINES	3,671	601	611%	2,012	2,653	76%
AGENCY FEES	1,520	1,343	113%	1,121	1,267	88%
GOVERNMENT GRANTS	53,881	53,137	101%	49,077	52,215	94%
OTHER INCOME	15,531	5,274	294%	406	7,232	6%

The following table presents turnover rates and liquidity ratio:

Liquidity	2014/15	2013/14
Current ratio	0.86	0.51
Turnover	2014/15	2013/14
Creditors turn over period	84 days	41 days
Debtors collection Period	127 days	65 days

Financial liquidity

The municipality's current assets do not exceed the current liabilities. The acceptable ratios should be current ratio 2:1. The above table indicates serious financial challenges and likely liquidity problems i.e. insufficient cash to meet the municipality's short term obligation.

2.7.13 Internal Controls

There are internal mechanisms in place within the municipality. A delegation register exists to ensure segregation of duties and isolation of responsibilities. These are some internal controls within the municipality but not limited to the following:

- Access controls- ICT
- Policies and Procedure Manuals in place
- Oversight through Audit Committee and MPAC
- Monthly reporting to relevant stakeholders

Risk Assessment

Risk management is a continuous process and the assessment is done once a year by the municipality. A risk assessment workshop was undertaken for the municipality for the 2015/16 under the facilitation of Internal Audit department. In this session risk identification was performed as these directly or indirectly jeopardise the ability of the municipality to achieve its goals. This will be done as well for the upcoming 2016/17 year.

The main aim of this exercise was to help the municipality prioritise its risks given constraints in resource capacity to deal with all risks. Risk treatment strategies were developed and monitoring of this regime is of pivotal performance to provide ongoing assurance of their effectiveness.

Financial Filing and Audit File

There are filing systems in place as required by the Archives Act. Financial filing is facilitated by Pastel where all records are kept accordingly. Audit file for 2015/16 were prepared electronic and hard copy (files). These were submitted to Auditor General. The audit files are prepared in lines with Circular 50 of National Treasury.

Audit Opinion

During the past three years the municipality received the following audit opinions from the Auditor General office:

- 2011/12-Qualified Audit Opinion
- 2012/13-Disclaimer Audit Opinion
- 2013/14-Disclaimer Audit Opinion
- 2014/15 – Disclaimer Opinion

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

- Sufficient and appropriate evidence was not provided in relation to Assets etc
- Material misstatements and misallocations
- Aggregation of Prior year errors

Below are recurring audit findings:

- Vat treatment
- Irregular expenditure
- Invoices not paid within prescribed timeframe
- No master file for payroll amendment
- Information not submitted
- Monthly budget statements do not include budgeted amounts
- No clearance of GL accountant
- Incomplete payroll files
- Contingent liability schedule incomplete
- Reconciliations not performed

An audit action plan has been developed to address audit findings raised by the Auditor General. Progress to date includes but not limited to the following:

- Procedure manuals being developed
- All Reconciliations being performed
- Allocations of receipts and expenditure are done on time

- Investigations performed for instances of UIFW
- System has been modified to attend supplier listing query
- All specifications are now approved
- PPPA system for evaluation and adjudication is now used
- All declaration forms signed accordingly
- Asset tracking systems purchased and utilized

2.7.13 Valuation Roll

The current valuation roll was implemented with effect from the 1 July 2014. The valuation roll is effective until the June 2019. The total valuation upon which assessment rates are levied is R6.6 billion.

2.7.4 Grant Allocations

The following table shows details in relation to grants to be received from other spheres:

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 MTREF		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
RECEIPTS:	1, 2									
-										
<u>Operating Transfers and Grants</u>										
National Government:		34,087	39,552	44,367	51,285	50,085	50,085	62,328	70,298	76,449
Local Government Equitable Share		36,314	40,327	46,351	52,292	52,292	52,292	59,318	67,953	73,849
EPWP Incentive		998	1,000	1,000	1,000	1,000	1,000	1,000		
Municipal Systems Improvement		779	890	934	930	930	930			
Integrated National Electrification Programme			500	-	1,500	1,500	1,500	-		
Finance Management		1,270	1,650	1,800	1,875	1,875	1,875	2,010	2,345	2,600
MIG Operational		191		-	1,243	1,243	1,243			
Provincial Government:		271	1,507	1,507	1,157	1,157	1,157	1,157	1,157	1,157
Small town revitalization		271	350	350						
Library Funding			1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157
District Municipality:		-	1,365	1,545	1,662	1,226	1,226	1,724	1,859	2,007
Environmental Health			990	1,170	1,287	1,226	1,226	1,349	1,484	1,632
Fire			375	375	375			375	375	375
Other grant providers:		2,784	3,069	-	150	95	95	101	108	114
DWAF										-
Other grant providers:		2,784	3,069		150	95	95	101	108	114
Total Operating Transfers and Grants	5	42,607	50,308	53,137	61,809	52,563	52,563	65,310	73,421	79,727

EC106 Sundays River Valley - Table A1 Budget Summary

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousands										
Financial Performance										
Property rates	13,014	13,933	28,889	12,781	35,836	35,836	-	37,145	38,354	39,083
Service charges	38,365	45,230	55,181	34,402	20,994	20,994	-	21,765	22,599	23,502
Investment revenue	285	549	470	186	1,439	1,439	-	1,533	1,629	1,725
Transfers recognised - operational	42,787	49,077	53,881	61,809	61,190	61,190	-	65,310	71,076	77,127
Other own revenue	11,830	12,714	32,718	33,184	16,518	16,518	-	17,593	18,684	19,786
Total Revenue (excluding capital transfers and contributions)	106,282	121,503	171,139	142,362	135,976	135,976	-	143,347	152,342	161,223
Employee costs	31,682	38,277	41,132	47,294	47,326	47,326	-	50,890	53,145	56,812
Remuneration of councillors	4,930	5,165	5,369	5,301	5,953	5,953	-	6,310	6,689	7,090
Depreciation & asset impairment	13,797	25,386	28,989	17,500	44,839	44,839	-	47,080	49,434	51,906
Finance charges	2,720	2,173	2,849	1,054	3,024	3,024	-	3,224	3,423	3,625
Materials and bulk purchases	24,163	21,114	23,612	26,144	25,155	25,155	-	27,007	28,681	30,374
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	42,410	80,669	83,627	61,926	74,117	74,117	-	78,361	82,847	87,443
Total Expenditure	119,702	172,785	185,576	159,218	200,414	200,414	-	212,872	224,220	237,250
Surplus/(Deficit)	(13,420)	(51,282)	(14,438)	(16,856)	(64,439)	(64,439)	-	(69,525)	(71,878)	(76,027)
Transfers recognised - capital	22,965	22,841	36,377	23,620	26,120	26,120	-	38,896	41,145	47,456
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	9,545	(28,441)	21,939	6,764	(38,319)	(38,319)	-	(30,629)	(30,733)	(28,571)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	9,545	(28,441)	21,939	6,764	(38,319)	(38,319)	-	(30,629)	(30,733)	(28,571)

