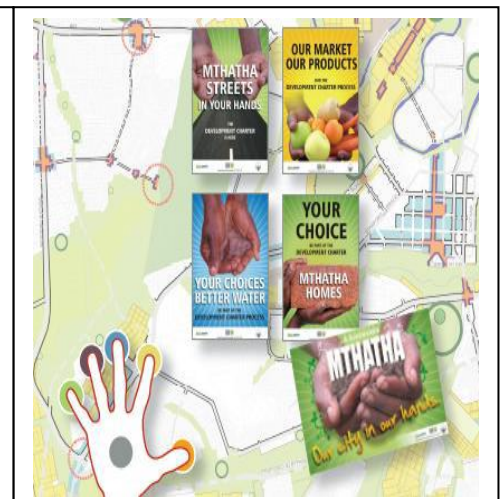
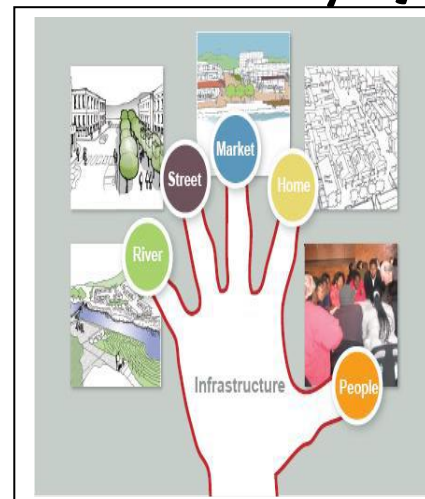




KING SABATA DALINDYEBO LOCAL MUNICIPALITY: FINAL DRAFT IDP REVIEW 2016/17



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ACKNOWLEDGEMENT

Preparation of this IDP/Budget Review of The King Sabata Dalindyebo Municipality 2016/17 could have not been achieved without the assistance of the large number of stake holders that includes : National Government, Provincial Government, State owned Enterprise ,NGO's, Traditional Leaders, Councilors, Ward committees, Community Development workers ,Management, Staff Members and Members of the Community of King Sabata Dalindyebo. Their Assistance is appreciated and their valuable contributions are acknowledged with thanks.

GLOSSARY OF TERMS

AA:	Administrative Authority	HIV:	Human Infected Virus
ABET:	Adult Based Education and Training	ICT:	Information and Communication Technology
ABP:	Area Based Plans	IDP:	Integrated Development Plan
AIDS:	Acquired Immune Deficiency Syndrome	IGR:	Intergovernmental Relations
AsgiSA:	Accelerated and Shared Growth Initiative for South Africa	ISRDP:	Integrated Sustainable Rural Development Programme
BBBEE:	Broad Based Black Economic Empowerment	ITPs:	Integrated Transport Plans
CBOs:	Community Based Organisations	IPILRA:	Interim protection of Informal Land Rights Act
CDWs:	Community Development Workers	IDC:	Industrial Development Corporation
CLARA:	Communal Land Rights Act No. 11 of 2004	IWMP:	Integrated Waste Management Plan
CRDP:	Comprehensive Rural Development Programme	ORDM:	OR TAMBO District Municipality
CIF:	Capital investment Framework	KPA:	Key Performance Area
CMA:	Catchment Management Area	KPI:	Key Performance Indicator
DEDEA:	Department of Economic Development & Environmental Affairs	SDF:	Spatial Development Framework
DEA:	Department of Environmental Affairs	LDO:	Land Development Objective
DFA:	Development Facilitation Act 67 of 1995	LED:	Local Economic Development
DLGTA:	Department of Local Government and Traditional Affairs	LRAD:	Land Redistribution for Agriculture Development
DM:	District Municipality	LM:	Local Municipality
DWA:	Department of Water Affairs	LUM:	Land Use Management
EC:	Eastern Cape	MEC:	Member of the Executive Council
ECBCP:	Eastern Cape Biodiversity Conservation Plan	MFMA:	Municipal Finance Management Act
ECPSDP:	Eastern Cape Provincial Spatial Development Plan	MIG:	Municipal Infrastructure Grant
ECSECC:	Eastern Cape Socio-Economic Consultative Council	MSA:	Municipal Systems Act
KSDLM:	King Sabata Dalindyebo Local Municipality	MSIG:	Municipal Systems Improvement Grant
EMF:	Environmental Management Framework	MSP:	Master Systems Plan
EXCO:	Executive Committee	MTEF:	Medium Term Expenditure Framework
FET:	Further Education & Training	MTSF:	Medium Term Strategic Framework
GDP:	Gross Domestic Product.	MYPE:	Mid-year population estimates
GDS:	Growth and Development Summit	NDP:	National Development Plan, Vision 2030
GGP:	Gross Geographic Product.	NEMA:	National Environmental Management Act
GIS:	Geographic Information System	NGO:	National Government Organisations

NSDP: National Spatial Development Perspective
PES: Poverty Eradication Strategy
PGDP: Provincial Growth Development Plan
PSDP: Provincial Spatial Development Plan
PSDF: Provincial Spatial Development Framework
PGDS: Provincial Growth Development Strategies
PLAS: Pro-active Acquisition of Land Strategy
PLTF: Provincial Land Transport Framework
PSF: Provincial Strategic Framework
RDA: Rural Development Agency
RDAT: Rural Development & Agrarian Transformation
RDP: Reconstruction and Development Programme
RULIV: Rural Livelihoods
SANRAL: South African National Road Agency
SDF: Spatial Development Framework

SPLUMA: Spatial Planning and Land Use Management Act
SEDA: Small Enterprise Development Agency
SETA: Sector Education Training Authority
SMME: Small, Medium & Micro Enterprises
STEP: Sub Tropical Ecosystem Planning Project
SAPS: South African Police Services
TA: Tribal Authority
VIP: Ventilated Improved Pit Latrine
WMA: Water Management Area
WMP: Water Management Plan
WSA: Water Services Authorities
WSDP: Water Services Development Plan
WSU: Walter Sisulu University

MAYOR'S FOREWORD

We have come with an IDP that marks the beginning of a new era, an epoch of hope, inspiration, rejuvenation and accelerated development.

It has come at a time when both the National and Provincial Departments under the leadership of the President of the Republic; the Honorable JG Zuma have expressed an intent, through the KSD Presidential Intervention, National Development Plan (NDP), Provincial Development Plan (PDP), and National together with the Provincial budgets to make a decisive intervention in the realisation of the aspirations of the King Sabata Dalindyebo Municipality (KSD).

This has brought about a shower of opportunities both to the strengthening of our governance and the creation of a conducive environment for the development of our communities. In addition to outlining what we plan to do in text few years ahead of the local elections to held soon, we also have had to simultaneously, tabulate how we intend to monitor ourselves on performance, so that we can quickly identify those areas that we might feel that there is under-performance and come up with measures to rectify such.

The municipality still remains committed and continues to pursue the following development points:

- Mqanduli as an Agricultural node,
- Viedgesville as a Logistics Hub,
- Mthatha as a manufacturing and Services Hub; and the pursuit of special economic zone programmes realization
- KwaTshezi as a Tourist and Conferencing Hub.
- Improved Basic Services and Infrastructure Development
- Enforce by-laws to ensure clean governance and fight fraud and corruption
- Revenues regeneration

Furthermore, the introduction of Spatial Planning and Land Use management Act (SPLUMA) will assist the municipality together with its traditional authorities to be able to plan about the utilisation of land (space) in a specialized and planned manner.

We will dedicate all financial, intellectual and human resources to secure the realisation of this noble goal.

We further have the duty to restore the Good Name of this Municipality. Our IDP attempts to outline plans on how to ensure accountability to the Electorate in a bid to achieve Clean Governance.

Presidential Intervention Update

KSD municipality through the Presidential Intervention (PI) for the successful delivery of sustainable and quality infrastructure services through the completion of the 11KV overhead line in Mthatha West. As a result winter load shedding and minimal breakdown shave has been eliminated due to the stabilised electricity supply to our people. The quality of road infrastructure is improving in KSD mainly due to the work of the Presidential Intervention.

The KSD PI is R9, 4 billion comprising of the following breakdown, namely;

- Completed Projects amount to R3, 7 billion.
- Projects currently at implementation stages amount to R2,2 billion.
- Unfunded Projects amount to R3 billion.

The further details of the PI projects are revealed and/ or contained under the project phase

We also note that the financial health of KSD is being negatively affected by litigations as well as challenges to recover debt owed mainly by domestic consumers. To make the situation worse there are a number of interdicts and court orders to prevent the enforcement of by-laws.

The existing land claims are having a negative effect on the socio-economic development of the area resulting in litigations against the Council. We will coordinate the resolution of these claims with the relevant stakeholders.

With these ideals, we can achieve united, in the spirit to honour the fallen heroes who fought for our freedom.

I take this opportunity to thank fellow Councillors, Stakeholders, Sector Departments and the People of King Sabata Dalindyebo in general for their dedicated contribution to this process.

I have the honour to present to you the final draft of the 2016/17 Integrated Development Planning (IDP).

I thank you

EXECUTIVE SUMMARY

In terms of the Local Government :Municipal Systems Act (Act 32 of 2000), section 25(1) each municipal council must, within a prescribed period after the start of its electet term, adopt a single, inclusive and strategic plan for the development of the municipality which, inter alia,links, integrates and co-ordinates plans and takes into account proposal for the development of the municipality and alignes the resources and capacity of the municipality.

Section 34 of the Act provides for thye annual review of the IDP in accordance with an assessment of its perfomance measurements and to the extent that changing circumstances so demands.This document is a 2016/17 IDP of the KSD Municipality, which document represents the last review of the 2015/16 as adopted in council last year.The strategic objectives and targets contained in this document were reach subsequent to extensive systematic, structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the KSD Municipal area of jurisdiction.

Local government, as a sphere of government has its mandate well delineatted in terms of the key issues that the current council must forus on These are outlined as followed:

- Service Delivery
- Participatory Democracy
- Transformation of apartheid landscape
- Effective management in municipalities
- Maximization of revenue base
- Capacity building of municipalities for effective service delivery
- Local Economic Development Fighting Crime, corruption and abuse of women and children, and
- Job Creation, development of small, medium and Micro enterprises and skills provision

The Municipal Turn-Around Strategy identified what is referred to as the Local Government Ten Point Plan. This plan point to the following matters

- Improve the quality and quantity of the municipal basic services to the people in the areas of access to water ,sanitation, electricity, waste management, roads and disaster management;
- Enhance the municipal contribution to job creation and sustainable livelihoods through LED
- Ensure the development and adoption of reliable and credible IDP

- Deepen democracy through a refined ward committee model
- Build and strengthen the administrative, intuitional and financial capacities of municipalities
- Create a single window of coordination for support, monitoring and intervention in municipalities
- Uproot fraud, corruption, nepotism and all forms of mal administration affecting local government
- Deepen a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system
- Develop and strengthen a politically and administratively stable system of municipalities and
- Restore the Institutional integrity of municipalities

During the roll out of the community based planning to all our 35 ward, The following common needs/issues, which form the basis of this document, were raised by our communities

- Installation of water to all households
- Installation of decent sanitation to all households
- Installation of ellectricity to all households
- Upgrading of access road
- Employment oportunities
- Upgrading of sports fields Construction of community halls
- More police visibility and
- Access to health facilities
- Local Economic developmend(Co-operatives support, Fencing of arable lands, Agricultural support.

It can be noted that, because of the rural nature of our municipality, most needs that were raised by our communities revolve mostly around infrastructure development. The procurement of the roads plant by the municipality must also be praised as an achievement in its quest to address huge backlogs in our rural access roads that are constantly being damaged/washed away by heavy rains

Key issues that this IDP seeks to address, inter alia,include:

- Huge low income housing backlog and increasing demand throughout the municipalities
- Shortage of portable water and sanitation in some areas as well as improving water resources management;
- Poor conditions of roads with a particular emphasis on access roads and public transport routes and lack of storm water in some areas
- High levels of poverty and unemployment in most areas
- Insufficient capacity of the local health care facilities in terms of shortages of medicines and their accessibility
- Ineffectiveness and inefficiencies experienced by learners particularly in rural areas and farm areas
- Shortage of electricity, high mast light lights and street lights in some areas
- Dilapidating conditions of schools, shortages of facilities, overcrowding in some schools, etc and
- Maintenance and upgrading of social amenities in all wards.
- Homeless assistance from disaster are attended up-to-date requires attention

On the 03rd – 04th March 2016, the leadership and management of KSD Municipality met at KSD Council Chambers (Water Sisulu University University), Enkululekweni to craft and for the development of a Strategic Planning that will take this municipality forward and such document has been compiled and available for the public

Lastly The KSD municipality has managed to galvanize the support between its communities, civil society, Sector Department and Social Partners within its jurisdiction on the future development trajectory of the municipal area. The KSD Furthermore, will continue to be exemplary in the execution of its functions in a manner that strengthens and fast track the implementation of socio-economic transformation agenda in our communities and further deepen local democracy.

TABLE OF CONTENTS

<i>MAYOR'S FOREWORD</i>	<i>IV</i>
<i>EXECUTIVE SUMMARY</i>	<i>VI</i>
<i>TABLE OF CONTENTS</i>	<i>IX</i>
CHAPTER 1: INTRODUCTION AND BACKGROUND	28
1 INTRODUCTION	29
Public Participation Principles.....	33
Structured Participation.....	33
Public Participation Process	34
1.1 The New Economic Growth Path	42
1.1.1 The Millennium Development Goals (MDGs)	43
1.1.2 The National Development Plan (Vision 2030)	43
1.1.3 The Provincial Growth and Development Plan (PGDP)	44
1.1.4 The Provincial Strategic Framework (PSF)	45
1.1.5 Back to Basics Programme	47
1.1.6 Local Government Turn-around Strategy	48

1.1.7	IDP Sector Plans & Strategies	48
1.1.8	KSD By-Laws and Policies	50
1.2	IDP PROCESS OVERVIEW.....	53
1.2.1	IDP Process Plan.....	53
1.2.2	Organisational Arrangements	54
1.2.3	Process Followed.....	55
1.2.4	Measures and Procedures for Public Participation	56
1.2.5	Consideration of MEC Comments on 2015/16 IDP	57
1.2.6	IDP Assessment Action Plan 2013/14 -2014-15- 2015/16	59
1.2.7	Powers and functions	59
CHAPTER 2: SITUATIONAL ANALYSIS		60
2	LOCALITY.....	61
	THE KSD LOCALITY MAP.....	61
2.1	RURAL CHARACTER	62
2.1.1	DELIMITATION OF WARDS WITH NEWLY ESTABLISHED BOUNDARIES	63

2.1.2	WARD 36 (new ward).....	64
2.1.3	OVERVIEW OF THE KING SABATA DALINDYEBO MUNICIPALITY	64
2.1.4	WARD BASED PLANNING AND INFORMATION SYSTEM	64
2.1.5	Ward Employment profile.....	66
2.1.6	Ward Service Backlogs	66
2.1.7	Ward Priority List 2016/17	67
2.2	DEMOGRAPHICS AND SOCIO-ECONOMIC INDICATORS	69
2.2.1	Demographic Trends.....	69
2.2.2	Demographic Profile	69
2.2.3	Population Distribution	69
2.2.4	Population by Race, Gender and Age.....	70
2.2.5	Gender distribution by age 2011 (source: Statistics South Africa Census 2011).....	71
2.2.6	Gender by age distribution comparison	71
2.2.7	Age Spread and Dependency Levels	71

2.2.8	Life Expectancy (At Birth)	72
2.2.9	HIV+ and AIDS.....	72
2.2.10	Population and Household Distribution	73
2.2.10.1	Migration Patterns	73
2.3	DEVELOPMENT INDICATORS	73
2.3.1	Gini Coefficient	74
2.3.2	Poverty rates.....	74
2.3.3	Human Development Index (HDI).....	74
2.3.4	Functionality Literacy.....	75
	KSD Literacy levels	75
2.3.5	Comparison with other LMs in the District	76
2.3.6	Formal and Informal Employment	76
2.4	Economic Sector.....	77
2.5	SOCIAL INDICATORS.....	79

2.5.1	Social Development	79
2.5.2	Housing	79
2.5.3	Educational Facilities	80
2.5.4	Hydrology	80
2.5.5	Rainfall.....	80
2.5.6	Temperature.....	80
2.5.7	Air quality	81
2.5.8	Vegetation.....	81
2.5.9	Geology	81
2.5.10	Land Capability	81
2.5.11	Environment.....	82
2.5.12	Biodiversity Conservation, Water & Terrestrial	82
2.5.13	Biodiversity Threats	82
2.5.14	Conservation of fauna in existing areas; Nduli Nature Reserve is crucial	82

2.5.15	Addressing Environmental Challenges.....	82
2.5.16	Environmental Awareness Projects.....	82
2.5.17	Environmental Opportunities.....	83
2.5.18	Development of Environmental Management Tools.....	83
2.5.19	Marine and Coastal Management.....	83
2.5.20	Coastal Threats.....	83
2.5.21	Water sources.....	83
2.5.22	Heritage and Cultural.....	83
2.5.23	Land Ownership/Tenure.....	84
2.5.24	Settlement Pattern.....	84
2.5.25	Land Restitution.....	84
2.5.26	Environmental Degradation.....	84
2.5.27	Climate Change.....	85
2.5.28	Environmental Management.....	85

2.6	Spatial Development Framework.....	86
2.6.1	Development pressure	89
2.6.2	Spatial Fragmentation vs Basic Needs	89
2.6.3	Environmental Management.....	89
2.6.4	Spatial Planning and Land Use Management Act (SPLUMA)	90
2.6.4.1	Land Use Management	90
2.6.5	Spatial structuring elements	91
2.6.6	Development Nodes	91
2.6.7	Settlement Regions and Resources Edges.....	93
2.6.8	Resource edges	93
2.6.9	Land Use Management.....	93
2.6.10	Alignment With Local Municipalities And The Wild Coast SDF Development.....	93
2.6.11	Land Tenure	93
2.6.12	Policy Analysis.....	94

2.6.13	Urban Areas	95
2.6.14	Land Management Programme.....	95
2.7	SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT.....	95
2.7.1	Roads and storm water management.....	95
2.7.2	Land and Human Settlements	102
2.7.2.1	Public Transport.....	107
2.7.3	Energy and Electricity.....	108
2.7	Water services.....	113
2.8	Sanitation.....	115
2.9	Public Amenities and Community Facilities.....	116
2.9.1	Health Services/Facilities.....	116
2.9.2	Educational facilities.....	118
2.9.3	Community Libraries.....	119
2.9.4	Sports facilities.....	119
2.9.5	Community halls	120
2.9.6	Cemeteries.....	120
2.9.7	Waste management	121
2.9.8	Environmental management.....	121
2.9.8.1	Marine & Coastal	122
2.9.8.2	Water Sources.....	122
2.9.8.3	Heritage	123
2.9.8.4	Air Quality	123

2.9.8.5	Environmental Degradation.....	123
2.9.8.6	EPWP programme.....	125
2.9.8.7	Safe and Secure Environment.....	125
2.9.8.8	Crime statistics. Source (ECSECC 2010).....	125
2.10	<i>Protection services</i>	128
2.11	Fire and Emergency services.....	128
2.12	Disaster.....	128
2.13	Climate Change.....	129
2.14	Social development.....	129
2.15	FINANCIAL VIABILITY AND MANAGEMENT.....	132
2.15.1	REVENUE.....	132
2.15.2	SUPPLY CHAIN.....	132
2.15.3	ASSET MANAGEMENT.....	132
2.15.4	FINANCIAL REPORTING.....	132
2.16	GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	133
2.16.1	Public Participation.....	133
2.16.2	Participation in IDP and Budget Process.....	133
2.16.2.1	Ward Committees.....	133

2.16.2.2	Community Development Workers (CDWs).....	133
2.16.2.3	Political Management Committee.....	133
2.16.2.4	Whippery Support.....	134
2.16.2.5	Oversight Role of Council Section 79 and 80 Committees.....	134
2.16.2.5.1	Section 79 Committees.....	134
2.16.2.5.2	Section 80 Committes.....	134
2.16.2.5.3	Councillor Capacity Building Programs.....	134
2.16.2.5.4	Challenges on the functioning of council and council structures.....	135
2.16.2.5.5	Council Meetings.....	135
2.16.2.6	Commitment to Community Participation.....	135
2.16.2.7	Challenges to Public Participation.....	135
2.16.2.8	Petitions and Complaints Management.....	135
2.16.2.9	Traditional Leadership and Councils.....	136
2.16.2.10	Social Cohesion.....	136

2.16.2.11	Intergovernmental Relations	136
2.16.2.12	MUNIMEC.....	136
2.16.2.13	DISTRICT MAYORS FORUM: DIMAFO	136
2.16.2.14	SALGA WORKING GROUPS	137
2.16.2.15	Communications.....	137
2.16.2.16	Audit and Risk Management	137
2.16.2.17	Risk management	137
2.16.2.18	Anti-Fraud and Anti- Corruption.....	137
2.16.2.19	Municipal Legal services.....	138
2.16.2.20	Special groups.....	138
2.16.2.21	The Special Programmes Unit (SPU).....	138
2.16.2.22	Mainstreaming of Designated Groups	138
2.16.2.23	Coordination and Mobilization	138
2.16.2.24	Monitoring and Evaluation	139

2.16.2.25	Capacity-building.....	139
2.16.2.26	Advocacy and Lobbying Women, People with Disabilities and Youth	139
2.16.2.27	Municipal Partnerships	139
2.16.2.28	HIV and AIDS Programmes	139
2.16.2.29	INTEGRATED DEVELOPMENT PLANNING	140
2.16.2.30	IDP UNIT	140
2.17	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION.....	141
2.17.1	Administrative Structure.....	141
2.17.2	KSDLM Top Organisational Structure.....	141
2.17.3	Vacancy Rate and Gender	142
2.17.4	STATUS ON VACANCIES.....	142
2.17.5	SCHEDULE OF POSTS	142
2.17.6	SCHEDULE OF CONTRACT MANAGERS AND CONTRACT EMPLOYEES	161
2.17.7	GRIEVANCE AND DISCIPLINARY MANAGEMENT	168

2.17.8	LABOUR RELATIONS	168
2.17.9	EMPLOYMENT EQUITY PLAN.....	168
2.17.10	HUMAN RESOURCES DEVELOPMENT PLAN	168
2.17.11	SKILLS DEVELOPMENT	168
2.17.12	OCCUPATIONAL HEALTH AND SAFETY	168
2.17.13	EMPLOYEE HEALTH AND WELLBEING.....	168
2.18	LOCAL ECONOMIC DEVELOPMENT	169
2.18.1	INDUSTRIAL DEVELOPMENT IMPLEMENTATION STRATEGY	169
2.18.2	EXISTING AND POTENTIAL SECTORS AND SPIN-OFFS.....	169
2.18.3	STRATEGIC THRUST.....	170
2.18.4	Key growth areas	170
2.18.4.1	food and beverages:	171
2.18.4.2	Wood Products:.....	171
2.18.5	STRATEGIC OPTIONS	171

2.18.6	BUSINESS AND INVESTMENT RETENTION AND ATTRACTION	171
2.18.7	STRATEGIC ALLIANCE	172
2.18.8	INFORMAL SECTOR BUSINESS SUPPORT.....	172
2.18.9	Tourism.....	172
2.18.10	CHALLENGES	173
2.18.11	Forestry and Timber Production.....	173
2.18.12	Marine and Agriculture	173
2.18.13	Trade, Manufacturing and Investment Promotion	174
2.18.14	Co-operatives and SMME Support.....	174
2.18.15	KSD Skills Development Programme.....	175
2.18.16	BUSINESS OPPORTUNITY RELATED TO NATIONAL AND PROVINCIAL INFRASTRUCTURE INVESTMENT	175
2.18.17	Challenges	175
2.18.18	Implementation of Ward-Based Planning and Information System (WBPIS).....	175
	CHAPTER 3: DEVELOPMENTAL OBJECTIVES AND STRATEGIES	177

3	VISION, MISSION AND GOALS.....	178
3.1	VISION:	178
3.2	MISSION:.....	178
3.3	VALUES:	178
3.4	STRATEGIC OBJECTIVES.....	178
3.5	STRATEGIC GOALS.....	178
3.6	KEY PERFORMANCE AREAS.....	178
3.7	KEY ISSUES.....	179
3.7.1.1	KPA 1: SPATIAL DEVELOPMENT FRAMEWORK.....	179
3.7.1.2	KPA 2: INFRASTRUCTURE AND SERVICE DELIVERY	179
3.7.1.3	KPA 3: Financial Planning and Budget.....	183
3.7.1.4	KPA 4: Socio – Economic Development (LED).....	184
3.7.1.5	KPA 5: Good Governance.....	185
3.7.1.6	KPA 6: Institutional Arrangement	185
3.8	IDP BROAD STRATEGIC OBJECTIVES.....	185
3.9	KEY PERFORMNCE AREAS: OBJECTIVES AND STRATEGIES.....	186
3.9.1	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: TECHNICAL SERVICES	186

3.9.2	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: HUMAN SETTLEMENT	191
3.9.3	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: COMMUNITY SERVICES	195
3.9.4	INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	205
3.9.5	FINANCIAL VIABILITY	210
3.9.6	LOCAL ECONOMIC DEVELOPMENT	222
3.9.7	GOOD GOVERNANCE AND PUBLIC PARTICPATION	227
3.9.8	CROSS-CUTTING ISSUES: PUBLIC SAFETY	231
CHAPTER 4: SECTORAL PLANS		240
4.1	SPATIAL DEVELOPMENT FRAMEWORK	241
4.2	LOCAL ECONOMIC DEVELOPMENT PLAN/ STRATEGY	242
4.3	HOUSING SECTOR PLAN	243
4.4	DISASTER MANAGEMENT PLAN	246
CHAPTER 5: PERFORMANCE MANAGEMENT SYSTEM		248
5.1	PERFORMANCE MANAGEMENT SYSTEM(PMS)	249

5.1.1	INSTITUTIONAL SCORECARD	250
5.2	DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2016/17	265
5.2.1	Institutional Development & Transformation.....	266
5.2.2	Financial Viability.....	272
5.2.3	Good Governance and Public Participation.....	276
5.2.4	Local Economic Development.....	284
5.2.5	Basic Service Delivery & Infrastructure: Public Safety	294
5.2.6	Basic Service Delivery and Infrastructure Development	308
5.2.7	Integrated Human Settlement.....	316
5.3	Programmes for Special Groups for 2016/17	324
5.4	Financial Planning.....	327
5.4.1	Budget Executive Summary	327
5.4.2	Financial Plan	329
5.6	Audit action plan for the audit report / findings for the year 2014/15.....	405

5.7 Management letter action plan for the year ended 30 June 2017	418
5.7 DRAFT ANNUAL FINANCIAL STATEMENTS PROCESS PLAN 2015/16-17	442
CHAPER 6 : PROJECTS	470
6.1 KING SABATA DALINDYEBO MUNICIPALITY: THREE YEAR INFRASTRUCTURE PLAN.....	471
6.2 PRESIDENTIAL INTERVENTION PROJECTS.....	474
6.3 OR TAMBO DISTRICT MUNICIPALITY	479
6.4 SECTOR DEPARTMENTS AND PARASTATALS.....	480
6.4.1 Department of Economic Development Environmental Affairs & Tourism (DEDEAT).....	480
6.4.2 Department of Roads and Public Works	481
6.4.3 Department of Education.....	482
6.4.4 KSD: ESKOM Projects.....	483
6.4.5 Department of Ruural Development & Agrarian Reform	483
CHAPTER 7: APPROVAL AND ANNEXURES	485
7.1 APPROVAL	486

7.2 ANNEXURES..... 486



CHAPTER 1: INTRODUCTION AND BACKGROUND

1 INTRODUCTION

In line with the requirements of Section 34 of the Municipal Systems (Act 32 of 2000) as amended, the King Sabata Dalindyebo Local Municipality (KSD LM) has embarked on a continuous review to further develop its Integrated Development Plan (IDP) towards the 2016/17 financial year. Based on the review a municipal council may amend its integrated development plan in accordance with the requirements set out in the Municipal Systems Act 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and 2006 and the Municipal Finance Management Act 56 of 2003.

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

- Constitution of the Republic of South Africa, 1996
- Local Government: Municipal Systems Act, 2000
- Local Government: Municipal Structures Act, 1998 as amended
- Local Government Municipal Finance Management Act, 2003
- White Paper of Local Government
- The Provincial Growth and Development Plan (2010) as well as other National Policies
- Spatial Planning and Land Use Management Act, 2014

A good environment for the preparation of the IDP has been established. As prescribed by Section 28 of MSA, a process plan was prepared and adopted by Council. The process plan made provision for institutional arrangements, roles and responsibilities, the

Organisational structure, procedures and mechanisms for public participation and for alignment of the IDP with that of the O.R Tambo District Municipality.

The main purpose of the IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the municipality. In doing so it contributes towards eradicating the development legacy of the past, operationalises the notion of developmental local government and foster a culture of co-operative governance amongst the three spheres.

a) IDP Objectives

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

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

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

b) Status of the IDP

This IDP replaces all previous IDPs that have been approved by the previous Councils. The IDP is a legal document that must be approved by the Council.

According to Section 26 of the MSA the Municipal Spatial Development Framework (MSDF) must be aligned to the IDP. All other spatial plans must be aligned with the MSDF. Therefore, no spatial plan of the municipality may contradict the MSDF or the IDP.

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

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

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

This IDP also aims to:-

- Create a higher level of focus and thereby improve the strategic nature of the document;
- Align this strategic document with the limited financial and human resources
- Align the IDP with the activities of the municipality's departments and other social partners in other spheres of government

- Align the IDP with the various sector and management plans of the municipality.

c) Institutional Arrangements

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

Organizational arrangements are based on the following principles:

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

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

➤ **Mayor**

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

➤ **IDP Manager**

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

➤ **Technical Committee**

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

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

➤ **IDP Steering Committee**

A steering committee, in order to master the integration and ensure horizontal and vertical alignment has to be formally established and composed as follows:-

Chaired by: The Municipal Manager

Secretariat:-Appointed professional team/ IDP Unit (where applicable)

Composition:

Heads of Departments (KSD Municipality)

- Director: Social & Economic Development
- Chief Financial Officer
- Director: Infrastructure
- Director Human Settlements
- Director: Corporate Services
- Director: Community Services
- Director: Public (Community) Safety

Other senior officials (permanent on ad hoc basis):

- General Managers and Middle Management

Other appointed officials

- Senior Managers from National and Provincial Departments, OR Tambo District Municipality, sister municipalities and Parastatals
- Sector Specialists (Heads of all sector departments)

➤ **IDP Representative Forum (Community Representation)**

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

The composition of the IDP Representative forum:

Chairperson- Executive Mayor or a Member of the committee of appointed councillors

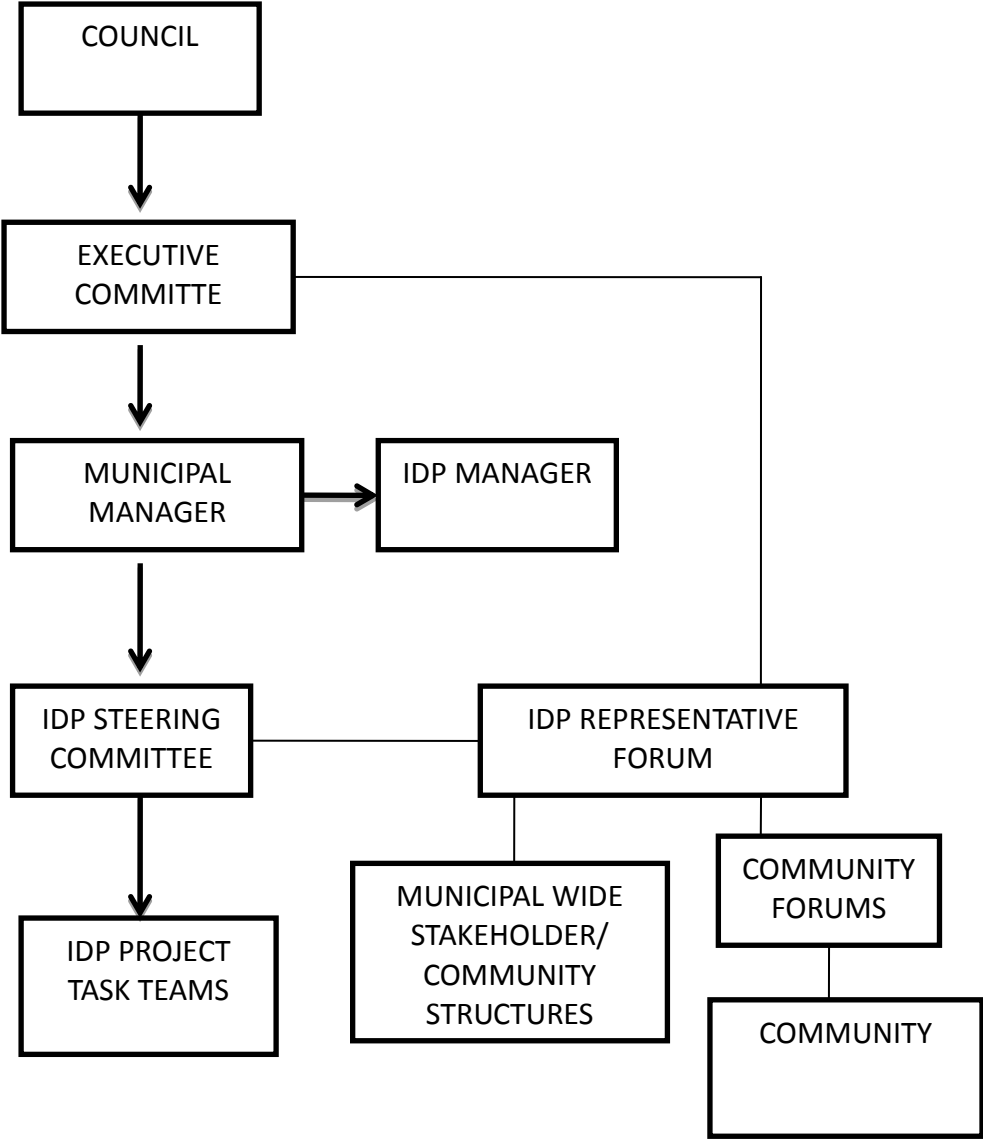
Secretariat-IDP steering committee (Municipal Manager / IDP Manager/ Appointed Professional Team)

Members:

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

Mechanisms and Procedures for Public Participation

Organizational Structure of the IDP



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

Public Participation Principles

- In order to ensure public participation, Chapter 4 (Sec 17 to 22) of the Municipal Systems Act requires the municipality to create appropriate conditions that will enable participation as a minimum requirement.
- The elected Council is the ultimate decision-making body on IDP s
- The role of participatory democracy is to inform stakeholders and negotiate with them on issues of development planning
- To give stakeholders an opportunity to provide input on decisions taken by Council
- This should be done in particular with regard to disadvantaged and marginalized groups

Structured Participation

- A structured public process was followed
- It is critical for the municipality to embark on a ward based approach in order to reach the vast majority of the community and document their needs and aspirations.
- Use of ward to ward community IDP Outreach.
- Existing public participation structures were utilised, for example the existing Representative Forum
- The residents and stakeholders were informed of the Municipalities intention to embark on the IDP Process
- Appropriate forms of media were utilised to ensure that all members of the community are notified of progress of the IDP as well as planned meetings

- The Municipality website was also utilised to communicate and inform the community. Copies of the IDP and Budget will be uploaded on the website.
- All relevant community and stakeholder organizations will be invited to register as members of the IDP representative Forum
- An appropriate language and accessible venues will be used to allow all stakeholders to freely participate
- The IDP Rep Forum meetings will be scheduled to accommodate the majority of members
- The Community and Stakeholders representatives will be given adequate time to conduct meetings or workshop with the groups they represent
- Copies of the IDP Documents will be accessible for all communities and stakeholders with adequate time provided to comment
- Council meetings regarding the approval of IDP will be open to the public
- IDP Outreach meetings will be called and will be communicated with the Traditional Leaders and the bigger community.

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

Public Participation Process

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

- Use of the IDP Representative Forum to afford participants an opportunity to contribute to the process and share the views of their communities
- Use of the IDP steering committee to debate technical solutions, even though participation was found to be weak in some instances. The need to intensify the IGR structure cannot be overemphasized.

- Traditional Leaders, Ward Councillors, Community Development Workers and Ward Committees who convene meetings to keep communities informed on the IDP progress as well as conveying community needs to the IDP process.
- Newspaper advertisements to inform communities of the key steps in the process.
- Making the IDP available for public comment and once adopted making the IDP document accessible to all members of the public
- Appropriate language usage including Xhosa, in the IDP meetings.
- The management of the high levels of illiteracy in the community through facilitation, simple linguistics and explanations in mass meetings which ensured that people understand the process and are empowered to participate in the IDP process.

d) Legislative Framework

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

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

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

- Structure and manage its administration and budgeting and planning process to give priority to basic needs of the community and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

Section 25 of the Local Government Municipal Systems Act 32 of 2000, amended 2009 (MSA) stipulates that each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which links,

integrates and co-ordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the plan. The IDP should form the policy framework and general basis by which annual budgets must be based on and should be compatible with the national and provincial development plans and planning requirements.

Section 26 of the MSA prescribes the following peremptory components that an IDP must reflect on:-

- a. The municipal Council's vision including the municipal critical development and transformation needs;
- b. An assessment of existing level of development in the municipality;
- c. The Council's developmental priorities and objectives including its local economic development aims;
- d. The Council's developmental strategies which must be aligned to national and provincial sector plans;
- e. A spatial development framework which must include the provisions of basic guidelines for a land use management system;
- f. The Council's operational strategies;
- g. A financial plan; which must include a budget projection for the next three years; and
- h. The key performance indicators and performance targets determined in terms of section 41 of the MSA 34 of 2000

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

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

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

e) Inter-Governmental Planning

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

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

- a. preserve the peace, national unity and the indivisibility of the Republic;
- b. secure the well-being of the people of the Republic;
- c. provide effective, transparent, accountable and coherent government for the Republic as a whole;
- d. be loyal to the Constitution, the Republic and its people;
- e. respect the constitutional status, institutions, powers and functions of government in the other spheres;
- f. not assume any power or function except those conferred on them in terms of the Constitution;
- g. exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and
- h. co-operate with one another in mutual trust and good faith by:-
 - i. fostering friendly relations;
 - ii. Assisting and supporting one another;
 - iii. Informing one another of, and consulting one another on, matters of common interest;

- iv. Coordinating their actions and legislation with one another;
- v. adhering to agreed procedures; and
- vi. Avoiding legal proceedings against one another.

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

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

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

National Development Policies	Provincial Development Policies
<ul style="list-style-type: none"> ❖ The New Growth Path; ❖ The Outcomes Approach 2010; ❖ Green Paper on National Strategic Planning of 2009; ❖ Government Programme of Action 2010; ❖ Medium Term Strategic Framework 	<ul style="list-style-type: none"> ❖ 2009-2014 Medium Term Strategic Framework (MTSF); ❖ Provincial Growth and Development Programme (PGDP). ❖ Spatial Development Perspective

(MTSF) 2009 – 2014; <ul style="list-style-type: none"> ❖ National Key Performance Indicators (NKPIs); ❖ Accelerated and Shared Growth Initiative for South Africa (AsgiSA); ❖ Breaking New Ground Strategy 2004; ❖ Comprehensive Rural Development Programme; ❖ National Infrastructure Maintenance Programme; ❖ Land Care Programme; ❖ Local Government Turnaround Strategy; ❖ National 2014 Vision; and ❖ National Spatial Development Perspective (NSDP). 	
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f) Mechanism for national planning cycle

Policy or Strategy	Guiding Principles
The proposed National Strategic Vision	The Green Paper on National Strategic Planning of 2009 proposed the National Planning Commission, that will direct the development of a long-term strategic plan, called South Africa Vision 2025. Also proposes national spatial guidelines, and an overarching spatial framework spelling out government’s spatial priorities in order to focus on government action and provide the platform for alignment and coordination. The preparation of the three key products of the planning cycle is proposed namely: <ul style="list-style-type: none"> ❖ long term product (National Strategic Vision) ❖ medium term product (MTSF); and ❖ short term product (Action Programme) These will all set the strategic direction from which all spheres of government should take guidance.