<u>Capital expenditure & funds sources</u>										
Capital expenditure	16,485	28,565	43,069	45,064	33,848	33,848	33,848	47,773	28,912	30,617
Transfers recognised - capital	16,277	25,119	37,678	23,620	26,120	26,120	26,120	29,896	28,912	30,617
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	207	3,446	5,391	21,444	7,728	7,728	7,728	17,877	-	-
Total sources of capital funds	16,485	28,565	43,069	45,064	33,848	33,848	33,848	47,773	28,912	30,617
<u>Financial position</u>										
Total current assets	31,125	17,374	43,688	49,929	52,100	52,100	52,100	39,886	38,662	36,931
Total non current assets	399,908	505,061	517,424	370,543	506,493	506,493	506,493	529,186	555,674	557,203
Total current liabilities	31,794	34,147	50,537	23,647	29,851	29,851	29,851	21,840	16,118	17,207
Total non current liabilities	27,091	38,650	38,999	18,429	22,554	22,554	22,554	38,378	32,578	42,078
Community wealth/Equity	372,147	449,637	471,577	388,847	506,188	506,188	506,188	508,855	545,640	534,849
<u>Cash flows</u>										
Net cash from (used) operating	21,312	24,717	67,049	24,417	13,557	13,557	13,557	17,393	29,083	30,686
Net cash from (used) investing	(16,481)	(28,565)	(42,731)	(45,064)	(33,348)	(33,348)	(33,348)	(47,773)	(28,912)	(30,617)
Net cash from (used) financing	(764)	(3,450)	(4,368)	-	1,808	1,808	1,808	-	-	-
Cash/cash equivalents at the year end	6,291	(1,007)	20,512	(13,312)	2,529	2,529	2,529	1,000	1,171	1,240
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	6,291	7,127	20,512	2,000	23,529	23,529	23,529	11,000	9,421	7,063
Application of cash and investments	14,905	5,298	22,393	(27,854)	12,707	12,707	27,922	5,136	(5,257)	2,106
Balance - surplus (shortfall)	(8,614)	1,829	(1,882)	29,854	10,822	10,822	(4,393)	5,864	14,678	4,957

Asset management										
Asset register summary (WDV)	399,908	504,738	517,102	370,543	506,493	506,493	529,186	529,186	555,674	557,203
Depreciation & asset impairment	13,797	25,386	28,989	17,500	44,839	44,839	47,080	47,080	49,434	51,906
Renewal of Existing Assets	11,843	6,380	2,121	7,097	6,108	6,108	6,108	6,512	6,915	7,323
Repairs and Maintenance	11,843	6,380	2,121	7,097	6,108	6,108	6,512	6,512	6,915	7,323

CHAPTER 3

CHAPTER 3: Strategic context

3.1 Introduction

This section of the IDP comes immediately after the analysis section (chapter 2) and it details how the Municipality will achieve the targeted results taking into account its situation, needs and prospects. The strategies to be canvassed out assist the Municipality to be able to advance towards its targeted vision.

3.2 Vision:

To be a United, Responsive Municipality that is Prosperous and Financially viable, delivering professional and excellent services to its entire community.

3.3 Mission:

Sundays River Valley Municipality will fulfill its Mandate to its Constituencies in a manner that is Accountable; Subscribes to Sustainable Utilization of Resources; and operating in a Democratic, Non-Racial, Non-Sexist and Safe Environment.

3.4 Core Values

Dignity	Honesty
Respect	Diligence
Trust	Caring
Integrity	Transparency

3.5 STRATEGIC DIRECTIONS

The Sundays River Valley Municipality is a category B municipality with a Collective Executive System made up of a ward participatory system established in terms of the Local Government: Municipal Structures Act 117. It is one of the nine local municipalities under Cacadu District Municipality. The municipality takes its legislative mandate from the provisions of Section 152 of the South African Constitution which is as follows:

- To give priority to the basic needs of the local community.
- To promote the development of the local community.
- To ensure that all members of the local community have access to at least a minimum level of basic municipal services (this takes precedence over others).
- To ensure sustainability of services, municipality and settlements.

To give effect to the above mandate, the municipality has approved the following priority areas:

- Provision of Infrastructure and Basic Services.
- Local Economic Development.
- Community Services.
- Institutional Transformation and Development.
- Good Governance and Public Participation.
- Financial Viability and Management.

3.6 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Dedicated Leadership Stable Council	Internal Capacity Internal Finances
OPPORTUNITIES	THREATS
Strategic Partnerships Economic Development Social Cohesion	Unstable Communities Lack of Funding

3.7 The Sundays River Municipal Management Charter

Municipal management charter according to the SDBIP addresses the following priority areas to ensure financial viability and sustainability of the Sundays River Valley Municipality:

- Implementation of a credible budget.
- Effective budget monitoring.
- Maintain and implement an effective credit control policy.
- Increase revenue collection with at least 20% to 70%.
- Review Supply Chain management policy and ensure regular reporting on Supply Chain matters.
- Effective monitoring of creditors.
- Effective and up to date billing system.
- Provision of clean, adequate drinking water to all.

- Unqualified audit opinion.
- Develop a credible IDP.
- Fixing of roads in the municipal area.
- Good governance.
- Improved liquidity of the institution and reduction of the debt book (restore the financial viability).

3.8 mSCOA – Municipal Standard Chart of Accounts

The Municipal Regulations on Standard Chart of Accounts were promulgated on 22 April 2014. The regulations determine that all municipalities must adopt a standard chart of accounts with effect from 1 July 2017. It is necessary for the Minister of Finance to specify national norms and standards for the recording and collection of local government budget, financial and non-financial information which will include in some instances the specification of information required for national policy coordination and reporting. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions. A key objective of the proposed Regulations is to enable the alignment of budget information with information captured in the course of the implementation of the budget.

These Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organisational uniqueness and structural differences. These Regulations also proposes the specification of minimum business process requirements for municipalities and municipal entities as well as the implementation of processes within an integrated transaction processing environment. Sundays River Valley municipality has started with implementation of the regulations to the following extent:

- 1) Establishment of a Project Steering Committee and a Project Implementation team
- 2) Developing terms of reference for the Project Steering Committee and Project Implementation team
- 3) Conducting a municipal self-assessment
- 4) Conducting an IT-infrastructure assessment
- 5) Draft mSCOA risk register is currently being developed
- 6) Review of vote structure is currently in progress

The implementation of the regulations is imposing additional financial burdens onto the municipality which could be regarded as a risk for non-compliance. Some of the financial burdens is partly relieved by grant funding that has been earmarked for the implementation.

The municipality is committed to ensure full compliance by 1 July 2017

3.9 Community Priorities

Sundays River Valley Municipality engaged in to an intensive community consultation that was done at a ward level in line with the community based planning approach. The municipality employed the community based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to inevitably include the local community in decision-making, planning and generally allowing them to play an active part in their own development.