Policy or Strategy	Guiding Principles
Medium Term Strategic Framework (MTSF) (2009-2014)	<p>The basic thrust of the Medium Term Strategic Framework 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world. The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. Informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities.</p> <p>These strategic priorities set out in the MTSF are as follows:</p> <ul style="list-style-type: none"> ❖ Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods. ❖ Strategic Priority 2: Massive programme to build economic and social infrastructure. ❖ Strategic Priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security. ❖ Strategic Priority 4: Strengthen the skills and human resource base. ❖ Strategic Priority 5: Improve the health profile of all South Africans. ❖ Strategic Priority 6: Intensify the fight against crime and corruption. ❖ Strategic Priority 7: Build cohesive, caring and sustainable communities. ❖ Strategic Priority 8: Pursuing African advancement and enhanced international cooperation. ❖ Strategic Priority 9: Sustainable Resource Management and use. ❖ Strategic Priority 10: Building a developmental state including improvement of public services and

Policy or Strategy	Guiding Principles
	<p>strengthening democratic institutions.</p> <p>The MTSF will be the central guide to resource allocation across the three spheres of government. At the same time, a comprehensive review of expenditure patterns of departments should open up possibilities for savings and reprioritisation. In the preparation and interrogation of budgetary submissions, account should be taken of the priorities identified above, including decent jobs, human capital development and rural development.</p>
Government's Programme of Action 2009	<p>The Programme of Action (PoA) is an annual statement of government's priorities for the year. It aims to outline government's major plans for the year ahead. The PoA is informed by the MTSF, the deliberations of the January Cabinet Lekgotla and the President's State of the Nation Address.</p> <p>To give effect to the strategic objectives, the MTSF identifies ten (10) priorities which government work must be centered around.</p> <ul style="list-style-type: none"> ❖ speed up economic growth and transform the economy to create decent work and sustainable livelihoods; ❖ introduce a massive programme to build economic and social infrastructure; ❖ develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security; ❖ strengthen the skills and human resource base; ❖ improve the health profile of all South Africans; ❖ intensify the fight against crime and corruption; ❖ build cohesive, caring and sustainable communities; ❖ pursue African advancement and enhanced international cooperation; ❖ ensure sustainable resource management and use; and ❖ Build a developmental state, improve public services and strengthen democratic institutions.

g) Outcomes Based Approach to Delivery

To give effect to the above priorities, government has embarked on an outcomes-based approach to ensure the delivery / implementation of these priorities. In line with this approach, government has formulated and agreed on twelve key Outcomes, based on the ten MTSF priorities. These Outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

While all of the Outcomes can to some extent be supported through the work of local government, Outcome 9 is specifically directed at local government:

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

- Output 1: Implement a differentiated approach to municipal financing, planning & support
- Output 2: Improving access to basic services;
- Output 3: Implementation of the Community Work Programme;
- Output 4: Actions supportive of the human settlement outcome;
- Output 5: Deepen democracy through a refined Ward Committee model;
- Output 6: Administrative and financial capability; and
- Output 7: Single window of coordination.

h) Sectoral Strategic Direction

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

Policy or Strategy	Guiding Principles
The New Growth Path	<p>This National Policy framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”. Of practical consequence to local government, are the specific job drivers that have been identified:</p> <ol style="list-style-type: none"> 1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving

	<p>efficiency across the economy.</p> <ol style="list-style-type: none"> 2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services. 3. Taking advantage of new opportunities in the knowledge and green economies. 4. Leveraging social capital in the social economy and the public services. 5. Fostering rural development and regional integration. <p>As a first step, it is proposed that efforts to support employment creation in the following key sectors should be prioritised:</p> <ul style="list-style-type: none"> ❖ infrastructure ❖ the agricultural value chain ❖ the mining value chain ❖ the green economy ❖ manufacturing sectors, which are included in IPAP2, and ❖ Tourism and certain high-level services.
Comprehensive Rural Development Programme, 2009	<p>“The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a co-ordinated and integrated broad based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities.” To ensure the achievement of rural development objectives, a three-pronged strategy including agrarian transformation, rural development and land reform is proposed:</p> <ul style="list-style-type: none"> ❖ Agrarian Transformation: increased production and the optimal and sustainable use of natural resources; livestock farming and cropping,

	<p>including the related value chain processes; the establishment and strengthening of rural livelihoods for vibrant local economic development; the use of appropriate technology, modern approaches and indigenous knowledge systems; and food security, dignity and an improved quality of life for each rural household.</p> <ul style="list-style-type: none"> ❖ Rural development: the establishment of economic and social infrastructure. ❖ Land Reform: Increasing the pace of land redistribution; fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga; speeding up the settlement of outstanding land restitution claims; and effective support to all land reform programmes through land planning and information.
<p>Comprehensive Plan for the Development of Sustainable Human Settlements (“Breaking new Ground” / BNG), 2004.</p>	<p>BNG defines sustainable human settlements as “well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity” (p11). The development of sustainable human settlements go beyond the development of houses, and should also include appropriate social and economic infrastructure, offer a variety of options in appropriate housing solutions to choose from (e.g. different tenure forms), and should contribute to spatial restructuring.</p>

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

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

Legislation or Policy	Sector	Principles
Comprehensive Plan for Sustainable Human Settlements, 2004 (Breaking New Ground)	Human Settlements	<p>Principles for Housing Development, relevant for housing / human settlements strategy and targets to be contained in IDP:</p> <ul style="list-style-type: none"> ❖ Ensure that property can be accessed by all as an asset for wealth creation and empowerment; ❖ Leverage growth in the economy; ❖ Combat crime, promoting social cohesion and improving quality of life for the poor; ❖ Support the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump; ❖ Utilise housing as an instrument for the development of sustainable human settlements, in support of spatial restructuring; ❖ Promote densification and integration; ❖ Enhance the location of new

Legislation or Policy	Sector	Principles
		housing.
The Housing Amendment Act 5 of 2001		<p>The Housing Amendment Act of 2001 defines housing development as “the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities in areas allowing convenient access to economic opportunities, and to health, educational and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to-</p> <ol style="list-style-type: none"> a. permanent residential structures with secure tenure, ensuring internal and external privacy and providing adequate protection against the elements; and b. potable water, adequate sanitary facilities and domestic energy supply;”
White Paper on National Transport Policy, 20 August 1996	Transport	<ul style="list-style-type: none"> ❖ Give priority to public transport;
(old) National Land		<ul style="list-style-type: none"> ❖ Move away from supply-

Legislation or Policy	Sector	Principles
Transport Transition Act 22 of 2000 now replaced by Act 5 of 2009		<p>driven (operators') system to a demand-driven system in terms of higher-density developments;</p> <ul style="list-style-type: none"> ❖ Provide affordable transport to the public; ❖ Integrate modes; ❖ Work towards cost-efficiency and service quality; ❖ Integrate land transport with land use (integrated planning); ❖ Optimise available resources; ❖ Consider needs of special category of passengers in planning; ❖ All spheres of government to promote of public transport. <p>Relationship between plans according to the Act (section 19(2)): <i>“(c) every transport authority and core city, and every municipality required to do so by the MEC, must prepare a public transport plan of which a current public transport record and</i></p>

Legislation or Policy	Sector	Principles
		<p><i>an operating licenses strategy, and, if it has subsidized public transport services, a rationalisation plan, form components;</i> <i>(d) Transport authorities and core cities, and other municipalities requested by the MEC, must prepare an integrated transport plan of which the public transport plan forms a component.”</i> The Act provides for the following plans, depending on municipality's status as transport authority: “Section 19(1): ... <i>c)(c) current public transport records provided for in section 23;</i> <i>d)(d) operating licenses strategies provided for in section 24;</i> <i>e)(e) rationalisation plans provided for in section 25;</i> <i>f)(f) public transport plans provided for in section 26;</i> g) Integrated transport plans provided for in section 27.”</p>
Water Services Act, 108 of 1997	Water	Water Service Development Plan (for water service authorities); CALLM is the WSA for its area.
National Environment Management: Air Quality Act 39 of 2004	Environment	Air Quality Management Plan (should form part of IDP)
National Waste Management Strategy March 2010 developed in terms of the National		Integrated Waste Management Plan: Waste Management Planning was established in terms of the National Waste

Legislation or Policy	Sector	Principles
Environmental Management: Waste Act 59 of 2008		Management Strategy (should form part of IDP).
National Environmental Management Act 107 of 1998		<ul style="list-style-type: none"> ❖ Implementation of Sustainability Principles in development ❖ Environmental Impact Assessment (relevant to project planning / implementation)
Development Facilitation Act 67 of 1995	Spatial Planning	<p>Promote residential and employment opportunities in close proximity or integrated with each other;</p> <ul style="list-style-type: none"> ❖ Optimise the use of existing infrastructure including bulk infrastructure, roads, transportation and social facilities; ❖ Promote a diverse combination of land uses, also at the level of individual erven; ❖ Contribute to more compact towns and cities; ❖ Encourage environmental sustainable land development practices.
Local Government: Municipal Systems Act 32 of 2000		Compilation of Spatial Development Framework that forms part of the IDP

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

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

1.1 The New Economic Growth Path

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

- Identifies five key areas for large-scale public investment and job creation, i.e. Energy, Transport, Communication, Water, and Housing;
- Regards the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme;
- Identifies specific measures, particularly changes to procurement policy and regulations, to ensure delivery on its targets; and

- Highlights as risks the fragile global recovery, competition and collaboration with the new fast-growing economies, and competing domestic interests.

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

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

1.1.1 The Millennium Development Goals (MDGs)

The set of eight Millennium Development Goals were agreed to by all nations of the world and by global leaders of strategic development institutions, and aims at halving extreme

poverty, halting the spread of HIV/AIDS, and providing universal primary education by 2015. The goals are as follows:

- Halving extreme poverty and hunger;
- Access to universal education;
- Gender equity;
- Child health;
- Maternal health;
- Combating HIV and AIDS;
- Environmental sustainability; and
- Promotion of global partnerships.

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

1.1.2 The National Development Plan (Vision 2030)

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

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

As a long-term strategic plan, it serves four broad objectives:

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

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality.

The core elements of a decent standard of living identified in the plan are:

- *Housing, water, electricity and sanitation*
- *Safe and reliable public transport*
- *Quality education and skills development*
- *Safety and security*
- *Quality health care*

- *Social protection*
- *Employment*
- *Recreation and leisure*
- *Clean environment*
- *Adequate nutrition*

Role / Implication for Local Government

The Plan highlights the need to strengthen the ability of local government to fulfill its developmental role. Municipal Integrated Development Plans (IDPs) need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure and basic services. The municipal IDPs should therefore be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This way, the IDP process will become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved.

1.1.3 The Provincial Growth and Development Plan (PGDP)

The Eastern Cape PGDP (2004-2014) provides a strategic framework, and set of sector strategies and programmes aimed at achieving a rapid improvement in the quality of life for especially the poorest people in the Province. In order to achieve this, the PGDP sets out a vision and series of targets in the areas of economic growth, employment creation, poverty eradication and income redistribution for the ten-year period 2004-2014. The strategic framework for action includes six strategic objectives, which are divided further into three *key objectives* and three *foundation objectives*.

The three *key objectives* are:

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

The three *foundation objectives* are:

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

While the PGDP is currently under review, it has already led to the introduction of a series of *Priority Programmes*:

- A sustainable homestead food production programme, complemented by promotion of commercial production through programmes such as the Massive Food Production Programme;
- A province-wide industrial strategy identifying new opportunities and key sub-sectors in the province, which includes provisions for the facilitation of structured finance for small manufacturing initiatives;
- An integrated infrastructure development programme with a particular emphasis on (1) rural infrastructure and job creation, (2) the promotion of input purchase and service provision from local small and medium enterprise suppliers and (3) the use of the Community-Based Public Works Programme in the process;
- A programme to build access to productive assets by the poor, including assets such as land, plant, machinery and agriculture;
- A programme of phased decentralization of service provision and facilitation of economic growth from provincial government departments to district and local municipalities, paying attention to (1) the integration of the delegation of powers and functions, (2) the building the capacity of municipalities, and (3) the targeting and management of fiscal resources; and
- An integrated human resource development strategy that pays particular attention to skills-development initiatives that address the income and asset base of the poor, while addressing the longer term skills needs that will make the Eastern Cape more competitive.

1.1.4 The Provincial Strategic Framework (PSF)

Taking its cue from the National MTSF, the Provincial Strategic Framework is a high level medium term strategic framework that seeks to respond to the challenges of translating the electoral mandate into an effective and targeted government delivery programme. As such, the framework seeks to put the province on a sustained higher growth trajectory by the end of the mandate period with (1) an expanded and more diversified economic base, (2) the 2004-unemployment and poverty figures halved, and (3) greater equity and social cohesion. In order to do so, the framework has identified eight Provincial Strategic Priorities:

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

The following table (**Table 2**) provides an indication of the ways in which the Local Government Key Performance Areas (KPA) and national and provincial development priorities are aligned:

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

Local Government KPA: Basic Service Delivery and Infrastructure Development.		
National Priorities	Provincial Priorities	Outcomes
Improving health profile of the nation.	Improving the health profile of the province.	An efficient, competitive and responsive economic infrastructure network.
Comprehensive rural	Rural development, land	

development strategy linked to land and agrarian reform & food security. A massive programme to build economic & social infrastructure; Sustainable resource management and use.	and agrarian transformation, and food security. A massive programme to build social and economic and infrastructure. Building a Developmental State.	A long and healthy life for all South Africans. Sustainable human settlements and improved quality of household life. Protected and enhanced environmental assets and natural resources.
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Local Government KPA: Local Economic Development

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

Local Government KPA: Good Governance and Public Participation

National Priorities	Provincial Priorities	Outcomes
Intensifying the fight against crime and corruption. Building cohesive, caring and sustainable communities.	Intensifying the fight against crime and corruption. Building cohesive and sustainable communities. Building a Developmental State inter alia by improving	Vibrant, equitable, sustainable rural communities contributing towards food security for all. A responsive, accountable,

Pursuing African advancement and enhanced international cooperation. Building a Developmental State inter alia by improving public services and strengthening democratic institutions.	public services and strengthening democratic institutions.	effective and efficient local government system. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenry. A better South Africa, better Africa and a better world.
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Local Government KPA: Municipal Transformation and Institutional Development

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

Local Government KPA: Municipal Financial Viability and Management

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

1.1.5 Back to Basics Programme

The core services that KSD Municipality endeavors its dynamism in aligning itself with the back-basics principles to ensure provision of- clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights.

KSD Municipality in drafting its IDP has aligned itself with programmes and principles contained in the Back-Basics adopted by Council of the municipality which is concomitant with the following connotation;

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

- ***Put people and their concerns first and ensure constant contact with communities through effective public participation platforms.***
- ***This is the essence of our 'back to basics' approach.***
- ***Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this.***
- ***Be well governed and demonstrate good governance and administration – cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability***
- ***Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities***
- ***Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.***

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

- ***Public Participation and Governance:*** *the Council structures as well as participation policy (page 134- 138)*
- ***Service Delivery:*** *the service delivery elements are found:*
 - *Roads infrastructure, pages 98, 102, 188, 473-475*
 - *Urban electricity Pages from 315-371*
 - *Eskom Electrification Programme, page 485*
 - *Waste removal – pages 126 (Presidential Intervention 476-480)*
 - *Water and Sanitation are found under Presidential Intervention and O. R. Tambo District Municipality Projects, pages 476-480 and*
- ***Financial Planning:*** *all financial matters are dealt with from pages 329-471*

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

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

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

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

- A collapse in core municipal infrastructure services in some communities, resulting in services either not being provided at all, or provided at unacceptably low levels.

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

1.1.6 Local Government Turn-around Strategy

The IDP acknowledges the immediate support through an implementation agreement with NCU of the Rapid Response Teams known as 'Fire Fighters' in case of serious governance and service delivery failure. The Rapid Response interventions can be activated directly through requests from municipalities or Provinces, or by the Minister for Cooperative Governance and Traditional Affairs (CoGTA). The table below depicts the establishment phase within CoGTA and predicted time frames for implementation.

1.1.7 IDP Sector Plans & Strategies

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

Plan	Description	Year of Council Adoption	Last Review
LED Strategy inclusive of SMME Development Strategic	Sets sectoral priorities and catalytic projects to be initiated	2013	Reviewed

Framework	Capacitate SMMEs Create a business case for SMMEs		
Tourism Master Plan	Market & promote tourism	2010	
Employment Equity Plan	Ensure/ achieve quality in the work place	2010	2010
Workplace Skills Plan	Enhance skills of employees and Councillors and to respond / achieve development plans in the IDP	2009	
Plan	Description	Year of Council Adoption	Last Review
Succession Plan/ Strategy	To respond to the key positions that assist in fast-tracking service delivery	2011 The key positions are presently identified through the Placement which is aligned to the newly approved Organogram	
Human Resources Strategy/ Plan	To respond to the long-term development plan of the IDP	2010	Under review
Draft Organisational Performance	Manage and monitor the performance of the Municipality	Draft	Under review

Management System (OPMS)			
Performance Management System (PMS)	There is currently a performance management framework which was approved. The development of PMS is at planning stage to cover the whole institution. Currently, the available PMS applies to section 57 Managers and fixed contract employees	Under planning stage for all employees.	
Plan	Description	Year of Council Adoption	Last Review
Integrated Waste Management Plan	To improve waste management services and to comply with the legislation	2008	May 2013
Environmental Management Plan	To address environmental issues & to comply with relevant legislation & Master Plan	Draft- Not yet adopted	
Spatial Development Framework	To guide planning for zoning of land in respect of business centres & residential	2008	May 2013

	areas		
Housing Sector Plan 2011-16	To facilitate & respond effectively in the allocation of limited resources Provide format & method of prioritizing housing projects & co-ordinate housing development as well as effective subsidy budgeting Understanding of spatial limitations	2011	May 2013

Borrowing policy	To guide and set parameters on the borrowings of the municipality	March 2015	May 2015
Budget adjustment policy	To ensure that KSD Municipality continues to deliver on its core mandate and achieve its developmental goals, mid-year review and adjustment budget process will be used to ensure that under-performing functions are identified and funds re-directed to performing functions. (In line with the MFMA)	March 2015	May 2015
Credit control policy	To revise and implement credit controls	March 2015	May 2015
Indigent policy	To create database for indigent policies support	March 2015	May 2015
Tariff policy	To regulate the setting of tariffs by the municipality	March 2015	May 2015
Property rates policy	To regulate the setting up of the property rates	March 2015	May 2015
Supply Chain management policy		March 2015	May 2015
Fleet Management Policy	To manage and apply measures to control the fleet of the institution	March 2015	May 2015
Irregular and wasteful and unauthorised expenditure policy	To avoid irregular, wasteful and unauthorised expenditure	March 2015	May 2015
Write-off policy		March 2015	May 2015

1.1.8 KSD By-Laws and Policies

Policy	Description	Year of Council Adoption	Last Review
Financial policies			
Virement policy	To guide the movement of funds between votes	March 2015	May 2015
Asset Management policy	To set guidelines on management, maintenance of municipal assets	March 2015	May 2015
Cash management & investment of funds policy	To guide the management of cash and investment of funds	March 2015	May 2015

Human Resources Policies			
HR. Policy	Promote quality human resources relations	2008	2015
Succession planning & career pathing policy	To train and develop the employees to the extent that he/she is able to reach the level of seniority. To wish he/she aspires and to able to competently undertake the duties attached to that post / level	2010	2015
Skills development policy	To align the development of employee skills with the strategic objectives of the municipality	2010	2013
Sexual Harassment policy	To ensure compliance with the constitution, relevant labour legislation and in particular the Employment Equity Act 1998, and the Labour Relations Act 1995 and prevent unfair discrimination on grounds of sex or gender within the municipality.	2010	2013
ABET Policy	To provide employees with the basic foundation for lifelong learning and to develop their full potential	2010	2013
Dress code policy	To enable KSD employees to project the professional image that is in keeping with the need of the municipality's clients and customers to trust the municipality and its employees.	2010	
Staff placement policy	To give effect to the pursuit of reorganization process of the municipality in response to its changing operational	2010	

	requirements.		
Workplace HIV/AIDS Policy	To combat the spread of HIV/AIDS and act against the scourge or Stigma of HIV/AIDS	2010	
Occupational Health and Safety policy	To prevent injuries and illness of municipal staff, councillors, visitors, and provide and provide effective rehabilitation and support to those whose health has been affected by their work. Ensure prompt, fair and equitable management and resolution of workers compensation claims.	2010	
KSD Induction policy	To facilitate an easy and smooth entry process into its work environment the policy is aimed an engendering positive results for new and or repositioned employees	2010	
Internal Bursary policy	To encourage employees to improve their knowledge and qualifications in line with the strategic direction of the municipality.	2010	
Information security management policy (Draft)	To ensure data protection and privacy of personal information; Safeguarding or organizational records as well as intellectual property rights.	2010	
KSD Leadership & management development policy	To ensure that managers' confidence is enhanced with a greater consciousness of their own competence and self-certification in their achievements	2010	
Employee assistance programme policy (not yet approved)	To provide free short-term counseling assistance to employees experiences	2010	

	personal difficulties at work or at home.		
KSD Staff skills attraction & retention policy	To assist the municipality and its senior and line managers to effectively retain their staff by providing information, guidelines and direction on staff retention and some possible retention techniques. To prevent the loss of competent staff from the municipality this could have an adverse effect on service delivery.	2010	
Study & examination policy	To provide support for employees who are pursuing their studies	2010	
KSD Coaching policy	To build personal and team morale and foster partnership where employees feel like they are contributing to the success of the organization.	2010	
Other policies & Bylaws			
Nuisance, street trading, livestock & marketing & advertising By-laws	To improve compliance & law enforcement not yet adopted	2009	
By-laws related to Parks, Public Open Spaces, natural Resources & Amenities	To enhance tourism & environmental management	2009	
Liquor Trading hours By-laws	To manage liquor trading hours & ensure law enforcement	2009	

Informal trading policy & street trading By-Laws	To formalize & regulate informal trading	2013	Under review
Waste management By-laws	To improve waste management services and to comply with the legislation	Not adopted yet	May 2013
Municipal Health By-laws	To enhance clean environment & better health for all. For compliance issues	2009	
Gender Empowerment	Mainstreaming of Gender Programmes	2011	Under review
Community related HIV/AIDS Policy	Sets how the municipality co-ordinates HIV/AIDS related initiatives & campaigns	2009	
King Sabata Dalindyebo Municipality Administration of Council's Immoveable Property By-Laws	Guides and regulate the management of municipal immovable properties	2013	
Encroachment on Municipal Property By-Laws	Regulate and impeding the violation of municipal properties	2013	
Electricity supply By-Laws	To regulate electricity supply and discourage abuse of	2013	Under review

	electric power supply		
Roads and Traffic By-Laws	To regulate and control traffic use on the roads	2013	
Control of Temporary Advertisement By-Laws	To stop illegal advertising and placing of advertisement in none designated municipal places	2013	
Advertising Signs and the Disfigurement of the Fronts or Frontages of street By-Laws		2013	

1.2 IDP PROCESS OVERVIEW

Section 25 of the Municipal Systems Act, 2000, requires of each Municipal Council to prepare and adopt an IDP. Section 35 of the Act defines this legally-mandated IDP as the principal strategic municipal planning document, which must guide all other plans, strategies and resource allocation, investment and management decisions in the municipality. Section 36 of the Act stipulates that a municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with the plan. This document represents the IDP of the term of Council which started from 2011-2016

1.2.1 IDP Process Plan

The IDP process plan of the King Sabata Dalindyebo was adopted by the council on the 30th September 2015.

The Integrated Development Plan (IDP) and Budget Formulation process is a means through which the municipalities prepare their strategic development plans for a five-year period. An IDP is one of the key instruments for local government to cope with its new developmental role. It facilitates decision-making on issues such as municipal budgets, land use planning and management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In order to ensure certain minimum quality standards of the IDP and Budget review process, and proper coordination between, and within spheres of government, municipalities need to prepare IDP Review and Budget Formulation Process Plan (Process Plan). The Process Plans must include the following:

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

The Process Plan must also be set out in writing, and requires the adoption by Council. Since it is the first Council, it is critical that the previous Five Year Performance Report be presented to the communities as part of the IDP Review process.

1.2.2 Organisational Arrangements

The Executive Mayor and the Municipal Manager are responsible for managing and drafting the municipality's IDP, a range of other role-players were also involved in the process. **Table 3** below sets out the roles and responsibilities of these role-players:

ROLE PLAYER	ROLES AND RESPONSIBILITIES
COUNCIL	<ul style="list-style-type: none"> Approve and adopt the process and framework plans as well as the IDP. Monitor the implementation and approve any amendments of the plan when necessary.
EXECUTIVE MAYOR	<ul style="list-style-type: none"> Overall management, coordination and monitoring of the process and drafting of the IDP, which she assigns to the municipal manager. Presents draft framework and process plans to council for adoption. Political coordination and management of the resulting implementation programme. Presents draft reviewed IDP to the Municipal Council for approval and adoption.
IDP REPRESENTATIVE FORUM	<ul style="list-style-type: none"> Provides an organisational mechanism for discussion, negotiation and decision-making between stakeholders. Represents the interests of their constituencies in the IDP review process. Monitors the performance of the planning and implementation process.

MUNICIPAL MANAGER	<ul style="list-style-type: none"> Manages and coordinates the entire IDP process, as assigned by the Executive Mayor. Facilitates the horizontal and vertical alignment of the District IDP preparation and review process. Chairs the IDP steering committee. Coordinates the IDP with national and provincial government department initiatives to ensure proper alignment of programme.
IDP STEERING COMMITTEE	<ul style="list-style-type: none"> Provides technical and advisory support in the IDP development process. Monitors and evaluates effective management of IDP. Ensures strategic management of the implementation programme. Monitors programme expenditure against budget. Commissions research studies and business plans for projects.
IDP CO-ORDINATORS FORUM	<ul style="list-style-type: none"> Ensures alignment between the IDPs of the District Municipality and between Local Municipalities in the district. Ensures alignment (through the Provincial Department of Local Government as official point of entry) between municipalities in the O R Tambo District and Provincial Government and National Government line departments as

	and where relevant.
PROVINCIAL GOVERNMENT DEPARTMENTS	<ul style="list-style-type: none"> ▪ Ensure that sector plans are aligned with and are part of the Municipality's IDP. ▪ Prepare their plans, strategies and budgets guided by and in support of the IDP prepared by the Municipalities. .
SECTOR FORUMS	<ul style="list-style-type: none"> ▪ Ensure that each sector's input is incorporated in the IDP. ▪ Develop sector strategies and programme for the next five years with all the relevant role-players.

1.2.3 Process Followed

The table below outlines the process need to be followed in the development of the IDP:-Attach the 2016/17 Prior Plan

Activity	Date	Responsibility
Alignment of draft process plan and draft IDP Process framework with O R Tambo district municipality	July 2015	GM: Mayor's Office / IDP & PMS Manager
Develop draft process plan IDP 2016/17 and timetable for the 2016/17/18 Budget	July 2015	GM: Budget & Accounting & GM: Mayor's Office
IDP, Budget and PMS Technical Committee to discuss Draft process plan & evaluation checklist	August 2015	Accounting Officer
IDP/Budget Steering Committee -to submit process plan and evaluation checklist	August 2015	GM: Mayor's Office/ GM: Budget and Accounting
IDP representative forum meeting- presentation of draft IDP ,budget and PMS process plan		GM: Mayor's Office & Chief Financial Officer

Activity	Date	Responsibility
Council consider IDP, Budget and PMS Process Plan 2016/17 for adoption	28 August 2015	Executive Mayor and Municipal Manager
Submission of IDP and PMS Process Plan to OR Tambo DM and other spheres of government	September 2015	GM: Mayor's Office
IDP/Budget Framework Workshop	September 2015	GM: Mayor's Office & Chief Financial Officer
IDP, Budget and PMS Process Plan steering committee- discussion of situational gap analysis	September 2015	Executive Mayor
IDP, Budget & PMS Awareness campaign – "IDP September Month"	September 2015	All Directors
Ward to Ward IDP, Budget and PMS Outreach Programme – Needs Analysis and prioritisation	October –end November 2015	All Directors
IDP Representative Forum to present Draft situational analysis report	October 2015	Executive Mayor and Municipal Manager
IDP Representative forum – presentation of the situational analysis and workshop on key issues and strategies and objectives.	October 2015	GM: Compliance
Submission of Performance reports and performance information of the first quarter to Council	October 2015	GM: Compliance
IDP, Budget and PMS Steering Committee – Presentation and discussion on: <ul style="list-style-type: none"> • Development of Strategies and Objectives • Project identification 	October 2015	GM: Compliance
Discuss Draft audit report from the Auditor-General for the 2014/2015 financial statements	November 2015	All Directors
Representative Forum Meeting – Presentation of Strategies and Objections and Identification of Projects	November 2015	GM: Compliance and All Directors

Activity	Date	Responsibility
Technical Committee meeting to Review three year capital budget and Operating projects	December 2015	GM: Compliance
Steering Committee meeting – Finalize projects identification	December 2015	Municipal Manager
IDP, Budget and PMS Steering Committee- Integration and alignment of Budget, Programmes and projects	January 2016	GM: Compliance and GM: Budget and Accounting
Special Council Meeting – Table in to the Council an annual report, the audit report for 2014/2015, and Mid –year report 2015/2016	January 2016	GM: Compliance and GM: Budget and Accounting
Budget adjustment Consultation Process begins	February 2016	GM: Compliance and GM: Budget and Accounting
IDP, Budget and PMS Steering Committee - To discuss the and Finalize the Draft MTREF Budget and 1st Adjustment Budget as well as presentation of the daft IDP	February 2016	GM: Compliance and GM: Budget and Accounting
IDP Rep Forum - Presentation of Reviewed first draft IDP, PMS review and Budget 2016/ 17 review	February 2016	GM: Compliance
Submit 2016/ 17 First Draft Budget to IDP, Budget and PMS Steering Committee- consider comments of the public and MEC preliminary report	March 2016	Executive Mayor
Submission of the Draft IDP/ Budget and related plans and policies to members of Council to be ready for Council approval	March 2016	Executive Mayor and Municipal Manger
Approval of Electricity Tariffs by NERSA	March 2016	GM: Compliance
Council adopts First Draft 2016/17 review IDP, and PMS Review for 2016/2017	March 2016	GM: Compliance and All Directors

Activity	Date	Responsibility
Budget IDP Review 2016/17 advertised for public comments, Public Meetings & Consultation	April 2016	
IDP/Budget road shows- present draft IDP, PMS Review 2016/ 17 and Budget to solicit comments from members of the community	April 2016	GM: Compliance, Executive Mayor and All Councillors
IDP Rep. Forum - discuss MEC and Public comments of the first draft IDP , PMS 2016/17	May 2016	Director corporate services and IDP/PMS Manager
Council consider adoption of Final Draft IDP, PMS 2016/17	End May 2016	GM: Compliance
Preparation of draft Service Delivery and Budget Implementation Plan for the financial year ending June 2016	June 2016	GM: Compliance
MTREF Budget, Budget related policies, annual report published on Council website.	June 2016	GM: Compliance
Annual Budget Reports to National & Provincial Treasury.	June 2016	Executive Mayor and Municipal Manager

1.2.4 Measures and Procedures for Public Participation

The IDP Representative Forum is the main organizational mechanism for discussion, negotiation and decision-making by stakeholders in the municipal area. The forum includes:

- Councillors, Ward Committees, Community Development Workers, Municipal Manager;
- Representatives of organised role-playing groups and NGOs in the Local area;
- Senior officials from national and provincial government departments; and
- Municipal Heads of Departments.

The forum held a number of meetings and conducted Consultative Road shows throughout the thirty-five (35) wards of the Municipality.

1.2.5 Consideration of MEC Comments on 2015/16 IDP

The MEC has congratulated the municipality for developing a credible IDP. It has also been noted with delight that the municipality has retained a **HIGH** rating for the 2015/16 assessment with all KPA's being rated as HIGH. However the following issues which affect municipalities in the IDP process were highlighted:-

1. Some shortcomings or gaps in some Key Performance Areas as were identified during the previous assessments have not been dealt with as advised or recommended. It is therefore suggested that the integrated development planning process be prioritized by Section 56 Managers and Portfolio Committees in their oversight responsibility to ensure that quality information is provided.

It is recommended that the IDP Manager or officer be attached to the office of the Municipal Manager in local municipalities where there are no Strategic Managers to enable the effective coordinates of s56 Managers' participation in the IDP processes. Managers must be accountable for the quality of information in their respective Key Performance Areas. Likewise, the oversight responsibility by our colleagues serving in the portfolio committees **MUST** IDP Progress Monitoring per IDP Phase as well as the quality of information put forward in line with what is entailed in the IDP Assessment Report. There **MUST** be also a clear synergy of issues raised in the Situational

2. Analysis, Objectives, Strategies, Priorities and Projects to ensure that your IDP responds directly to the defined needs of communities.
3. A brief overview of what has been achieved in the implementation of the previous IDP challenges and suggested remedial measures need to be provided in the situational analysis report.
4. The issue of Sector Departmental participation continues to remain a challenge. Municipalities must clearly state what their requirements are from each Sector Department in order to enable Departments to prepare themselves for meaningful

participation in IDP processes via the established fora. It is equally important to issue invites in good time to Sector Departments to enable them to prepare required information and logistics. The commitment of all the managers IDP processes cannot be over emphasized.

5. It is clear that out of frustration some municipalities tend to opt for one engagements with Sector Departments owing to their lack of commitment to defined clusters and IDP Representatives Fora but the Predicament in this approach is that no single department can succeed on matters of service delivery without the participation of others in an integrated manner in order to complement each other's efforts. We must therefore promote an integrated support and implementation approach in order to make the necessary delivery impact on our communities.
6. It is important to indicate the project life cycle, budget allocated and responsible institution in the project Register for performance management, monitoring and evaluation. Whilst other provincial departments have indicated their projects commitments in 2016/17 Reviewed IDP, It has been noted that the following Departments did not indicate project commitments:
 - South African Police Services (SAPS)
 - Department of Agriculture, Forestry and Fisheries (DAFF)
 - Department of Labour (DoL)
 - Department of Arts, Culture and Recreation (DSRAC)
8. The provisions of our Constitution and Chapter 4 of the Municipal System Act, 32 of 2000 as amended put communities at the centre of the government processes. It is on this basis that thorough development of Ward Based Plans as the building blocks towards the development of a credible and legitimate municipal Integrated Development Plan is essential.
9. In the next IDP process, cognizance must be taken of government instruments like your Municipal Turn – Around Strategy, Outcomes based approach and Service Delivery Agreements, which should be mainstreamed into and labelled as such in the IDPs.

10. It is equally important colleagues that cognizance is taken of all powers and functions that are performed by your municipalities as well as any Services Level Agreement and Memorandum of Understanding that exists. This will assist your municipality to avoid planning for un-mandated functions

11. The importance of adhering to the process of legislated time-frames regarding the commencement and completion of the IDP process with all phases thoroughly dealt with cannot be overemphasized.

Methodology

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

KPA	RATING 2008/09	RATING 2009/10	RATING 2010/11	RATING 2011/12	RATING 2012/13	RATING 2013/14	RATING 2014/15	RATING 2015/16
Spatial Development Framework	Low	Medium	High	High	Medium	High	High	High
Service Delivery	Medium	Medium	Medium	High	Medium	High	High	High
Financial Viability	High	High	Low	High	High	High	High	High
Local Economic Development	Medium	Medium	Medium	High	Medium	High	High	High
Good Governance & Public Participation	Medium	Low	Medium	High	High	High	High	High
Institutional Arrangements	Medium	Low	Low	Medium	Low	High	High	High
Overall Rating	Medium	Medium	Medium	High	Medium	High	High	High

Table: Comments by the MEC for the Department of Local Government and Traditional Affairs and the Response by the KSD Municipality (2008/2009- 2015/16)

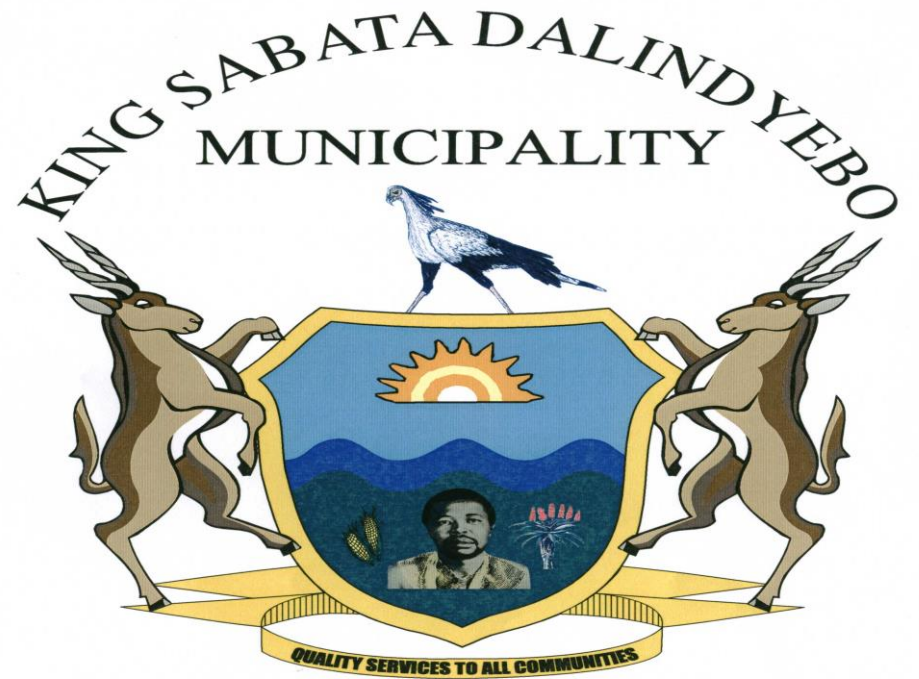
1.2.6 IDP Assessment Action Plan 2013/14 -2014-15- 2015/16

KPA	Key Issues	Corrective measure	Responsibility
Institutional Arrangement & Transformation	<ul style="list-style-type: none"> HR Plan Skills Development Plan Organogram 	<ul style="list-style-type: none"> Indication & of production of a proof of HR Plan Indication of Skills development Plan Put in Organogram 	Director: Corporate Services
SDF	<ul style="list-style-type: none"> Brief explanation of SDF Reviewal of SDF 	<ul style="list-style-type: none"> Brief description on SDF Reviewal of SDF 	Director: Human Settlement
Local Economic Development	<ul style="list-style-type: none"> Poverty alleviation programmes Budget for SMME and creation of employment opportunities 	<ul style="list-style-type: none"> Poverty Alleviation strategy Creation opportunities for job creation 	Director: Social & Economic Development
Good Governance	<ul style="list-style-type: none"> Proper location of IDP Unit 	<ul style="list-style-type: none"> To revise Organogram to put IDP unit under Municipal Manager's Office 	Municipal Manager

1.2.7 Powers and functions

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

CHAPTER 2: SITUATIONAL ANALYSIS



2 LOCALITY

King Sabata Dalindyebo Local Municipality is a local municipality situated in the District of OR Tambo District Municipality in the inland of Eastern Cape Province in Republic of South Africa.

The King Sabata Dalindyebo Local Municipality was established before the 2000 local government elections when the Mthatha and Mqanduli transitional and rural areas were merged. The municipality was named after King Sabata Dalindyebo because he was seen as a unifying figure to the people of both Mthatha and Mqanduli and was seen as a hero who fought for the freedom of South Africa. The King Sabata Dalindyebo municipality is having its main offices at the City of Mthatha and its satellite offices are located at Mqanduli.

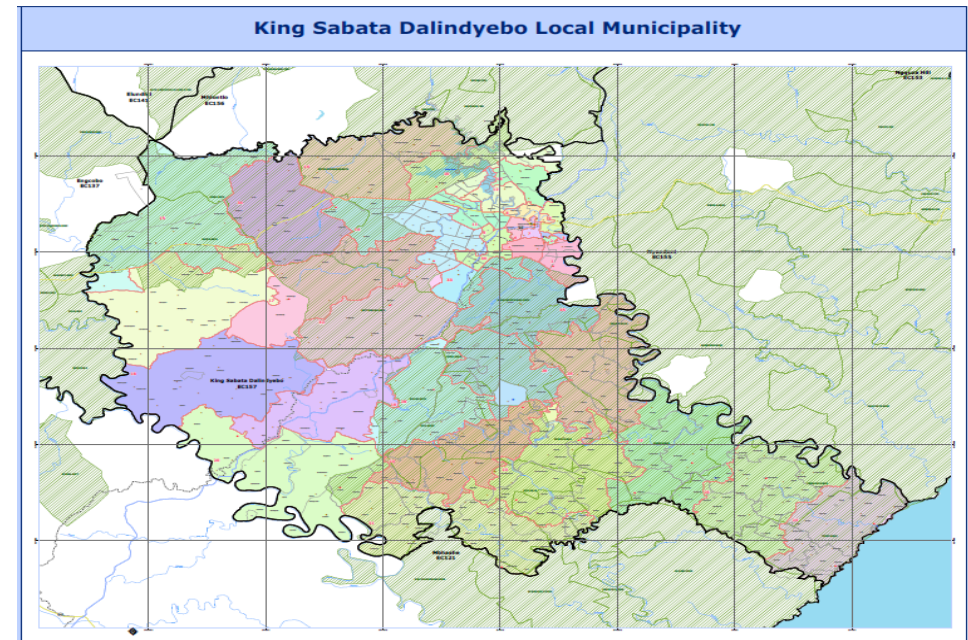
The municipality comprises two magisterial areas, viz. Mthatha and Mqanduli and their surrounding rural areas. The municipality is largely rural in character with the urban areas concentrated around the towns. It is 3 028 km² in extent and had a population of 444 832 persons in 2007, which rose to 451 710 in 2011. The number of households in 2007 was 93 382, and this increased to 95 382 in 2011. The major economic activities in the municipality are forestry and agriculture, although agriculture is of more of a subsistence nature.

It is composed of a range of settlement forms and land uses, namely, urban areas, rural settlements, privately owned farms and small holdings. Neighboring local municipalities (LM) are Nyandeni LM to the North-east, Mhlontlo LM to the North, Engcobo LM to the West, and Mbhashe LM to the South

The Municipality covers an area of 3027 square kilometers and currently has 35 wards as against 32 prior 2011 Local Government accommodating an estimated population of 451 710 people in 105,240 households.