A reflection of the outcomes of these meetings demonstrated below.

WARD PRIORITIES AND DESIRED OUTCOMES 2016/17

Ward 1: Cllr Kebe, MW

Ward	PRIORITIES
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1	<ul style="list-style-type: none"> • Access to clean drinking water • Upgrading of roads • EPWP intervention for the unemployed • Regular refuse removal • Quick response in fixing complaints • Maintenance of cemeteries • Indigent registration • High mast lights • 2nd tank in Platini • Electricity in the area of Platini • Management of dumping sites • Extension and upgrading of the taxi route
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Ward 2: Cllr Adams, F

WARD	WARD PRIORITIES
2	<ul style="list-style-type: none"> • Provision of tanks to areas without water • High mast lights • Decrease in unemployment • Rectification • Construction of a youth centre • Street naming • Proper sanitation • Upgrading of roads • Upgrading of the local crèche • Focus on skills acquisition for unemployed youth • Increase in the capacity of the dam for water supply

Ward 3: Cllr Kula-Stefana, J

WARD	WARD PRIORITIES	Zuney Area
3	<ul style="list-style-type: none"> • High mast lights • Ablution facilities for volkstraat • Access to land for farming • Maintenance of cemeteries • Access to proper quality of water • Upgrading of sportfields • Upgrading of roads • Proper monitoring of contractors on site • Housing rectification • Multi-purpose centre • Transfer of houses (title deeds) • RDP houses • Town beautification • Emergency services brought closer to the people • Street naming 	<ul style="list-style-type: none"> • Access to land for an agri-village • Satellite office • Housing rectification • Mobile clinic • Transport for school children • High mast lights • Roads • Emergency services brought closer to the people • Installation of electricity in Rosedale • Playgrounds for children

Ward 4: Cllr Manene, I

WARD	WARD PRIORITIES
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4	<ul style="list-style-type: none">• Roads/street repairs• SMME development• NYDA learnerships• Land audit• Preferential access to land• Eradication of the bucket system• High mast light• Sand-mining to create jobs• Street naming• Cemeteries need to be cleaned and maintained• Poor condition of houses – there is a need for housing rectification• Correction of billing
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Ward 5: Cllr Qhusheka, Z

Ward	Ward priorities
5	<ul style="list-style-type: none"> • Building of houses • Tarring of roads • Electrification of houses • Land for a shopping centre • Visible policing • Access to emergency services • Cleaning of illegal dumping sites • Timely refuse collection and access to refuse bags • Houses in Noluthando need access to water • No graveyards • Land for agricultural activities • Youth and empowerment programmes • Improvement in the conditions in the clinic

	<ul style="list-style-type: none">• Community in need of a big sport centre and hall• No toilets in Duka, Mandela, Zwelitsha• Special programmes for women• Fencing and maintenance of cemeteries• Maintenance of high mast lights• Street naming• Housing rectification in Zwelitsha
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Ward 6: Cllr Rune, SH

WARD	WARD PRIORITIES
6	<ul style="list-style-type: none">• Land is needed for settlement especially for people in the Molly Blackburn and Langbos area• Rectification of existing RDP houses that are not in a good condition• Clean drinking water for human consumption• High mast lights• Land for cemeteries and livestock• Internal roads around Bukani to be graveled while they have not been tarred• Enclosure of water canal• Emergency services (fire and ambulances) brought closer to the people to increase response time• Construction of a playground for children

Ward 7: Cllr Wagenaar, I

WARD	WARD PRIORITIES
7	<ul style="list-style-type: none">• Land for farming and agricultural purposes• Access to water• Roads• Economic opportunities• Land ownership (spoornet)• Repairs to school field• Repair of toilets in the school• Mobile clinic• Water tanks• Skills development• Access to sport activities and infrastructure• Repairs to the boreholes

Ward 8: Cllr Snoek, BC

WARD	WARD PRIORITIES
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8	<ul style="list-style-type: none"> • People of Moreson want a playground, multi-purpose centre and a swimming pool as children are swimming in dirty water canals • Installation of geysers • Fencing in the existing playground • Construction of a soccer field • Upgrade and cleaning of the cemetery in Enon – employing a caretaker was highlighted. • Lighting strength of high mast lights is weak • Mobile clinic comes once a week – at times it does not arrive. • Condition of roads is appalling • Toilets in the community hall are not working • In need of a site for a graveyard in Bersheba • Houses built and transferred to people without access to water • Fencing of the water canal • Better control system for the community hall, sportfield and graveyard • Empowerment for youth – especially in brickmaking <p>Area of greenfields is in need of RDP houses, clean water and electricity</p>
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3.9 Alignment of National plans and Provincial plans with those of SRVM.

National Development Plan	Government Outcome	Provincial Growth and Development Strategy – EC.	SRVM – Strategy
Economic growth	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Outcome 11: Output 3: Implementing the Community Work Programme;</p>	Systematic eradication of poverty through a holistic, integrated and multi-dimensional approach to pro-poor programming.	<p>1.Promote employment opportunities through EPWP and CWP</p> <p>2. Create credible institutional framework for investors and new business entrants to exploit business opportunities.</p>
Rural development	Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all	Agrarian transformation and strengthening of household food security.	Initiate poverty alleviation and food security programs by availing municipal resources and support (including municipal infrastructure).
Economic growth	Outcome 4: Decent employment through inclusive economic growth	Consolidation, development and diversification of the manufacturing base and tourism potential.	Facilitate effective branding and marketing of products/services identified in the Tourism Sector Plan.
Expand infrastructure	Outcome 11: Output2:	Infrastructure development	To provide and invest in the

	Improving access to basic services;		economic infrastructure development in all wards by 2017.
Building a capable state	Outcome 5: Skilled capable workforce to support an inclusive growth path	Public sector and institutional transformation.	Development of Skills Plan and Implementation Strategy

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
Basic service delivery and Infrastructure development	-Water	<ul style="list-style-type: none"> o Access to clean drinking water (ward 1, 2, 6, 7) o Provision of water tanks to areas without water o Water for RDP houses in Moreson (ward 8) 	1.1 (a) Ensure access and a continuous supply of good quality water and sanitation to each user by 2017.	Maintain and upgrade water and sanitation infrastructure Provision of bulk water supply	
			1.1 (b) To Improve efficiency in municipal water usage	Water conservation and demand management	
	-Roads	<ul style="list-style-type: none"> o Upgrading of roads (all ward) 	1.2 To make sure the SRVM Community has	The repair and maintenance of	