Map 1: The location of the KSD Municipality in the Eastern Cape Province and South Africa
Map2: depicts where KSD Municipality is depicted in the regional locality
Map3: depicts the KSD Locality
Map 4: depicts urban and rural wards within the KSD municipality

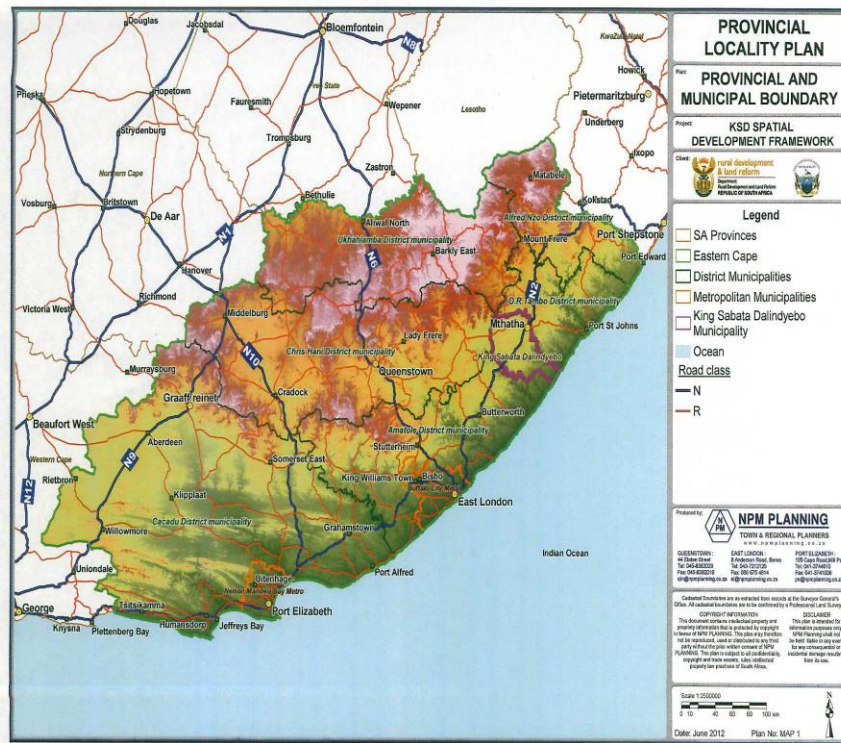
THE KSD LOCALITY MAP



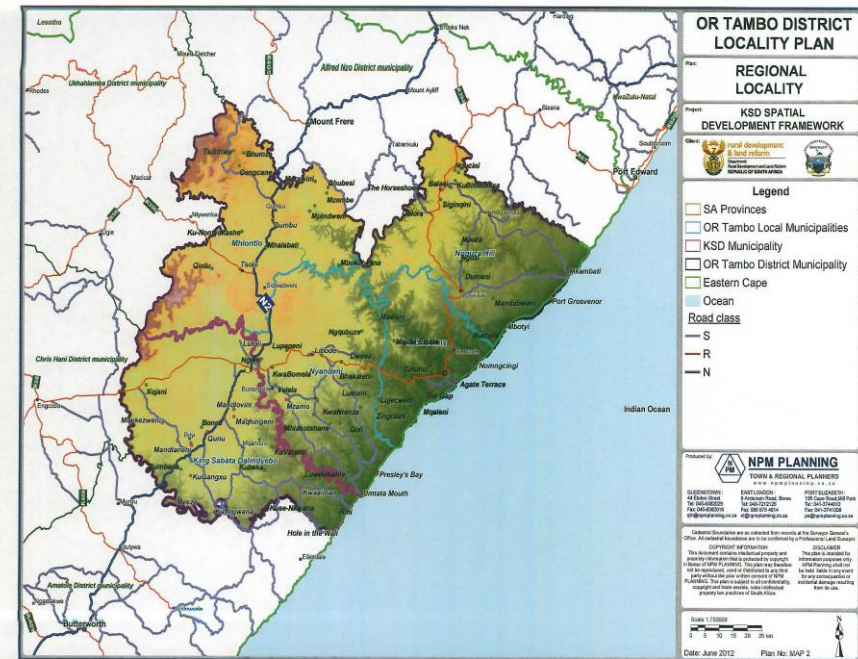
Map 1 - Source: Demarcation Board 2011

2.1 RURAL CHARACTER

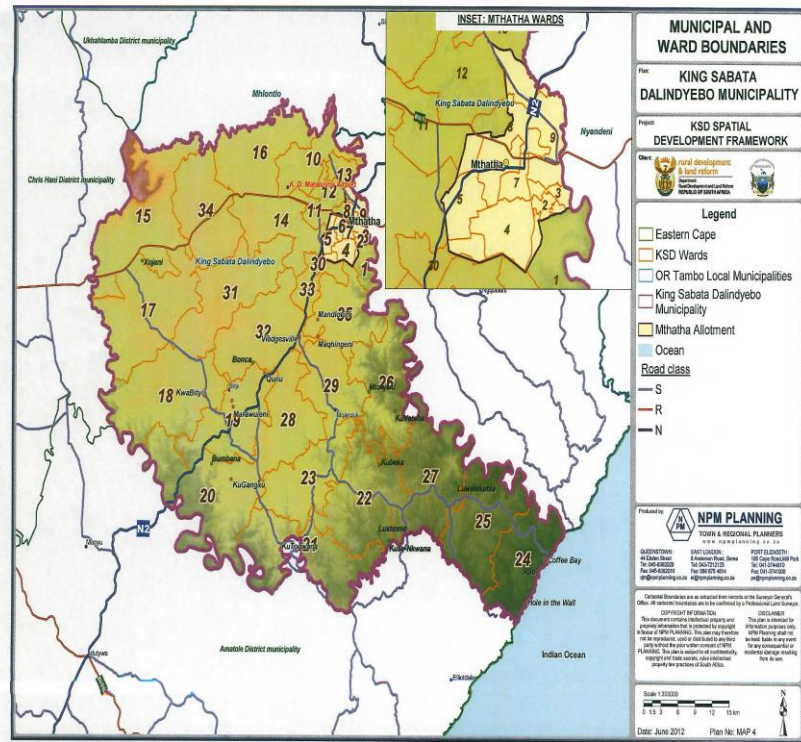
King Sabata Dalindyebo Local Municipality (KSDLM) is a municipality in the former Transkei Area which comprised 35 Wards and an additional ward created due to newly delimitation of wards and thus results to 36 wards dominated by rural settlements. The 36th ward is made up of part of ward 22, 25 and bigger portion of Ward 27. KSD is a vast Municipality covering a square kilometres of 3027 of the 12087 of the entire O.R. Tambo District.



Map 2 - Source: Demarcation Board 2011

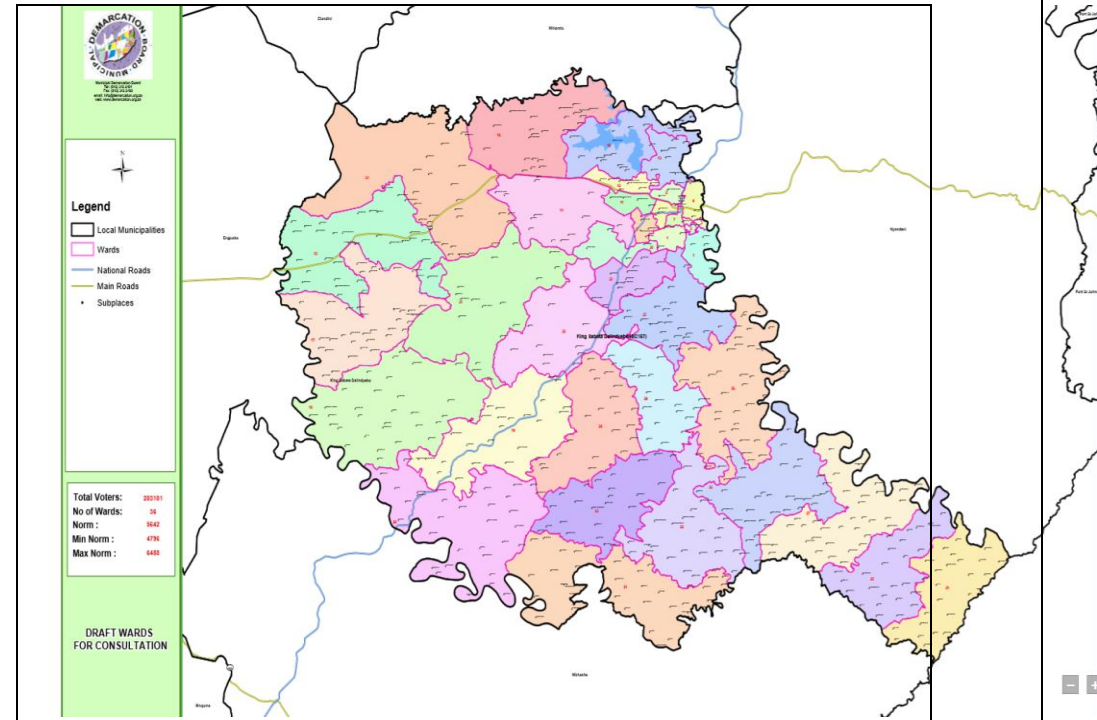


Map 3- Source: Demarcation Board 2011



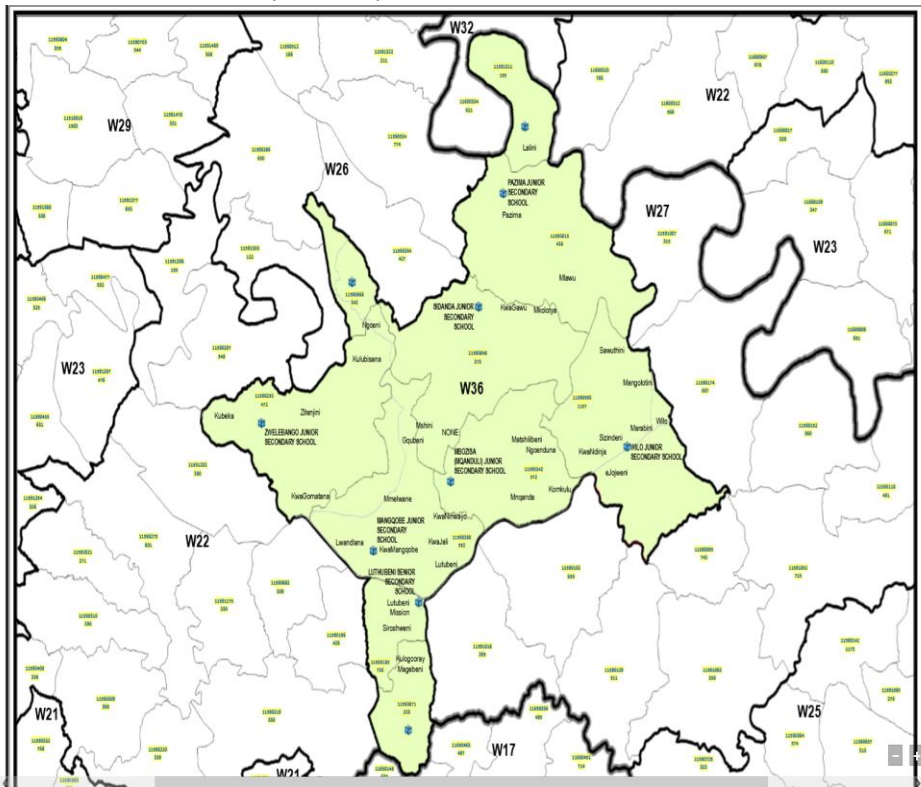
Map 4- Source: Demarcation Board 2011

2.1.1 DELIMITATION OF WARDS WITH NEWLY ESTABLISHED BOUNDARIES



Map 5- Source: Demarcation Board 2016

2.1.2 WARD 36 (new ward)



Map 6- Source: Demarcation Board 2016

2.1.3 OVERVIEW OF THE KING SABATA DALINDYEBO MUNICIPALITY

King Sabata Dalindyebo Local Municipality (KSDLM) is the economic hub of the District and the host to both the Local and District Municipality's Offices. Comprising two amalgamated entities, Mthatha and Mqanduli urban and rural magisterial areas. The municipality has both an urban and a rural character, including a prominent national urban settlement and regional economic hub, as well as dispersed village-type rural settlements.

In 2001, the KSDLM had a population of approximately 416 348 people and 89 697 households¹, translating into an average household size of 4 persons/household. This had increased dramatically to 451 710 people and 105 240 households in 2011. Census 2011 has also revealed that the unemployment rate has decreased and the education levels have increased thereby reducing dependency ratio by approximately 19.3%.

Mthatha is a major transport and regional service centre, dissected by the N2 running southwest to northeast through the town. As a gateway to a wide range of tourism offerings, Mthatha is a popular stop-over point on the way to tourist attractions like Coffee Bay and Hole-in-the-Wall in the KSDLM and Port St Johns and Mbotyi in neighbouring LMs. It is linked to East London by the Kei Rail, the municipality is also an economic home to two of the other economic activities in the District, viz. Forestry and Agriculture.

KSD municipality is largest contributor to the O.R. Tambo District Municipality economy. The GDP-R for King Sabata Dalindyebo Local Municipality was R12.1 billion in 2011. GVA for 2011 was R11.4 billion which was the highest at 70% of total GVA in O.R. Tambo District Municipality. The community services, trade and finance sectors were the largest sectors in terms of their contribution toward GVA for this municipality at 48%, 18% and 21% respectively. The total number of employed individuals was 55 700.

2.1.4 WARD BASED PLANNING AND INFORMATION SYSTEM

KSD Municipality has piloted ward based planning with the aim of developing ward based Plans which will feed onto the IDP. This exercise also assists in the creation of ward data profile. The statistical data of each ward and capturing of key priority issues has been conducted as the basis for Ward Based Plans

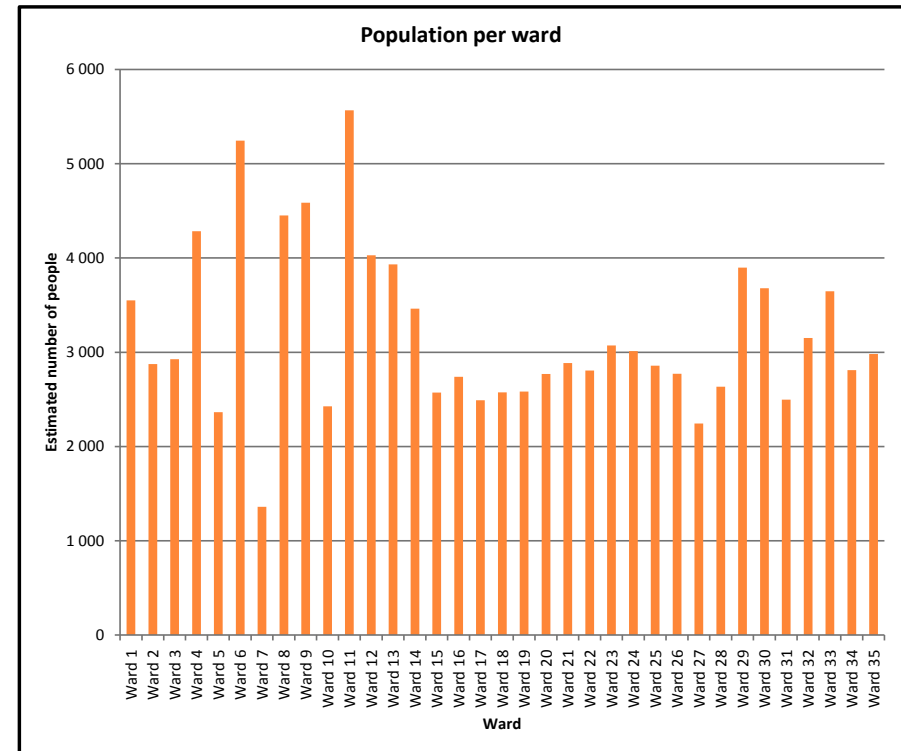
KSD Municipality in planning for its wards has conducted a study at ward level in order to get the population number of residents and current situation for each ward. Each ward had to engage its ward committees to assist in data collection, however, some wards could not

provide ward committees, particularly at Mqanduli which is composed of the following wards 20, 21, 22, 23, 24, 25, 26, 27, 28 and 29 to get data for their respective area.

In order to get the data from the aforementioned wards, the municipality used its officials being assisted by the Department of Local Government and Traditional Affairs in the Eastern Cape Province.

The draft ward profile of all the 35 wards has been developed and it forms annexures of this document.

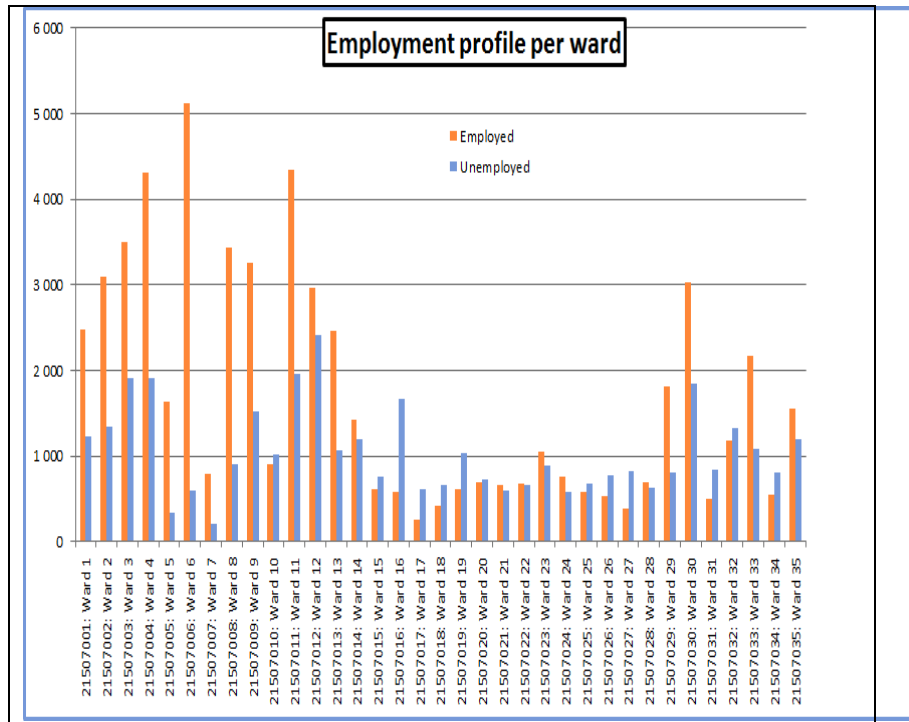
The diagram below depicts the population statistics for each ward, of which ward level (11) has got highest population of 5 567 people and ward seven (07) has got lowest population of 1 360 people. Therefore, KSD Municipality when crafting its vision and its strategies, objectives, plans and its prioritisation is informed by the statistics portrayed below:-



- Ward 11 highest population 5 567 people
- Ward lowest population 1 360

2.1.5 Ward Employment profile

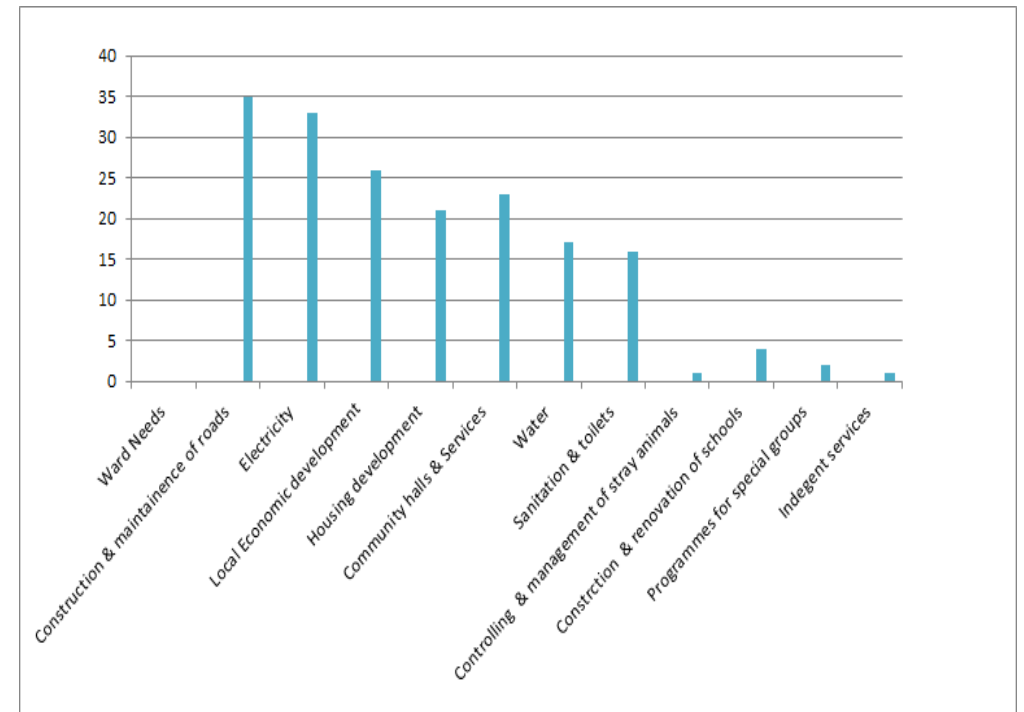
The graph below shows the employment rate for each ward



Employment Profile per ward Stats SA 2011

- Ward 6 - highest number of employed people (9%)
- Ward 17 has the least number of employed people
- High unemployment is significant in ward 16, 17, 18, 19, 26, 27, 31 and 32

2.1.6 Ward Service Backlogs



2.1.7 Ward Priority List 2016/17

Ward	Ward councillor	Ward priorities
1	Cllr Jijana	RDP Houses, Electricity, Roads , Multi-Purpose Centre Local Economic Development Proposed Silverton Mixed Use Development
2	Cllr Gcingca	Roads, Electricity , RDP House, LED Programmes Special Programmes
3	Cllr Ndelela	Roads Maintenance and paving, Street Names at Kwezi Extension, BNG Houses, Playing and Sports Ground. High Mast Lights.
4	Cllr Xhobani	Road Construction and Maintenance, Electricity Supply Water and Sanitation, Education-Multi-Purpose centre Housing Development
5	Cllr Nelani	Road maintainance, Electricity, Water and Sanitation, Public Safety, LED (Multi-Purpose centre).
6	Cllr Kwetana	Community Service/Street Name, Road Maintenance. Electricity (street Lights), Water & Sanitation, Public safety.
7	Cllr Ngcobo	Roads (King Edward RD & Chatham STR),High Mast Lights, Speed Humps/Robots, Zoning of land for business opportunities, Programmes for Youth, Development & elderly, Community Cleaning programmes e.g. Co-Op, Visible Police Patrols/Traffic Police
8	Cllr Maphekula	Roads, Electricity, Housing Development, LED & Youth Programmes, Water & Sanitation Concerning Issiues: Community Services & Safety Renovation and transformation of Norwood JSS
9	Cllr Luqhide	RDP Houses, Electricity, Roads, Hall & Clinics, Youth Dev. & LED
10	Cllr Budu	Roads, Water & sanitation, Electricity, RDP Houses, Community Halls
11	Cllr Menzelwa	Community Services, Roads(Speed Humps), Clinic RDP Houses, Agricultural Equipment
12	Cllr Momoza	Poverty Alleviation and Employment, Clinic at Slovo.

		RDP Houses, High Mast Lights, Crime Prevention/community police forum
13	Cllr Roji	RDP Houses, Road Maintenance, Community Hall, Sport Facilities, Electricity High Mast Lights
14	Cllr Nomvete	Roads, Water and Sanitation, Multi-Purpose Centre, Food Security, Local Economic development(agriculture) Agribank development at Tabase administrative area
15	Cllr Ngabayena	Road Maintainance, RDP Houses, Electricity, LED (farming & youth projects)
16	Cllr Gusana	Water & Sanitation, Electricity in New site, Agriculture & Fencing, RDP Houses, Roads & Maintenance
17	Cllr Mtirara	Water & Sanitation, Electricity in New site, Agriculture & Fencing, RDP Houses, Roads & Maintenance
18	Cllr Jafta	Roads, Water & Sanitation, RDP Houses, Electricity LED & Agriculture
19	Cllr Mazini	Water, Clinic , Electricity, RDP Houses, Roads
20	Cllr Gwadiso	Water and Sanitation, Roads, Closing Of Dangers, Community services (Playing Ground, Community Hall), Local Economic Development ,Including Human Settlements.
21	Cllr Mavukwana	Electricity, Maintenance, Indigent services, Public safety, Education
22	Cllr Marholoma	Electricity, Roads, Water, RDP Houses Local economic development and agriculture
23	Cllr Matiti	Electricity, Water and Sanitation, Roads, RDP Houses Local Economic Development and agriculture
24	Cllr Msakeni	Roads, RDP Houses, Electricity, Sanitation, Youth Development.
25	Cllr Fileyo	Roads, Electricity, RDP Houses, Clinics/Health, Local Economic Development
26	Cllr Mpemnyama	Roads, Electricity, Housing & Community Halls, Clinics, Agricultural Fencing
27	Cllr Nyoka	Housing , Water, Roads, Electricity, Agriculture & LED
28	Cllr Nqadolo	Roads, Water, Information Centre, Electricity, RDP Houses
29	Cllr Mtwana	Water, Roads Maintenance and construction, Community Services, Local Economic Development RDP Houses

30	Cllr Njemla	Electricity High mast lights, RDP Houses, Community hall, Clinic, Community Development
31	Cllr Zimela	Roads, Community services(community hall), Water and sanitation, Education, Local economic development
32	Cllr Mtirara	Water, Sanitation, RDP Houses, Sport Development Electricity
33	Cllr Mkhonto	Roads, Water, Local Economic development and Agriculture, Housing Development, Community services and public safety.
34	Cllr Xhentsa	Clinic, RDP Houses, Electricity, Local economic development(ploughing and fencing of agricultural fields), Youth Development Agribank development at Tabase administrative area
35	Cllr Kwaza	Road maintenance, Water & Sanitation, Electricity, RDP Houses, Agriculture & Farming. Dipping tanks

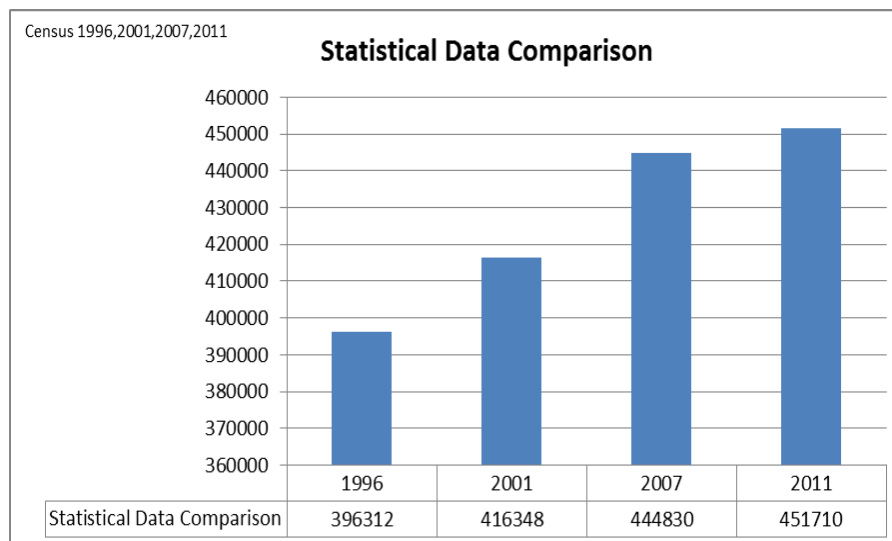
2.2 DEMOGRAPHICS AND SOCIO-ECONOMIC INDICATORS

2.2.2 Demographic Profile

	Ingquza Hill	PSJ	Nyandeni	Mhlontlo	KSD	O.R. Tambo District	EC
HOUSEHOLDS							
Census 2001	50206	28869	54365	43573	89697	266709	1481640
Census 2011	56213	31715	61647	43414	105240	298229	1687385
PERSONS							
Census 2001	254 483	146 965	274 420	202 849	416 347	1295145	6278651
Census 2011	278185	156063	290191	188070	451 710	1363518	6 562 053
HOUSEHOLD SIZE							
Census 2001	4.98	5.0	5.0	5.0	4.6	4.8	4.2
Census 2011	5.0	4.9	4.7	4.3	4.3	4.6	3.9

2.2.1 Demographic Trends

King Sabata Dalindyebo has an estimated population of about 451 710 people living in 105 240 households. This translates to a household average size of 4 people per household. Approximately 95% of households live in rural areas and village settlements. Therefore, King Sabata Dalindyebo is a rural municipality.



- Growth of 1.01% from 1996 to 2001
- Growth of 1.2%, from 2001 to 2007
- Growth of 0.9% 2007 to 2011
- Overall growth over past 0.5 years 12%

Table: Summary of Headline Demographic Data

2.2.3 Population Distribution

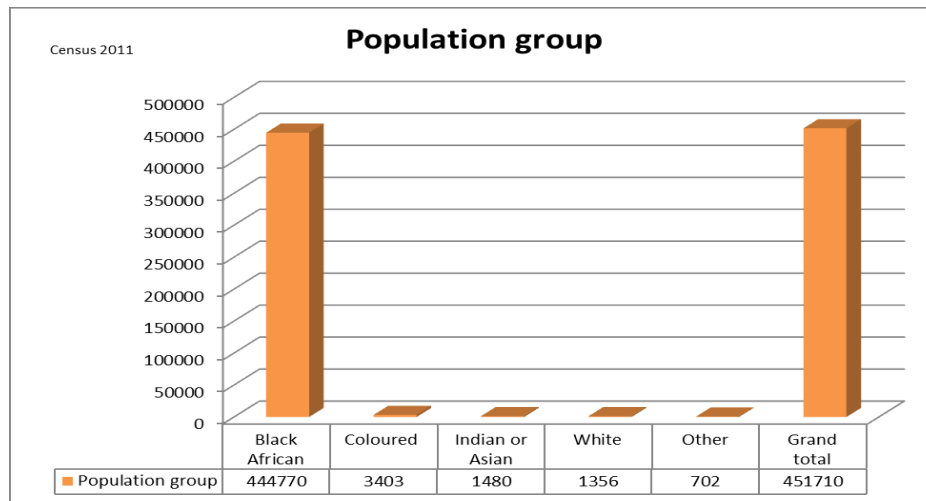
In 2011, there are 149.10 persons per square kilometer living in the King Sabata Dalindyebo Local Municipality. Comparing to the other local municipalities in the District KSD is much more densely populated as it accounts for 31% of the total population within O R Tambo District.

2.2.4 Population by Race, Gender and Age

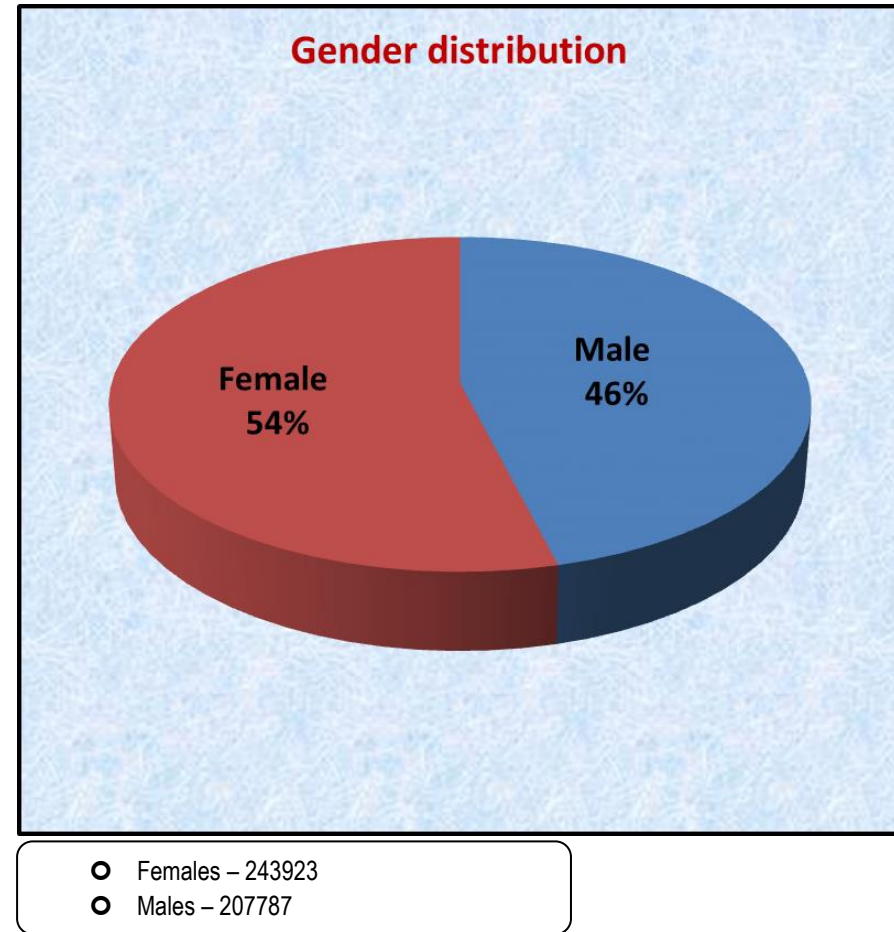
King Sabata Dalindyebo has a **very youthful population with 74% accounted for by people aged 01 to 35 years of age**. This also means that the majority of population are school going ages. Given this, it will be imperative for the municipality to prioritize youth and skills development programmes.

As shown in the table below, in 2011 the total population of the municipality was 451710 of which 444770 are Africans while Indians, Coloureds, and Whites comprise roughly 2%.

Population by Race, Gender and Age



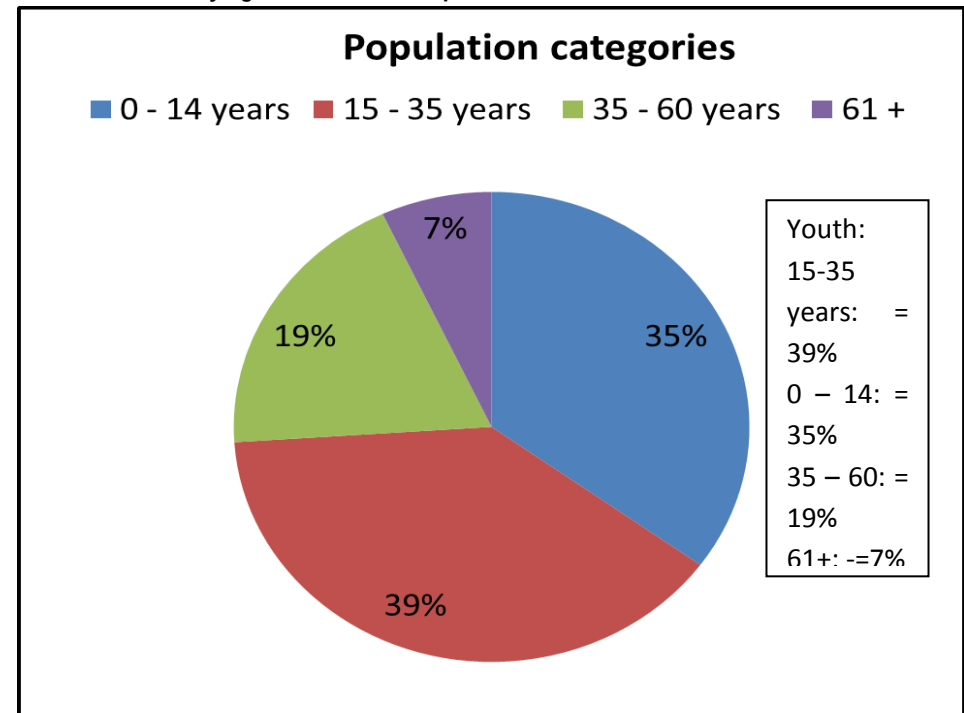
About 55% of population is female and 45% is male. This calls deliberate programmes of support to empower and engage women as one of the previously disadvantage grouping to play meaningful role in municipal and economic decision making processes



2.2.5 Gender distribution by age 2011 (source: Statistics South Africa Census 2011)

EC157: King Sabata Dalindyebo	MALE	FEMALE	TOTAL
0-4	27168	26792	53961
5-9	25770	25443	51213
10-14	27109	25745	52854
15-19	30240	31038	61279
20-24	22445	25476	47921
25-29	16315	19486	35801
30-34	11320	14662	25982
35-39	9248	13698	22946
40-44	7621	12011	19632
45-49	6789	10603	17392
50-54	6085	9817	15902
55-59	5226	7941	13167
60-64	4328	6391	10720
65-69	2703	3837	6540
70-74	2485	4446	6931
75-79	1410	2778	4188
80-84	1018	1981	2999
85+	671	1614	2284

2.2.6 Gender by age distribution comparison



2.2.7 Age Spread and Dependency Levels

The high numbers of young people in the KSD Municipality leads to high levels of dependency. In 2011, Census reports revealed that approximately 59.90% of the population in KSD municipality was 14 years of age and younger and 5.9% of the population was older than 65 years. The segment of the population in the King Sabata Dalindyebo area that could be economically active (15-64 years of age) was 59.90%, compared to other local municipalities within the O R Tambo Region. This is evident in all the local municipalities with the exception of KSD LM being the closest to the provincial figures.

Table 11: Dependency Levels in the King Sabata Dalindyebo Municipality (Census 2011)

Local Municipality	Population Numbers	% of population 15 – 64 years of age
King Sabata Dalindyebo	451, 710	59.90
Ingquza Hill	278,481	52.20
Mhlontlo	188,226	54.50
Nyandeni	290,390	54.00
Port St John's	156,136	51.80
OR Tambo District Municipality	1, 364,943	55.40
EC PROVINCE	6, 562 ,053	60.20

2.2.8 Life Expectancy (At Birth)

Though the distribution between male and female seems to be similar for the lower age groups, generally females tend to live longer and have a higher life expectancy, resulting in more females for the aggregate population.

TABLE : LIFE EXPECTANCY BY GENDER AND POPULATION GROUP (EC)

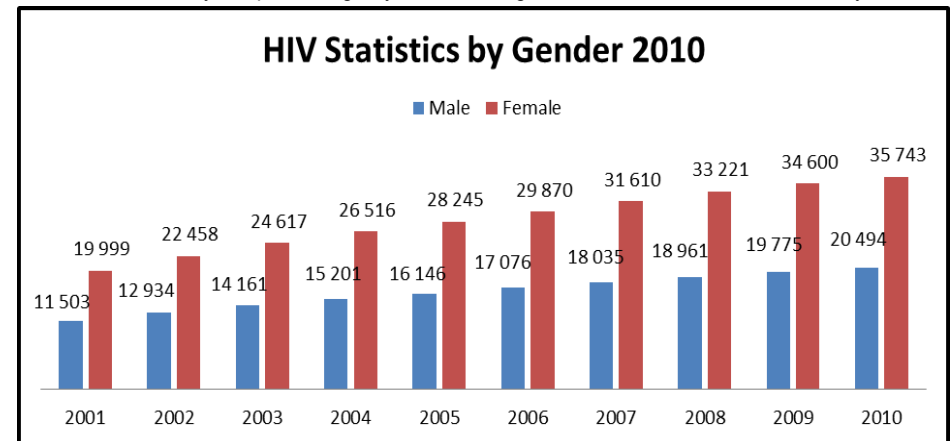
	2005	2006	2007	2008	2009	2010	2011
Male							
African	50.0	50.2	50.6	51.0	51.3	51.6	51.8
Coloured	57.3	57.2	57.2	57.3	57.3	57.3	57.2
Asian	63.4	63.5	63.7	63.8	64.0	64.1	64.2
White	68.8	68.8	68.8	68.9	69.0	69.0	69.0
Female							
African	53.5	53.4	53.9	54.6	55.2	55.6	56.0
Coloured	63.3	63.2	63.1	63.2	63.3	63.2	63.1
Asian	69.3	69.4	69.6	69.7	69.9	70.0	70.0
White	75.8	75.8	75.8	75.8	75.7	75.7	75.6

As seen in the table above, the life expectancy for African males is 51.8 years, while African females are expected to live to 56 years. The life expectancy of the African and

Asian population increased while that of the White and Coloured population remained almost constant for both males and females.

2.2.9 HIV+ and AIDS

There are many factors that affect and impact that the virus will have on population progression, namely; the adult HIV prevalence rates, speed at which the virus progresses, age distribution of the virus and the mother to child transmission and child treatment, adult treatment and finally the percentage by which having the virus will decrease total fertility.



The above chart reflects numbers of people living with HIV/AIDS by gender. Over the past 10 years, the number of females living with HIV/AIDS exceeds the number of males. The graph also shows that there has been an increase of infected people, each year from 2001 to 2010. The number of people living with HIV/AIDS in both males and females has increased by 8.6% from 2001 to 2010. The constant increase of percentage of people living with HIV/AIDS indicates that municipality, all sector partners and the community have to put more combined efforts in the fight against this disease. More HIV/AIDS awareness campaigns should to be conducted.

HIV/Aids impacts heavily on the ability of the economically active group to effectively play their respective roles in the economy. An analysis of available antenatal statistics reflects that over the past decade, HIV related deaths as shown in the figure below, have been on the rise.

Year	South Africa	Eastern Cape	O.R. Tambo District Municipality	Nguza Hill Local Municipality	Port St Johns Local Municipality	Nyandeni Local Municipality	Mhlontlo Local Municipality	King Sabata Dalindyebo Local Municipality
2005	4 347 562	563 849	120 928	22 929	12 496	25 814	17 788	41 901
2006	4 489 107	592 215	127 146	24 074	13 127	27 213	18 636	44 095
2007	4 588 712	613 499	131 710	24 921	13 587	28 245	19 237	45 721
2008	4 670 939	632 697	135 790	25 682	13 995	29 163	19 771	47 180
2009	4 739 444	649 219	139 248	26 332	14 339	29 938	20 219	48 420
2010	4 798 969	663 802	142 296	26 908	14 639	30 620	20 613	49 516
2011	4 849 858	676 587	144 930	27 408	14 895	31 206	20 950	50 470
Average annual growth rate 2005-2011	1.8%	3.1%	3.1%	3.0%	3.0%	3.2%	2.8%	3.2%
% of population 2011	10.8%	10.5%	11.2%	9.8%	9.5%	10.7%	11.1%	11.2%

Population source: Stats SA Population census 2011

As at 2011, the total number of people infected with HIV in KSD Municipality was of 50 470 which is 11.2% of the total number in the entire District was 144 930 in 2011. The number of people infected increased at an average annual rate of 3.2% between 2005 and 2011, and in 2011 represented 11.2% of the total O.R. Tambo District Population.