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
			access to good quality roads built according to applicable standards	surfaced and gravel roads.	
	-Electricity	<ul style="list-style-type: none"> o Electrification of RDP houses o High mast lights 	1.3 Upgrade electricity network for future development	Upgrading and maintenance of electricity substations	
				To provide access to a reliable supply and connection of street and high mast lights.	
	-Free basic services	<ul style="list-style-type: none"> o Free basic services are needed in all wards 	1.4 To ensure that the poor households access free basic services and that each household has access to a set of basic household services	To improve access to free basic and household services	
	- Illegal buildings control		1.5 Effective Town Planning administration within SRVM jurisdiction	Timeous approval of building plans control of illegal building operations	
	-Customer care		1.6 Continuously ensure good customer care for SRVM's stakeholders	Continuously attend to customer complaints and refer them to the relevant parties timely	
Institutional Municipal	Organization structure	<ul style="list-style-type: none"> o An effective municipality that 	2.1 To ensure the municipality approves	Reviewal of the organizational structure	

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
Transformation	Filling of vacant posts	responds to the needs of its people.	the organogram	Strengthening the organizational capacity	
	Employment equity	<ul style="list-style-type: none"> o An open and accountable Municipality o Ward committees to be fully constituted and functional 	2.2 To ensure that the municipality has employment equity plan and that targets are met	Adherence to equity norms as set in the equity plan informed by national norms	
	Skills development	<ul style="list-style-type: none"> o A functional and fully constituted CDW structure 	2.3 Capacity building and empowerment programmes to ensure skills enhancement of staff	Development of Skills Plan and Implementation Strategy	
	Ward committees	<ul style="list-style-type: none"> o Filling of vacant posts on the Municipal organogram 	2.4 To ensure effective public participation of ward committees	To develop a schedule of ward meetings for ward committees	
	Labour relations		2.5 To promote sound labour relations environment	To ensure there is speedy resolution of labour disputes	
	Leave management		2.6 Leave management & administration improved to comply with legislation	Leave is captured and monitored weekly.	
Good governance and Public participation	IDP Review	<ul style="list-style-type: none"> o A response Municipality o Focus on the vulnerable groups (women, children, elderly, 	3.1 To promote the annual review and development of IDP/Budget	Enhancing systems for integrated planning and implementation	
	MPAC		3.2 To enhance Council oversight	Monitoring section 79 and 80 committees	

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
	Communication	disabled persons)	3.3 To ensure effective communication and enhanced municipal image	Implementation of the Communication Strategy	
	Vulnerable groups' mainstreaming		3.4 Representation, participation and inclusion of the vulnerable groups in the municipal agenda, workforce and relevant decision making structures.	Implementation of vulnerable groups main-streaming policy	
	Performance management		3.5 To ensure a fully functional Performance Management System	Implementation of performance management policy	
	HIV/AIDS		3.6 To intensify HIV/AIDS awareness and education in SRVM	Implementation of the HIV/AIDS plan	
	Employee wellness		3.7 To establish a culture of good health standards for all the employees of SRVM	Implementation of the Wellness Policy	
	Audit	<ul style="list-style-type: none"> o A clean audit o Accountable and responsive governance 	3.8 to make sure all findings both from AG and IA are addressed	To institutionalize risk management and audit processes	
Local Economic Development	SMMEs	<ul style="list-style-type: none"> o Support for small businesses 	4.1 To strengthen the institutional capacity	SMME Development	

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
		<ul style="list-style-type: none"> ○ Assistance with business proposals and plans 	of SMMEs and Increase the number of viable emerging businesses		
	Small Town Revitalization	<ul style="list-style-type: none"> ○ Economic opportunities for the youth ○ Beautifying the valley to attract visitors 	4.2 To provide and invest in the economic infrastructure development in all wards by 2017	Implementation of an Integrated Small Town Revitalisation Strategy	
	LED		4.3		
Community and Social Services	Clean up campaigns in targeted areas	<ul style="list-style-type: none"> ○ Regular refuse removal ○ Provision of refuse bags ○ Cleaning of cemeteries 	5.1 Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	Targeted clean-up campaigning	
	Water and food testing	<ul style="list-style-type: none"> ○ Improved response time in relation to fire and disasters 	5.2 To ensure provision of water quality monitoring and food control	Regular water and food quality testing	
	Fire and disaster management	<ul style="list-style-type: none"> ○ Halls to be better managed and upgraded ○ Intervention in dumping sites ○ Maintenance of parks 	5.3 To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	Effective disaster management plan and risk control	
		Education Campaigns to encourage preventative fire and safety awareness			

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
	Traffic services		5.4 To ensure provision of traffic services including improved revenue enhancement	Revenue enhancement for traffic services	
				Promotion of traffic safety	
				Roadworthy inspections	
	Sport & recreation		5.5 Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities and public amenities	Empowerment and development of communities through participation in sport and recreational activities	
	Cemeteries and halls		Maintenance of community halls and cemeteries		
	Libraries		5.6 Enhance access to information services and knowledge resources for the public through provision of libraries and information resources	Functional libraries with computerized system	
			Maintain and upgrade library infrastructure		

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
	Parks and playgrounds	○		Regular maintenance of parks and playgrounds	
	Rehabilitation of sportfields	○		Rehabilitation, refurbishment and upgrade of sport-fields	
Financial Viability and Management	Reporting	<ul style="list-style-type: none"> ○ Registration of indigents ○ Payment of local contractors on time ○ Preferential procurement for local contractors/SCM policy review ○ Regular reporting for accountability 	6.1 To produce financial reports that meet the requirements of the National Treasury Department	Compilation of GRAP compliant AFS	
				Implementing a credible budget & ensure regular/compliant reporting	
				Adherence to National Treasury Guidelines	
	Cash management		6.2 To ensure debt is managed sustainably	Implementation of the credit control policy	
Ensure effective revenue collection/generation by maintaining an effective and up to date billing system					
	Supply chain		6.3 To ensure proper procurement of goods and services in terms of chapter 11 of the MFMA	Appropriate application of the SCM policy	
	Asset		6.4 To procure,	Asset verification and	

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget Allocation
	management		dispose and report on all Municipal assets	asset unbundling	