2.2.10 Population and Household Distribution

The King Sabata Dalindyebo (KSD) Municipality has the largest population in the district with 451 710 people and accounts for nearly 31% of the total district population. It also has the highest population density of 147 persons/ km². The next largest town in the district is Port St Johns, set on the eastern coast about 100 kilometres from Mthatha. In this municipality, the density is 126 persons/ km². In general, the last decade has witnessed sizeable migration from smaller to larger villages and towards villages located on the main roads in the district.

Table: Number and % Growth - Households – 2001 and 2011

Year	African	Other	Total
Number of households:			
2001	268 567	2 157	270 724
2011	294 832	3 397	298 229
Average annual growth rate:			
2001 - 2011	0.94%	4.65%	0.97%

Source: Stats SA Population census 2001 & 2011

2.2.10.1 Migration Patterns

Historically, during colonial and apartheid times, but also since, the District has experienced high migration levels (1) from the Local Municipality to other parts of the country, and (2) within the District, from rural to urban and Peri-urban areas. This migration, for mainly economic and life style reasons, has had an important impact on the nature of the economy and the flight for development in the Municipality.

Data of migration also suggests that migration is often more about getting access to services in an area where there is development than to get a job, which has huge implications for the financial viability of municipalities, especially so in urban areas like Mthatha.

2.3 DEVELOPMENT INDICATORS

In the Municipality the human development and poverty indicators demonstrate some highest levels and concentration of poverty in the Eastern Cape and in the country as a whole. Although the Human Development Indicator (HDI) indicates a slight improvement in the quality of life for people in the Local Municipality over the last decade, other poverty indicators point to an increase in poverty. Not only does this pose challenges to the development trajectory for the Local Municipality, but also pose critical challenges to

understand why the large infrastructure and other investments over the last 15 years has had such little developmental impact.

In comparison with other Local Municipalities in the District, the indicators show that KSDLM has the lowest levels of poverty with Mhlontlo LM generally being better off than the other LMs. However, within both of these areas, there are areas with levels of poverty as high as in the other LMs. Ingquza Hill and Port St. Johns LMs have the highest levels of poverty (see Table below).

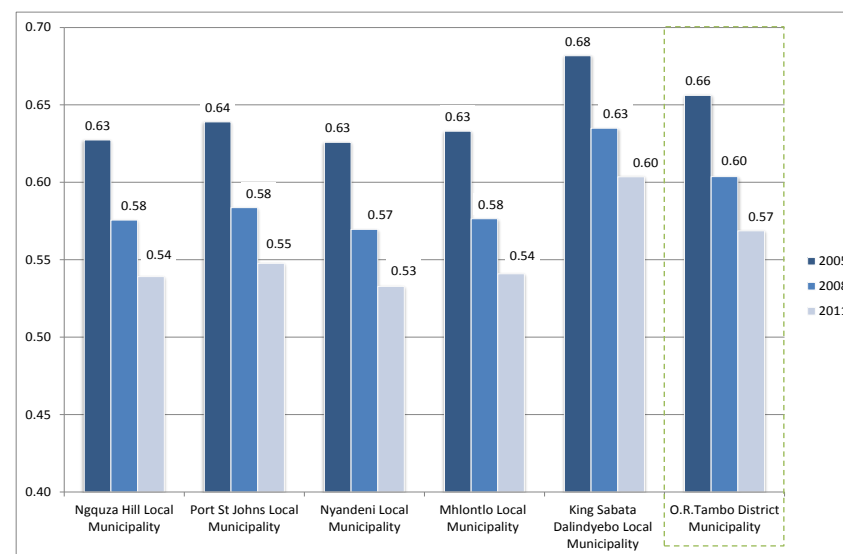
Table: Key Poverty Indicators (Global Insight 2011)

Local Municipality Name	GINI Coefficient	HDI	Literacy Rate	Poverty Levels
King Sabata Dalindyebo	0.62	0.47	61.9%	54.5%
Ingquza Hill	0.56	0.37	43.6%	68%
Mhlontlo	0.56	0.42	51.0%	54.0%
Nyandeni	0.56	0.39	48.3%	65.5%
Port St John's	0.57	0.36	37.9%	63.2%
ORTD – Total	0.59	0.51	51.6%	72.2%

2.3.1 Gini Coefficient

This indicator of inequality (see Figure 2 below) indicates that inequality is slightly lower in the District than in the EC Province and South Africa. In 2011, income inequality in Local Municipality was lower at 0.60 as compared to 2005 and 2008. Over time an improvement is noted on all regional levels were the Gini Coefficient declined reflecting a more equal distribution of income. Comparing the Local Municipalities' Gini coefficient, it is clear that the inequality in the distribution of income per municipality is improving. King Sabata Dalindyebo Local Municipality with the highest GVA and GDP also has the highest Gini coefficient

Table: Gini Coefficient of Local Municipality in the O.R. Tambo



2.3.2 Poverty rates

The percentage of people living below the poverty line has declined to 59% in 2008 from roughly 64% 13 years earlier. Similarly, the municipal HDI improved since 1995 to 0.48 in 2005 before slipping to 0.47 in 2008.

2.3.3 Human Development Index (HDI)

Comparing various LMs in the District, KSD has highest HDI which is 0.49 in the District and Port St Johns and Ingquza Hill LMs have the lowest HDI scores. It is important to better understand this and to establish whether this is as a result of more severe basic infrastructure backlogs and/or levels of grant take-up in these municipalities.

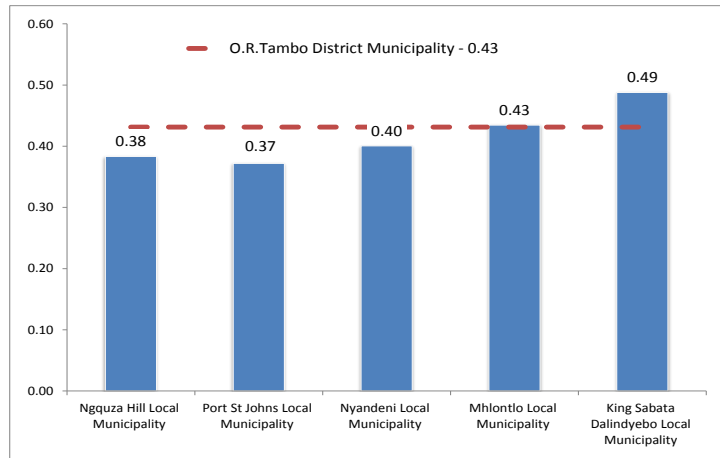
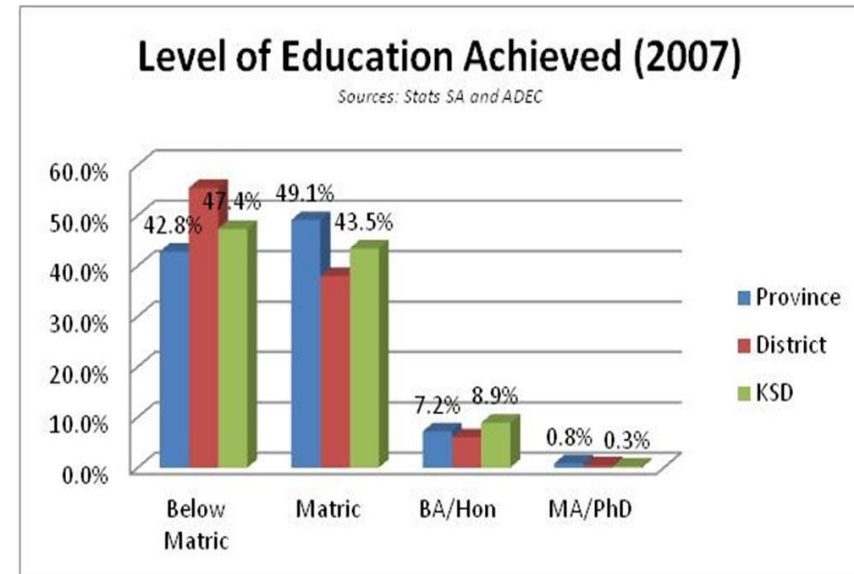


Figure 1: Human Development Index - Local Municipalities

2.3.4 Functionality Literacy

KSD is depicted as being 61.9% as at 2010 in terms of literacy rate. KSD is also depicted as being 43.5% of people with matric and just above the District Municipality which is at 47.3%. KSD is depicted as 8.9% with people holding BA/HON While the District is shown as 7.2% which is less than KSD municipality. KSD is shown as at 0, 3% **MA/PHD** while the District is way low in this respect. It is clear that the level of education in the OR Tambo municipal jurisdiction is very low, with illiteracy rate standing at 20.8 % which is a huge gap in comparison to the level of people with Post graduate qualifications. An alarming number of people quit while in high school which is a cause for concern given the serious need for skills in the area.

KSD Literacy levels



2.3.5 Comparison with other LMs in the District

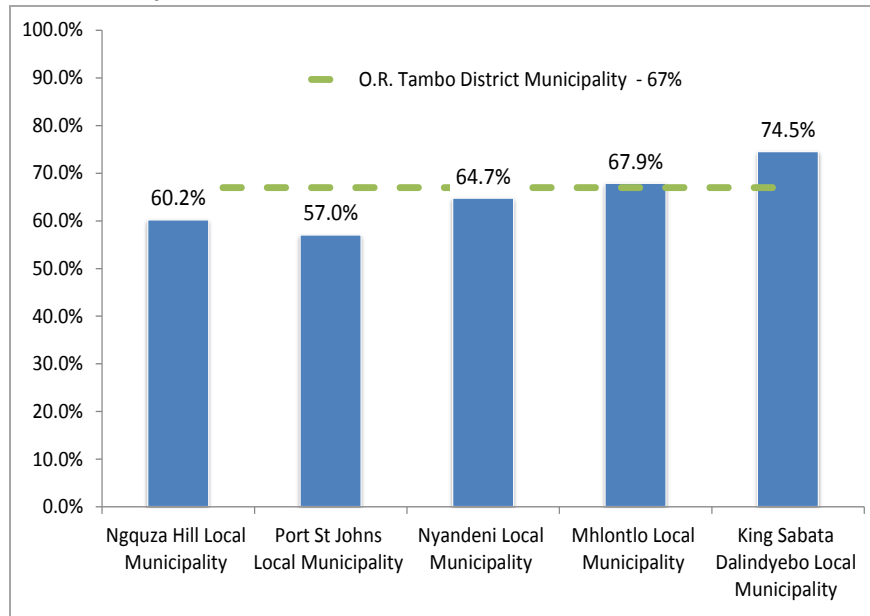
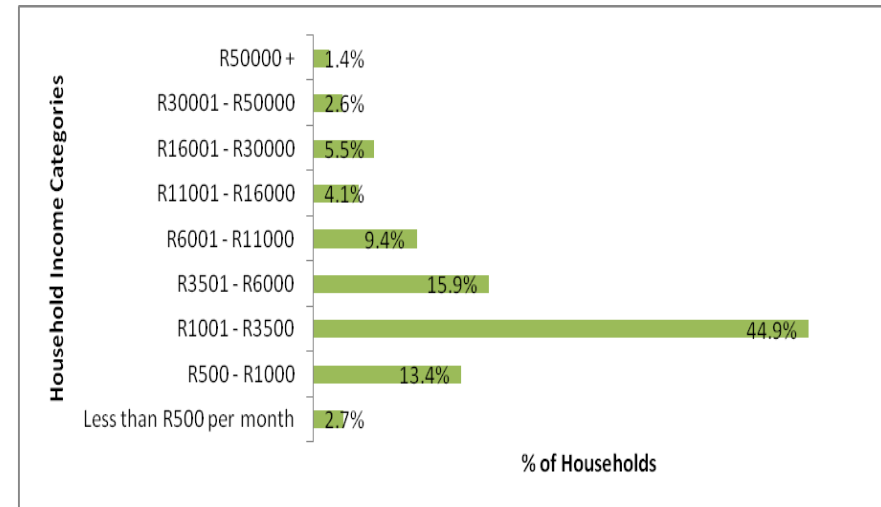


Chart 5: Household Income Groups (% , Current 2008 Prices)



2.3.6 Formal and Informal Employment

In 2007 the KSD labour force (15-64) was made up of roughly 229 668 people or 53% of the total population. Of these, 28% (66 158) were employed; while only 15% (35 944) fell in the category of the unemployed. A staggering 127 566, or some 55% of the labour force was classified as not economically active. The latter is matter of grave concern to the municipality especially because the youth and women constitute a considerably large majority of the labour force.

A disaggregation of employment by economic sector further helps to unmask the challenge of employment within the municipality. As shown below, Government and the Community Services sectors accounted for the largest share (54%) of employment in 2008, followed by the Finance and Wholesale and Trade sectors which respectively accounted for 9 and 8 percentage points.

Table : Broad Economic Sector Share of Employment (% , 2008)

Broad Economic Sector	2008
Agriculture, forestry and fishing	0.8%
Mining	0.3%
Manufacturing	2.1%
Electricity & water	0.2%
Construction	2.9%
Wholesale & retail trade; catering and accommodation	7.9%
Transport & communication	1.5%
Finance and business services	9.4%
Community, social and other personal services	26.8%
Other government and social services	9.4%
General government services	17.4%

KSD is logistically well located equidistant to surrounding major centres. It also has more than five vertical malls and centres. Therefore there is a high potential for a logistics industrial cluster.

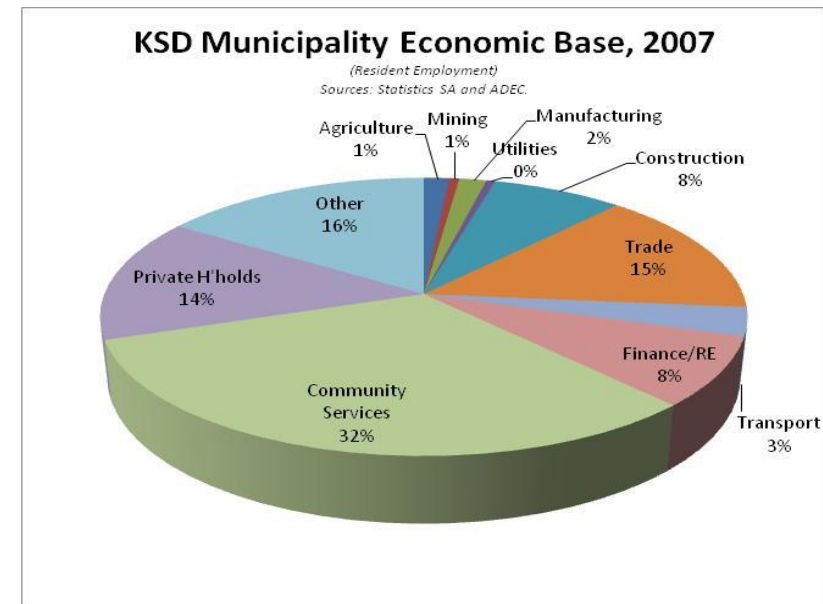
Adec and others' analytical report outlines the following sectors as drivers of the local economy:

2.4 Economic Sector

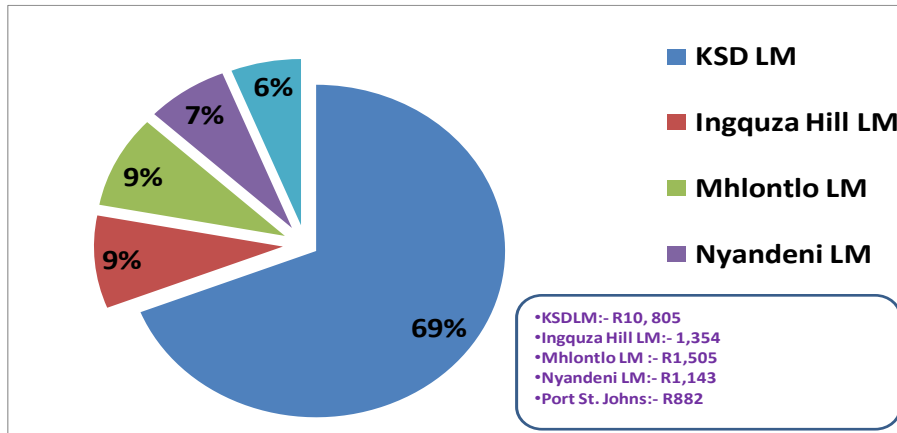
Varied topographical and climatic conditions in KSD (temperature climate in Mthatha sub-region and tropical in Mqanduli), contribute to diverse agricultural potential-including wool, beef and dairy cattle, maize, vegetable Deciduous & tropical fruit, forestry and fishing, it is also a superb tourism destination. Therefore, key sectors unidentified include agriculture, forestry, fishing, tourism, construction & property development.

The ravel maize value chain under development is stimulated by the Mqanduli maize milling plant. The SMME business park in Ngangelizwe is to be upscale as a business incubator for three clusters, such as, textiles, timber and steel (welding). In the same premises a SEDA construction incubator is planned to ensure that the local contractors are capacitated to assist them to climb the CIDB grading ladder. The forestry cluster includes the existing incubator – Furntech and fragmented wood entrepreneurs. In the Mqanduli area, there are a number of small gum plantations that are relatively unexploited.

The vegetable cluster has the Kei Fresh Produce as the fiscal point. The total capacity of the market is R120 million, but presently reaches maximum capacity of R30 million, less than 5% of the supply originates from KSD farmers.

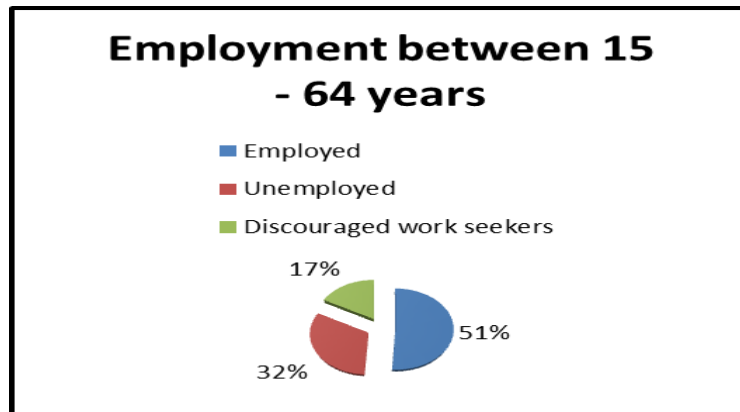
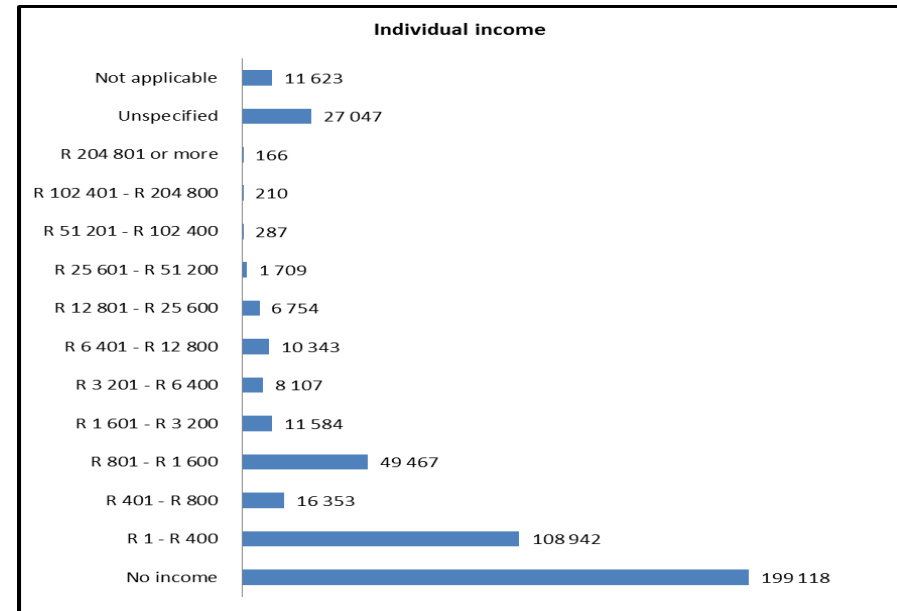


Gross Domestic Product (GDP) per LM within ORTDM in 2010 (R millions in current prices)

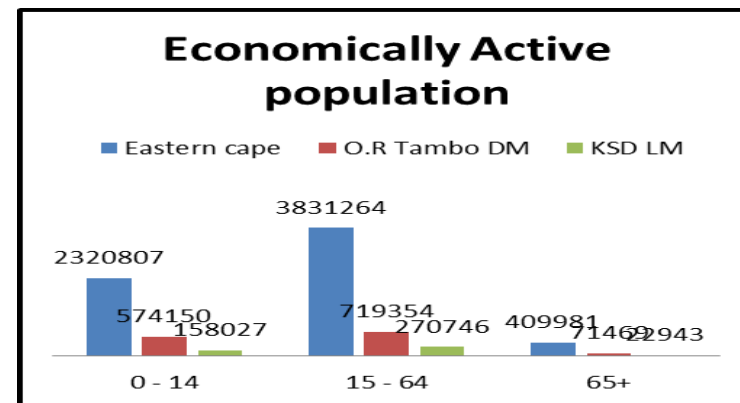


Source: Global Insight, Draft Economic, Socio-Economic, and Demographic Status Quo Report: OR Tambo District Municipality, November 2011

The following charts reflect that 39% of the population consists of the youth between the ages of 15 to 35.



Economically active population vs employment profile



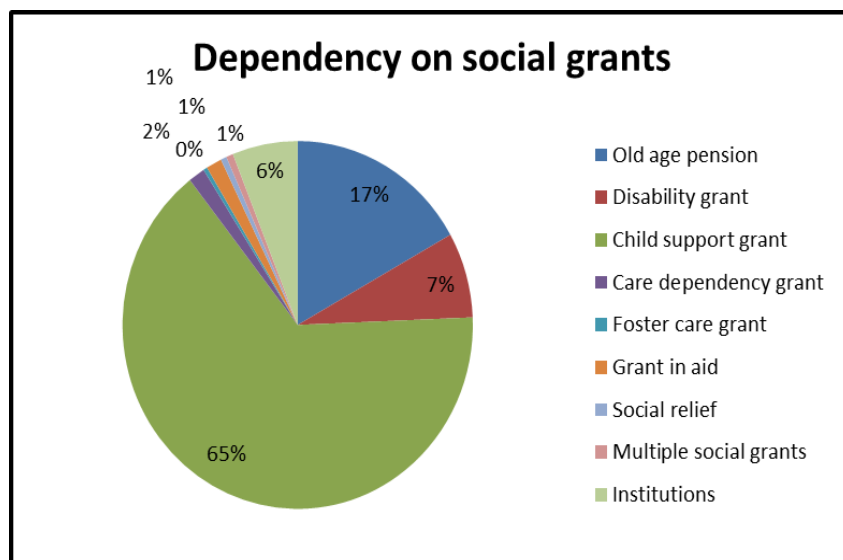
In 2008 the KSDs Gross Domestic Product (GDP) was estimated at R7.6 billion (ECSECC, 2000 Constant Prices). In the 13 years since 1995 the size of the municipal economy has grown by 40% at an average annual growth of 3%. While the growth is above the annual

rate of population growth, it remains severely inadequate for addressing the pressing challenges of endemic high rate of poverty and unemployment that face the municipality.

2.5 SOCIAL INDICATORS

2.5.1 Social Development

According to Gaffney's Local Government in South Africa - update April 2012, approximately 158 098 (35%) people of the KSD population is dependent on social grants. Figure 14 reflects that 65% of that is receiving child support grant, followed by the old age grant being 17% and the disability grant being at 7%. Approximately only 4689 people are receiving either foster care, multiple social, Institutions, social relief, granting aid, and care dependency grant. The number of people receiving grants is fluctuating every month.



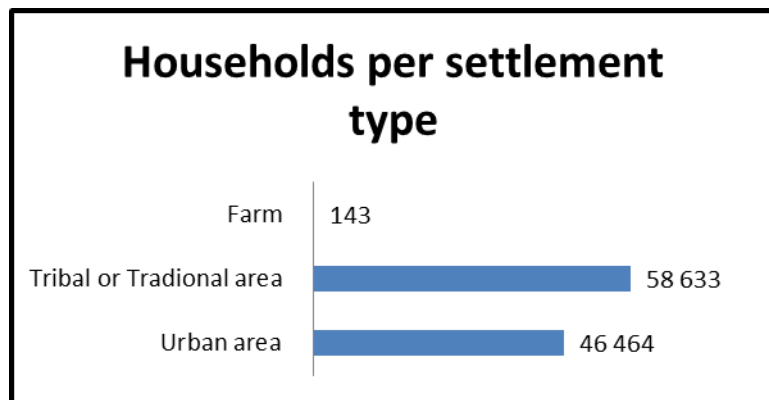
Dependency on social grants Source: Gaffney's Local Government in South Africa

The chart below reflects that 235% of the population in the Eastern Cape Province falls between ages 0-15 years, whereas in OR Tambo approximately 42% and in KSD about 35% of the population is children between 0-15years. Those who are economically active range approximately from 58% of the total population, in the EC Province, OR Tambo have approximately 53% whereas KSD has 59%. The older population ranges from 7% in the EC Province, 5% for OR Tambo and 6% for KSD.

2.5.2 Housing

In the Municipality the average size of household is 5.15 people, which is relatively in the same level as the District. Housing is predominantly located in scattered rural settlements and in the urban settlement.

Municipality	Formal Dwellings	Informal Dwellings	Traditional dwellings
King Sabata Dalindyebo	30 633	3 945	44 467
Ingquza Hill (Qaukeni)	11 672	282	32 894
Mhlonlo	11 371	1 290	26 088
Nyandeni	8 432	309	41 251
Port St John's	48 710	170	21 387
ORTDM (Total)	110 818	5 996	403 617



The above chart portrays the type of settlements

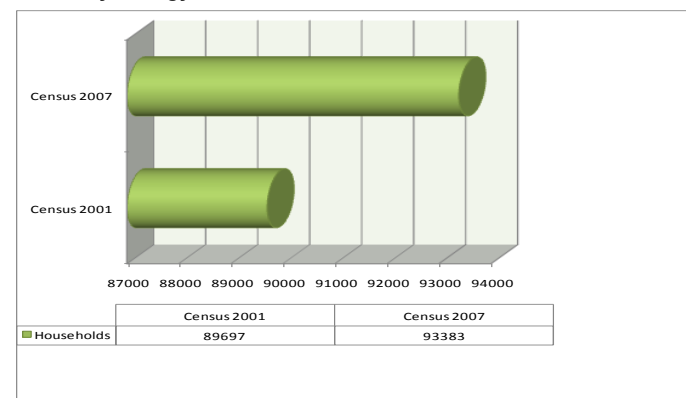
2.5.3 Educational Facilities

According to the Education Management Information System (EMIS), there are a number of primary and secondary institutions in the Municipality. There is one University in the Municipality, which is the Walter Sisulu University in Mthatha and there is also an FET college, also in the KSDLM.

Table shows Number of schools per LM in the District

Municipality	No Schooling (%)	Primary (%)	Secondary (%)	Tertiary (%)
Ingquza Hill	43.4	35.6	19.9	1.1
KSD	35.5	32.1	29.5	2.9
Mhlonllo	31.2	42.0	25.4	1.4
Nyandeni	41.6	35.1	22.5	0.8
Port St Johns	48.2	35.4	15.6	0.8

2.5.4 Hydrology



The KSD Municipality has one large river system called Mthatha and smaller coastal rivers with limited catchments that stretch not more than 60 km inland. It is these smaller coastal rivers and their estuaries that give the Wild Coast much of its unique character. The nature of the river systems has an impact on the environmental threats affecting different parts of the area.

2.5.5 Rainfall

Most of KSD areas receives an annual rainfall of above 800 mm. Rainfall decreases steadily inland and is particularly low in major river valley. An appreciable amount of rain falls in the winter months in the coastal areas but inland areas receive 80% or more of their precipitation in the 6 months from October to March (81% at Mthatha).

2.5.6 Temperature

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

2.5.7 Air quality

Air Quality management in South Africa has recently undergone a major revision, with a shift from the source based air quality management approach under the Atmosphere Pollution Prevention Act (No. 45 of 1965) (APPA) to an ambient based approach under the National Environmental Management: Air Quality Act (No. 39 of 2004)(AQA). This change in Air Quality management approach has also seen as change in the responsibility for Air Quality management being developed down from the national level to the local authority level (district and metropolitan municipalities).

Under the new Act controlling Air Quality each Municipality is responsible for the development and implementation Air of Air Quality management plan as part of their Integrated Development Plan (IDP). This function is to be carried by the OR Tambo District Municipality as this is a district function.

Causes:

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

KSDM has no statistics in pollution levels because there's no big industry in the municipality. However the greenhouse emissions are measured only by estimating CO2 emissions from energy carriers e.g. motor vehicles, paraffin, coal and fire wood.

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

2.5.8 Vegetation

The environment of the KSD area has a wide range of habitats, including upland and coastal grassland, afro-montane and coastal forest, valley thicket, thorny bushveld, coastal and marine habitats. Two components are of particular interest. The coastal forests, bushveld and grassland of the Bomvu area i has been identified as a "centre of "Aloe" plant. This terrestrial biodiversity is matched by extremely rich marine biodiversity, also with a large number of endemic fish species. The Wild Coast has been identified as one of WWF International's Global 200 Eco-regions of Global Significance.

Lack of awareness by the local population of the ecological importance of this asset requires aggressive awareness campaign.

2.5.9 Geology

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

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

2.5.10 Land Capability

Land Capability is determined by the collective effects of soil, terrain and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and at the same time highlights the permanent limitations associated with the different land use classes.

2.5.11 Environment

The Provincial Department of Economic Development; Environmental Affairs and Tourism is responsible for environmental management with a representative from the National Departments residing within the District in order to provide support while the district responsible for air quality and waste management. Direct support on Environmental and Coastal Management is provided by Department of Economic Development, Environmental Affairs & Tourism, National Development of Environmental Affairs, Premiers office and OR Tambo District Municipality.

2.5.12 Biodiversity Conservation, Water & Terrestrial

There are 2 protected areas in the KSDLM, namely Nduli and Luchaba Nature Reserve. Biodiversity provides goods and services particularly for the subsistence rural people in terms of fuel wood, grazing, as well as consumptive value such as grasses, reeds, forests produce, and marine resources, estuarine.

2.5.13 Biodiversity Threats

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

- Sand mining on the dune forest
- Uncontrolled harvesting of natural resources
- Human induced climate change

2.5.14 Conservation of fauna in existing areas; Nduli Nature Reserve is crucial

With respect to water resources, Mthatha dam currently is challenged with sedimentation caused by degradation of vegetation around the dam area.

KSD LM has streams and a number of wetlands in the area such as Ngqungqu, Mbashe and Qunu.

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

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

2.5.15 Addressing Environmental Challenges

- Environmental awareness and capacity building
- Formulating a forum dealing with environmental matters
- Improved enforcement
- Job specific training (e.g. identification of hazardous waste)
- Establishment of the environment unit and appointment of waste management officer as required by the Act
- Funding environmental related projects

2.5.16 Environmental Awareness Projects

- Wetlands month in February- yearly
- Water week in March – yearly
- Environmental week in June- yearly
- Arbor week in September- yearly
- Marine week in October
- Weed buster week in December

2.5.17 Environmental Opportunities

- Scenic beauty
- Endemic species

2.5.18 Development of Environmental Management Tools

- Waste Management and Environmental Management By-Laws
- Coastal management Plans
- Climate Change Strategy

2.5.19 Marine and Coastal Management

KSD Municipality coastal area covers Coffee Bay, part of Mthatha Mouth & Hole in the Wall. Coastal Management is done by KSD LM with the support of the District Municipality & Department of Economic Development, Environmental Affairs & Tourism. The coastal area is derived as the Tourism Node of the Municipality and the area has coastal forests, dune and mangrove forests as well as a pristine wild coast. Coastal areas are however threatened by sea level rises, illegal sand mining, unmanaged fishing activities and wild fires. 2 Cooperatives for Life Saving developed by the municipality and are appointed on seasonal basis. The department of Environmental Affairs has funded a Coastal Management Programme through EPWP which covers education and awareness, protection and cleaning of the coastal area. The Municipality has developed the KwaTshezi Development Plan trying to curb the illegal developments along the coast. The plan also assisted in identifying areas where development can take place.

2.5.20 Coastal Threats

- Illegal coastal developments
- Illegal sand mining Climate change

2.5.21 Water sources

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

Issues:

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

Main causes:

- Inadequate, overloaded or defective sewage treatment infrastructure
- Lack of adequate storm water management
- Inadequate sanitation and leaching of human waste from informal settlements into water.

2.5.22 Heritage and Cultural

Hole in the wall is seen as national heritage site but needs to be declared and branded. Also Hole-in-the Wall feature and Nelson Mandela Museum contributes to the heritage of the area. The municipality also lies along pristine wild coast. Heritage management plan (municipality may generate profit) must be compiled with folklore stories also built around the identified sites (Benefits related to Mapunguwe legacy).

Threats:

- The heritage sites are not clearly identified

- There is also proper control

2.5.23 Land Ownership/Tenure

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

The rural areas also have large tracts of undeveloped land, which poses a challenge to any development requiring infrastructure. The existing pattern of land follows widespread land use patterns that result in large distances between facilities and services.

Land ownership in the KSD municipality vests in the following main structures: government owned, tribal authorities, and the local municipality. Government through the Department of Land Affairs is the main custodian of communal land.

Within the two urban entities, the land ownership is vested with the local authority, private (commercial and residential), the government and Eastern Cape Development Corporation (ECDC- mainly industrial premises) the KSD Municipality faces a huge challenge of land claims. Moreover, Mthatha Land Claim Committee has been formulated to negotiate with the claimants in order to resolve and fast track development within KSD.

2.5.24 Settlement Pattern

KSD municipality has a predominantly rural landscape with a large proportion of people residing in tribal villages and traditional homes (See Table below). Mthatha is the regional

urban centre of the district and is experiencing in-urban migration creating greater pressures on its infrastructure and facilities.

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

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

2.5.25 Land Restitution

The KSD municipality has a number of land claims mainly in the area around Mthatha that is suitable for urban development in the remainder of erf 912.

2.5.26 Environmental Degradation

The degradation of the environment in the greater OR Tambo DM is of concern, especially the extent and severity of the soil erosion. This impact on the economic viability and possible uses of the land. Environmental degradation, soil erosion in particular, is a major concern in the area. This imposes a number of limitations on the possible uses of land,

and hence the economy of the area (**source ORTDM**). In KSD Municipality the mostly affected areas is ward 31, ward 16 & ward 15. However, a Land Management Project is registered to the Department of Environmental Affairs for funding for the 3 identified wards.

2.5.27 Climate Change

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

There is now empirical evidence to suggest that climate change is a reality and there are many global examples or trends which all depict a change in climate. Anthropogenic climate change is already occurring and many natural systems are being affected.

Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

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

Planning for Climate Change takes on two paradigms – climate change mitigation and climate change adaptation. Climate Change Mitigation involves those activities that assist in reducing the rate of change of the climate. This is a global responsibility and is aimed at limiting the generation of greenhouse gases. Climate Change Adaptation refers to those

activities which we undertake in response to a changing climate. Further details on planning guidance to the KSD Municipality in relation to Climate Change Adaptation can be sourced from the KSD and O.R Tambo DM SDF.

Due to current drastic climate changes:

- The region has had to adapt to current new phenomenon like army worms in Agricultural Crop production, floods and droughts. Impacts of these changes include changing of seasons for planting.
- Education and awareness campaigns need to be conducted to educate communities on environmental impacts of climatic changes. Environmental assets for KSD are not clearly identified. Research to be done (hole in the wall not declared as heritage site).
- An Environmental Response Strategy is needed to be done by Community Services and Local Economic Development directorates.

2.5.28 Environmental Management

The Provincial Department of Economic Development; Environmental Affairs and Tourism is responsible for environmental management. Direct support on Environmental and Coastal Management is provided by Department of Economic Development, Environmental Affairs & Tourism, National Development of Environmental Affairs, Premiers office and OR Tambo District Municipality

Some of the major challenges experienced by KSD Municipality in Environmental Management:-

- Poor waste management and unlicensed disposal facility
- Illegal coastal developments threatening coastal ecosystem & tourism development, and the municipality have no Coastal Management Plan
- No Integrated Environmental Management Plan
- Alien invasive plants along Mthatha River
- Water and soil pollution as a result of sewage leakages and direct sewage to the river
- Increase in illegal dumping in the urban and semi urban areas

- Green House Gasses from energy carriers i.e. paraffin, fuel, fire wood, tyre burning and veld fires
- Integration of environmental principles (National Environmental Management Act 107 of 1998 section 2) into municipal planning.

LIST OF NATURE SERVICES/ENVIRONMENTALLY SENSITIVE AREAS/PROTECTED AREAS

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

Planned Environmental Projects

- i) Street Cleaning and Greening in Mthatha, Mqanduli & Coffee Bay (wards 1-13, 29 & 24)
- ii) Development of Buy Back centers in Mthatha East & Mthatha West (wards 12 & 2)
- iii) Development of Waste Transfer stations in Coffee Bay and Mthatha Old Disposal site (ward 24 & 4).
- iv) Development of new landfill site
- v) Mthatha River Health
- vi) Implementation of Integrated Waste Management Plan
- vii) Land rehabilitation in ward 15,16 & 31

Challenges; experienced include budget constraints with implementation of the Plan (IWMP)

2.6 Spatial Development Framework

The KSD Municipal Council reviewed its Spatial Development Framework and adopted the reviewed 2013-2018 SDF at its meeting May 2013. The SDF seeks to (1) guide the spatial distribution of current and future desirable land uses/activities within the municipality and (2) give physical effect to the vision, goals and objectives of the municipal IDP. In effect, the SDF represents a “picture” of where the municipality needs to direct development efforts and capital expenditure in Spatial Management Areas. As such, the primary purpose of the SDF is to guide all decisions of the municipality relating to the use, development and planning of land and, should guide and inform:

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

In so doing, it is hoped that the SDF will become a useful tool whereby other role-players in different spheres of government, non-governmental agencies and the private sector would be better informed as to how best to direct their investment and development programme activities in KSD to ensure greater coordination and impact in investment and spending. As such, the SDF attempts to ensure that public and private sector investment and activities are located in areas that can best:

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

In addition to the above general purpose, it is also the intention of an SDF to provide the basis to inform the development of a coherent land-use management system. As the SDF provides a broad framework for land use planning, it also includes Land Use Management

Guidelines that are to be used to guide the municipality in the management of land and to facilitate the land management process.

The SDF identifies a number of Nodes and Corridors within KSD Municipality

Table: Nodes and Corridors as identified in KSD SDF

SMA 1: Plan No 7 (Mthatha, Airport and Langeni)

Wards: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 30, 31, 33 and 34

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

SMA 2: Plan No 8 (Qunu and Viedgiesville)

Wards: 32, 18, 19, 20

Spatial Elements	Type of element	Area/Locality	Function
Nodes	Primary		
	Secondary	Viedgiesville	Human Settlement and future logistics hub / mixed use higher order development node
	Special Development Area	Qunu	Human Settlement
Corridors	Primary Corridor	N2 railway corridor	High-density development on sections of this corridor.

			The main mobility route of goods and people through the municipality.
	Mobility Route		These routes carry passing traffic and provide access between local areas in KSD and centres further afield
	Proposed mobility route	R61 to Bityi / N2	
	Special Route – tourism	Mandela route Mvezo Qunu	These routes relate to tourism destinations and provide links between tourism nodes and main mobility routes

This SMA is characterised by the N2 and railway line as the primary corridors. Viedgiesville is the highest order node, classified as a secondary node. Further to this the Eastern Cape and National Department of Human Settlements have identified Qunu to become a new development area and this area has been classified as a Special Development Area, provisionally named “Qunu City” (name to be confirmed in future through consultation). In addition to the above, there are LED projects, new link road from Bityi to the R61 in the north, Mandela tourism corridor, agricultural land (moderate potential) at varying potential in SMA No 2.

SMA 3: Plan No 9 (Mqanduli)

Wards: 21, 22, 23, 26, 28, 29, 35

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

Spatial Elements	Type of element	Area/Locality	Function
Nodes	Primary	Mqanduli	High order human settlement Agriculture Service Centre Mixed Use and Industry
	Rural	Gengqe, Qokolweni	Rural Service Node Crop production / co-op support and agriculture development areas
Corridors	Primary Corridor	Borders on the N2 and railway corridor	High-density development on sections of this corridor. The main mobility route of goods and people through the municipality.
	Mobility Route	Main road to Wild Coast from N2	These routes carry passing traffic and provide access between local areas in KSD and centres further afield
	Proposed mobility route		

	Special Route - tourism	DR 08031 from N2 to Coffee Bay / Wild Coast	These routes relate to tourism destinations and provide links between tourism nodes and main mobility routes
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SMA 4: Plan No 10 (Coffee Bay and Hole in the Wall)

Wards: 24, 25 and 27

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

Spatial Elements	Type of element	Area/Locality	Function
NODES	Secondary	Coffee Bay	High order service node – full and highest level of services
	Resort	Hole in the Wall	
	Transit Hub	Ngcwanguba	
	Rural	Kwaaiman	Rural Service Node Crop production / co-op support and agriculture development areas
Corridors	Primary Corridor		High-density development on sections of this corridor. The main mobility

			route of goods and people through the municipality.
	Mobility Route	DR 08031 from N2 to Coffee Bay / Wild Coast	These routes carry passing traffic and provide access between local areas in KSD and centres further afield
	Proposed mobility route	Wild Coast Meander	
	Special Route - tourism		These routes relate to tourism destinations and provide links between tourism nodes and main mobility routes

2.6.1 Development pressure

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

- Land

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

- Land Development Trends & Settlement Formation

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

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

2.6.2 Spatial Fragmentation vs Basic Needs

This issue highlights the problems inherent in attempting to provide housing and a basic level of service to all residents, whilst dealing with the reality of a spatially fragmented settlement and economic development pattern. The challenge to sustainability is profound and highlights the importance of elements such as: -

- Sustaining natural resources and indigenous environmental species for future generations
- The development of a sound road network to link settlements and areas of opportunities (i.e. areas where goods and services and socio-economic opportunities may be accessed).
- The development of service delivery strategies that take into account the logistical difficulties of staffing and managing the provision of quality services in remote rural areas where communication is difficult.

2.6.3 Environmental Management

This refers to the sustainable use of the natural environment and the protection/conservation of environmentally sensitive areas, which form a unique

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

2.6.4 Spatial Planning and Land Use Management Act (SPLUMA)

The government of republic of South Africa has passed a Spatial Planning and Land Use Management Act preferable to align with the following principles, and this must be taken into account when planning:

- The principle of spatial justice
- The principle of spatial sustainability
- The principle of efficiency
- The principle of good administration

The SPLUMA further underpins the following:-

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

2.6.4.1 Land Use Management

This issue highlights the need to ensure that the policies and institutional structures are set in place to allow the KSD Municipality and all other land use regulating authorities to practice wise land use management in both the urban and rural areas under their jurisdiction.

Key elements of this issue include: -

- The uncertainty relating to the roles of Municipalities vs Traditional Authorities in relation to land management in rural areas.
- Land reform as it pertains to the reform of land tenure and the regularization of land rights (some of which are informal) in the municipality, as this relates to the abilities of land owners to exercise authority over land holdings and land use regulators to engage in a more structured manner with land owners.

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

-

- The prevalence of land claims that have not been resolved and the developmental uncertainty that results from these claims.
- Sustainable use of the natural environment and the protection/conservation of environmentally sensitive areas.
- Shortage of land (serviced land suitable for development)
- The majority of land being communal and unregistered state land.
- Un-managed settlements in both rural and urban contexts
- Underdeveloped land around the towns and settlements for formalized economic development
- Future settlement development success will require speedy resolution of outstanding land claims to free up underdeveloped land and formulating agreements with the Traditional Authorities to access land around the towns and settlements for formalized economic development including retail, office and commercial uses.

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

The following plans are available: -

- Protected Area Management Plan
- Soil Degradation Management Plan
- Biodiversity Management Plan
- Environmental Management Framework and Air Quality Management Plan
- Strategic Environmental Assessment
- A Coastal Management Plan
-

2.6.5 Spatial structuring elements

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

- **Development Nodes** are defined as those settlements or areas within a settlement that have an identified potential to be further developed for specific purposes, ranging from small towns that are seen as service centres to cities that are seen as regional centres, or even areas within settlements that have development potential for e.g. commercial or industrial uses.
- **Development Corridors** are defined as those transportation routes (roads and/or rail) that are deemed to have greater significance by virtue of the fact that they provide access to, from and between places where people live and work. Associated with the concept of Development Nodes, a spatial planning “tool” to assist in managing urban and rural settlement areas is proposed: that is, the tool of identifying Settlement Edges and the associated planning “tool” of designating so-called Resource Edges around areas identified as having special significance from an environmental and/or potential economic resource perspective.
- **Special Development Areas (SDAs)** are geographical areas where, in order to achieve both the objectives of the KSD Integrated Development Plan and the related objectives of

the Spatial Development Framework, the KSD Municipality would need to prioritize its development efforts and capital expenditure.

- Areas where **Environmental Constraints** apply.

2.6.6 Development Nodes

- (a) Primary Nodes - Mthatha and Mqanduli Towns

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

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

- (b) *Secondary Nodes - Coffee-Bay and Viedgesville*

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

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

(c) *Rural Nodes*

These rural villages where higher order rural-level services are have been identified as rural nodes. These are: Gengqe Mvezo, Baziya, Kwaaiman, Langeni, Mpeko, Mqekwezweni, Qokolweni, Qunu, Bityi, Luthubeni, Mhlakulo, Gogozayo, Ngcwanguba and Hole in the Wall. These are seen to include education facilities, primary health care facilities (clinics) and, where required, other social facilities (police stations, pension pay points etc.). The priority from an infrastructure point of view for these rural nodes remains a basic level of supply for water services and electricity. However, road access to and from these nodes is seen to be of a higher priority and should be noted accordingly when road development and maintenance budgets are drawn up by KSD.

(d) *Resort Nodes*

Areas identified as resort nodes include Mthatha Dam, Luchaba Wildlife Reserve, Airport Complex Special Development Area and Mthatha Mouth. These are settlements where the principal function has been identified as being related to the development of a viable and sustainable Coastal Tourism sector. Accordingly, the priorities in these settlements are related to appropriate infrastructure development, the development of suitable access roads and the maintenance of the infrastructure so developed. A further set of priorities for these settlements is strongly related to the appropriate management of land use and related activities as well as rigorous environmental management to preserve the environmental assets that provide the competitive advantage of these areas.

Development Corridors

Development corridors are described in planning terms as roads or railway routes that are usually associated with the movement of people between places. This function of facilitating movement of people along a route also means that these "movement corridors"

have the potential to accommodate development of different levels of intensity and a mix of land uses at certain points along the route.

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

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

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

Development corridor

TYPE	AREA/DESCRIPTION OF LOCALITY	FUNCTION
Primary Corridor	East London- Mthatha – Kokstad (N2) Railway Corridor	High-density development on sections of this corridor. The main mobility route of goods and people through the municipality.
Mobility Routes	N2 R61 Ugie-Langeni Rd R349 (Coffee Bay)	These routes carry passing traffic and provide access between local areas in KSD and center further

		afield
Mobility Route	N2 Toll Road	
Special Routes – Tourism Focus	Wild Coast Meander (Toll Road from Port St Johns to East London) Mandela Route (From King Williamstown through Bhisho, Mvezo, Qunu and Mthatha and back to East London) R349 (Mthatha via Mqanduli towards the coast)	These routes relate to tourism destinations and provide links between tourism nodes and main mobility routes

2.6.7 Settlement Regions and Resources Edges

Settlement regions

The Settlement Regions proposed in the ECPSDP for KSD are included as they stand. These are areas with the dominant land use type being that of rural settlement, with associated commonage uses (subsistence agriculture practiced largely in homestead gardens, and free range grazing on the common lands). In such Regions, an explicit assumption is made that further such settlement will inevitably occur due to population pressures and socio-cultural dynamics and trends. This does not imply that “anything goes” but rather that the Municipality and Local Municipalities acknowledge that these areas are likely to densify over time if current trends continue, and that an associated loss of land resources for productive agricultural purposes will occur.

2.6.8 Resource edges

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

areas are identified and designated as having major resource potential requiring specific management.

- The inland area associated with the Langeni forests and hinterland is identified
- A swathe of land along the Wild Coast including Coffee Bay and Hole in the Wall.

2.6.9 Land Use Management

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

2.6.10 Alignment With Local Municipalities And The Wild Coast SDF Development

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

2.6.11 Land Tenure

In the past South Africa was segmented by political boundaries that coincided with racial distinctions, the areas delineated for black Africans known as homelands or Bantustans. In urban areas similar political segmentation resulted from the Group Areas Act, No 41 of 1950 where White, Coloured and Indian areas were delineated, as well as black townships (called “locations”), which were, regarded as impermanent during apartheid, with resulting

insecure tenure. The legacies of this extreme spatial and social engineering are proving difficult to turn around despite the repeal of racially discriminatory land legislation.]

Rural land falling within former homeland boundaries is administratively zoned under traditional councils and most of this land is un-surveyed and off-register, i.e. individual property falls outside the formal cadaster, under various forms of so-called communal tenure in reality various legacies of administratively dictated tenure in with allocated plots and common rangelands registered in the name of the state. Rural areas formerly outside of the homelands consisted of over three quarters of the surface area of the country. The land was mostly owned by whites, was surveyed into farms and titled under freehold. Land redistribution of former white-owned rural land has been remarkably slow, where it is happening it is following the route of title under mainly corporate tenures.

Urban areas consisted of surveyed properties under freehold title in white suburbs; surveyed plots in coloured and Indian areas under various titles; and black townships un-surveyed, much of which was informal settlement called "squatter areas. Black townships that straddled homelands and "white South African towns were politically incorporated into homelands, much of which was surveyed under various titles (such as "Deeds of Grant_) and much of which was informally settled. Though these spatial-political distinctions no longer exist, urban areas remain highly segmented by race and class, with slow formalisation on the edges of the formal suburbs.

Informal areas are regarded as pending formalisation areas. That means land and housing falling under subsidised housing projects must be incorporated into the cadastre in full survey and title under freehold. The challenge associated with this objective has meant that large numbers of the urban poor remain in a „pending_ state with no positive tenure status, though rights are minimally protected by anti-eviction legislation (Interim Protection of Land Rights Act, No 31 of 1996 Prevention of Illegal Eviction from and Unlawful Occupation of Land, Act no 108 of 1996, and others).

2.6.12 Policy Analysis

Rural Areas

While there are rural land rights, the content and the enforcement of those rights require attention. Currently the legal framework recognises procedural rights such as the guarantee against dispossession, eviction and also makes provision for compensation. Yet, the vast majority of rural residents do not have registered land rights. A key concern in relation to communal land rights is the lack of appropriate legislation for providing individual or communal rights to people in such areas. The ruling on the constitutionality of the Communal Land Rights Act No 11 of 2004 has left a legal vacuum which is currently being filled by the Interim Protection of Informal Land Rights Act No 36 of 1996. This Act requires annual renewing by the Minister for Rural Development and Land Reform and as such does not offer stability within the system.

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

Currently, there is a vast range of legislation for restricting rural land use in the country. Consideration needs to be given to the rationalisation of the fragmented legislation into a possible omnibus. In addition, there is the need to improve and strengthen rural enforcement capabilities. Greater levels of accountability are required in relation to the land reform, restitution and redistribution process in South Africa. The current monitoring and evaluation of rural development appears to be falling short in providing a comprehensive understanding of the rural conditions and the associated community needs. The Department of Rural Development and Land Reform needs to give attention to the development of appropriate baseline indicators and the reporting thereof. Importantly,

mechanisms need to be developed to facilitate the use of the results into the policy cycle for the reframing of the short, medium and long term goals and objectives.

2.6.13 Urban Areas

Within the urban areas, the key response for addressing the housing and tenure needs of the poor has been the State's "RDP" housing strategy. This program's implementation has been rapid with almost 3 million units being provided post 1994. However, it is land extensive and as such projects have been located on cheap peripheral land. This has contributed to the entrenchment of the apartheid spatial structure of many towns and cities in South Africa. There is a need for the State to develop a more robust housing policy which at least considers the delivery of rental stock and a multipronged approach to the use of the current housing subsidy. This would require a critical evaluation of the existing subsidy scheme and amendments thereto. Increasing pressure should be placed on the State Owned Enterprises for the release of well-located non-core land for development purposes.

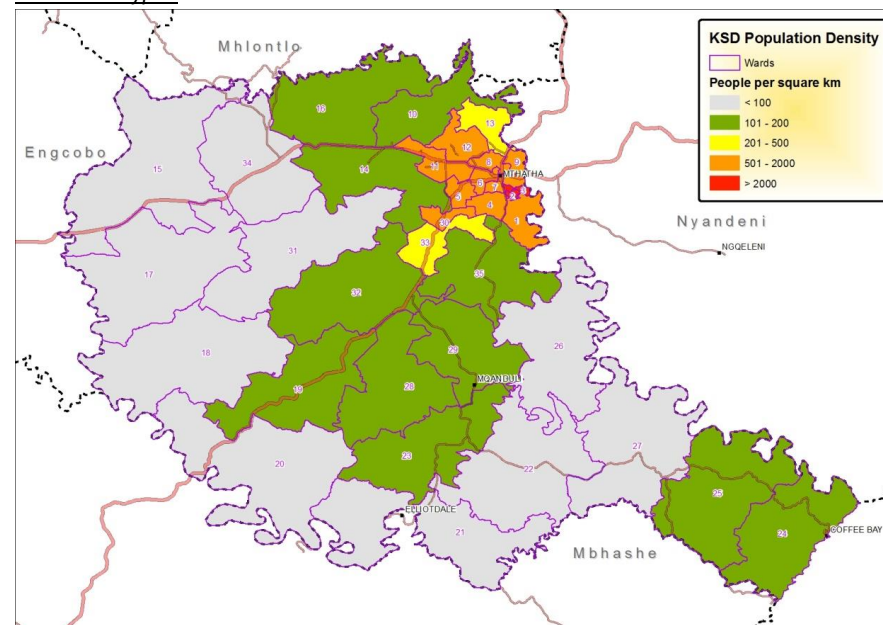
Planning legislation needs to be reviewed and simplified in South Africa. This would include the introduction of mechanisms for improving spatial planning, ensuring greater community access to planning processes and the ring fencing of development contributions. Clearer roles and responsibilities need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

2.6.14 Land Management Programme

This Programme is identified based on the concern that land management (in particular, land use management) is not being attended to adequately. This function is vital to ensure

the wise use of resources. No Policy or Legal Framework exists to guide the formulation of a comprehensive Land Use Management System. It is clear that the key role-players in land management provide for differential levels of administrative oversight over land uses in urban and rural areas, based on abroad and accepted understanding of the need to practice wise land use management in order to ensure sustainable development. Therefore, what is envisaged is the establishment of a Land Management Forum that includes Traditional Authorities to consider and advice on the matters of land use management and land development projects in rural areas.

Settlement types



2.7 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

2.7.1 Roads and storm water management

Construction and maintenance of roads is the mandate of KSD infrastructure department, Department of Roads and Public Works, South African National Roads Agency Limited (SANRAL) and the District municipality. The infrastructure department is divided into two (2) sections, operations and maintenance as well as capital projects section. A Road Maintenance plan has been developed but it is not yet adopted by Council. It sets timeframes for which wards will be visited for road maintenance.

Only 2% of the prioritised roads (1km of the total network length) have been visually assessed. The results of the visual assessment have been used on a pro rata basis to quantify the scope of work and provide first order estimates. The road repair, rehabilitation and reconstruction Programme does not include any new roads as would be identified in the Integrated Transport Plan (ITP). As further funds become available, further emergency repair programmes as well as rehabilitation and reconstruction programmes in terms of the findings of the Road Management System, will be implemented.

Municipal Infrastructure Grant (MIG) Funding is accessed through the development of a three year Capital Plan. An operations and maintenance plan has been developed for maintaining all access roads within the KSD. Approximately 93km of roads have been planned for rehabilitation from the MIG funds. The Presidential Intervention enabled Partnerships with the following:-

- Independent Electoral commission (LGTA) funds maintenance of access roads to the voting stations.
- SANRAL funds the rehabilitation of N2 and the R61
- Provincial government ensured development of Taxi Ranks, One way and reviving of Mthatha urban roads

The rural road network of the municipality is very wide spread and grossly dilapidated. Some gravel roads have been built in order to meet the infrastructure requirements of the rural population and promoting local economic development and social infrastructure. A lot of these roads become severely eroded due to lack of maintenance and minimum design standards prescribed. This resulted in increased sediment loads and contributes to the deterioration of water and biological resources. The result is that improvement of infrastructure to meet the needs of the population is contributing to the degradation of the environment. The location and spacing of culverts does not seem to take into

consideration the volume of runoff and some of the culverts drain into agricultural land. However, it should be noted that the uncontrolled settlement patterns continue to pose challenges when implementing storm water management in the rural areas.

In addition to the poor management of the road network, a further prime cause of road network degradation is the lack of adequate road storm water drainage. Should effort and resources be spent on road repair and upgrade, it is essential to implement concomitant Storm Water Management System.

KSD has commissioned the development of the formal integrated Storm water Management System or Road maintenance Plan through the service level agreement formalized with the Municipal Infrastructure Support Agent (MISA). This Maintenance Plan shall be intimately integrated with the Road Management System which is essential for the adequate preservation of the revitalized road network. The existing IITP (2004) has not been implemented and, is currently outdated. To accommodate the traffic needs, the IITP must be kept current and, simultaneously, inform the Road Management System. Currently a Rural Integrated Transport Plan is being developed to address the transport and mobility issues in town, through the Presidential Intervention and will be a basis for road upgrade.

A study was done in 2010 to indicate the severity of the conditions of the CBD, suburbs and township roads. Pothole Repair includes repair of significant potholes and badly damaged road sections, resealing (crack sealing) of road surfaces where viable, reinstatement of associated road marking, signage and furniture and the cleaning and repair of associated road drainage where necessary.

A proposal was made but not tested other solutions for the programme that was developed which sets a 3-year target of reducing the length of roads that are in a poor and very poor condition by 50% whilst addressing all the roads that are in a fair condition to ensure that they are preserved in a reasonable condition. A road repair, rehabilitation and reconstruction programme has been formulated. Since only 0.005 % of the total road network has been visually assessed, the results of this assessment have been determined on a pro-rata basis to provide a first order estimate of the road repair, rehabilitation and reconstruction programme for the next 3 years. It is emphasized that until the updated IITP

and the Road and Storm water Management Systems are in place so that the scope of work can be more accurately quantified; only first order estimates can be provided.

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

- 90% of Mthatha surfaced road network has deteriorated beyond pothole repair requirements.
- Pavement conditions vary from fair to very poor in the CBD
- Pavement maintenance is very seldom with potholes being very common
- Roads do not cater for the large number of pedestrians
- Heavy congestion in the CBD

Commitments

PROJECT NAME	DESCRIPTION	IMPACT	DURATION	PROGRESS	JOBS CREATED	UNBLOCKING MEASURES	BUDGET ESTIMATES
Tetyana to Sitebe Komkhulu	Rehabilitation of National route 2 section 18 from km 24 at Tetyana to km 41 at Sitebe Komkhulu	Reconstruction of road improving on geometrical layout, consolidation and improvement of accesses , construction of pedestrian walkways	Estimated construction duration of 28 months	Project is currently in design phase. Estimated start of construction in January 2015	To be determined. Guess estimate is 300 jobs		R285mil
Upgrade of Road Infrastructure in the City of Mthatha	Bernard Schultz Drive, Hoadley Avenue, Errol Spring Avenue & Stanford Terrace.	Internal ring roads, move traffic away from CBD crossing over, link communities etc. This will relieve traffic pressure on N2 Nelson Mandela drive & R61 Sutherland in CBD area specific	± 3years	All 4 roads designs exits.	Estimate number of jobs to be created = 500.	Assist in securing funding from: COGTA Department of Transport Department of Public Works EC Department of Roads & Public Works. National Treasury (NDPG).	R220 million
Revitalize the roads for mobility in CBD, suburbs and business areas across town CBD	13 identified areas. 265.10 km. Savoy, Vulindlela, Mbuqe &Kwezi & Ngangelizwe, Southernwood,		± 5years	A formal assessment was conducted in 2009/10 and a report was produced on the findings. High impact roads were also identified	Estimate number of jobs to be created = 2000. Semi-skilled = 350. Skilled =	Assist in securing funding from: • COGTA • Department of	R871,215 million

PROJECT NAME	DESCRIPTION	IMPACT	DURATION	PROGRESS	JOBS CREATED	UNBLOCKING MEASURES	BUDGET ESTIMATES
	Southridge, Hillcrest & Maydene, Northcrest, Ncambedlana, Norwood, Fort Gale & Park Homes, Myezo Park, Ncambedlana			that carry a lot of traffic, taxi routes or impact on business and social amenities and link communities E.g. CBD - Bottom end Sisson str, Part Elliot, Bottom of York, Elliot, Eagle, King Edward, Vulindlela - Zanemali, Timber, Momelezi, Progress, Callaway, Waterfall road (Design exist), Southridge - Ian Woods 1 st , 2 nd , 3 rd , 4 th streets in Norwood	150. Unskilled = 1500.	<ul style="list-style-type: none"> Transport Department of Public Works EC Department of Roads & Public Works. National Treasury (NDPG) 	
CBD By-Pass Roads	Western: Nqadu West (Phase 2) – 3,8km. UPGRADE. Eastern: Maiden (Phase 2) - UPGRADE. Ian Woods Drive By-Pass connecting N2 Near Southridge Park	Reducing congestion in the CBD by constructing a bypass for heavy trucks.		Designs of Nqadu West bypass completed.		Assist in securing funding from: <ul style="list-style-type: none"> COGTA Department of Transport Department of Public Works EC Department of Roads & 	R77 million

PROJECT NAME	DESCRIPTION	IMPACT	DURATION	PROGRESS	JOBS CREATED	UNBLOCKIN G MEASURES	BUDGET ESTIMATES
						Public Works. <ul style="list-style-type: none"> • National Treasury (NDPG) • SANRAL 	

Challenges regarding infrastructure include: -

- Shortage of funds for capital projects to decrease the high back log of infrastructure services.
- Lack of maintenance of roads resulting in pot holes
- Lack of proper monitoring of road maintenance projects
- Faded road markings, limited road signs and lawlessness towards traffic rules contribute to congestion
- Robots need to be synchronized to avoid congestion
- Trucks passing through the CBD exacerbate traffic congestion especially during pick hours.
- Damaged and dangerous sidewalks and roads
- CCTVs at robot intersections are not programmed to catch law breakers – still controlled by traffic officers
- Lack of visibility of traffic officers especially during peak hours
- Inadequate storm water pipes, larger pipes are required
- Impact of poor waste management and storm water systems results in blocked storm water drains and flooded streets
- Aged and un-maintained burst pipes and blocked drains sometimes cause street flooding.
- Infrastructure at transport interchanges is in poor condition with inadequate maintenance
- Encroachment of pavement by both shops and hawkers.

2.7.2 Land and Human Settlements

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

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

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

Summary of Human Settlements initiatives under implementation.

- Accreditation of KSDLM: The municipality is being considered for level 1 and level 2 accreditation. Level 1 will allow the municipality to manage beneficiary lists while level 2 allows the municipality to do planning and decide which projects are to be prioritised. Municipality has completed an assessment process which was conducted by Eastern Cape Human Settlements. The assessment report has highlighted capacity gaps within the municipality which must be addressed within a short space of time

- Multi-Purpose Community Centres (MPCCs): Two MPCCs have been constructed in Ngangelizwe and Mqanduli. The facilities cater for indoor sports codes for the youth, a hall and offices for use by community organisations.
- Informal Settlement Upgrading: 6600 units have undergone a formalisation process and have been provided interim services. Phase two of the project will soon kick start to cater for the units that were not part of phase 1. The residents of the informal settlements that are not targeted for upgrading will be integrated in the new housing developments.
- Transfer of ownership of the old houses: Old Ngangelizwe properties are in the process of being transferred. Title Deeds will be handed over for the Ngangelizwe properties.
- Mixed developments: These are the new projects implemented under the BNG policy. An implementing Agent was appointed on a turnkey basis to implement the projects.

a) Land Needs

The Eastern Cape Multi-Year Housing Development Plan (2009/10-2014/15) states that gaining access to developable land in good localities for housing development, especially for low-cost housing, has proven to be a major challenge in the province. Land values are highest where development is desirable and the available funding does not cover the acquisition of such prime land for low cost housing.

This situation, together with long land release and transfer-procedures in land acquisition are major concerns. The municipality is currently facing challenges in accessing land available for housing development in the areas where they wanted it because of the land claims and availability of bulk infrastructure. As indicated above, the availability of well-located and appropriate land for low-income housing development is a priority issue in the municipality, as about 206 815 households currently live in inadequate housing that is either badly located or areas often without secure tenure. Land on the periphery is cheaper and therefore "affordable" for low-income development, but such areas are far removed from places of employment, and economic, social and transport opportunities, and inhabitants are therefore subjected to high transport costs and unnecessarily long travelling times. In addition to this, authorities are subjected to high costs for the provision of bulk

services and residential areas continue to follow the legacy of apartheid segregation on the basis of social class and status.

The information included in table 11 gives a clear indication on location and ownership of land in each of the areas, size of the land and status in term of development are shown on the attached plan indicated by the corresponding numbers.

b) Location and Ownership of Land

LOCATION	OWNERSHIP	SIZE	SERVICES	CURRENT STATUS OF LAND	LAND CLAIM	MASTER PLAN
MOUNT PLEASANT FARM	Government	(±100Ha)	No services	Partially developed (ECATU)	Land is currently under claim	Designated for housing
REMAINDER OF ERF 936	Government	(14040) (± 60Ha)	Partially serviced	Partially developed (Fort Gale Motors, Thubelitsha Rehab, Community School, Police Camp College, part of Golf Course)	No land claim	Designated for housing
LOT D	Government	(±20Ha)	Partially serviced	Partially developed (Prison)	No and claim	Designated for housing
PORTION OF LOT C	Government	(±20Ha)	Not serviced	Partially developed (Timber mill)	Successfully claimed by the Highbury community	Designated for housing
HILLCREST TOWNSHIP	ECDC	(±20Ha)	Service available	Investigation underway for possible densification	No land claim	Designated for housing
ERF 934 NDULI NATURE RESERVE	Municipality-Proclaimed Nature Reserve	(±80Ha)	No services	Subject of feasibility study for potential development of environmentally friendly development (i.e. Tourism)	No land claim	Nature Reserve
REMAINDER OF ERF 912 NEXT TO ESKOM)	Municipality	(±9 - 15Ha)	Serviced although it needs to be extended	Agricultural leases (its highly possible that the leases have expired)	The whole of rem of Erf 912 municipal commonage land is under claim	Agriculture

LOCATION	OWNERSHIP	SIZE	SERVICES	CURRENT STATUS OF LAND	LAND CLAIM	MASTER PLAN
REMAINDER OF ERF 912 (Land below Erf)767 (High School Fields)	Municipality- although has expropriation order over it in favour of railways	(±5 Ha)	Serviced	Underutilized and is being used as a dumping site by the surrounding residents	No land claim	Designated for housing
REMAINDER OF ERF 912 (Land adjacent to Southernwood)	Municipality	(±10Ha)	Serviced	Underutilized and most ready for development		
REMAINDER OF ERF 912(Mission Ext.)	Municipality	(±2Ha)	Serviced	Approved township layout		
REMAINDER OF ERF 912(New Brighton Ext.)	Municipality	(± 2Ha)	Serviced	Approved General Plan.	The whole of rem of Erf 912 municipal commonage land is under claim	Designated for housing
ERF 886	Railways	(±8Ha)	Serviced	According to Town Planning Scheme is zoned as railway. The land is suitable for housing development but the challenge is access.	No claim	Designated for housing
ERF 923	Railway/State, next to industrial area	(±5Ha)	Serviced	Currently underutilized	Under claim	Designated for housing

LOCATION	OWNERSHIP	SIZE	SERVICES	CURRENT STATUS OF LAND	LAND CLAIM	MASTER PLAN
Smallholdings Southernwood and Vulindlela	Privately owned	(±25Ha)	Mostly serviced, even though there are sewer challenges	Some sites are vacant while others are utilized for residential, Agriculture, School and farming purposes	No claim	Designated for housing
NCAMBEDLANA FARMS	Privately Owned	(±300Ha)	Partially Serviced	The land is partially zoned for agriculture and partially housing	Possible land claim	Agriculture
PORTION REMAINDER OF ERF 937	Municipality	(±30Ha)	Not serviced	Underutilized	Possible land claim	Designated for housing
ERVEN 920,976 AND 1002	Government	(±30ha)	Not serviced	Old Ministerial complex	No land claim	Designated for housing
PORTION REMAINDER ERF 937 (MAYDENE FARM EXT.)	Municipal	(±20Ha)	Not serviced	Underutilized	No land claim	Designated for housing
REMAINDER OF ERF 34 (OLD PAYNE EAST AND WEST FARM)	Government	(±20Ha)	Not serviced	Underutilized	No land claim	Designated for housing

c) Housing Stock (Trends)

Massive strides in the delivery of low cost housing to the poor and the vulnerable households have taken place over the past few years in the municipality, as can be seen from Table 12 below. There has been an increase of approximately 13 147 units between 2001 and 2007. In terms of adequate housing the increase was only 2 343, whilst a 10 801 increase in inadequate housing units was recorded.

Table 1: Housing stock (2001 and 2007) (SSA, Census 2001 & CS 2007)

Municipality	Adequate Housing		Inadequate Housing		Total	
	2001	2007	2001	2007	2001	2007
KSD	35 082	37 386	54 383	55 997	89 465	93 387

d) Status of land claims

There is a long outstanding land claim dispute involving the land rights restitution claimants of KwaLindile and Zimbane villages adjacent to the city of Mthatha who are claiming a vast amount of land in and around the city of Mthatha, especially the remainder of Erf 912 Mthatha. These are not the only land claims in the municipality; there are others as well in other areas. The municipality has formed a Land Claims Task Teams which includes the Rural Development and Regional Commissioner, and the KwaLindile and Zimbane Land Claimants Representatives. The Task Team is negotiating an out of court settlement towards the resolution of the claim. A number of engagements have been held and a consideration for settlement has been under discussion.

Identified challenges: -

- Current backlogs, estimated to be 16 385 for urban and 44 677 for rural areas.

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

2.7.2.1 Public Transport

a) Buses and taxes

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

Challenges: -

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

b) Scholar Transport

The Department of transport is responsible for monitoring and funding of the scholar transport system. Approximately 107 schools in O. R. Tambo are benefiting from this programme. Challenge with this programme is that vehicles tested for road worthy are not used to transport the children.

c) Railways

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

d) Pedestrian transport and pathways

The Vision of 2030 has a clear plan on the use of motor-cycles and other related mode of transport and this plan is budgeted under the projects for Presidential Intervention.

e) Airports

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

3km of 3000 m runway has been constructed to accommodate any large passenger aircraft. In the current upgrading process that includes the constructed of a much bigger

fire station that accommodates two big fire engines worth R2.5 million. This will assist in increasing the airport's emergency capacity and improve its grades from four to six. The runway has been extended and upgraded from category 4 to category 7, temporal terminal building is utilized whilst the main terminal building has upgraded to include of among others, an extended VIP lounge, and new premises for five car hire companies, curio shops and restaurants. The fact that most passengers travelling to Mthatha are for business purposes means that there is potential opportunity for restaurants and coffee shops at the airport.

The following challenges have been identified: -

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

f) Future Airport Usage

Discussions and consultations are taking place to get more airlines for the Johannesburg-Mthatha and Mthatha-Durban routes. An important goal is to link Port Elizabeth to Mthatha via Bisho Airport with the service geared for faster movement between the three (3) areas. Further to that, linkage of the above developments with the development of the proposed Port St John's 1.2 kilometre landing strip has been recommended.

2.7.3 Energy and Electricity

Currently the urban area Electricity Master plan is being updated by Taylor and Associates to incorporate the future growth requirements of housing programmes, business development and meeting the needs of government departments. The Municipality is also addressing the electrification backlog by connecting 1082 households in Zimbane and Ilitha Township and the project is nearing completion. An investigation was done on the electrification backlog in the Mthatha West area and the Department of Energy was

requested for funding for 2000 units to start after the Thornhill Substation's first new transformer has been installed, to cope with the additional load.

The Municipality has started with its upgrading of the network with a loan from the Development Bank of Southern Africa and funding from the Department of Energy. The following projects have started:

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

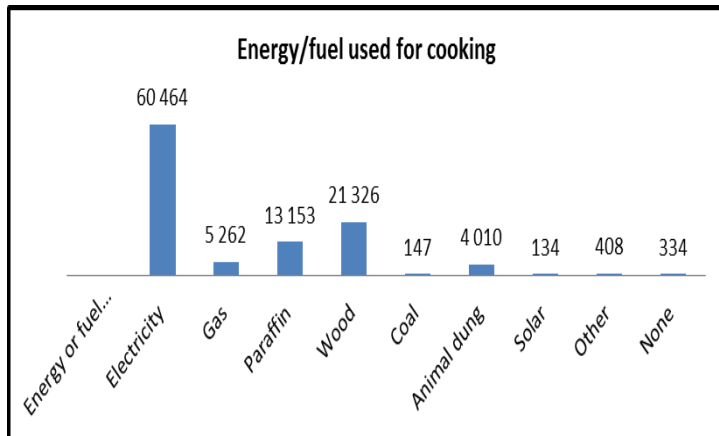
Eskom is managing the rural electrification and several new substations are in the process of being constructed in rural areas. The Municipality has implemented an Indigent Policy that places a strain on the resources of the institution, both financially and in terms of the capacity to implement the policy. The Municipality has requested funding to the value of R252 million to upgrade the aging and overloaded electricity network.

Ward	Area	Project description
10	Lutshabeni	None
13	Ncamedlana Farms	VIP Sanitation available - not covering the entire village
14 15 18 19	Old and new Lindile, Marhambeni and Dlomo	None
20 21	Jojweni, Mputhi and Beke	None
22 23 25 26 28 29 32 35	Julukuqu, Malindini, Phingilili, nyibeni and Bityi	None
	Empa, Lwalweni, Thantseka, Magubu, Madonisi, Buwa, Sigoyo, Ngweni, Ntilini, Nongawuza, Ngcendese, Jongimizi, Mantshayi	None
	All villages	None
	All villages	None
	Lower Ngqungqu and Thungwana	None
	Darabe,	None

	Ngcanaseni and gengqe	
	Msukeni	None
	Magombe	None
	Blekana, Kotishini, New Town, Ntuwe, Chanti, Thafeni and Macosa	None
	Madzothweni, Lower Ngqwarha, Upper cezu, Sigiba, Ngwevana and Zwelitsha	None
	Lukhwethu	None
	Ludaka, New Rest, Nyandeni, ndisane, Kunene and tyumbu	None

According to KSD Presidential Intervention Progress set to address, the following which form the main problem statements for sanitation provision:-

- Untreated sewer effluent which drains into the river and in some cases connected to the storm water drainage system
- Old sewer infrastructure
- Non-functional pump stations
- Sewer spillages
- High demand vs plant capacity



Type of energy used for cooking per household

The above diagram illustrates that 57% of households use electricity for cooking on a daily basis while only 24% still depend on wood, coal and animal dung for cooking. Approximately 18% of households use paraffin, gas or solar as the main source of energy for cooking and the remaining 1% uses other forms of energy.

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

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

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

- Huge electricity infrastructure backlogs
- Project Prioritisation Policy is not available

- The cables and sub-stations are old and some permanently damaged and require total replacement
- Replacement of substation requires huge amounts of budget
- The main substation has been upgraded but old cables still cause problems
- Shortage of funds and human resource capacity
- Provision of electricity in some of the newly built households of ward 31, 19, 28, 18, 9, 32, 5, 6, 10, 11 and 14
- The whole of ward 21 has no electricity
- The communities have high expectations from Eskom as a result, the release of land for construction of substation is delayed
- Unsettled land claims results in further delays.

2.7 Water services

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

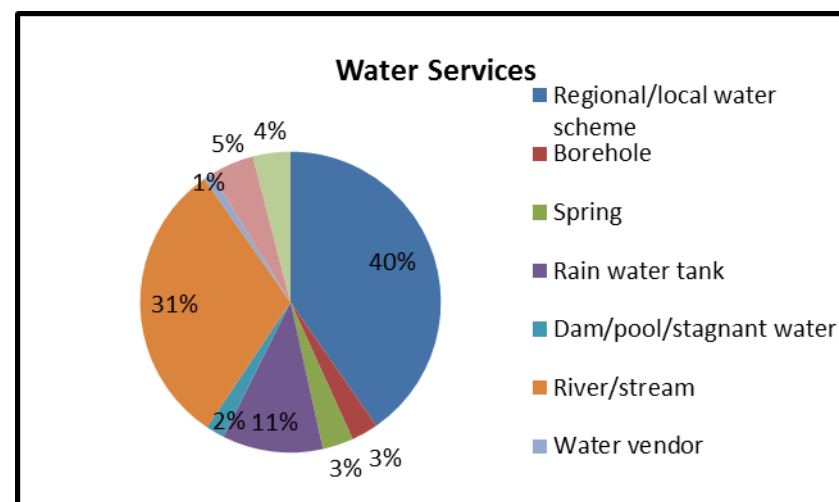
The District Municipality developed the WSDP, which was approved by Council. This provides an overview and an assessment of:-

- Existing information on backlogs;
- Current levels of service;
- Operations and maintenance of infrastructure assets;
- Water resource management;
- Water balances and losses; and
- Issues pertaining to contracting and licensing.

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

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

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



Access to water services Stats SA 2011

Figure above shows the percentages of households with access to different sources of water. Approximately 40% of households obtain water from the regional schemes while 31% acquire water from rivers or streams, the remaining 29% of households obtain water from different sources like water tanks, water vendors, springs, boreholes, etc.

According to KSD Presidential Intervention Progress Update, though water service backlogs are minimized, the following form the main problem statements for water provision:-

Raw Water Pipe Line in Disrepair

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

Water Purification Works

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

Challenges related to water include the following:-

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

2.8 Sanitation

Provision of sanitation services is the competency of the O.R Tambo District Municipality. A huge sanitation backlog has been identified. A sanitation strategy has been developed to ensure that the issue of backlogs eradication is dealt with and that an appropriate sanitation model is provided to the communities for both urban and rural areas. The DM is also intending to upgrade all town sewer systems into full waterborne systems.

Only 1 (Mthatha town) out of 9 towns in O.R Tambo DM have a full waterborne sewer system, which has now reached its design lifespan and has already exceeded its capacity. The wastewater treatment works was designed to accommodate 12MI/d and the current flows are estimated above 18MI/d with exclusion of flows that do disappear within the sewer network.

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

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

The upgrading of sewer system into waterborne sewer in Mqanduli is currently at design stage.

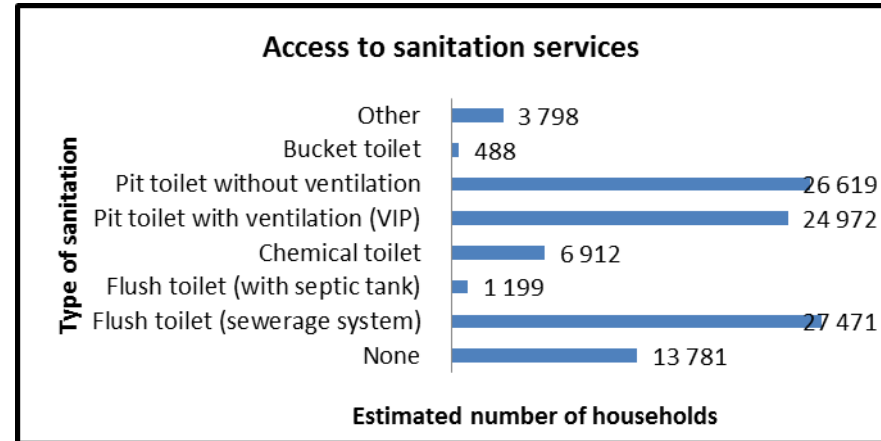


Figure shows Access to sanitation services Stats SA 2011

It presents the number of households with access to different forms of sanitation services within the KSD LM. Approximately 25% of households access sanitation services below RDP standards (no Ventilation Improved Pit Latrine). O.R Tambo DM has managed to deliver ventilated improved pit toilets to approximately 23% of households, while 39% of households have access to flush toilets earth connected to the sewerage system or with septic tanks. Statistics SA (2011) also reflects approximately 488 households still using bucket system. However, the municipality indicated that the bucket system was completely eradicated and so no households are currently on bucket system.

The table 8 below reflects the wards and villages where communities are still relying on the self-made toilets (No VIP system (Source: KSD ward profiling 2012) : -

The table below demonstrates wards with no VIP

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

Some of the sanitation challenges include the following:-

- Huge back log
- Waterborne sewer system for Mthatha is not fully functional – Pump station requires constant repairs
- Mqanduli does not have a water borne sewer system – under construction
- Shortage of Honey Sucker Trucks
- Sewer effluent discharged is not of acceptable standard due to lack of resources to upgrade of infrastructure
- Slow progress on sanitation projects
- Limited public toilets in the towns

2.9 Public Amenities and Community Facilities

2.9.1 Health Services/Facilities

Six (6) major hospitals are available in Mthatha namely, Nelson Mandela Academic Hospital linked to WSU hospital academic institution (former UNITRA), Mthatha General Hospital, Bedford Hospital, Sir Hendry Hospital, St. Mary's private hospital and the Mthatha private hospital. Other public hospitals are available in Mqanduli, Zithulele Hospital. The Department of Health has refurbished Mthatha General Hospital to encompass a teaching training hospital centre and the Bedford Orthopaedic Hospital has been upgraded.

Forty seven (44) rural clinics and 5 community health care centres are available in the rural wards of KSD. In addition, two (2) clinics, namely Norwood Civic Centre and Stanford Terrace as well as one health Centre, Ngangelizwe Community Health Centre, are available to service the Mthatha urban area.