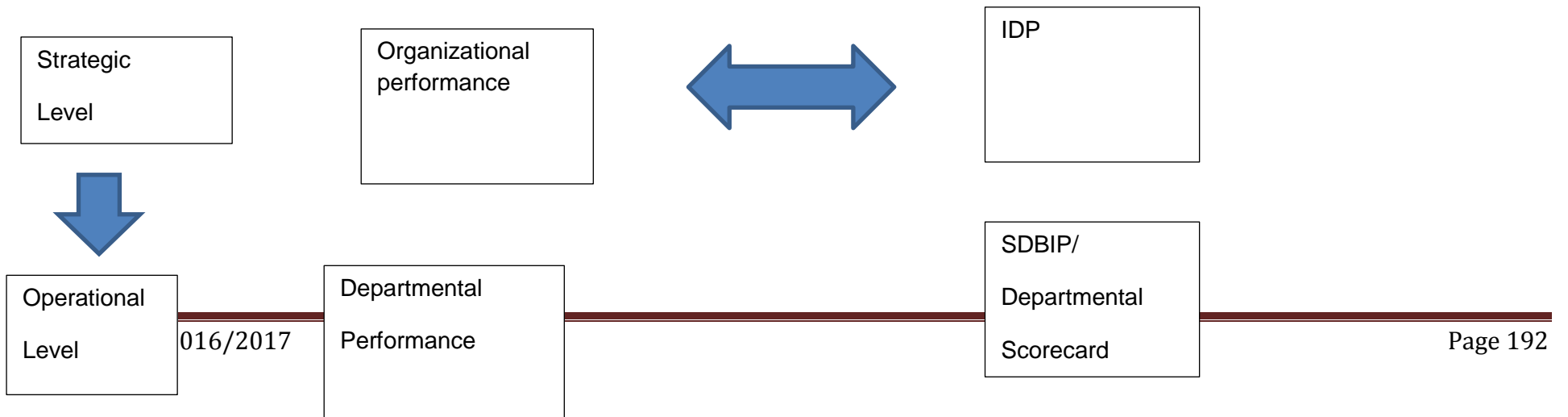
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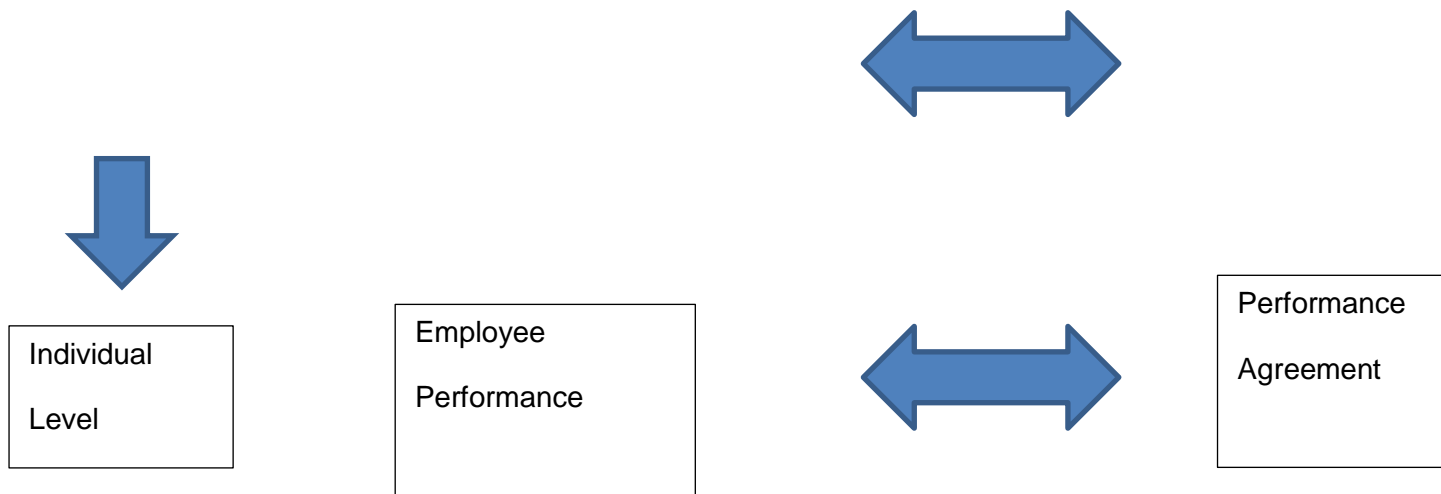
Chapter 4: Performance Management

4.1 The nature of performance management

Performance management, as a system and tool of municipal governance, is a legislative imperative. Performance Management System in SRVM is intended to manage and monitor service delivery progress against the identified strategic objectives and priorities in the IDP. It is a system through which the municipality sets targets, monitors, assesses and reviews the organisational and individual's employee's performance, based on municipality's priorities, objectives and measures derived from the municipal integrated development plan. A Performance Management System enables the municipality to conduct a proper planning, measuring, monitoring, reviewing and reporting on its performance.

Sundays River Valley Municipality recognizes that there are three separate points of focus when one looks at performance management. In no particular order, one can look at organizational performance (strategic level), secondly the focus could be on the performance of policies or programs (operational level) and lastly one can look at the performance of individuals (individual level). The illustration bellows reflects this.





From the above illustration it is apparent that performance management includes both individual and organizational performance in an integrated set of planning and review procedures which cascade down through the organization to provide a link between each individual and the overall strategy of the organization. The main reason behind performance management in local government is the fulfillment of the twin tasks of improving external accountability while also increasing internal efficiency.

4.2 The management of performance at SRVM

Sundays River Valley Municipality has for some time been without a person dedicated to the role of looking after the performance management system with all its demands and intricacies. This situation has since changed. As such, the municipality has seen attempts to bring its KPI's within the 'SMART' principle. The 2015/16 financial year also has plans to cascade the PMS reporting tool to lower managerial levels. This was done at the Finance Department, MMO, Community Services and Corporate Services where middle management was added unto the electronic reporting tool. This is considered the start of the process of cascading with further engagements to unfold in the coming year.

SRVM is particularly mindful of the importance of performance, and its reporting for purposes of identifying prospective problems in implementation and also of the need to be accountable for such performance. The strides taken thus far are modest but nonetheless significant in such a crucial area of municipal governance.

The municipality has reviewed and adopted its performance management policies for 2014/15 financial year. Council has adopted the performance plans of 57 Managers and were subsequently forwarded to relevant departments together with the performance agreements.

The municipality uses an electronic system that requires Directorates to populate performance information in their discharge. The electronic system with the information fed into it makes it easier to access such information, and to consequently compile the quarterly and annual performance reports mandated by legislation. It also allows management to assess the strides taken to achieve the objectives as set. With the myriad responsibilities of local government, management is aware that it takes continuous attention, dedication and in particular stamina from management to keep focusing on performance management in order to keep it alive in the organization.

4.3 Generic local government indicators

It should be noted that the following generic indicators are compulsory and are captured in the IDP and are reflected in the performance plans of section 56m managers and are apportioned per corresponding KPA.

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;

- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios.

4.4. Internal projects

No indication as yet.