Currently four (4) clinics have been prioritised for implementation of National Health Insurance (NHI): -

- Qunu
- Ntshabeni
- Qokolweni
- Lutubeni
- Stanford Terrace

- Four (4) clinics currently under construction: Bumbane, Mvezo, Centuli) and 1 old one Tyelebana clinic.
- Clinics planned for 2015/2016- 2017: - 2 old (Tabase ,Kambi) 2 new (Sakhela and Gengqe)
- Nineteen (19) clinics are currently being maintained
- Ten (10) clinics are planned for maintenance
- Currently forty (40) mobile clinic points exist

Availability of clinics

Status	Ward
Available clinics	1, 5, 6, 7, 8, 10, 13, 16 - 19, 21, 22, 24 – 27, 31 – 33 and 35
Required clinics	4, 9, 11, 12, 30 and 34

Community health workers have been deployed in the wards, to provide the following services: -

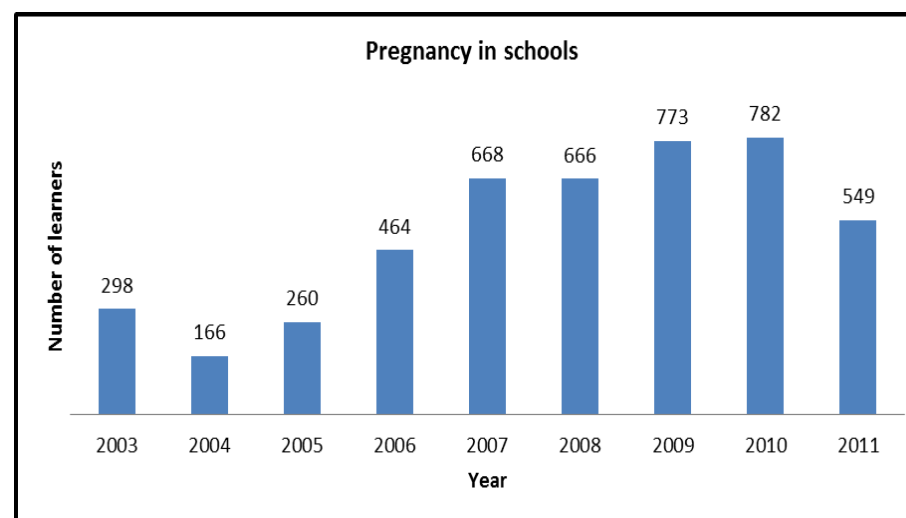
- Carry out household assessments, identifying health problems and making appropriate referrals
- Providing information and education to families
- Providing psychosocial support
- Participating in community campaigns and screening programs in the community
- Over the past two years only one hundred and eight (108) community health workers have been trained from different communities for provision of the above services. This number is considered limited because of the great need that has been identified. Shortage of funds to deploy more community health care workers is a challenge.

Accessibility to health facilities is a challenge as a result of lack of maintenance of access roads, making it difficult to render vital services to the communities in some clinics. The access road to Bedford Hospital is being resurfaced and other rural roads are under rehabilitation but the following still require serious maintenance: -

- Jalamba, Zidindi, tshezi, Ndzulwini, Tyelembana, Mpheko, Xhwili, Maxhwele, Hlabatshane, lutubeni and Mpunzana.
- Access road to Sitebe clinic requires bridge

The following additional challenges have been identified:-

- Water - The majority of rural clinics has no access to water, and have been provided with tanks. This creates challenges during drought seasons as tanks run out of water, bore holes are required. Water pipes in Sangoni clinic are leaking, maintenance of both the pipes and the building is required.
- Electricity - upgrade for Ndibela clinic and Maxhwele clinics
- Buildings –
 - The Civic centre clinic is too small as it was not originally built for health purposes.
 - Renovations in Nzulwini, Tshezi and Zithebele clinics is required
 - In Xhwili clinic a park home is required for additional consultation room.
- In all rural clinics, there are no telephones, shortage of staff and delay in delivery of medication.



- Signboards, notice board and service board plan are required in all the rural clinics.

- Medical waste in health facilities is collected by a private company contracted by the Department of Health on a one year contract. The waste is dispatched to KZN due to the lack of medical waste disposal site in Eastern Cape
- No collection of general waste in rural clinics done by the municipality

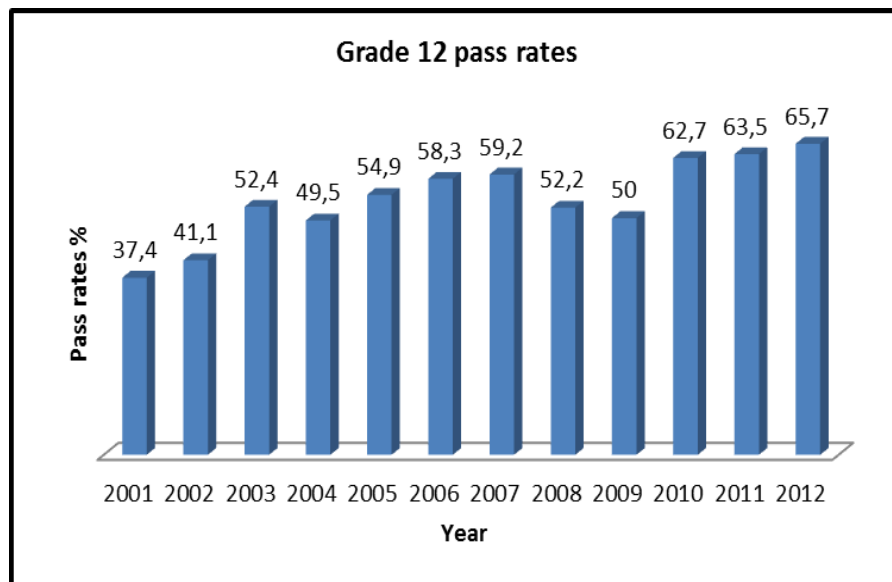
2.9.2 Educational facilities

According to the Education Management Information System (EMIS), a number of primary and secondary institutions exist in the municipality. One University, Walter Sisulu University in Mthatha is available and one FET college.

Currently there are 369 schools in KSD of which 25 are independent (private) schools, including primary, secondary and senior high schools. Three Special schools exists namely Efata Special Schools, Ikhwezi Lokusa Special School and Thembisa special School. Eight (8) ABET schools are registered with the Department of education including the Kambi Adult Centre, Mgobozi Adult Centre, Mgobozi Commercial Adult Centre, Mpeko Adult Centre, Mqanduli Adult Centre, Qunu Adult Centre, Seaview Adult Centre and Umtata Prison Adult Centre. Sixteen (16) schools are currently under construction including three (3) hostels in Dalindyebo SSS, Ngangelizwe HS and Mthatha Tech HS.

Figure below shows number of learners pregnant: Source: Education management Information System (EMIS)

Pregnancy while at schools has been one of the major concerns by the Department of Education. The figure above reflects that pregnancy in schools has been on the rise from 2004 to 2010 having the highest record of 782 learners being pregnant. In 2011 has been a decrease from 782 to 549 (70.2%). The institution of sex education in schools has positive outcomes as shown by the in 2011



Grade 12 pass rate. Source: Education Management Information System (EMIS),

Figure 22 reflects that between 2001 and 2009, grade 12 pass rates have been fluctuating. From 2010 to 2012, there has been an improvement in the pass rate. Over the past three years, the Mthatha district (Mthatha district includes all schools in the KSD LM), it has been ranked number 9 in 2010, number 12 in 2011 and number 10 in 2012, compared to other districts in Eastern Cape

Identified challenges: -

- Out of the total of 369 schools, about 26 schools lack water and sanitation as well as fencing around the schools.
- Over-crowding in schools and shortage of classrooms and school furniture
- Currently, seventeen (17) mud schools still exist namely Ndlunkulu JSS, Mbashe Primary, Thembelani Primary, Velalanga Primary, Viedgesville Primary, Sinolwazi SSS, Jongibandla JSS, Caba JSS, Luzini JSS, Thembelihle Primary, Nobuhle

Primary, Ngonyama Primary, Ngoswana JSS, Nkwenkwezi Primary, Laphumikwezi Primary, Mandleni JSS and Nzwakazi JSS.

- Access roads to schools require maintenance

2.9.3 Community Libraries

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

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

Currently there are nine (9) community libraries located in ward 2, 3, 7 (two libraries), 8, 18, 19, 24, and ward 29. Ward 4, 6, 8, 11 and 30 utilize the city library in ward 7. Currently ward 7 library (City library) is under renovations. The library in Qunu Village, ward 19 is within the multipurpose centre and is also utilized as an information centre.

Identified challenges: -

- The library in ward 29 (Mqanduli town library) was opened in 2011, however, very few people are visiting it because it is not centrally located, and so difficult to access. Relocation of the library is therefore necessary.
- Ngangelizwe library in ward 2 requires renovations to create more space inside.
- The Civic Centre library in ward 8 is too small.
- Shortage of staff
- Only nine (9) community libraries exist located in ward 2, 3, two libraries in ward 7, 8, 18, 19, 24, and ward 29. (Extension of services to all 35 wards is required)
-

2.9.4 Sports facilities

Construction of sports facilities is the mandate of the Department of Sports, Recreation, Arts and Culture. Once they are finished, they are handed over to the municipality for maintenance and facilitation of their operations. Currently there are 2 stadiums in Mthatha,

Rotary stadium and Mthatha Stadium. Other sport facilities that are utilized by the communities are the Richardson Park belongs to the municipality, Efata Sport fields, Sir Bluto sports field, Mthatha High School sport field and a gymnasium which are privately owned. Two swimming pools exist which are under the control of the municipality. In rural areas, open areas are utilized as sports grounds for sports activities such as soccer and netball. There is a plan to Level and fence of rural sports field.

Four art centres currently exist namely: -

- Mthatha Community Art Centre
- Bumbane Art centre (Not yet functional)
- Coffee Bay Art Centre
- Eastern Cape Art and Craft Hub

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

Challenges: -

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

2.9.5 Community halls

Existing community halls were constructed by O.R Tambo DM and were then handed over to the local municipality. The municipality is responsible for maintenance of the community halls; however maintenance is a challenge as a result of shortage of funds. O. R Tambo DM is responsible for compensation of personnel in the Thusong Centres. Table 14 below reflects availability of community halls in each ward.

Table 2: Availability of community halls

Status	Wards
Available community halls	1, 2, 3, 4, 6, 7, 9, 12, 18, 19, 23, 25, 28, 29, 31, 32 and 35
Required community halls	5, , 8, 10, 11, 13, 14, 15, 16, 17, 18, 20, 21, 22, 24, 26, 27, 30, 33 and 34

Identified challenges: -

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

2.9.6 Cemeteries

Currently four (4) cemetery sites exist within the urban area, located at Ncambelana, main cemetery in Mbuqe, Khwezi and Mqanduli. The municipality is responsible for maintenance of the cemeteries. The challenge is that almost all four cemeteries are full, therefore land has to be identified for a new cemetery sites. Availability of land for cemetery is hindered by the high demand of land for housing and the issue of unresolved land claims.

2.9.7 Waste management

Refuse removal is the function of the KSD LM. Waste is removed from the CBD every day and from residential areas once a week. Mandela Park has been recently included for the collection of waste. Waste is removed using the tipper truck, caged truck, skip truck and the compactor truck. Two (2) land fill sites exist one in Mthatha and the other in Mqanduli. Mthatha Landfill site is under rehabilitation in preparation for its closure. A new land fill site has been identified near Qweqwe. The EIA for the Qweqwe landfill site is under way. Integrated Waste Management Plan as well as the by – laws regulating waste were approved by Council; however, the documents have been submitted to the legal department before it is submitted to the MEC. .

The municipality has identified the employment of Waste Management Officer as key to deal with the following challenges with regards to waste management: -

- Poor waste management and unlicensed disposal facility
- The projects and programmes uplifted during the development of the Integrated Waste Management plan must be implemented to ensure effective waste management.
- Littering is still a challenge although bins are provided all over the town
- Poor state of waste management services
- No record of quantities of waste generated.
- No waste provision services for coastal resorts – Coffee – Bay and Hole in th Wall, the development of Coffee Bay waste transfer station will ease the situation

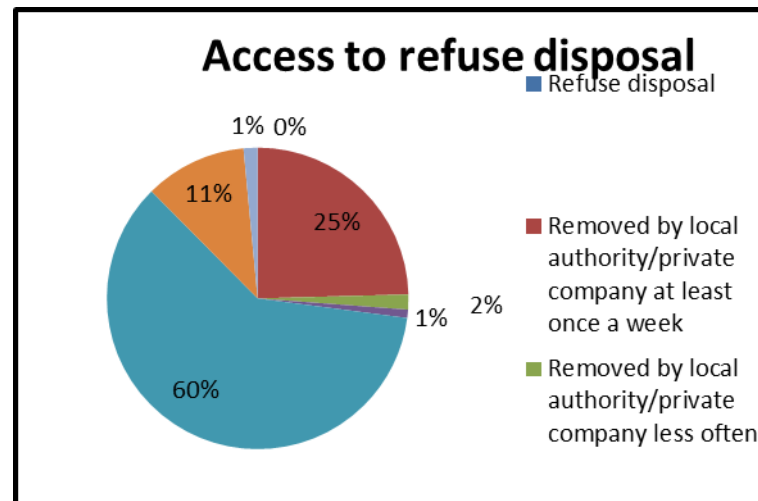


Figure 2: Access to refuse removal (Source: Stats SA 2011)

Figure 23 demonstrates that 60% of the households have no access to refuse removal by the local municipality while 27% of the households refuse is removed by the local authority or by a private company. 1% of the households use communal refuse dump.

2.9.8 Environmental management

The Provincial Department of Economic Development; Environmental Affairs and Tourism is responsible for environmental management. Direct support on Environmental and Coastal Management is provided by Department of Economic Development, Environmental Affairs and Tourism, National Development of Environmental Affairs, Premiers office and OR Tambo District Municipality. Environmental affairs regulate environmental management through instruments such as the Environmental Impact Assessments, compliance and enforcement and biodiversity management tools. This includes: -

- Policy coordination
- Environmental Quality Management
- Biodiversity and Coastal Zone Management – Establishment of Wild cost Environmental Management plans for urban nodes at Coffee Bay and

Mthatha Mouth. Off Road Vehicle Task team – Process boat launch licenses along the coast and there is a valid launch site at Hole in the Wall

Main Causes:

- Inadequate, overloaded or defective sewage treatment infrastructure

2.9.8.1 Marine & Coastal

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

Threats:

- Illegal Coastal Developments
- Illegal sand mining
- Climate change

2.9.8.2 Water Sources

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

Issues:

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

- Lack of adequate storm water management
- Inadequate sanitation and leaching of human waste from informal settlements into water

2.9.8.3 Heritage

The Hole in the Wall feature and Nelson Mandela Museum contributes to the heritage of the area. The Municipality also lies along the pristine wild coast.

Threats:

- The heritage sites are not clearly identified
- There is also no proper control
- Proclamation of the Hole in the Wall so that it can be graded as National heritage site has to be done

2.9.8.4 Air Quality

Air quality management in South Africa has recently undergone a major revision, with a shift from the source based air quality management approach under the Atmospheric Pollution Prevention Act (No. 45 of 1965)(APPA) to an ambient based approach under the National Environmental Management: Air Quality Act (No. 39 of 2004)(AQA). This change in air quality management approach has also seen a change in the responsibility for air quality management being devolved down from the national level to the local authority level (district and metropolitan municipalities). Under the new Act each local authority is responsible for the development and implementation of an air quality management plan as part of their Integrated Development Plans (IDP). This function will be carried out by the OR Tambo District Municipality as this is their responsibility.

Noise pollution is also a challenge. By – Laws regulating noise in town have been developed and approved by council, however, they are not being implemented

Causes:

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

2.9.8.5 Environmental Degradation

The degradation of the environment in the greater OR Tambo DM is of concern, especially the extent and severity of the soil erosion. This has an impact on the economic viability and possible uses of the land. Environmental degradation, soil erosion in particular, is a major concern in the area. This imposes a number of limitations on the possible uses of land, and hence the economy of the area (source ORTDM). In KSD Municipality the mostly affected areas is ward 31, ward 16 & ward 15. However, a Land Management Project is registered to the Department of Environmental Affairs for funding for the 3 identified wards.

Current projects

Project name	DESCRIPTION	IMPACT	DURATION	PROGRESS	JOBS CREATED
EC- Development a New Landfill Site	Development of a new Landfill site in Qweqwe	Better waste management in the Municipality	July 2013 ▼ Dec 2016 (continuing)	Land has been secured and the additional finding to the value of R16m has been secured. The EIA process underway and currently at public participation stage Implementation to begin around January 2014	Projected Jobs - 220
EC – Youth Jobs in Waste	Create youth employment opportunities; provide additional waste capacity and infrastructure in the Municipality.	Capacitate youth in waste and improve municipal infrastructure relating to waste	Sept 2014- Continuing	Induction of beneficiaries has been done	Total = 24 youth based in KSD
EC-WftC Mbhashe River to Manteku River	Coastal Clean-up and development of Coastal Management Plan	Minimize waste management along the coast	Aug 2013 ▼ July 2015	Business approved Conducting Social facilitation for the recruitment of beneficiaries.	Total = 25

2.9.8.6 EPWP programme

Approximately 200 people are benefiting from the EPWP programme of which 25 are working in public parks and 175 work in cleaning of the towns (Mthatha and Mqanduli)

Challenges with regards to the EPWP programme: -

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

➤ Public Parks: -

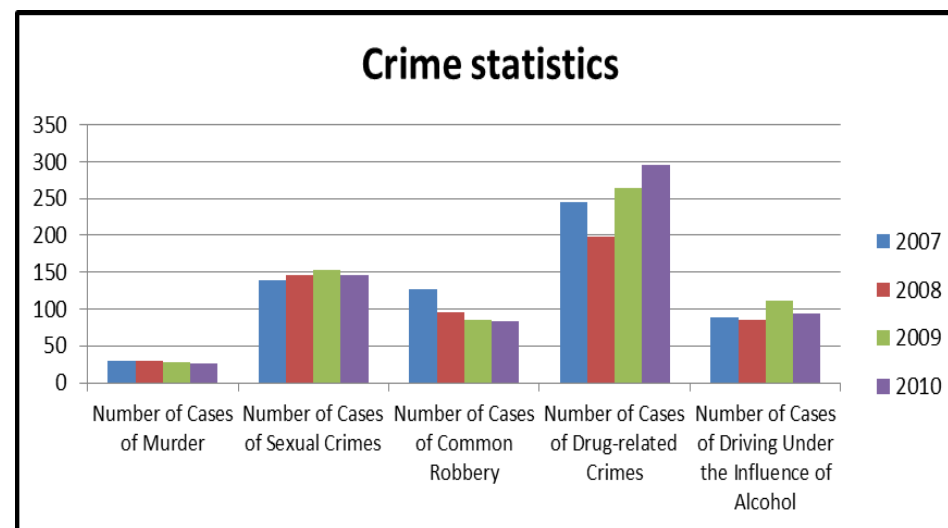
4 municipal parks exist namely: -

- Queens Park also known as Savoy park
- Water fall park
- Mqanduli park

Maintenance of these parks is done regularly by employees employed under the EPWP programme. For maintenance of these parks, 2 tractors with grass cutters are utilised, one tractor is used in Mqanduli while the other is used in Mthatha.

2.9.8.7 Safe and Secure Environment

Currently there are 7 Police stations under KSD LM, namely Mthatha Central, Ngangelizwe, Bityi, Kwaaimani, Mqanduli, Madeira and Coffee – Bay Police stations. Table 16 below reflects the types of crime that are reported in each of the police stations under KSD LM. Mthatha includes the Central and the Madeira Police Stations. The highest criminal activities reported in Bityi Police station is stock theft while in Coffee Bay, Mqanduli and Kwaaiman are the assaults with the intent to inflict grievous bodily harm. Highest crime reported in Ngangelizwe is the burglary at residential premises. Theft of motor vehicle, motorcycle and commercial crime are more common types of crimes reported in Mthatha. Stray animals in town need to be controlled.



2.9.8.8 Crime statistics. Source (ECSECC 2010)

Figure above reflects that there has been a recorded increase in number of reported cases of drug related cases between 2007 and 2010. A slight decline was recorded in 2008 but soon increased in 2009 and 2010. This is followed by cases of sexual crimes which have relatively been stable between 2007 and 2010. It is also important to note that these are reported cases, as some of the cases might not have been reported. Contrary to this, statistics from South African Police Services web site (http://www.saps.gov.za/statistics/reports/crimestats/2013/crime_stats.htm) states that, assault with the intent to inflict grievous bodily harm, burglary at residential premises, stock-theft, commercial crime and theft out of or from motor vehicle and motorcycle are the most common types of criminal activities reported in the police stations.

Reported cases of crime between April 2012 to March 2013 (Source: SAPS statistics website), this source requires to be updated in partnership with SAPS since it is obsolete).

Crime category	BITYI	COFFEE BAY	KWAAIMANI	NGANGELIZWE	MQANDULI	MTHATHA (Central and the Madeira)	Total number of cases
Assault with the intent to inflict grievous bodily harm	160	62	89	131	210	679	1331
Attempted murder	21	1	14	6	12	77	131
Burglary at non-residential premises	26	22	20	19	54	272	413
Burglary at residential premises	57	33	29	157	152	605	1033
Common assault	37	39	27	95	54	639	891
Common robbery	4	2	0	12	32	182	232
Driving under the influence of alcohol or drugs	1	1	0	15	6	52	75
Drug-related crime	99	25	16	86	53	162	441
Murder	50	5	21	35	30	145	286
Robbery at non-residential premises	13	3	3	10	17	65	111
Robbery at residential premises	15	9	16	12	23	69	144
Robbery with aggravating circumstances	52	15	26	79	88	685	945
Sexual Crimes	77	14	37	85	73	319	605
Stock-theft	223	10	81	5	102	237	658
Theft out of or from motor vehicle and motorcycle	24	27	5	88	34	1146	1324
Commercial crime	6	1	0	3	46	1282	1338

Crimes identified as highest concern in each ward (Source: O.R Tambo Risk Assessment Report 2011)

Wards	Common types of criminal activities
02	Rape, Theft, Assault
9	Rape, Theft, Drugs

10	Theft, Burglary, Rape
12	House burglary, Rape, Stock theft
14	Theft, Assault, Rape
18	Rape
28	Rape, Theft, Abuse, Burglary
30	Theft, House breaking, Robbery
31	Robbery, Burglary, Theft, Armed robbery, Rape
32	Robbery, Rape, Theft

The Section dealing with Community safety in KSD LM is divided into two sections, namely Protection services and Emergency services.

2.10 Protection services

Protection services embrace the following aspects: -

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

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

Challenges: -

- Lack of funds to hire more fire fighters
- Shortage of uniform for law enforcement officers
- Fire

2.11 Fire and Emergency services

Currently the municipality does not have a fire engine truck; it depends on the O.R Tambo fire engine which serves all the municipalities under O.R Tambo. This creates challenges because some areas are far from the main fire stations and it takes longer for the fire engine to reach an area of disaster. According to the fire management standards, fire engines should reach the disaster areas within 5 minutes. Thirteen (13) fire fighters are employed by the municipality but due to lack of resources, they could not fully perform their duties. Fire bylaws have been developed but are not yet adopted by the council. The following wards have been identified as wards which are prone to forest and veld fires, ward 5, 30, 31, 7 and 32. House fires in ward 2, 9 and 15 are more common and usually caused by paraffin stoves and abuse of alcohol. (Source: O.R Tambo Risk assessment report 2011)

2.12 Disaster

A Disaster Management Unit is in place in Mthatha, however, plans to establish a satellite in Mqanduli is underway. Machinery is not available for provision of full services for disaster and emergencies covering Urban, Rural and Coastal areas. The municipality is in the process of acquiring assistance for the development of a Risk Assessment Study. A Disaster Management Plan has been developed but not yet approved by the council. (Awaiting prio approval of O R Tambo district municipality Disaster Management plan)

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

- Floods in the streets around the CBD area and in ward 2, 4, 9, 12, 5 and 32 caused by the lack of proper drainage system
- Floods in the villages of ward 8, 2, 9, 31, 12, 19, 18, 11, 10 and 28 caused by heavy rains and the houses that are built in flood prone areas.
- Wards where river and stream flooding were identified as a major concern - 03, 10, 15, 32
- Wards where street, road and house flooding were identified as a major concern - 03, 10, 15, 32
- Drought in wards 4, 2, 31, 9, 30, 14, 10, 32, 28, 18, 12 and 15 caused by climate change issues

2.13 Climate Change

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

There is now empirical evidence to suggest that climate change is a reality and there are many global examples or trends which all depict a change in climate. Anthropogenic climate change is already occurring and many natural systems are being affected.

Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

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

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

- The region has had to adapt to current new phenomenon like army worms in Agricultural Crop production, floods and droughts. Impacts of these changes include changing of seasons for planting.
- Education and awareness campaigns need to be conducted to educate communities on environmental impacts of climatic changes. Environmental assets for KSD are not clearly identified. Research to be done (hole in the wall not declared as heritage site).
- An Environmental Response Strategy is needed to be done by Community Services and Local Economic Development directorates.

The district climate change strategy should be integrated with the provincial climate change strategy. This integration should be incorporated into the IDP with the strategies to address disasters. Currently, the municipality does not have an Environmental Management plan. Development of the plan is very critical. Protected areas in KSD include the Nduli and Luchaba Nature reserve.

2.14 Social development

The Department of Social Development intends to contribute to the improvement of quality of life of the poor, the vulnerable, the needy and the excluded citizens of KSD through a comprehensive, integrated and developmental social service system. This is done through programs run by the department like poverty eradication programs, social grants, funding of community projects, crime prevention programs, awareness campaigns on subsistence abuse, victim empowerment programs, orphans and child headed household assistance and Social relief programs. Two (2) service offices exist for the Department of Social Development under KSD municipality, one office is located in Mthatha and the other is located at Mqanduli.

The following institutions are available: -

- Four children’s homes: -
 - Khanyisa Children’s Home
 - S.O.S. Children’s Village
 - Bethani Children’s Home
 - Thembelihle Children’s Home
- Sinosizo Home for the Elders

- Thembelitsha Rehabilitation centre

Substance abuse has been one of the main challenges that the communities in both rural and urban areas have been facing. In order to address this challenge, awareness campaigns were conducted in Coffee Bay as it was identified as a hot spot for drug and alcohol abuse. The campaign involved all community members including school children, youth as well as old age people. Another intervention called Teenage Against Drug Abuse (TADA) organizations have been established in schools and in communities. Six (6) volunteers, three (3) in Mthatha and three (3) in Mqanduli have been identified to be drivers of the TADA.

Community projects have benefited through the funding of the projects by the Department of Social Development. The types of projects funded include cooperatives and Non Profit Organizations (NPOs). The Crop projects are also assisted by the Department of Agriculture by providing seedlings, fences, as well as training the members of the projects.

HIV/Aids impacts heavily on the ability of the economically active population to effectively play their respective roles in the economy. An analysis of available antenatal statistics reflects that over the past decade, HIV related deaths have been on the rise. The 2011 statistic revealed that 11.5% of the population in KSD is infected by HIV/AIDS. The Department of Social development together with the Department of Health are working hand in hand to assist the affected communities. Home Based Care Givers (HBCG) throughout the communities are established to conduct door to door visits for the affected families.

Four(4) Non-Profit Organizations (N.P.O) are available to assist the communities with care giving and counselling. These organizations include Vukuzenzele Cooperative, Zama HIV/AIDS Centre, Community reach Home Based Organisation and Great Commission Organisation.

The municipality developed a Strategic Plan, aimed to guide the municipality's response towards the epidemic, looking at strategic areas for intervention. According to the HIV/AIDS Strategic Plan (2009-2013), HIV/AIDS is one of the biggest challenges in the country, badly affecting individuals, families and communities. Bread winners are lost and orphaned children are deprived not only of parental care but also of financial support. Many of them leave school without hope of getting a decent education or job. The majority of affected people are aged

between 20-45 and this has serious implications for the economy and development of the country.

The KSD HIV/AIDS Strategic Plan (2009-2013) has identified the following priorities:

-

Priority Area 1 - Involves Education, Prevention and Awareness, focusing on raising awareness regarding VCT as well as improvement of the quality of service provided. Distribution of condoms will also have to be improved enormously, in order to ensure easy access so that communities are encouraged to make use of them.

Priority Area2 -Provision of treatment, care and support for people living with HI-Virus. The Municipality is experiencing an increase in the number of people who are infected and affected by HIV and AIDS, with high levels of Discrimination and stigmatisation. A number of infected people are defaulting on treatment and support groups as a result of poor community support

The following are some of the issues and intervention programs identified by the Department of Social development: -

- Increase in numbers of orphans and vulnerable children (OVC)
- Physical Abuse (women, children and elderly) resulting in emotional abuse
- Substance Abuse affecting all ages – resulting in crime, road accidents, school dropouts and dismissal from work
- Poverty and substance abuse are one of the causes of physical abuse
- Shortage of funds to continuously fund community projects
- Lack of sustainability of funded projects
- Foster care issues
- Foster care grant is not utilized to address the children's needs.
- Conflict between family members due to grant provided to foster parents.
- Young girls under foster care are victims of arranged marriages

- Increase in number of orphans
- Poverty - Lack of nutritious food result in infected people to get sick more regularly
- Shortage of funds to employ as a result some of the Home Based Care Givers are volunteers

2.15 FINANCIAL VIABILITY AND MANAGEMENT

2.15.1 REVENUE

- Municipality depends purely on grant for service delivery.
- Revenue base is mainly on Rates & Services.
- Low income generation from domestic & business customers.
- Manual processes of billing and collections.
- Non availability of customer care services beyond 24hrs.
- Officials and councillors not adhering to Municipal Systems Act Code of Conduct.
- Surveying of government land so as to provide ERF Numbers.

Recommendations

- Automate Systems
- Develop short, medium and long term revenue strategies.
- Timing arrangements with other countries for development.
- Resuscitate the 24hour customer service.
- Alternative ways of cash receipting & laying of electricity at convenient times.

2.15.2 SUPPLY CHAIN

- Contracts management
- Fictitious suppliers
- Government Employees crediting business with municipalities.
- Record keeping

Recommendations

- Engage external companies to deal with contracts management.

- Merge KSD systems with that of SARS for verification of suppliers.
- Alternate record systems.

2.15.3 ASSET MANAGEMENT

- Manual processes
- Transfer of land by government departments
- Challenges of land belonging to the Municipality yet the building belong to the government.
- Infrastructure assets.

Recommendations

- Automate the register /processes.

2.15.4 FINANCIAL REPORTING

- Poor Audit outcomes for 5years due to non-availability of documents, non-cooperation during audit.
- Manual p[rocesses
- Monthly recommendations not done.

Recommendations

- Change management
- Cooperation
- Implementation of corrective measures to address all findings.

2.16 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.16.1 Public Participation

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

The Council of the King Sabata Dalindyebo Municipality has adopted the Public Participation Policy and Public Participation Strategy to ensure that communities that are within the area of jurisdiction of KSD Municipality do participate in the policy formulation and implementation processes. The Public Strategy is used as a tool to guide community consultation and participation during the preparation, monitoring and review of the IDP. The KSD Municipality Strategy is also meant to support and translate into reality the vision, mission and objectives of the municipality. During 2016/17 financial year the IDP & Budget Outreach programmes were done throughout the KSD jurisdiction called upon all her citizens to exercise their right to actively participate in the municipality's affairs to the fullest of their *abilities, endowments and human dignity*.

2.16.2 Participation in IDP and Budget Process

2.16.2.1 Ward Committees

Ward Committees are committees established in terms of Section 73 of Local Government: Municipal Structures Act, Act No. 117 of 1998, and they are also referred to as Section 73 Committees.

All of the 35 wards have fully established committees which are totalling to three hundred and fifty (350) and have been taken through some training in an attempt to orientate them to local government processes. The ward committees operate well and are fairly working very co-operative with Ward Councillors and community stockholders and development committees which are ward committee sub-committees. The CDWs further assists ward to their respective wards assigned to them.

2.16.2.2 Community Development Workers (CDWs)

KSD municipality has Community Development Workers who are working closely with Ward Councillors and committees and other community structures in ensuring that services are delivered to the people. In total, there are 25 CDWs.

The intention was to ensure that each and every ward has a Community Development Worker but due to limited resources and other logistics there are wards that still have no CDWs but are being serviced by other CDWs and Ward Committees with the coordination of a local (community) based coordinators.

2.16.2.3 Political Management Committee

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

Council took a resolution to have a full time Chief Whip and thus institutionalized the Office of the Chief Whip. Council Chief Whip performs duties as stated in the Council's delegated authority and as such Council adopted a policy on the functioning of the Office of the Chief Whip.

The Office of the Council Chief Whip established a political committee called Troika constituted by the Executive Mayor, Speaker and Council Chief Whip. This committee is coordinated and chaired by the Council Chief Whip and can when deemed necessary the Municipal Manager is also invited to the meeting. This committee provides strategic

leadership for the local municipality to be able to effectively utilize the limited resources to achieve its objectives. The main function of this committee is that of ensuring political stability in the institution.

2.16.2.4 Whippy Support

Council took a resolution to have a full time Chief Whip and institutionalization of the Office of the Chief Whip. Council Chief Whip performs duties as stated in the Council's delegated authority. The Council Chief Whip meets once a month to conduct an audit of service delivery. All whips are also expected to present written reports on service delivery challenges, programs and projects taking place, achievements and any other issue that may impede service delivery.

2.16.2.5 Oversight Role of Council Section 79 and 80 Committees

2.16.2.5.1 Section 79 Committees

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

- i. Rules Committee
- ii. Ethics and Members' Interests Committee
- iii. The Municipal Public Accounts Committee (Chaired by a councillor of an opposition party).

2.16.2.5.2 Section 80 Committees

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

- a) Mayoral Committee chaired by Executive Mayor: Her Worship, Councillor N. Ngqongwa
- b) Community Services chaired by Councillor L. Madyibi

- c) Public Safety chaired by Councillor S. Mlandu
- d) Local Economic Development chaired by Councillor N. Gcingca
- e) Planning and Development chaired by Councillor G.N. Nelani
- f) Finance chaired by Councillor F.R.S. Ngcobo
- g) Infrastructure chaired by Councillor n. Gcingca (Acting)
- h) Corporate Services chaired by Councillor L. Ntlonze
- i) Disaster Management chaired by Councillor N.A. Ndlela
- j) Special Programmes chaired by Councillor F.M. Mtwa
- k) Speaker of the Council by Councillor D. Zozo
- l) Council Whippy chaired: Z. Gusana
- m) Municipal Public Accounts Committee chaired by Councillor. P. Nontshiza

Section 80 Committees are:-

- Community Services
- Infrastructure
- Corporate Services
- Finance
- Planning and Development
- Public Safety
- Planning Socio Economic Development
- Disaster Management
- Special Programmes

Both Sec 79 and 80 Council committees do meet and process council reports to other structures of council till adoption and resolution by Council meeting.

2.16.2.5.3 Councillor Capacity Building Programs

The Office of the Speaker together with the Human Resources Department has in the past, working with different training institutions, trained Councilors (who were serving in the previous council) on the following courses:

- Executive Leadership
- Master's in Public Administration
- IDP and Budget
- Leadership Skills

- Chance Management
- Project Management

2.16.2.5.4 Challenges on the functioning of council and council structures

The poor implementation of Public Participation Strategy is taken as a major concern since it results to:

- Addressing fully capacity gap on the new councillors into oversight responsibilities / particularly council committees
- Role definition between the executive and legislative committees of council
- Remuneration of political office bearers
- Inadequate administrative support provided for council structures to exercise oversight responsibilities
- No framework guiding location and provision of administrative support for traditional leadership in council
 - Political instability may hamper proper functioning of councils

2.16.2.5.5 Council Meetings

There is a Council approved Council Calendar that regulates the sitting of Council meetings and Council Committee meetings. The Office of the Speaker has fully complied regarding the sitting of Council meetings. The Office of the Speaker has facilitated contribution from the Councillors in laptops and cell phones as working tools. The intention with this step is to introduce paper-free, electronic council meetings, and to minimise transportation and printing costs. To assist the process, Councillors have received Computer literacy training.

2.16.2.6 Commitment to Community Participation

The KSDLM endeavours to ensure that ward committees are central to the development of IDPs and that they are aware of their role in local government. To this effect, a number of outreach programmes to the 35 wards were held by both the Office of the Executive Mayor

and the Office of the Speaker. The Executive Mayor and her office visited 35 wards of KSD local municipalities in November to December 2015 to review the IDP and present the progress made in implementing the previous IDP. What transpired out of these meetings has been used to set the tone for the development priorities for the next five years. The theme of the outreach programmes was centred on the role of the community in Local Government programs. To give effect to effective public participation, the Office of the Speaker and Executive Mayor have provided budget to ensure successful and good public participation. A sound budget has been set aside under IDP Unit to conduct IDP awareness campaigns to assist communities to actively participate in the IDP, PMS and Budgeting processes.

2.16.2.7 Challenges to Public Participation

The public participation strategy set to address

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

2.16.2.8 Petitions and Complaints Management

The Office of the Speaker has a draft policy which seeks to regulate (1) the manner in which community members and stakeholders lodge their complaints/petitions, and (2) how the municipality handles such complaints/petitions. There is a petition register and dedicated personnel (Public Participation Officer) who deal with the complaints and related matters received from the Public. This function is currently facilitated through the Office of the Speaker.

2.16.2.9 Traditional Leadership and Councils

The KSD Municipality will endeavor to strengthen Council structures responsible for oversight role. This will enable accountability and transparency of Council to the community by ensuring sitting of council structures as per legislation. The municipality will ensure provision of support to council role players for effective and qualitative participation in local government processes. The municipality also aims at developing a uniform approach on the participation and support of traditional leaders in council.

14 Traditional leadership and Traditional councils have been identified as an exclusively critical stakeholder in Local Government and as such, relations between these institutions and the municipalities present huge opportunities for advancing an impactful service delivery. The key issue identified is that the relations with traditional leadership are currently unstructured/ adhoc, not formalised. Apart from meetings of Traditional Leaders with the Executive Mayor and the IDP Roadshows, the only platform where they could participate in the IDP processes was through the IDP Representative Forum. This hampered the planning and speed of service delivery and reduction of service delivery backlogs as the attendance to these meetings was not good. During this term of council, twelve (12) traditional leaders have become part of municipal councils and as such the KSD Municipality is developing a clear programme focusing on enhancing service delivery through formalised partnerships and programmes with Traditional leadership institutions.

2.16.2.10 Social Cohesion

The Office of the Executive Mayor, together with the Planning Socio Economic Development, is implementing a number of programmes and activities aimed at promoting social cohesion in the communities of the KSD municipality. These include Sport activities (Mayors cup), co- operative support, and Mayoral ibises, Arts and Cultural festivals, Horse racing, Nelson Mandela walk in his commemoration.

2.16.2.11 Intergovernmental Relations

The King Sabata Dalindyebo municipality has prioritised IGR as one its area of focus to strengthen from 2013 and the future years. The KSDLM established a fully-fledged IGR

structure that will incorporate all IGR activities in the municipality and also ensure that the structure is used as a reporting structure for all government activities. The KSDLM has recently appointed the IGR Manager who has a vast knowledge of local government affairs to drive and facilitate Presidential Intervention Programmes and Projects through work-streams. The newly appointed IGR Office will further assist the office in facilitating the adoption Draft IGR framework. In the meantime KSD Municipality has its own full functional IGR forum that is chaired by the Executive Mayor to communicate its service delivery issues and related programmes.

2.16.2.12 MUNIMEC

The MUNIMEC has been established in terms of the provisions of the Intergovernmental Relations Act as a consultative forum between the Eastern Cape Provincial Government and the 45 municipalities in the Eastern Cape Province. To give credence to output 7 of delivery outcome 9, the provincial department of Local Government and Traditional Affairs is responsible for coordinating the activities of MUNIMEC. The MUNIMEC is attended by Mayors and Municipal Managers of municipalities. The department has also constituted a technical MUNIMEC which is a forum between the departmental management as led by the Superintendent General and the Municipal Managers from municipalities. At the technical MUNIMEC and the MUNIMEC, reports from the 6 district municipalities and the Nelson Mandela Metro, inter alia, whose main focus is progress with the implementation of the municipal turnaround strategies within the DM's and their constituent local municipalities as well as the Metro are presented and discussed. The KSDLM is actively participating in this Forum through our Municipal Manager.

2.16.2.13 DISTRICT MAYORS FORUM: DIMAFO

The District Mayors Forum of OR Tambo sits quarterly to align key programmes and issues between municipalities. DIMAFU is a Section 79 Committee. This is a special committee of council made up of Councillors (in this case the Mayors of the local municipalities and the Executive Mayor) that deals with issues within the Municipal Managers office (communications, IGR, Special Programmes dealing with Women, Youth, Disabled, People living with Aids, Elderly and Children) as well as internal audit functions. Key elements that form part of the performance of the municipal manager also form part such as statutory compliance issues. The King Sabata Dalindyebo local municipality is attending these meetings on invitation by the Executive Mayor of the District.

2.16.2.14 SALGA WORKING GROUPS

In order to share best practices in local government, SALGA has established a cluster of working groups. These working groups are replicated at a provincial level, and their structuring sometimes transcends the municipality's departmental divide.

It has been reported that the working groups are not functioning optimally, predominantly due to the inadequate participation of municipalities, either through not attending or sending inappropriate representatives. The King Sabata Dalindyebo Local Municipality has not been strong in its participation in the working groups, as it is only the Human Resources, Governance and Infrastructure working groups in which a reasonable level of representation has been achieved.

2.16.2.15 Communications

KSDM has a Communications Unit that informs, empowers and encourages citizens to participate in democracy and improve the lives of all. This helps in ensuring coherence of messages, open and extended channels of communication between municipality and the community, towards a shared vision.

A draft marketing and Communication Strategy is in circulation pending Council approval.

Challenges relating to marketing and communication;

- Communications units not sufficiently resourced in terms of Human Resources and finances (communications units only have two official and one intern)
- Inconsistency in updating information in the municipal website;
- Negative perceptions in the Media;
- Internal communication is not done properly;

2.16.2.16 Audit and Risk Management

The audit function entails an evaluation of a person, organization, system, process, enterprise, project or product. The situation in KSD is as follows:

- KSD have functional internal audit functions.
- Audit committee is in place.

- The municipality has been audited by the Auditor General for the financial years and the Auditor General opinion is as follows

The KSD municipality has an in-house internal audit function.

Key challenges that have been identified in this area include the following:

- Shortage of staff
- Recommendations made by Internal Auditors not timeously implemented;
- Past audit issues are not addressed timeously.
- Inadequate control systems

2.16.2.17 Risk management

- Draft Risk management policies are in place.
- Risk management committee is in process of being established
- There is no Risk management Committee and Unit so this function is coordinated by internal audit on an ad-hoc fashion
 - Challenges facing Risk Management
 - Delay in the appointment of Chief Risk officer
 - Delay of establishment of risk management committee

However, the risk management assessment is currently undertaken by the Internal Auditor and officers on an annual basis.

2.16.2.18 Anti-Fraud and Anti- Corruption

Fraud and prevention policy is in place and adopted by council

. The challenges facing Anti-fraud and anti-corruption:

- Non Implementation of policy;
- Lack of awareness to municipal employees
- Lack of whistle blowing system
- Control systems not updated;
- No protective measures for whistle blowers on fraud and corruption;

- False alarms on fraud and corruption with a purpose to hide own corruption (camouflage).

2.16.2.19 Municipal Legal services

There is a weak in-house legal service department which is dysfunctional plagued with litigation and staff discontent. The matter is being attendant to, and there are prospects of settlements and the review of the organogram will cater for this vacancy

2.16.2.20 Special groups

The South African democratic government has adopted a social agenda that is developmental in nature. As part of its commitment to the equal development of all its citizens, the South African government has channelled material resources and time towards the improvement of the living conditions of the vulnerable groups. Government has also passed legislations that seek to protect the rights of the vulnerable groups.

Twenty- years after the advent of the democratic government, with all the progressive legislations and resources dedicated to the vulnerable groups, women, children, the elderly, the young people, people with disabilities and HIV/Aids are still experiencing high levels of isolation, discrimination and abuse. The high poverty conditions that prevail in our communities further exacerbate the harsh conditions and poor treatment that these groups are exposed to.

Local government as the sphere of government that is closer to the people is better placed to drive and implement responses that seek to improve the conditions of these groups. In responding to the needs and challenges faced by the vulnerable groups, municipalities are expected to ensure the establishment of effective and well-coordinated mechanisms targeting the identified sections of the population.

2.16.2.21 The Special Programmes Unit (SPU)

The Special Programmes Unit in the KSDLM was established in 2006 as a result of Chapter 9 of the Constitution. Special Programmes unit is not a fully-fledged Unit, it is

functioning with two employees, that is, one is at junior level and the other one is on contract. Budget is always a challenge

Focus areas are as follows:

- HIV and AIDS Programmes
- Programmes for people with disabilities
- Youth development
- Elderly and children
- Gender issues and empowerment

The Unit assists in the formulation of policies, and in identifying gaps in policies and implementation of such policies in favour of women, people with disabilities, the aged and children. The SPU has developed the following strategies and/ or plans to drive programmes focusing to the special groups:-

- a) HIV/AIDS Strategy
- b) Strategy for the people with disabilities
- c) Youth Strategy
- d) Gender based strategy

2.16.2.22 Mainstreaming of Designated Groups

Mainstreaming is the main function of the Special Programmes Unit so as to ensure that the municipal Council complies with the Constitution, the Bill of Rights, policies and other pieces of legislation.

2.16.2.23 Coordination and Mobilization

The Special Programmes Unit (1) coordinates government departments and other stakeholders in order to ensure that programmes for designated groups are developed and implemented and (2) mobilizes all vulnerable groups to be part of development plans and processes.

2.16.2.27 Municipal Partnerships

2.16.2.24 Monitoring and Evaluation

The Special Programmes Unit generates national, sub-regional, regional and international reports, which provide progress reports, assessed against benchmarks, and also monitors and evaluates the implementation of policies.

2.16.2.25 Capacity-building

This entails the strengthening of government's systems, processes and structures to ensure delivery sensitive to youth, women, people with disabilities, elderly and children and to ensure that vulnerable people are empowered and capacitated so that they able access socio-economic opportunities.

2.16.2.26 Advocacy and Lobbying Women, People with Disabilities and Youth

To spearhead public awareness and education for the promotion of mainstreaming youth, women, people with disabilities, elderly and children interests and programmes issues into Government programmes with extensive campaigns associated with national and international days, KSD Municipality has developed several strategies that deal with women, youth, people with disabilities in order to champion the mainstreaming of the issues of Special Groups. The Special Programmes Unit has to ensure that the development and needs of the designated are always a priority in development agenda, as enforced by a number of Acts, policies, charters as well as the constitution of the Republic of South Africa. KSD Municipality has sourced funding from DEDEA to pilot leatherworks project which is identified as Khuphukani Leatherworks Pilot Project.

Municipality	Type of partnership	Programme
Mhlonlto LM	Corridor development	<ul style="list-style-type: none"> • Mthatha & Mabheleni Dam • Ugie Langeni road development • Langeni Forestry development
S.T Lucia (Republic Union)	Tourism development	Exchange of heritage, arts and cultural experiences
Mhlonlto Municipality	Social Cohesion	Horse racing
eThekweni Metro Municipality	Security & safety	Piloting CCTV project

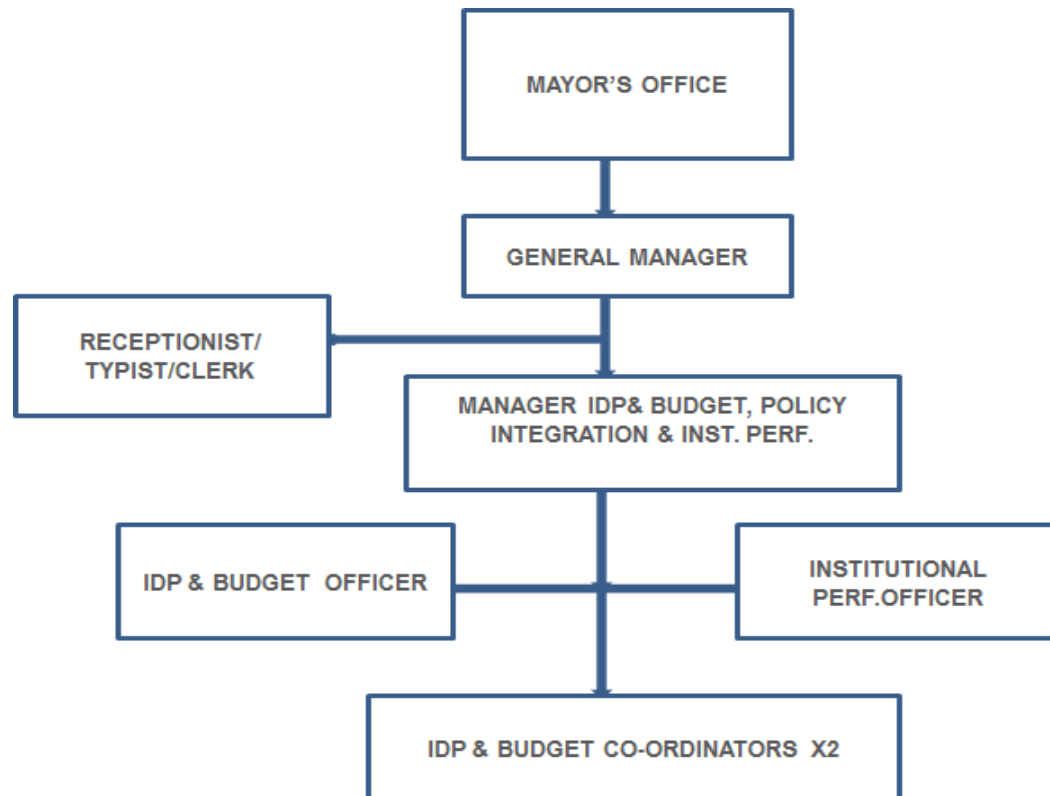
2.16.2.28 HIV and AIDS Programmes

KSD Municipality developed strategy Poverty Alleviation livelihoods which are under review to specifically look into the scourge and stigma associated with the people, either affected or infected by AIDS and lessening poverty levels. A number of community gardens projects and continuous awareness campaigns are undertaken with the assistance of Department of Health, Social Development, OR Tambo District Municipality and Non-Government Organisations. The Department of Local Economic Development of KSD Municipality has set aside a fund to the tune of One Hundred and Fifty Thousand Rand (R150 000, 00) for each of the 35 wards to fight poverty and people living with AIDs.

2.16.2.29 INTEGRATED DEVELOPMENT PLANNING

2.16.2.30 IDP UNIT

King Sabata Dalindyebo municipality is having a functional IDP Unit which is championed by IDP Manager under the Municipal Manager's Office (Executive and Council). However, the KSD Municipality managed to score high rating during the IDP assessment held at mphekweni for 2015/16 IDP Review. The following diagram depicts the organogram of the IDP unit;

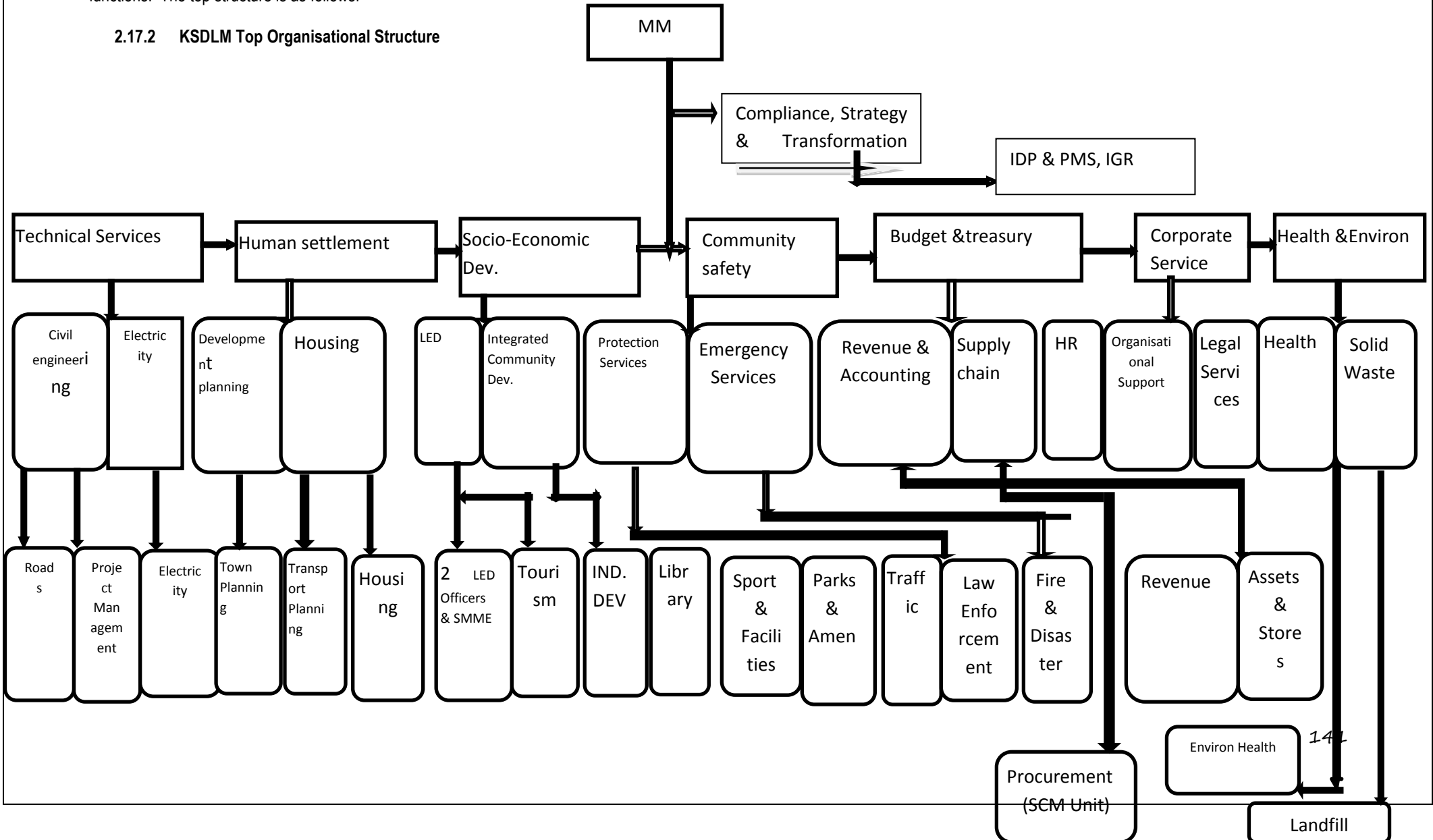


2.17 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

2.17.1 Administrative Structure

The KSD adopted a revised organisational structure in 2010 in line with its powers and functions. The top structure is as follows:

2.17.2 KSDLM Top Organisational Structure



2.17.3 Vacancy Rate and Gender

Staff Complement in the KSDLM

DESIGNATION LEVELS	TOTAL NUMBER OF POSTS	POSTS FILLED	NO OF FEMALES	NO OF MALE
MUNICIPAL MANAGER	1	1	-	1
SECTION 56 POSITIONS	7	6	2	4

In terms of the vacancies, it is worth noting that the KSD has undergone a job evaluation and the placement process of the employees has not yet been finalised. Once the placement process has been finalised, the Organogram will be reviewed.

2.17.4 STATUS ON VACANCIES

KSD has a staff establishment of 2 186 posts of which 51 % are filled. The staff establishment is a long term human capital resourcing framework which is being populated in a phased manner through an annual recruitment plan which targets critical funded vacancies in all departments every year.

A process of developing a recruitment plan for the 2016/17 financial year is underway.

219 posts had been identified for filling in the 2015/16 year, and 74 in the 2015/16 year.

It is worth noting that all Section 56 positions have been filled and all critical positions are also filled. Below is the breakdown in the filling of posts per department.

DEPARTMENT	NO. OF POSTS	NO. OF FILLED POSITIONS	VACANCIES
MM's Office	17	12	5
Technical Services	122	113	9
Finance	31	29	2
Community Services	49	47	2

Corporate Services	51	35	16
Strategic Planning and Economic Development	14	10	4
TOTAL	270	236	34

2.17.5 SCHEDULE OF POSTS

MUNICIPAL MANAGER'S OFFICE

NO.	NAME OF THE POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Municipal Manager	Vacant	-	S. 56	1
2.	P.A.	-	Filled	Officer	
3.	Executive Secretary	Vacant	-	Secretary	1
4.	Receptionist/Typist/Filing Clerk	Vacant	-	Clerk	1
5.	Gen. Man. : Mqanduli	-	Filled	Gen. Manager	1
6.	Secretary	Vacant	-	Officer	1
7.	Admin Officer: Mqanduli	-	Filled	Officer	1
8.	Admin Clerk	Vacant	-	Clerk	1
9.	General Workers x 2	Vacant	-	Gen. Workers	2
10.	Filing Clerk: Mqanduli	Vacant	-	Clerk	1
11.	Messenger: Mqanduli	-	Filled	Messenger	1
12.	Cashier/Clerk: Mqanduli	-	Filled	Clerk	1

AUDITING SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Gen. Man.: Internal Audit	Vacant	-	General Manager	1
2.	PR. Internal Audit	Vacant	-	Principal Internal Audit	1
3.	Admin Officer	Vacant	-	Officer	1
4.	Snr. Internal Audit	Vacant	-	Auditor	1
5.	Snr. Internal Audit	-	Filled	Auditor	1
6.	Typist/Clerk	-	Filled	Clerk	1
7.	Records Clerk	Vacant	-	Clerk	1
8.	Internal Audit	Vacant	-	Auditor	1
9.	Audit Clerk	-	Filled	Clerk	1
10.	Internal Audit	-	Filled	Clerk	1
11.	Manager: PMO	Vacant	-	Manager	1
12.	Municipal Chaplain	Vacant	-	Manager	1
13.	Legal Advisor	Vacant	-	Officer	1
14.	Project Coordinator	Vacant	-	Manager	1
15.	Project Admin Officer	Vacant	-	Officer	1
16.	SDBIP & S57 Perf. Manager	Vacant	-	Manager	1
17.	Legal Admin Officer Code & Litigation	Vacant	-	Officer	1
18.	Legal Admin Officer	Vacant	-	Officer	1
19.	Legal Admin	Vacant	-	Officer	1

	Support				
20.	Typist/Clerk	Vacant	-	Clerk	1
21.	Legal Records Clerk	-	Filled	Clerk	1

MAYOR'S OFFICE

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	General Manager	-	Filled	Manager	1
2.	Secretary	Vacant	-	Officer	1
3.	P.A.	-	Filled	Officer	1
4.	Manager Inter Gov. Relations Media Liaison & Communications	-	Filled	Officer	1
5.	Manager: IDP & Budget	-	Filled	Officer	1
6.	Chief of Staff	-	Filled	Manager	1
7.	Special Programme Officer	Vacant	-	Manager	1
8.	Receptionist/Typist/Clerk	-	Filled	Clerk	1
9.	Receptionist/Typist/Clerk	-	Filled	Clerk	1
10.	Mayor's Secretary	Vacant	-	Officer	1
11.	Head VIP Protection	Vacant	-	Manager	1
12.	HIV/AIDS Programme Coordinator	Vacant	-	Manager	1
13.	Youth Programmes	Vacant	-	Manager	1

	Coordinator				
14.	IGR & Traditional Affairs	-	Filled	Manager	1
15.	Senior Communications Officer	-	Filled	Manager	1

MUNICIPAL MANAGER'S OFFICE

NO.	NAME OF THE POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Municipal Manager	Vacant	-	S. 56	1
2.	P.A.	-	Filled	Officer	
3.	Executive Secretary	Vacant	-	Secretary	1
4.	Receptionist/Typist/Filing Clerk	Vacant	-	Clerk	1
5.	Gen. Man. : Mqanduli	-	Filled	Gen. Manager	1
6.	Secretary	Vacant	-	Officer	1
7.	Admin Officer: Mqanduli	-	Filled	Officer	1
8.	Admin Clerk	Vacant	-	Clerk	1
9.	General Workers x 2	Vacant	-	Gen. Workers	2
10.	Filing Clerk: Mqanduli	Vacant	-	Clerk	1
11.	Messenger: Mqanduli	-	Filled	Messenger	1
12.	Cashier/Clerk: Mqanduli	-	Filled	Clerk	1

AUDITING SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Gen. Man.: Internal Audit	Vacant	-	General Manager	1

2.	PR. Internal Audit	Vacant	-	Principal Internal Audit	1
3.	Admin Officer	Vacant	-	Officer	1
4.	Snr. Internal Audit	Vacant	-	Auditor	1
5.	Snr. Internal Audit	-	Filled	Auditor	1
6.	Typist/Clerk	-	Filled	Clerk	1
7.	Records Clerk	Vacant	-	Clerk	1
8.	Internal Audit	Vacant	-	Auditor	1
9.	Audit Clerk	-	Filled	Clerk	1
10.	Internal Audit	-	Filled	Clerk	1
11.	Manager: PMO	Vacant	-	Manager	1
12.	Municipal Chaplain	Vacant	-	Manager	1
13.	Legal Advisor	Vacant	-	Officer	1
14.	Project Coordinator	Vacant	-	Manager	1
15.	Project Admin Officer	Vacant	-	Officer	1
16.	SDBIP & S57 Perf. Manager	Vacant	-	Manager	1
17.	Legal Admin Officer Code & Litigation	Vacant	-	Officer	1
18.	Legal Admin Officer	Vacant	-	Officer	1
19.	Legal Admin Support	Vacant	-	Officer	1

20.	Typist/Clerk	Vacant	-	Clerk	1
21.	Legal Records Clerk	-	Filled	Clerk	1

MAYOR'S OFFICE

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	General Manager	-	Filled	Manager	1
2.	Secretary	Vacant	-	Officer	1
3.	P.A.	-	Filled	Officer	1
4.	Manager Inter Gov. Relations Media Liaison & Communications	-	Filled	Officer	1
5.	Manager: IDP & Budget	-	Filled	Officer	1
6.	Chief of Staff	-	Filled	Manager	1
7.	Special Programme Officer	Vacant	-	Manager	1
8.	Receptionist/Typist/Clerk	-	Filled	Clerk	1
9.	Receptionist/Typist/Clerk	-	Filled	Clerk	1
10.	Mayor's Secretary	Vacant	-	Officer	1
11.	Head VIP Protection	Vacant	-	Manager	1
12.	HIV/AIDS Programme Coordinator	Vacant	-	Manager	1
13.	Youth Programmes Coordinator	Vacant	-	Manager	1
14.	IGR & Traditional Affairs	-	Filled	Manager	1
15.	Senior Communications Officer	-	Filled	Manager	1
16.	Manager: Events & Protocol	-	Filled	Manager	1

17.	IDP & Budget Officer	Vacant	-	Officer	1
18.	Institutional Performance Officer	Vacant	-	Officer	1
19.	Executive Driver	-	Filled	Driver	1
20.	Body Guards	-	Filled	Guards	2
21.	Programme Coordinator	Vacant	-	-	1
22.	Typist/Clerk	Vacant	-	-	1
23.	Events Coordinator	Vacant	-	-	1
24.	IDP & Budget Coordinator	Vacant	-	-	1
25.	Cleaner/Messenger	-	Filled	-	1
26.	Messenger/Driver	-	Filled	-	1
27.	Communication/Media Relations Officer	Vacant	-	-	1
28.	Website Content Coordinator	Vacant	-	-	1
29.	Research & Information Officer	Vacant	-	-	1
30.	Portfolio Cllr Support Admin Clerks	-	Filled	-	8

SPEAKER'S OFFICE

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	General Manager	Vacant	-	Manager	1
2.	Secretary	Vacant	-	Secretary	1
3.	P.A.: Speaker	-	Filled		1
4.	Manager: Council Secretariat	Vacant	-	Manager	1
5.	Manager: Council	Vacant	-	Manager	1

	Support Services			er	
6.	Snr. Admin Officer Committee Services	-	Filled	Manag er	1
7.	Admin Officer: Auxiliary Services	-	Filled	Manag er	1
8.	Admin Officer: Whippery & Councillor Support	-	Filled	Manag er	1
9.	Chief Clerk Office Services	-	Filled	Officer	1
10.	Admin Officer Oversight	Vacant	-		1
11.	Public Participation & Ward Support	-	Filled	Officer	1
12.	Admin Officer	Vacant	-	Officer	1
13.	Admin Officer	Vacant	-	Officer	1
14.	Snr Typist	Vacant	-	Officer	1
15.	Printing & Reprographic	-	Filled	Officer	1
16.	Driver/Messenger	-	Filled	Officer	1
17.	Messengers		Filled	-	3
18.	Councillor's Messengers	Vacant	-	-	3
19.	Secretary to Single Whip		Filled	-	1
20.	Speaker's Secretary	Vacant	-	-	1
21.	Typist/Filing Clerk	Vacant	-	-	1
22.	Community Facilitation	-	Filled	-	1
23.	Committee Officers	-	Filled	-	4

24.	Committee Officers	-	Filled	-	4
25.	Typist	-	Filled	-	4
26.	Reprographic Assistant	-	Filled	-	1
27.	Chief Clerk Council Remun & Benefits	Vacant	-	-	1
28.	Chief Clerk Council Admin	Vacant	-	-	1
29.	Driver	-	Filled	-	1
30.	Cleaner/General Worker	-	Filled	-	1
31.	Messenger	Vacant	-	-	1

TECHNICAL SERVICES

NO.	NAME OF POST	VACANT	FILLED	DESIGNATIO N	NO. OF POSTS
1.	General Manager: Electrical	-	Filled	Manager	1
2.	Secretary	-	Filled	Officer	1
3.	Admin Officer Auxilliary	Vacant	-	-	1
4.	Driver/Operator	Vacant	-	-	2
5.	Driver/Operator	-	Filled	-	1
6.	Heavy Truck Driver Code 14 x 2	2 Vacant	-	-	1
7.	General Workers x 2	-	Filled	-	2
8.	Typist/Clerk	-	Filled	Clerk	1
9.	Distribution Manager	-	Filled	Manager	1

10.	Electrical Works Manager	-	Filled	Manager	1
11.	Planning & Protection Manager	Vacant	-	Manager	1
12.	Supervisor/Sen. Electrical	-	Filled	-	1
13.	Supervisor/Electrical Sen	-	Filled	-	1
14.	Cabling Supervisor	Vacant	-	-	1
15.	Supervisor/Electrician	Vacant	-	-	1
16.	Supervisor/Faults	Vacant	-	-	1
17.	Supervisor	Vacant	-	-	1
18.	Supervisor Senior Electrician	Vacant	-	-	1
19.	Supervisor Sen Traffic	Vacant	-	-	1
20.	Planning Officer	Vacant	-	-	
21.	Electricians	-	Filled	-	2

ELECTRICITY SECTION

22.	Electricians	-	Filled	-	2
23.	Cable Layer	Vacant	-	-	2
24.	Electricians	-	Filled	-	2
25.	Electricians	-	Filled	-	1
26.	Electricians	-	Filled	-	2
27.	Electrician	-	Filled	-	1
28.	Electrician	-	Filled	-	1
29.	Electricians	Vacant	-	-	2
30.	Electricians	Vacant	-	-	1
31.	Protection Officer	Vacant	-	-	1
32.	Assist Electrician	Vacant	-	-	4
33.	Artisan Assistants	Vacant	-	-	8

34.	Handyman	Vacant	-	-	2
35.	Technical Services Officer	-	Filled	-	1
36.	Lineman	Vacant	-	-	2
37.	Gen Workers	-	Filled	-	20
38.	Gen. Workers	Vacant	-	-	42

WORKS SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Works Manager	-	Filled	Manager	1
2.	Typist/Clerk	Vacant	-	Clerk	1
3.	Stores Assistant	Vacant	-	-	1
4.	Foreman	Vacant	-	-	1
5.	Artisan Plumbing	-	-	-	1
6.	Artisan Bricklaying	Vacant	-	-	1
7.	Artisan Carpentry	-	Filled	-	3
8.	Artisan Painting	-	Filled	-	1
9.	Artisan Painting	Vacant	-	-	3
10.	Artisan Welding	-	Filled	-	1

WORKS

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Artisan Assistant	Vacant	-	-	2
2.	General Workers	Vacant	-	-	19
3.	General Workers	-	Filled	-	16
4.	Semi- Skilled Workers		Filled	-	5

11.	Excavator/TLB Operator	Vacant	-	-	3
12.	Grader Operator	Vacant	-	-	2
13.	Tractor Driver	Vacant	-	-	1
14.	Water Truck	Vacant	-	-	2
15.	General Workers	-	Filled	-	31
16.	General Workers	Vacant	-	-	16

ROADS SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Roads Manager	-	Filled	-	1
2.	Urban Roads Supt.	-	Filled	-	1
3.	Rural Roads Supt.	-	Filled	-	1
4.	Clerk	Vacant	-	-	1
5.	Assistant Store Person	Vacant	-	-	1
6.	Foreman Pothole Patching	Vacant	-	-	1
7.	Foreman Storm Water Drainage	-	Filled	-	1
8.	Foreman Loading & Hauling	Vacant	-	-	1
9.	Foreman Sidewalk	-	Filled	-	1
10.	Team Leader	Vacant	-	-	5

ADMIN SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Director	-	Filled	S56 Manager	1
2.	P.A.	-	Filled	-	1
3.	Sen. Admin Officer	Vacant	-	Manager	1
4.	Departmental Transport Clerk	Vacant	-	-	1
5.	Departmental Stores Clerk	Vacant	-	-	1
6.	Dep. Ass. Acc.	Vacant	-	-	1
7.	Document Records Officer	Vacant	-	-	1
8.	Personal Admin Officer	-	Filled	-	1

HUMAN SETTLEMENTS

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Director: Human Settlements	-	Filled	S56 Manager	1
2.	Senior Admin Officer	-	Filled	Manager	1
3.	P.A.	-	Filled		1
4.	Transport Clerk	Vacant	-	Clerk	1
5.	Stores Clerk	Vacant	-	Clerk	1
6.	Typist/Filing Clerk	Vacant	-	Clerk	1
7.	Departmental Asset Acc.	Vacant	-	-	1

8.	Personnel Admin Officer	Vacant	-	-	1
9.	Document Records Clerk	Vacant	-	-	1
10.	Messengers	Vacant	-	-	3
11.	GIS Coordinator	Vacant	-	-	1
12.	CAD Draughts Person	Vacant	-	-	1
13.	G.M. Dev Plan	Vacant	-	-	1
14.	G.M. Housing & Physical Env.	Vacant	-	-	1
15.	Secretary	Vacant	-	-	1
16.	Secretary	Vacant	-	-	1
17.	Manager: Town Planning	-	Filled	-	1
18.	Transport Planner	Vacant	-	-	1
19.	Manager: Building Control	-	Filled	-	1
20.	Forward Planning Officer	Vacant	-	-	1
21.	Development Control Officer	-	Filled	-	1
22.	Sen. Land Admin Officer	-	Filled	-	1
23.	Town Planning Technician	Vacant	-	-	2
24.	Town Planning Assistant	Vacant	-	-	2
25.	Land Admin Officer	Vacant	-	-	1
26.	Principal Clerk Land Admin	Vacant	-	-	1
27.	Transport	Vacant	-	-	1

	Planner				
28.	Transport Plan Technician	Vacant	-	-	1
29.	Traffic Eng. Technician	Vacant	-	-	1
30.	Senior Clerk	Vacant	-	-	1
31.	Snr Plans Exam Officer	-	Filled	-	1
32.	Plans Exam Officer	-	Filled	-	1
33.	Snr Building Inspector	-	Filled	-	1
34.	Building Inspector	-	Filled	-	3
35.	Building Inspector	Vacant	-	-	1
36.	Chief Housing Officer			-	
37.	Parks & Open Spaces Supt.	Vacant	-	-	1
38.	Horti Culturst Supt	-	Filled	-	1
39.	Grass Cut & Veg. Supervisor	Vacant	-	-	1
40.	Team Leader	Vacant	-	-	6
41.	Grass Cutters	Vacant	-	-	30
42.	Cemeteries & Cremo. Sup.	Vacant	-	-	1
43.	Gen. Workers	Vacant	-	-	32
44.	Gen. Workers	-	Filled	-	24
45.	Truck Driver	Vacant	-	-	2
46.	Assistant Handy Man	Vacant	-	-	1
47.	Nursery	-	Filled	-	1

48.	Landscaping Supervisor	Vacant	-	-	1
49.	Team Leader	Vacant	-	-	2
50.	Gen Workers	Vacant	-	-	18

PSED

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Director: PSED	-	Filled	-	1
2.	General Manager: LED	-	Filled	-	1
3.	G.M.: Integrated Community Development	Vacant	-	-	1
4.	Secretary	Vacant	-	-	1
5.	Manager: Buss Industrial Dev.	Vacant	-	-	1
6.	SBD/SMME & Co – Ops Officer	-	Filled	-	1
7.	Trade & Invest Officer	Vacant	-	-	1
8.	Bus. Lic & Trading Regulation & Support Officer	1 Vacant	1 Filled	-	2
9.	Urban & Rural Dev Officer	Vacant	-	-	1
10.	Community Project Officer	1 Vacant	1 Filled	-	2
11.	Licensing Clerks	Vacant	-	-	3
12.	Market oversee	Vacant	-	-	1
13.	General Worker	Vacant	-	-	1
14.	Manager: Tourism, Arts &	-	Filled	-	1

	Culture				
15.	Tourism Officer	-	Filled	-	1
16.	Tourism Info Assistant	Vacant	-	-	2
17.	Local Tourism Org. Co-ordinator	Vacant	-	-	1
18.	Market Assistant	Vacant	-	-	1
19.	Marketing Billboards & Advertising officer	Vacant	-	-	1
20.	Heritage Arts and Culture Officer	Vacant	-	-	1
21.	Agric Fishing & Forestry Dev Officer	Vacant	-	-	1
22.	Manager: Sector Dev.	Vacant	-	-	1
23.	Construction & Related Services Dev. Officer	Vacant	-	-	1
24.	Manager: Sports & Recreation	Vacant	-	-	1
25.	Sport & Sport Facilities Officer	Vacant	-	-	1
26.	Supervisor: Sport Facilities	Vacant	-	-	1
27.	Team Leaders	Vacant	-	-	4
28.	General Workers	Vacant	-	-	20
29.	Sport Facilities Booking Clerk	Vacant	-	-	1
30.	Sport Officer	Vacant	-	-	1
31.	Sport	Vacant	-	-	2

	Coordinator				
32.	Beach Pools & Amusement Facilities Officer	Vacant	-	-	1
33.	Sup. Coffee Bay	Vacant	-	-	2
34.	Gen Workers	Vacant	-	-	16
35.	Seasonal Life Savers	Vacant	-	-	20
36.	Sup. Swimming Pools	Vacant	-	-	1
37.	Sen. Swimming Pool Attendant	1 Vacant	1 Filled	-	2
38.	Swimming Pool Attendant	Vacant	-	-	2
39.	General Workers	Vacant	3 Filled	-	4
40.	Gen Workers	Vacant	-	-	2
41.	Seasonal Life Savers	5 Vacant	2 Filled	-	7
42.	Seasonal Cashiers	Vacant	-	-	2

LIBRARY & INFO

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Manager: Library & Info Services	Vacant	-	-	1
2.	Assistant Manager: City	-	Filled	-	1
3.	Snr Librarian	-	Filled	-	1
4.	Librarians	-	Filled	-	2
5.	Library Assistants	-	Filled	-	2

6.	Library Aides	-	Filled	-	2
7.	Assistant Manager: Norwood	Vacant	-	-	1
8.	Librarian	-	-	-	-
9.	Library Assistant	Vacant	-	-	2
10.	Library Aides	Vacant	-	-	2
11.	Librarian: Ngangelizwe	Vacant	-	-	1
12.	Library Assistants	Vacant	-	-	2
13.	Library Aides	Vacant	-	-	2
14.	Ass Manager: Ngangelizwe	Vacant	-	-	1
15.	Librarian: Mqanduli	Vacant	-	-	1
16.	Librarians	Vacant	-	-	2
17.	Ass Library Aides	Vacant	-	-	2
18.	Librarian Mobile Library Services	Vacant	-	Vacancies =129	

5.	Chief Traffic Officer: Mthatha	-	Filled	-	1
6.	Chief Law Enforcement	Vacant		-	1
7.	Receptionist	Vacant		-	1
8.	Ass. Chief Traffic OPS	Vacant		-	1
9.	Ass Chief Licensing Officer	Vacant		-	1
10.	Ass Chief Auxiliary	Vacant		-	1
11.	Chief Law Enforcement Officer	Vacant		-	1
12.	Receptionist	Vacant		-	1
13.	Snr Insp.: Crime	-	Filled	-	1
14.	Snr Insp. By-Law	-	Filled	-	1
15.	Snr Insp. Access Control	-	Filled	-	1
16.	Assistant Commander: Mqanduli	Vacant	-	-	1
17.	Receptionist	Vacant	-	-	1
18.	Snr Supt Traffic	Vacant	-	-	1
19.	Princ. Insp Law Enforcement	Vacant	-	-	1
20.	Supt Traffic Cops	Vacant	-	-	1
21.	Snr Insp. Crime	-	Filled	-	1
22.	Ass. Sup Licensing	Vacant	-	-	1
23.	Snr Insp By-Law: Mqanduli	-	Filled	-	1
24.	Sup Auxiliary Serv	Vacant	-	-	1
25.	Snr Insp Access	-	Filled	-	1

COMMUNITY SAFETY

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Director: Comm. Safety	-	Filled	-	1
2.	P.A.	Vacant	-	-	1
3.	Commander Traffic & Law Enforcement	Vacant		-	1
4.	Secretary	Vacant		-	1

	Control: Mqanduli				
26.	Supt	Vacant	-	-	2
27.	Ass. Supt	Vacant	-	-	4
28.	Officers	Vacant	-	-	40
29.	Princ. Licensing Officer: Motor Vehicle Reg.	-	Filled	-	1
30.	Supt: DLTC	-	Filled	-	1
31.	Prin. Exam: DLTC	-	Filled	-	1
32.	Ass. Supt: Trafman/Data Capturing	Vacant	-	-	1
33.	Ass Supt: Parking Management	Vacant	-	-	1
34.	Ass. Supt.: Training	Vacant	-	-	1
35.	Ass Supt: RD Marking & Signage	Vacant	-	-	1
36.	Ass Court Processes	Vacant	-	-	1
37.	Ass Supt Rank Mngt	Vacant	-	-	1
38.	Ass Supt Communication Centre	Vacant	-	-	1
39.	Snr Supt: Mqanduli	Vacant	-	-	1
40.	Supt.: Traffic OPS – Mqanduli	Vacant	-	-	1
41.	Ass Supt: Licensing	Vacant	-	-	1
42.	Supt Auxiliary Services	Vacant	-	-	1
43.	Ass. Supt	Vacant	-	-	1

44.	Snr Traffic Officers	Vacant	-	-	2
45.	Traffic Officers	-	Filled	-	8
46.	Snr Licensing				1
47.	Ass. Supt Trafman/Data Capturer	Vacant	-	-	1
48.	Snr Meter Warden	Vacant	-	-	1

COMMUNITY SAFETY – MQANDULI

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Traffic off Court Process	Vacant	-	-	1
2.	Meter Warden	-	Filled	-	4
3.	Prin. Exam DLTC	Vacant	-	-	1
4.	Ass. Supt Parking	Vacant	-	-	1
5.	Ass Supt Rank Mngt	Vacant	-	-	1
6.	Snr Exam VTS	Vacant	-	-	1
7.	Ass Chief Traffic OPS	-	Filled	-	1
8.	Sup Traffic Control	Vacant	-	-	1
9.	Supt Traffic Control	Vacant	-	-	1
10.	Prin Meter Warden	Vacant	-	-	1
11.	Traffic Officer: Warrant Execution	Vacant	-	-	1

12.	Assist Supt	Vacant	-	-	4
13.	Snr Meter Warden	Vacant	-	-	2
14.	Traffic Officers	-	Filled	-	4
15.	Snr Traffic Officers	Vacant	-	-	8
16.	Meter Warden	8 Vacant	8 Filled	-	16
17.	Traffic Officers	20 Vacant	20 Filled	-	40
18.	Princ Officer: Licensing	-	Filled	-	1
19.	Gen. Worker	-	Filled	-	2
20.	Receptionist	Vacant	-	-	1
21.	Snr Licensing Officer	Vacant	-	-	2
22.	Licensing Officer	Vacant	-	-	1

9.	Records Clerks	Vacant	-	-	2
10.	Examiner	-	Filled	-	1
11.	Examiners Learner's Licenses	Vacant	-	-	2
12.	Examiners	Vacant	-	-	3
13.	Snr Supt: Mqanduli	Vacant	-	-	1
14.	Supt Snr Licensing Officer	Vacant	-	-	1
15.	Gen Worker	-	Filled	-	1
16.	Snr Clerk	Vacant	-	-	1
17.	Licensing Officer	Vacant	-	-	2
18.	Record Clerk	Vacant	-	-	1
19.	Gen. Worker	Vacant	-	-	1
20.	Data Capturer	-	Filled	-	1
21.	Snr Licensing Examiner	Vacant	-	-	1
22.	Snr Licensing Officer	Vacant	-	-	1
23.	Examiners	Vacant	-	-	2
24.	Records Clerk	Vacant	-	-	1
25.	Licensing Officers	Vacant	-	-	2
26.	Pit Ass	Vacant	-	-	2

COMMUNITY SAFETY

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Vehicle Examiner	-	Filled	-	2
2.	Snr Vehicle	-	Filled	-	1
3.	Pit Assistant	Vacant	-	-	2
4.	Princ Exam	-	Filled	-	1
5.	Snr Licensing Officer	Vacant	-	-	1
6.	Snr Records Clerk	Vacant	-	-	1
7.	Snr Examiner	Vacant	-	-	2
8.	Licensing Officers	Vacant	-	-	2

COMMUNITY SAFETY – MQANDULI

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Vehicle Examiner	Vacant	-	-	1
2.	Licensing Officer	Vacant	-	-	1
3.	Ass Sup Trafman	Vacant	-	-	1
4.	Data Capturing Clerks	1 Vacant	2 Filled	-	3
5.	Cashiers	Vacant	-	-	2
6.	Ass Supt RD Marking & Signage	Vacant	-	-	1
7.	Foreman	Vacant	-	-	1
8.	Gen Workers	Vacant	-	-	8
9.	Ass Supt Rank Mngt	Vacant	-	-	1
10.	Parking Mgt Coordinator	Vacant	-	-	1
11.	Rank Oversee	Vacant	-	-	1
12.	Ass Reprsent	Vacant	-	-	1
13.	Clerks	Vacant	-	-	2
14.	Operator	Vacant	-	-	1
15.	Snr Sup: Mqanduli	Vacant	-	-	1
16.	Ass Supt Trafman	Vacant	-	-	1
17.	Ass Supt Parking Mgt	Vacant	-	-	1
18.	Ass Sup Rank Mgt	Vacant	-	-	1

19.	Traffic Officer Court Processes	Vacant	-	-	1
20.	Data Capturing	Vacant	-	-	-
21.	Cashiers	Vacant	-	-	1
22.	Typist Clerk	Vacant	-	-	1
23.	Inspectors	-	Filled	-	4

COMMUNITY SAFETY

NO .	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Inspectors: By – Law	-	Filled	-	4
2.	Inspectors: Stock Control & Environment	Vacant	-	-	2
3.	Law Enforcement Officer	Vacant	-	-	48
4.	Law Enforcement Officers	-	Filled	-	60
5.	Insp Training	Vacant	-	-	1
6.	Access Control Officers	-	Filled	-	114
7.	Law Enforcement Officer	Vacant	-	-	4
8.	Insp Training	Vacant	-	-	1
9.	Inspectors	-	Filled	-	6

10.	Law Enforcement	Vacant		-	24
11.	Access Control Officers	Vacant		-	20

FIRE EMERGENCY

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	CFO	-	Filled	-	1
2.	Secretary	Vacant	-	-	1
3.	Ass Chief	Vacant	-	-	1
4.	DIV Officers	Vacant	-	-	3
5.	Station Commander	Vacant	-	-	4

Total = 1072

HEALTH SERVICES – ADMIN SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Dir Health & Env	-	Filled	-	1
2.	P.A.	-	Filled	-	1
3.	Snr Admin	-	Filled	-	1
4.	Transport Clerk	Vacant	-	-	1
5.	Drivers	Vacant	-	-	2
6.	Stores Clerk	Vacant	-	-	1
7.	Typist/Clerk	1 Vacant	1 Filled	-	2