4.5. Projects from sector department

No indication as yet

Capital projects to be undertaken over the medium term includes, among others:

Project	Total project cost
<ul style="list-style-type: none"> • Rehabilitation of parks and playgrounds 	2 500 000
<ul style="list-style-type: none"> • Upgrading of Paterson Waste Water Treatment Works 	15 969 224
<ul style="list-style-type: none"> • Upgrading of local distributor road – phase 1 Moses Mabida 	14 183 839

<ul style="list-style-type: none"> Rehabilitation of bulk pipeline in Kirkwood, Enon- Bersheba, Addo and Paterson (feasibility study) 	2 074 800
<ul style="list-style-type: none"> Upgrading of gravel roads – phase 3 – Emsengeni Bulk taxi route 	15 997 078

PROJECTS FROM THE IDP OF THE DISTRICT MUNICIPALITY FOR THE BENEFIT OF SUNDAYS RIVER MUNICIPALITY

PROJECT	COMMENTS
Sundays River – Addo – Noluthando 801	The project is on the early stages of procurement (the tendering stage is underway – phase 2)
Sundays River – Enon & Bersheba 450	The Contractor is on site
Sundays River – Langbos 300	The planning stage is not yet completed (bulk infrastructure required)
Sundays River Valley – Moses Mabida 96	The rectification programme is underway
Sundays River – Molly Blackburn 450	The project is at the planning phase
RBIG Project – Sundays River Bulk Water Supply – Paterson	The project will be used to augment the existing infrastructure in the towns of Paterson and Addo. Project approved as RGIG

Projects for services to old persons

NO.	AREA OFFICE	LOCATION (PHYSICAL ADDRESS OF THE ORGANISATION)	WARD	PROJECT NAME	PURPOSE	Max Cap	RATE	months	OLDER PROGRAMME ALLOCATION
1	Humansdorp	470 Aloe Street, Valencia, Addo, 6105	5	Abethu Service Centre	Service Centres	30	200	12	72,000
2	Humansdorp	84 Tarentaal Street, Bergsig, Kirkwood, 6120	2	Bergsig Service Centre	Service Centres	28	200	12	67,200

3	Humansdorp	97 Yokwe Street, Kwazenzele, Paterson, 6130	2	Bonwabisi Service Centre	Service Centres	20	200	12	48,000
4	Humansdorp	House 519, Bersheba Location, Bersheba, 6125	2	Bubele Service Centre	Service Centres	20	200	12	48,000
9	Humansdorp	Mendi Street, Nomathamsanqa, Addo, 6105	5	Noncedo Service Centre	Service Centres	25	200	12	60,000
41	Humansdorp	Whytes Road, Kirkwood, 6120	2	Valleihof Old Age Home	Home For Aged	30	1700	12	612,000

ECD AND PARTIAL CARE				
Sundays River Valley Municipality	Number of NPOs funded	Number of beneficiaries	Budget Allocation	
	11	327	955 875	
Victim Empowerment Programme				
	1		154 000	

CHAPTER 5

CHAPTER 5: Monitoring and evaluation

The IDP is not stagnant and represents an ever-changing policy and strategy that must grow and evolve with the Local Municipality and its people. The IDP stipulates definite objectives, projects, indicators and programmes that must be achieved within the planning period.

Monitoring, evaluation and review make up a system to assess the performance of the municipality. Monitoring and evaluation are critical to:

- Ensure the implementation of plans

- Measure their development impact

Ensure the efficient use of resources

Measure Council's success

Monitoring, evaluation and review mechanisms should be implemented as an on-going or cyclical activity and should be built into the annual planning and budgeting cycle. The Performance Management System of the Municipality must fulfil this role. Importantly in this regard is to emphasize that one of the salient features of performance management systems in the public sector is to generate information on 'how effectively and efficiently services are delivered' by public organizations. In this connection, the information comes about as a result of the monitoring of actions and performance of the organization, also programmes and services geared towards the delivery of services are keenly observed since it is the achievement of stated aims that accountability will be realized.

The implication is therefore that such information will be used in the future planning, budgeting and monitoring of performance. Furthermore, one interprets from the literature that stakeholders like the general public and Parliamentarians (at provincial and national level) are in a good position to exercise effective control as a result of such information as they are able to assess progress and potential opportunities for improvement.

Monitoring

Monitoring is a continuous activity to measure indicators with regard to the short term outputs or outputs of the planning process. Amongst other things, it will provide project information to management, in order to keep the project on track with the right results being achieved on time and within budget. Monitoring includes systematically collecting and using information about each project to enable management to proceed as it should. The performance information is primarily generated by the performance management system used by the municipality. Section 42 of the Municipal Systems Act obligates the municipality to involve the community in developing the performance management system. The same section places a duty on the municipality to allow the community to play a role also in the setting of key performance indicators and targets for the municipality.

Evaluation

Evaluation is a less frequent activity, which is designed to measure whether, and to what degree the development objectives are being achieved through the implementation of the Integrated Development Plan. It will measure the medium term impact and outcomes of the planning process. This provides the information required to reappraise the development objectives and indicators and whether the strategies and policies still hold good and whether they need to be amended or adjusted, and why.

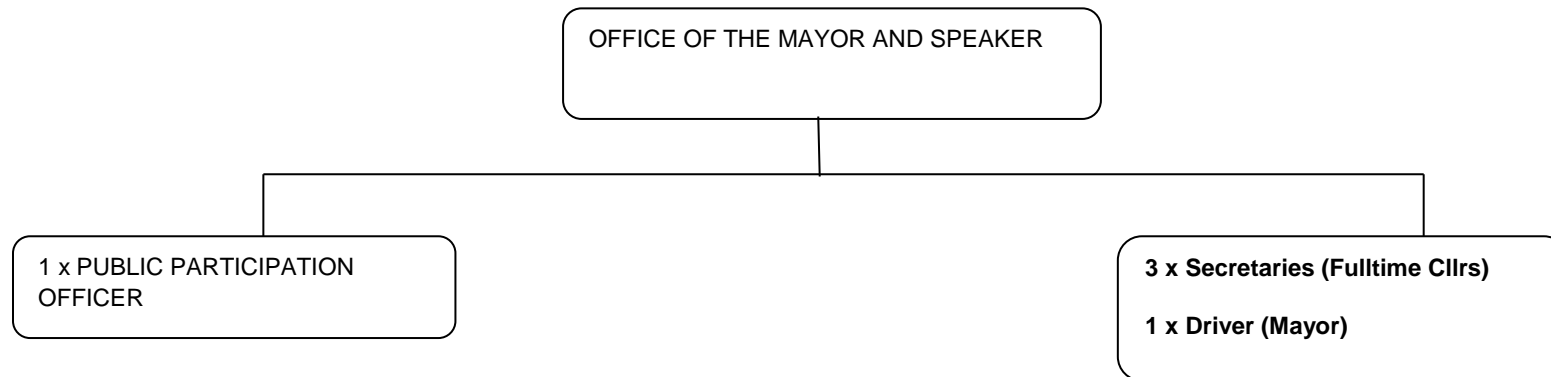
Review

Review is making adjustments and revision based on monitoring or evaluation information. The results of monitoring provide adjustments and corrective actions that are fed back into the planning process, to re-inform project planning, design and implementation. These results re-inform the development priorities, goals and strategies. The impact of your projects will also begin to change your area. The Municipal Regulations on performance state that the mechanisms, systems and processes for review of performance must at least identify the strengths, weaknesses, opportunities and threats of the municipality in meeting the key performance indicators and performance targets set by it

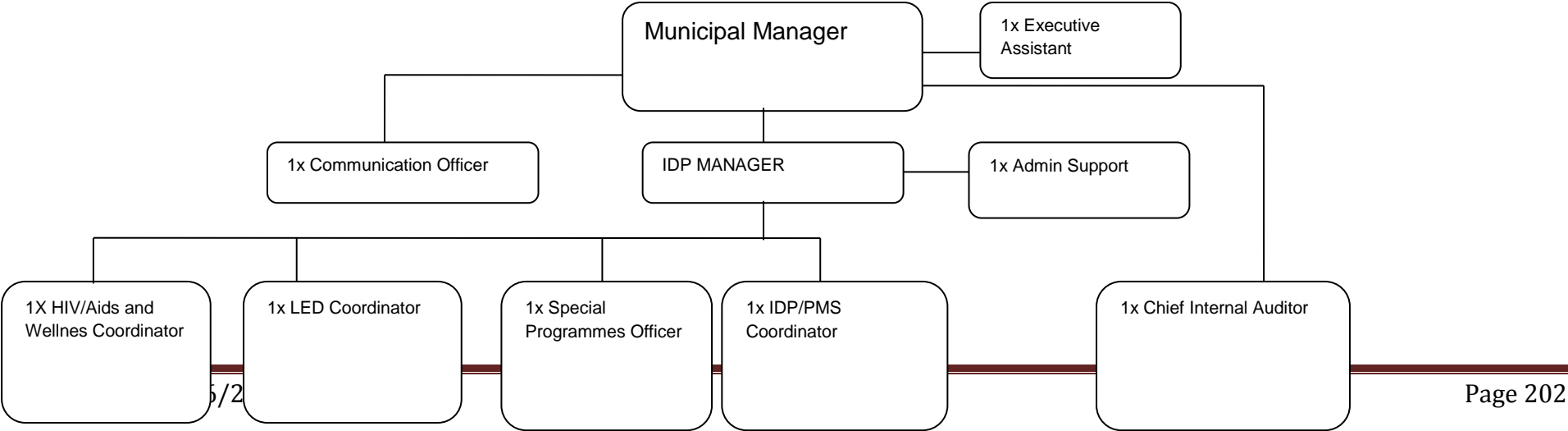
ANNEXURE 1

PROPOSED ORGANOGRAM

2015 DRAFT OFFICE OF THE MUNICIPAL MANAGER

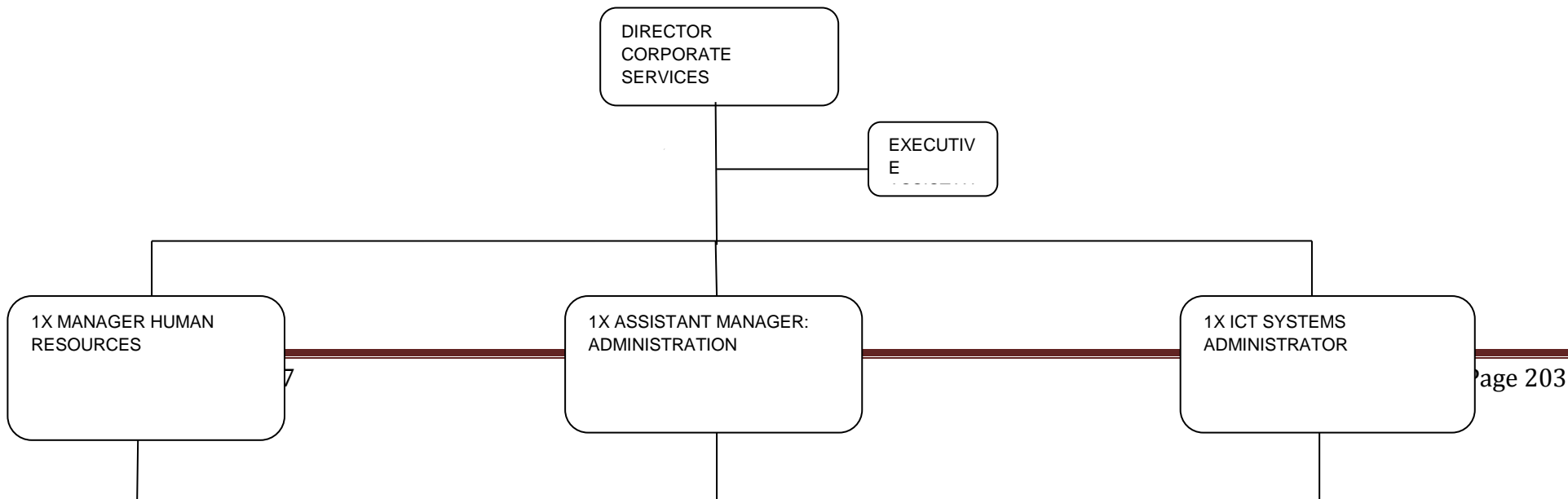


2015 DRAFT MUNICIPAL MANAGER OFFICE



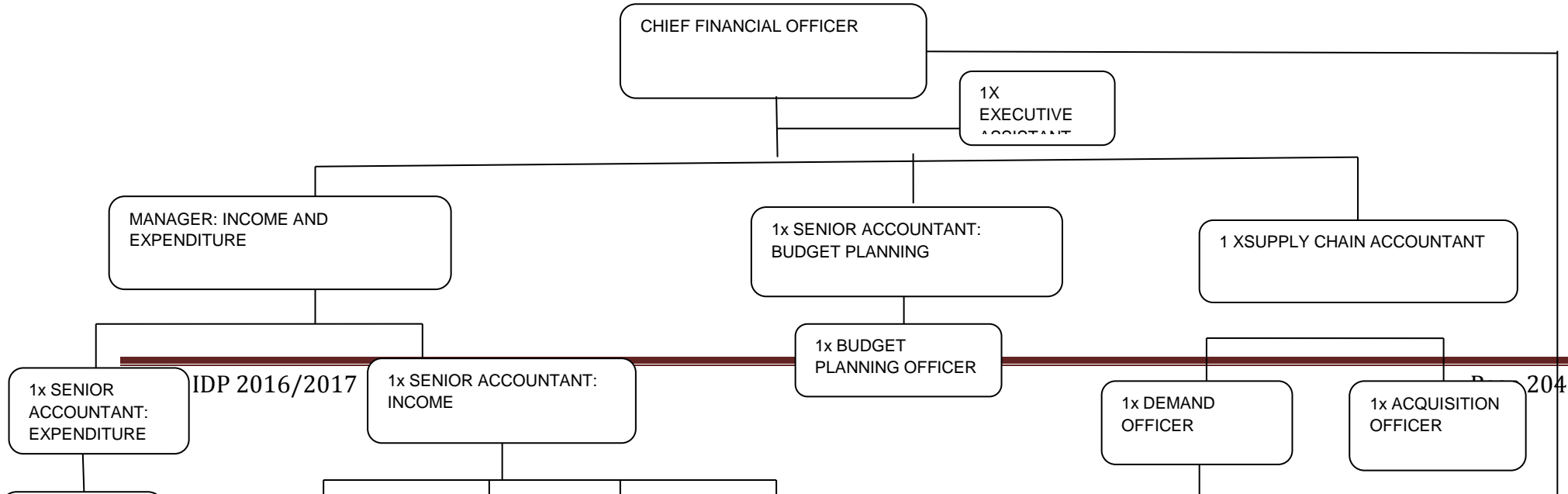


2015 DRAFT CORPORATE SERVICES ORGANISATIONAL STRUCTURE



- 1X ADMIN OFFICER
- 2X COMMITTEE CLERKS
- 1X DRIVER COUNCIL SUPPORT
- 1X FILING ARCHIVES CLERK
- 1X SWITCHBOARD OPERATOR

2015 DRAFT FINANCE DEPARTMENT ORGANISATIONAL STRUCTURE



1x Customer Care Officer

1x ASSET MANAGEMENT ACCOUNTANT

2015 DRAFT COMMUNITY SERVICES ORGANISATIONAL STRUCTURE



1x Chief Traffic Officer

1x Superintendent: Law Enforcement

1x Superintendent: Licensing

1x Assistant Superintendent: MVR/VTs

6 x Traffic Officers: Law Enforcement (**1 vacant**)

2x General Assistant (**1 vacant**)

1x Examiner of Vehicles

2x Grade A Examiners (DLTC) (**1 vacant**)

1x Grade D Examiner (DLTC)

1x Senior Clerk (DLTC)

2x Senior Clerk (Licensing and Processing)

2x Clerks (DLTC), 3x Clerks (Licensing), 2x Clerks (Processing)

5 x Traffic Assistants

4 x Traffic Warden Warrants

1x Chief Fire Officer

4 x Fire Fighters

3 x Fire Fighters (Funded by CDM)

4x Fire Reservist (2 exist, 2 proposed)

1x Chief Environmental Health Officer (vacant)

2x Environmental Health Practitioners

1x Waste Management Officer

1x Foreman Waste and Parks

2x Drivers Waste

12 x General Workers

5x Street Sweepers

1X Driver Parks

2x General Workers Parks

1x Librarian

1X Library Assistant in Charge

3x Library Assistant (2 vacant)

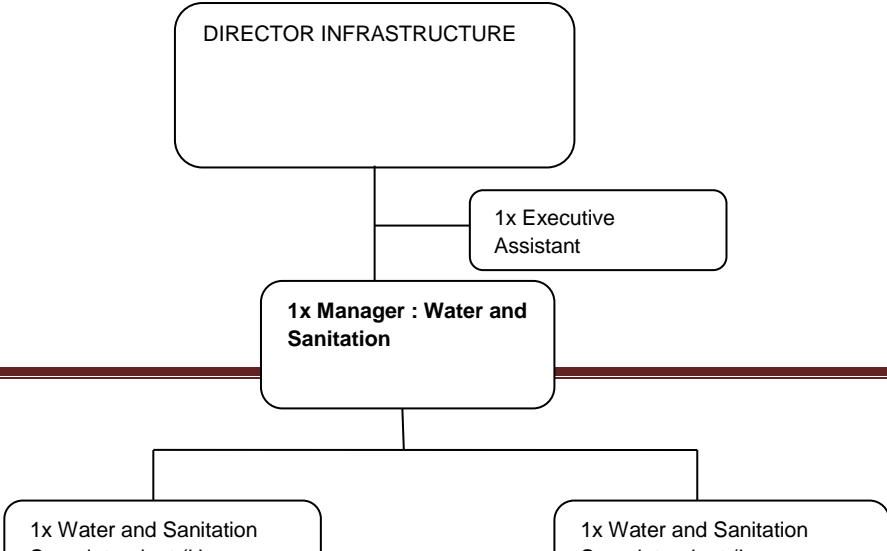
4x Librarian Aides

1x Admin Social Facilities Officer

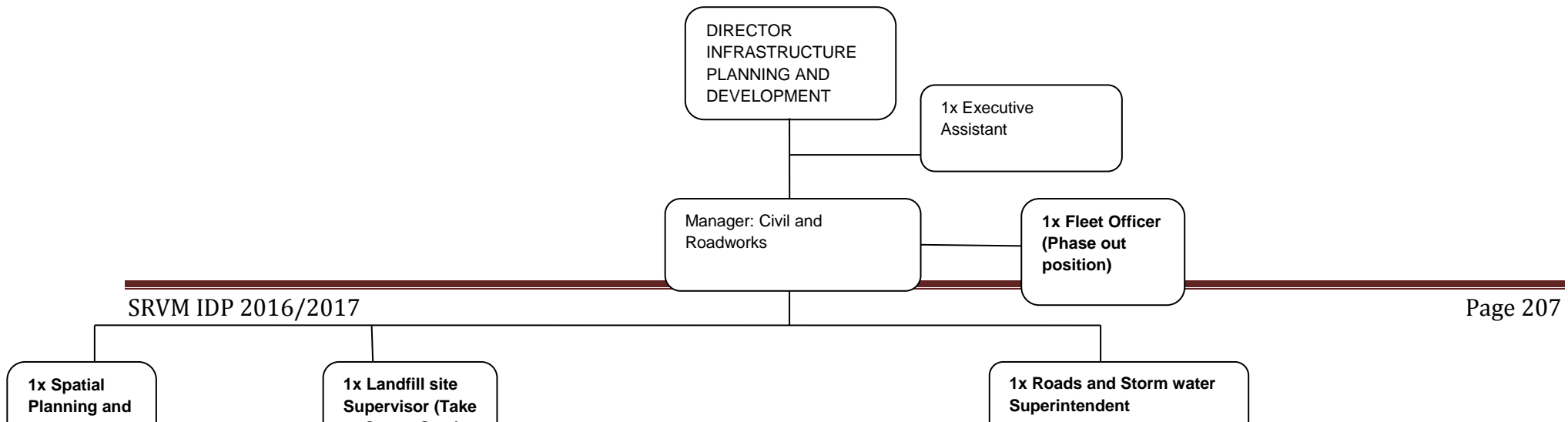
6x Caretakers Halls and Sports fields

1 x General assistant (Satellite Offices)

2015 DRAFT INFRASTRUCTURE PLANNING AND DEVELOPMENT ORGANISATIONAL STRUCTURE



INFRASTRUCTURE ORGANISATIONAL STRUCTURE: CIVIL AND ROADS WORKS DIVISION



ELECTRICITY DIVISION AND PROGRAMMES & PROJECT MANAGEMENT UNIT

DIRECTOR
INFRASTRUCTURE
PLANNING AND
DEVELOPMENT

1 x Executive Assistant

1 x Senior Electrician:
Electrical Installation
and Maintenance

1x PMU Manager

CONTACT DETAILS

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