8.	Personnel Admin Clerk	Vacant	-	-	1
9.	Document/Records Officer	Vacant	-	-	1
10.	Dept Ass Acc	Vacant	-	-	1
11.	Dept Fleet Mechanic	Vacant	-	-	1
12.	Document Records Officer	Vacant	-	-	1
13.	Messenger	2 Vacant	1 Filled	-	3
14.	Artisan Assistant	Vacant	-	-	1
15.	Manager: Envir Health	Vacant	-	-	1
16.	Chief EHO	Vacant	-	-	1
17.	Snr EHO: Mqanduli	Vacant	-	-	1
18.	Snr EHO	-	Filled	-	2
19.	Animal Pound Liaison Officer	Vacant	-	-	1
20.	PET Licensing	Vacant	-	-	1
21.	Public Ablution Supervisor	-	Filled	-	2
22.	EHO: Health	-	Filled	-	1
23.	Animal Pound	Vacant	-	-	1
24.	Env Health Practitioners	-	Filled	-	6
25.	Gen Workers	Vacant	-	-	20

SOLID WASTE

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	G.M. Solid Waste	Vacant	-	-	1
2.	Secretary	Vacant	-	-	1
3.	Manager: Refuse Removal & Waste	-	Filled	-	1
4.	Supervisors: Mthatha	-	Filled	-	2
5.	Supervisor	Vacant	-	-	3
6.	Drivers	-	Filled	-	7
7.	Gen Workers	-	Filled	-	20
8.	Team Leader: CBD	Vacant	-	-	2
9.	Tally Clerk	Vacant	-	-	1
10.	Compactor Operator	Vacant	-	-	1
11.	Manager	Vacant	-	-	1
12.	Drivers				
13.	Gen Workers	Vacant		-	258

Vacances = 320

CORPORATE SERVICES

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	G.M. Org. Support	Vacant	-	-	1
2.	Secretary	Vacant	-	-	1
3.	Manager: Prop	Vacant	-	-	1
4.	Manager: Admin	Vacant	-	-	1
5.	Manager: Customer Serv.	Vacant	-	-	1

6.	Admin Officer: Civic Halls	Vacant	-	-	1
7.	Admin Officer: Municipal Houses	Vacant	-	-	1
8.	Booking Clerk	Vacant	-	-	1
9.	Hall Supervisor	5 Vacant	1 Filled	-	1
10.	Munitata Sup	Vacant	-	-	1
11.	Gen. Workers	Vacant	-	-	24
12.	Gen. Workers	Vacant	-	-	40
13.	Munic. Prop Ins & Maint	Vacant	-	-	1
14.	Prop Ins	Vacant	-	-	1
15.	Maint Officer	Vacant	-	-	1
16.	Central Rec Manager	Vacant	-	-	1
17.	Chief Regist Officer	-	Filled	-	1
18.	Chief Archiv Clerk	Vacant	-	-	1
19.	Snr Reg Clerk	2 Vacant	1 Filled	-	3
20.	Reg. Clerks	4 Vacant	2 Filled	-	6
21.	Messengers	Vacant	-	-	3
22.	Archives Clerk	Vacant	-	-	1
23.	Admin Off Tech	Vacant	-	-	1
24.	Switchboard	1 Vacant	1 Filled	-	2
25.	Telephone Tech	Vacant	-	-	1
26.	Telephone Admin Clerks	Vacant	-	-	2
27.	IVT Officer	Vacant	-	-	1

CORPORATE SERVICES

1.	Walk - in Centre Super	Vacant	-	-	1
2.	Call Centre Supervisor	Vacant	-	-	1

				-	
3.	Mqanduli Cust. Serv. Off	Vacant	-	-	1
4.	Client Consult	-	Filled	-	7
5.	G.M. HR	Vacant	-	-	1
6.	Secretary	Vacant	-	-	1
7.	HR Records Clerk	-	Filled	-	1
8.	Manager: Personnel Serv.	Vacant	-	-	1
9.	Manager: H Dev	Vacant	-	-	1
10.	Manager: Org. Support	Vacant	-	-	2
11.	Mnger: Employee Wellness	Vacant	-	-	1
12.	Snr HR Off: Recruitment	-	Filled	-	1
13.	Snr HR Off: Conditions	Vacant	-	-	1
14.	HR Officer	1 Vacant	1 Filled	-	2
15.	Principal Clerks	-	Filled	-	2
16.	HR Officer	-	Filled	-	1
17.	Principal Clerks	-	Filled	-	2
18.	HR Officer: Leave	-	Filled	-	1
19.	Ass. HR Officer	Vacant	-	-	2

20.	HR Clerks	-	Filled	-	2
21.	Snr HR Off ETD	Vacant	-	-	1
22.	HR Officer	Vacant	-	-	2
23.	HRD Clerk	1 Vacant	1 Filled	-	2
24.	ABET Tutor	Vacant	-	-	1
25.	Snr HR Officer Employment Equity	Vacant	-	-	1

CORPORATE

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	HR Officer Empl. Equity	Vacant	-	-	1
2.	Snr HR OF Wellness	-	Filled	-	1
3.	Snr HR Employee Perf. Manager	Vacant	Filled	-	1
4.	Snr HR Off: Labour	Vacant	-	-	1
5.	Labour Relations Officer	1 Vacant	1 Filled	-	1
6.	Snr HR	Vacant	-	-	1
7.	Snr HR & Job Evaluation	Vacant	-	-	1
8.	Snr HR Off: Health & Productivity	Vacant	-	-	1
9.	HR Off Occupational Health	Vacant	-	-	1
10.	Dev Officers	Vacant	-	-	2
11.	HIV/AIDS Coordinator	Vacant	-	-	1

12.	HR Officer: Gen. Health & Productivity	Vacant	-	-	1
13.	Employee Ass. Officer	Vacant	-	-	1
14.	Employee Officer	Vacant	-	-	2
15.	HR Officer	Vacant	-	-	

FILLED POSTS

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	CFO Vacancies	-	Filled	-	127
2.	G.M. Supply Chain	-	-	-	
3.	G.M. Revenue	-	-		
4.	Manager: Assets	-	-		
5.	Manager: Procurement	-	-		
6.	Manager: Expenditure	-	-		
7.	Plant & Fleet Control	Vacant	-		
8.	Principal Acc. Ass Reg & Insv.	Vacant	-		
9.	Municipal Stores Controller		-		
10.	Receptionist/Typist/Clerk	Vacant *	-		
11.	Messenger/Driver	Vacant *	-		
12.	Ass. Registration & Insv. Clerks	Vacant *	-		3
13.	Sen. Acc. Ass.	Vacant	-		
14.	Admin Officer Ass & Insurance	Vacant *	-		
15.	Data Capturer	Vacant *	-		
16.	General Workers	1 Vacant *	2 Filled		3

17.	Fleet Mngt Technician	Vacant *	-		
18.	Fleet Control Supr	Vacant *	-		
19.	Fleet Maintenance Officer		-		
20.	Snr Storekeeper Receiving?	Vacant *	-		
21.	Snr Storekeeper Issuing?	Vacant *	-		
22.	Data Input Clerk	Vacant *	-		
23.	Fuel Mngt Ass	Vacant *	-		2
24.	Fleet Insurance Clerk	Vacant *	-		
25.	Fleet Maintenance Liaison Officer	Vacant *	-		
26.	Fleet Control Clerk	Vacant *	-		
28.	Receptionist/Typist/Clerk	Vacant *	-		
29.	Storekeeper	Vacant *	-		2
30.	Fuel Issuing Attendant	Vacant *	-		2
31.	Transport Insp.	Vacant *	-		
32.	Vehicle Checker	Vacant *	-		
33.	Mechanics	?	-		4
34.	Junior Artisan	*	-		4
35.	Washbay Assistants	Vacant *	-		
36.	Artisan Ass.	Vacant *	-		
37.	Stores Ass	Vacant *	-		
38.	Fuel Issuing Att.	Vacant	-		2
39.	Principal Acc. Creditors Expenditure		-		
40.	Principal Acc. Salaries		-		
41.	Records Clerk	Vacant *	-		
42.	Records Clerk	Vacant *	-		
43.	Snr Acc.	Vacant	-		

44.	Accountant	Vacant *	-		
45.	Chief Creditors	Vacant	-		
46.	Salaries Clerk	1 Vacant	-		
47.	Chief Salaries Clerk	Vacant	-		
48.	Accountant: Salaries	Vacant *	-		
49.	Creditors	2 Vacant	-		

PROCUREMENT

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Manager: Procurement		-		
2.	Supply Chain Mngt Officer	*	-		
3.	Procurement Officer	Vacant	-		
4.	Contract Mgt Disposal		-		
5.	Admin Officer	Vacant *	-		
6.	SCM Clerk	1 Vacant	1 Filled		2
7.	Records	Vacant *	-		
8.	Typist/Clerk	Vacant *	-		

BUDGET & ACCOUNTING SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Princ Acct Budget Plan & Prer	Vacant			
2.	Princ Acct MFMA Comp	Vacant	-		
3.	Accountant	Vacant*	-		4

FINANCE ACCOUNTING SECTION

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Secretary		-		
2.	Principal Acc Cash Mgt	*	-		
3.	Princ. Acc. Financial Rep	Vacant	-		
4.	Princ. Acc. Inv	Vacant *	-		
5.	Snr Acc. : Costing & Reco	Vacant *	-		
6.	Snr Acc SLA & Grants Fund	Vacant *	-		
7.	Snr Acct IGG & Free Basic Serv.	Vacant	-		
8.	Ass Acc	1 Vacant	4 Filled		5
9.	IGG Clerks	2 Vacant	2 Filled		-
10.	Community Liaison Officer	Vacant *	-		

ICT

NO.	NAME OF POST	VACANT	FILLED	DESIGNATION	NO. OF POSTS
1.	Manager		-	-	
2.	ICT OPS/Project Officer	Vacant *	-	-	
3.	Network Admin		-	-	

4.	Desktop Support Officer	Vacant	-	-	
5.	GIS Officer	Vacant *	-	-	
6.	ICT Assistants	*	-	-	2
7.	Website Development Officer	Vacant *	-	-	
8.	ICT Technician	1 Vacant	1 Filled	-	2
9.	Applications & Database Admin	Vacant *	-	-	
10.	ICT Help Desk Officer	*	-	-	
11.	User Education Coordinator	Vacant *	-		

	S. Yedwa	Firefighter	Community Safety	01-07-2015	30-09-2015	
4.	C.N. Mdingane	Firefighter	Community Safety	01-07-2015	30-09-2015	
5.	L. Dyassop	Firefighter	Community Safety	01-07-2015	30-09-2015	
6.	L.J. Mpetshwa	Firefighter	Community Safety	01-07-2015	30-09-2015	
7.	P.S. Lebenya	Firefighter	Community Safety	01-07-2015	30-09-2015	
8.	S. Solomon	Firefighter	Community Safety	01-07-2015	30-09-2015	
9.	V.E. Silo	Firefighter	Community Safety	01-07-2015	30-09-2015	
10.	S. Mbulungwana	Firefighter	Community Safety	01-07-2015	30-09-2015	
11.	S. Duka	Firefighter	Community Safety	01-07-2015	30-09-2015	

2.17.6 SCHEDULE OF CONTRACT MANAGERS AND CONTRACT EMPLOYEES

PUBLIC SAFETY						
NO	NAME	DESIGNATION	DEPARTMENT	DATE OF ENGAGEMENT	DATE OF TERMINATION	REMARKS
1.	Mr F.F. B. Gaba	Director: Public Safety	Community Safety	19 – 11 - 2014	31 – 12 - 2017	
2.	S. Nqolobe	Firefighter	Community Safety	01-07-2015	30-09-2015	

BUDGET AND TREASURY DEPARTMENT						
12.	Mr S. Nange	Intern	Finance Dept.	21-11-2011	21-11-2014	
13.	Mr T.W. Toni	Intern	Finance Dept.	21-11-2011	21-11-2014	
14.	Mr F. Sopha	Intern	Finance Dept.	21-11-2011	21-11-2014	

	zi					
15.	Ms N. Majambe	Intern	Finance Dept.	21-11-2011	21-11-2014	
16.	Mr F.E. Jiholo	GM: Budget and Treasury	Finance Dept.	01-10-2010	30 September 2016	
17.	V.M. Matiwane	Personal Assistant	Finance Dept.	04-08-2014	03-08-2017	
18.	Ms Z. Nombali	Secretary	Finance Dept.	03-03-2014	02-02-2017	
19.	L. Nkasa	Secretary	Finance Dept.	01-04-2014	31-03-2017	
20.	Mr B. Deleki	Electricity Meter Inspector	Electricity	01-10-2005	Until further notice	
21.	Mr M. Gcaba	Meter Reader	Electricity	01-10-2005	Until further notice	
22.	Mr N. Koyana	Assistant Artisan	Electricity	01-10-2005	Until further notice	
23.	Mr B. Madayi	Inspector	Electricity	01-10-2005	Until further notice	

24.	Ms G. Makuze ni	Switchboard Operator	Electricity	01-10-2005	Until further notice	
25.	Mr V. Mehlwe mpi	Superintendent	Electricity	01-10-2005	Until further notice	
26.	Mr L. Mkhathu	Meter Inspector	Electricity	01-10-2005	Until further notice	
27.	Mr M. Nikelo	Assistant Artisan	Electricity	01-10-2005	Until further notice	
28.	Mr M. Noah	Technician	Electricity	01-10-2005	Until further notice	
29.	Ms N. Ntsadu	Principal Accountant	Electricity	01-10-2005	Until further notice	
30.	Ms P.N Ntshela	General Worker	Electricity	01-10-2005	Until further notice	
31.	Mr M.K. Teti	Meter Reader	Electricity	01-10-2005	Until further notice	
32.	Ms A. Trower	Principal Clerk	Electricity	01-10-2005	Until further notice	
33.	Mr M. Von Meyer	Technician	Electricity	01-10-2005	Until further notice	

34.	Ms N. Platyi	GM: Supply Chain Management	Finance Dept.	03-12-2012	02-11-2017	
35	Miss V.M. Matiwane	Personal Assistant	Budget & Treasury	04-08-2014	03-08-2017	
YORS' OFFICE						
NO	NAME	DESIGNATION	DEPARTMENT	DATE OF ENGAGEMENT	DATE OF TERMINATION	REMARKS
36.	Ms S.S Qodi	Admin Clerk	Mayor's Office	01-08-2011	-Link to Mayor's term	
37.	Ms B. Maqoko	Admin Clerk	Mayor's Office	01-08-2011	-do-	
38.	Ms N. Manyifolo	Admin Clerk	Mayor's Office	01-08-2011	-do-	
39.	Ms N.O. Holomisa	Admin Clerk	Mayor's Office	01-10-2011	-do-	
40.	Ms M. Xolwana	Admin Clerk	Mayor's Office	01-11-2011	-do-	
41.	Ms Thutshana	Admin Clerk	Mayor's Office	01-08-2011	-do-	

42.	Ms N. Sitonga	Gen. Worker	Mayor's Office	10-06-2011	-do-	
43.	Mr T. Matubatuba	Mayor's Body Guard	Mayor's Office	24-06-2011	-do-	
44.	Mr M. Zibi	Admin Clerk	Mayor's Office	01-10-2011	-do-	
45.	Mr P. Ngcebetshana	Driver/Projects Coordinator	Mayor's Office	04-08-2007	-do-	Seconded to pPublic Safety.
46.	Ms N. Caluza	Chief of Staff	Mayor's Office	01-08-2011	-do-	
47.	Mr M.D. Ngqondwana	General Manager: Mayor's Office	Mayor's Office	01-03-2012	Linked to Mayor's term	
48	Mr M.A Mayekiso	Manager IDP	Mayor's Office	28-02-2013	03 March 2016	
49.	F. Ntshunsha	Receptionist / Typist	Mayor's Office	02-06-2014	Linked to Mayor's term	
50.	Miss B. Siwundlana	Mayor's PA	Mayor's Office	06 - 07 - 2015	Linked to Mayor's term	

COMMUNITY SERVICES						
54.	Ms N. Nguza	Personal Assistant	Community Services		01 -06-2014	31-05-2017
55.	Mr L.P. Maka	Director	Health and Environment		17-08-2009	30-11-2016
SPEAKER'S OFFICE						
56.	Mr M.M.C. Ngoma	Manager: Speaker's Office	Speaker's Office		01-07-2011	31-12-2014
57.	Ms N. Mbana	Messenger	Speaker's Office		01-07-2011	31-12-2014
58.	Mr N. Sapepa	PA	Speaker's Office		01-07-2011	31-12-2014
59.	Mr M. Mbeki	Public Participation Officer	Speaker's Office		01-07-2011	31-12-2014
60.	Mr S.T. Mshumpela	Driver: Speaker's Office	Speaker's Office		01-06-2011	31-12-2014
61.	Ms A. Gcume	P.A.	Speaker's Office		02 - 09 - 2013	Speaker's term
62.	Ms T. Mcimbi	General Worker	Speaker's Office		26 - 03 -	Speaker's term

				2014		
63.	Mr N. Gwebani	Messenger Speaker's Office	Speaker's Office		01-09-2014	Speaker's term
64.	Mr N. Mvunge	Co-ordinator	Speaker's Office		01 - 09 - 2014	Speaker's term
65.	Mr Z.L. Siziba	Community Facilitator	Speaker's Office		02 - 01 - 2013	Speaker's term
66.	T.E. Mcimbi	General Worker	Speaker's Office		26 - 03 - 2014	Speaker's Term
67.						
MUNICIPAL MANAGER'S OFFICE						
NO	NAME	DESIGNATION	DEPARTMENT	DATE OF ENGAGEMENT	DATE OF TERMINATION	REMARKS
51.	Mr M. Sosikela	Messenger / Driver	MM's Office	25-04-2012	31-03-2015	
52.	Ms T. Kuruneri	Events Manager	MM's Office	21-09-2009	30-06-2017	
53.	Ms N. Majali	PA	MM's Office	01-11-2012	31-10-2015	
TECHNICAL SERVICES DEPARTMENT						
NO	NAME	DESIGNATION	DEPARTMENT	DATE	DATE OF	REMARKS

			NT	OF ENGAN GEMEN T	TERMINATI ON	
68.	Ms N. Gwama	Project Accountant	PMU	11-08-2009	09 August 2013	Extended to 09 August 2016
69.	Miss S. Padaya chee	PA:GM Electrical Engineering	Technical Services Department	01-12-2012	30 October 2013	Contract extended for 03 months
70.	Mr S.J. Madela	Temporary Electrical Assistant	Technical Services	16-01-2012	Until the post is filled	
71.	Mr C.F. Grobler	Temporary Crane Operator	Technical Services	01-02-2012	Until the post is filled	
72.	Mr M.E. Msitshana	Temporary Electrical Assistant	Technical Services	01-02-2012	Until the post is filled	
73.	Mr Z.H. Ngovela	Director	Technical Services	01-06-2013	31 May 2016	
74.	Mr B. Nohesi	PMU Technician	Technical Services	01 - 11 - 2013	31 - 10 - 2016	
75.	Ms S.J. Nondlazi	PMU Technician	Technical Services	02 - 09 - 2013	31 - 08 - 2016	
76.	Mr B. Gwadiso	General Manager	Technical Services	03-02-2014	31- 01- 2019	

77.	Mr B. Genu	Temporary Truck Driver	Technical Services	24-04-2014	24-10-2014	Extended to 31 st January 2016
78.	Mr B. Matiwane	Temporary Truck Driver	Technical Services	24-04-2014	24-10-2014	Extended to 31 st January 2016
79.	L. Mtselu	Temporary Truck Driver	Technical Services	24-04-2014	24-10-2014	Extended to 31 st January 2016
80.	P. Mngxizama	Temporary Truck Driver	Technical Services	24-04-2014	24-10-2014	Extended to 31 st January 2016
81.	Miss N. Mazula	Personal Assistant	Technical Services	15-09-2014	15-08-2017	
82.	Mrs N. Nketshisa	ISD Officer	Technical Services	01-12-2014	31-11-2016	
83.	Mr U. Mngokoyi	PMU Manager	PMU	01-07-2015	31-06-2019	

URBAN RENEWAL						
NO	NAME	DESIGNATION	DEPARTMENT	DATE OF ENGAGEMENT	DATE OF TERMINATION	REMARKS
84.	Mr M.L. Mbana	Manager	Urban Renewal	01-01-2004	31 December 2011	Extended to 28 Feb 2015
85.	Ms B.Z. Nyangana	Secretary	Urban Renewal	01-01-2004	Until the post is filled	
86.	Mr G.Mshumpele	Project Coordinator	Urban Renewal	01-02-2010	Until further notice	
CORPORATE SERVICES DEPARTMENT						
87.	Mr A. Mdleleni	Director	Corporate Services	05-01-2015	05-01-2018	
88.	Ms T. Masiso	Abet Facilitator	Corporate Services	01-03-2011	Until the post is filled	
HUMAN SETTLEMENTS						
89.	Ms N.N. Soldati	Director	Human Settlements	10-04-2012	31-03-2017	
90.	Mr M. Mbeni	Social Facilitator	Human Settlements	16-03-2011	15-03-2012	Awaiting MM's approval

						for the further 2 year extension
91.	Ms N. Kumalo	PA	Human Settlements	01-11-2012	31-10-2017	
PSED						
92.	C.L. Ndaba	Secretary PSED	PSED	09-05-2011	30 - 06 - 2017	
93.	P. Pako	Business Data Collector	PSED	01-08-2007	Until Further Notice	
94.	R.D. Mngokoyi	Director	PSED	24-08-2009	30-11-2016	
95.	N.T. Ntondini	Temp. P.A.	PSED	03 - 11 - 2014	02 - 03 - 2015	
96.	Mrs Y. Nobakada	Contract worker	PSED	01-04-2015	30-09-2015	
97.	Ms W. Mxathule	Contract worker	PSED	01-04-2015	30-09-2015	
98.	Mr S. Ncobeni	Contract worker	PSED	01-04-2015	30-09-2015	
99.	Mr M. Matikinca	Contract worker	PSED	01-04-2015	30-09-2015	

				2015		
100.	Ms N. Mkhontwana	Contract worker	PSED	01-04-2015	30-09-2015	
101.	Ms T. Phika	Contract worker	PSED	01-04-2015	30-09-2015	
102.	Ms S. Mpamba	Contract worker	PSED	01-04-2015	30-09-2015	
103.	Mr M. Dalisiko	Contract worker	PSED	01-04-2015	30-09-2015	
104.	Ms B. Khotso	Contract worker	PSED	01-04-2015	30-09-2015	
105.	Mr A. Mqubeka	Contract worker	PSED	01-04-2015	30-09-2015	
Library						
106.	N. Xaso	Library Assistant	Community Services	29-06-2013	31-06-2015	
107.	N. Mpemnyama	Library Assistant	Community Services	10-09-2013	30-09-2014	Extended 30 th September 2015
108.	N. Sivulo	Library Assistant		13-05-2013	31-06-2015	
109.	Z.V Gqetywa	Library Assistant	Community	10-09-	30-09-2014	Extended 30 th

			Services	2013		September 2015
110.	N. Qina	Library Assistant	Community Services	01-06-2013	31-06-2015	

CHIEF WHIP'S STAFF

111.	Z. Ntunja	Secretary	Speaker's Office	19-11-2013	Chief Whip's term	
112.	N. Machoba	General Worker	Speaker's Office	06-06-2011	- Do-	
113.	N. Gcinindawo	Messenger	Speaker's Office	01-07-2011	- Do-	
114.	N. Mqolo	Secretary	Speaker's Office	06-06-2011	- Do-	
115.	M.L.B. Nkcukankcuka	Admin. Officer	Speaker's Office	03-11-2014	- Do-	
116.	S.N. Madubedu	Chief Clerk	Speaker's Office	29-10-2014	- Do-	
117.	S.N. Klaas	Messenger	Speaker's Office	01-11-2014	-do-	

2.17.7 GRIEVANCE AND DISCIPLINARY MANAGEMENT

Disciplinary Hearings are dealt with in terms of the Disciplinary Procedure and Code collective agreement.

2.17.8 LABOUR RELATIONS

The Municipality has an established and functioning Local Labour Forum. A local agreement on the functioning of the Local Labour Forum was drafted, workshopped and adopted by the Local Labour Forum and is to be submitted to the Bargaining Council for ratification. The Local Labour Forum sits three times per quarter.

A draft Minimum Essential Service agreement is on the agenda of the Local Labour Forum.

2.17.9 EMPLOYMENT EQUITY PLAN

KSD had a three year Employment Equity plan which expired in 2012 and now is in the process of reviewing it for another three years. New targets will be set and recruitment processes will be informed by the new EE Plan.

2.17.10 HUMAN RESOURCES DEVELOPMENT PLAN

The municipality has reviewed its Human Resources Development (HRD) plan for 2015/16 financial year which is an annexure to this document. The main goal of the HRD plan is to address the human resources demands facing the institution.

2.17.11 SKILLS DEVELOPMENT

KSD Municipality annually develops a Workplace Skills Plan (WSP) which sets out the training needs and plans for the financial year for Councillors and staff. Such plan is then submitted to the Employment Equity and Training Steering Committee for consultation and then to Council for approval. The Workplace Skills Plan (WSP) is submitted to the LGSETA as well. In preparation for the 2015/16 WSP, the municipalities are guided by a web-based skills audit tool which has been developed by Department of

Co-operative Governance and Traditional Affairs (COGTA), nationally and is used in the skills audit process. Skills audit is done and it informs the work place skill's plan of the municipality.

2.17.12 OCCUPATIONAL HEALTH AND SAFETY

The Municipality presently has a draft OHS Plan awaiting Council to approve for implementation. All KSD Municipal buildings including Mqanduli were assessed and Fire extinguishers and Exit signage are in place. Safety Representatives and First Aiders are in place and trained.

2.17.13 EMPLOYEE HEALTH AND WELLBEING

The municipality has a Wellness strategy and two Practitioners. The strategy seeks to address the employee wellness related challenges of the municipality

Employee Wellness Strategy has the following four functional pillars that the unit is looking at:-

- Occupational Hygiene and Safety Management
- HIV & AIDS Management
- Health & Productivity Management
- Wellness Management(EAP)

Wellness management function entails the following activities which are well managed and up and running:

- Financial Wellness
- Substance Abuse
- Spiritual Wellness
- Sports and Recreation
- Stress Management

2.18 LOCAL ECONOMIC DEVELOPMENT

2.18.1 INDUSTRIAL DEVELOPMENT IMPLEMENTATION STRATEGY

BACKGROUND :

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

a) Legislative and policy frame work

- The national development plan
- National spatial development perspective(NSDP)
- The new economic growth path
- The industrial policy action plan 2 and 3(IPAP 2 and 3)
- The provincial growth and development plan
- The OR Tambo IDP
- The KSD vision 2030
- The KSD IDP

2.18.2 EXISTING AND POTENTIAL SECTORS AND SPIN-OFFS

1. KSD remains and can grow as a regional hub for trade and service; Mthatha CBD in particular forms the centre of a large and growing trading area of over 2.2 million people. There is opportunity to develop retail and wholesaling trading base, drawing entertainment and other services.
2. The following economic clusters drive the local economy:

Summary of Existing KSD Regional Drivers

Focus Area	Key Characteristics	Economic Spin-offs
Regional Market Base	<ul style="list-style-type: none"> • 250km trade area • 400km distribution area • Destination consumer market of 2.3 million • Retail trade area potential of R11.7+ Billion by 2017 • Sales for agricultural product, leveraging demand for processing throughput and production 	<ul style="list-style-type: none"> • Market for agricultural products leverages demand for processing throughput and agricultural production • Demand for wholesale, transportation, and logistics services to serve the large regional market base • Employment in retail trade as well as up-stream and downstream industries
Higher Education & Research	<ul style="list-style-type: none"> • WSU employs nearly 2,000 people in Mthatha, some with higher degrees, skills • Operates Nelson Mandela Academic Hospital • Faculty of Health Sciences conducts clinical and basic research that leverages broad-based funding • Potential Faculty of Agriculture with 1st Veterinary Sciences degree in nation 	<ul style="list-style-type: none"> • Market base for retail goods, supplies, transport and services • Driver for innovation and entrepreneurship • R&D can leverage commercialisation and product development (such as plant-based products) for downstream production of pharmaceuticals • Unique programmes can attract specialty skills not found in other regions
Heritage & Resource Tourism Base	<ul style="list-style-type: none"> • Nelson Mandela's home, and various sites linked to the nation's political history • Xhosa culture, language and heritage • Wild Coast environmental assets 	<ul style="list-style-type: none"> • International tourism, which has higher economic multipliers because of higher incomes and intensive overnight spending patterns • Development spin-offs

		<p>in terms of tourism services, retail, SMME development, lodging, and craft merchandise</p> <ul style="list-style-type: none"> • Conservation increases value of developable land
Hospitals & Medical Services	<ul style="list-style-type: none"> • 3,000 -4,000 jobs in major hospital complex • Mthatha General Hospital upgraded to a Central medical facility to offer specialised services drawing from a broad catchment area • Nelson Mandela Academic Hospital, conducting clinical research and leveraging broad funding • Military, private and public hospitals and clinics 	<ul style="list-style-type: none"> • Broad supply chain including catering and food services, medical instruments and equipment, plastics and packaging, transport, maintenance services, etc. • Research capacity to support development and testing of pharmaceuticals • High-skilled and high-income professional staff that enhance consumer spending power, innovation and leadership • Helps consolidate KSD role as centre for trade and services
Government	<ul style="list-style-type: none"> • Large and stable employment base in all tiers • Centre for District Government 	<ul style="list-style-type: none"> • Income impact on trade and services • Access to Government services

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

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

- 3.1.1 regions health and education centre,
- 3.1.2 regional administrative centre.
- 3.1.3 Regional finance, insurance, real estate hub (fire)

3.2 Wild Coast Tourism route Viedgesville to Coffee Bay route provides opportunity to showcase the municipality's natural resources and coast line.

3.3 The upgraded airport strengthens the role of Umthatha as a tourism gateway to the wild coast

3.4

3.5 Agriculture zones and processing nodes. The agricultural sector is a future growth opportunity and numerous agricultural nodes have been identified as well as potential processing facilities.

3.6

3.7 The opportunity to expand the retail and wholesaling industry with its attendant logistics and distribution sectors is immense. This will also lead to the development of entertainment and other services

2.18.3 STRATEGIC THRUST

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

- KSD government's reputation being a well-known brand
- Utilisation of indigenous knowledge and endogenous resources to the full
- Creating decent and sustainable jobs
- Clear focus on relevant skills, science and technology transfer
- Greater local community and business participation in the economy
- Promote foreign direct investment and business expansion.

2.18.4 Key growth areas

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

Manufacturing has a potential to create much-needed employment especially:

2.18.4.1 food and beverages:

This is a secondary industry-a downstream beneficiation of local commodities.



2.18.4.2 Wood Products:

The existing forestry timber processing can lead to value adding industries as below



2.18.5 STRATEGIC OPTIONS

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

2.18.6 BUSINESS AND INVESTMENT RETENTION AND ATTRACTION

This entails the following major activities/project:

- One on one roadshows meetings with big business by the executive mayor and or LED portfolio head

- Business Imbizo and expo
- Investment conference

2.18.7 STRATEGIC ALLIANCE

This will include:

- Strength the LED Forum
- Forging partnership-an MOU with WSU and KSD FET college for provision of skills development programme, research and development on the KSD economy and its linkages to the national and international shell
- Forging partnership with kei fresh produce market strategic economic development
- Umzikanto abattoir, to ensure small scale farmer support
- To ensure structural collaboration with SEDA, ECDC, OR TAMBO LED, NAFCOC KSD to ensure access to business support services to local business
- Co- operative and SMME Development

Promote a vibrant SMME and co- operative by facilitating access to markets, capital economic infrastructure and information

- Develop a cooperative and smme strategy early 2015/16 financial year
- Skill Development
- Link with provincial contractor development for of contactors and capacity holding
- Facilitate aggressively the training and inventory of all cooperatives and smme's

2.18.8 INFORMAL SECTOR BUSINESS SUPPORT

- Increase support in the informal sector by providing their relevant economic infrastructure and facilities

- Engage SALGA to assist with the development and implementation of informal sector strategy for KSD.
- Promote tourism development in the KSD
- Embark on investment and destination marketing or tourism attraction and products: Branding KSD as home of legends, Nelson Mandela, King Sabata Dalindyebo
- Enhance the status and quality of KSD mouth as tourist attraction

2.18.9 Tourism

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

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

Both Nelson Mandela and Mvezo Museum hold a lot of tourism potential for the area. The development of Qunu Village is expected to trigger vibrant cultural tourism in the KSD. Successfully developed and effectively marketed, these areas stand to be major attractions for both domestic and foreign tourists.

The Mthatha airport has been upgraded to accommodate large aircraft. Also the airport will provide important linkage with all the international airports and be a centre of potential logistical node.

The major infrastructural problem lies in both lack of adequate facilities in camping areas and the problem of accessibility to the coast. Crime has also been reported as a problem for tourists.

The Mqanduli district forms part of the Wild Coast Spatial Development Initiative (SDI) which has support from provincial and national government. This initiative seeks to facilitate development of community based tourism projects in the area and Kwatshezi Development Plan has been crafted to reshape the Coffee-Bay in order to realise the vision

of making it one of the small attractive regeneration town within the OR Tambo District Municipality.

Other tourist attractions and facilities include mountainous areas and forests in the north, the Trout dams and streams, Umtata Dam (game reserve), Nduli Nature Reserve, several small craft centres and Jonopo Cultural Village.

2.18.10 CHALLENGES

- Lack of capital
- Lack of requisite skills
- Perceptions about high levels of crime
- Lack of participation by rural communities in Tourism

The above blockages will be addressed through a comprehensive tourism capacity building and mentorship programme

2.18.11 Forestry and Timber Production

If KSD Local Municipality utilized the forestry development, it can represent a large and important section of this region's economy and can provide an economically viable component for its labour force. Elangeni forest makes a significant contribution to the primary sector of the local economy. Although not within the KSD the forest is likely to impact positively on this area's economy with strong backward & forward linkages between various Municipalities, including Mhlontlo Local Municipality and amongst agro-industries taking place, particularly in the beneficiation of timber at Langeni saw mill and associated industry. Planning initiatives are currently taking place to construct a rail siding to the sawmill (from Mthatha) and road between Langeni and Ugie has been constructed and upgraded. These projects are intended to facilitate harvesting of the forests between Ugie and Maclear and, if successful could increase employment from 3 500 to 10 000 in the area.

The Municipality has the opportunity and responsibility to support forestry development initiatives from which communities can benefit. This role would include:

- Creating awareness and acceptability of forestry as a legitimate land use;

- Facilitating and supporting downstream participation by local SMMEs; and
- Facilitating collaboration of key stakeholders for mutual benefit, for the benefit of the sector, and for the economy as a whole.

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

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

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

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

2.18.12 Marine and Agriculture

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

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

In order to achieve these two objectives, improved data is required, as well as (1) greater awareness amongst stakeholders and role-players, and (2) improved regulations and enforcement of these controls. Again, these activities require collaboration of all spheres of government and a coordinated approach.

The sector also faces a **number of challenges**:

- Limited skills within the sector;
- Poor coordination and integration between the stakeholders in the sector;

- Lack of a distinct local-sector strategy; and
- Poor knowledge of the legislative requirements regulating the sector.

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

- Strengthening of the Marine and Aquaculture Sector Forum;
- Improved support to sector SMMEs and Cooperatives;
- Development of a Marine and Aquaculture industry; and
- Improve skilling within the sector.

2.18.13 Trade, Manufacturing and Investment Promotion

Although some measure of warehousing is taking place in both KSD urban areas this sector has shown limited growth. Economic decline has been experienced in both the manufacturing and industrial sector, which are generally weak and lack both small and large scale operations which can provide backward and forward economic linkages with other sectors. Poor industrial sectors limit any chances of value adding activities taking place in the area. Efforts, however, have been made towards establishing agro-industries in the form of a sawmill near Elangeni and the abattoir in Mthatha. KSD Municipality is moving very fast to revive the old structures that were previously owned by ECDC, the Transido in Ngangelizwe has been upgraded to support and accommodate SMMEs, and Furntech programme of SEDA is progressing well at Vulindlela Heights industrial area with the assistance.

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

- Poor roads in the vulindlela industrial area
- Lack of requisite skills for priority industries
- Backlogs in appropriate physical bulk infrastructure necessary for investment;
- Communal land tenure; and
- Unresolved land claims.

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

- Aggressive upgrading of infrastructure

- Capitalize on the strengths and comparative advantage for investment promotion;
- Position and market the municipality as a viable region economically for investment;
- Attract additional investment from international investors in key growth sectors; and
- Retain and boost existing investment.

2.18.14 Co-operatives and SMME Support

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

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

Table: Cooperatives and SMMEs developed with the KSD's support

Sector	Number of Cooperatives	Number of jobs created	LM where located
Food Production	5	151	KSD
Agriculture	49	1391	KSD
ICT	1	5	KSD
Manufacturing	18	358	KSD
Wool	4	124	KSD
Tourism & Hospitality	2	34	KSD
Multipurpose	3	80	KSD
Recycling	1	9	KSD
Cleaning	1	5	KSD

2.18.15 KSD Skills Development Programme

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

- *The Kei Fresh Produce Market:* This market was built by the EC Provincial Department of Agriculture and transferred to the KSDLM, since markets and abattoirs are a function of municipalities. Local farmers, the EC Provincial Department of Agriculture and the KSDLM are all active partners in this venture. The market has gone from strength-to-strength, with an annual turnover of more than R30million. Seventeen permanent jobs have also been created, of which 42% are women. **The main challenge** is that the market is getting most of its produce from outside the District. To turn this around, a strategic plan has been developed in partnership with the ECRDA. The Thina Sinako (EU programme) funded part of the strategy. The plan is to expand the market to have more banana ripening rooms and to introduce a meat market.

2.18.16 BUSINESS OPPORTUNITY RELATED TO NATIONAL AND PROVINCIAL INFRASTRUCTURE INVESTMENT

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

- piloting national health insurance in OR Tambo District
- Massive upgrade of the Nelson Mandela Medical hospital and WSU medical school
- The N2 coastal highway construction
- The Wild Coast Meander tourism programme
- The Mzimvubu hydro/ dam development
- The KSD Presidential initiative

2.18.17 Challenges

Challenges encountered include;

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

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

2.18.18 Implementation of Ward-Based Planning and Information System (WPIS)

A fundamental and statutory component of the IDP process is community engagement and the public participation. Participation in the integrated development planning process is only one of the several arenas of participatory interaction between local government and citizens.

The municipality's strives to improve the participation of stakeholders in the IDP and Budget processes. In this review, that municipality intends to employ a number of innovative measures, which are aimed at enhancing the effectiveness and quality of

stakeholder participation. Pursuant to this endeavour, the municipality plans to roll out in earnest, the Community-Based Planning process.

The KSD Municipality has since piloted Ward (Community) Based Planning for wards 02, 05, 17, 20 and it is the intention of this Municipality to replicate this programme to other wards.



CHAPTER 3: DEVELOPMENTAL OBJECTIVES AND STRATEGIES

3 VISION, MISSION AND GOALS

3.1 VISION:

"A developmental municipality that "strives towards achieving 2030 vision spearheading socio-economic transformation thereby improving the lives of people".

3.2 MISSION:

King Sabata Dalindyebo will strive to be a developmental municipality that is able to provide to the best of its ability.

3.3 VALUES:

Innovation

Commitment to society and Participatory governance

Transparency, Openness to public scrutiny and Serving

Responsiveness

Honesty

Trust

3.4 STRATEGIC OBJECTIVES

- Human Capital Development
- Sustainable Service Delivery
- Excellence in Governance
- Job creation
- Financial viability
- Spatial Planning

3.5 STRATEGIC GOALS

- Service Delivery
- Good and Clean Governance
- Financial Viability
- Spatial Planning and Development
- Crime Prevention
- Local Economic Development

3.6 KEY PERFORMANCE AREAS

There are six (6) Local Government Key Performance Areas. Five (5) were introduced by Five-Year Local Government Strategic Agenda, (5YLGSA), 2006 and the sixth one was added later.

- Basic Services and Infrastructure Development;
- Local Economic Development;
- Financial Viability and Management;
- Good Governance and Public Participation; and
- Institutional Transformation and Development.
- Spatial Development and Social Transformation

The municipality participates in Sector forums established by the District Municipality. A forum has been established for each of the above Key Performance Areas above. Forums comprise of councillors and officials from the DM and the other local municipalities within the district, officials from government sector departments and other institutions. Each sector forum developed five-year sector strategies to be incorporated to the IDP. Key focus areas were identified for each sector, as well as objectives and strategies that will be employed to realise the Sector strategies.

The King Sabata Dalindyebo Municipality conducted a Strategic Planning workshop, where all stakeholders participated, including Executive Mayor, Mayoral Committee, Councillors, Managers, Sector Departments, Traditional Leadership and other stakeholders.

This session was held in an effort to improve service delivery. The strategic planning workshop was targeted to at least inform or emerge with the following:

- Review of targets for the 2015/16 financial year
- Projection of resource requirements and availability for the year
- A Service delivery improvement plan also focusing on prioritising measures/ interventions needed to speed up service delivery.
- A clear focused spatial linkage of the prioritised interventions to ensure alignment with the SDF and geographic spread to ensure access to services and development by all communities in the municipality

COMMISSIONS brief included the following:-

- Infrastructure and Human Settlements
- Community Services and Public Safety (including Special Programmes)
- Financial Viability, Good Governance and Public Participation
- Institutional Transformation
- Local Economic Development

The commissions have dealt with the following Key Issues in order to craft Objectives and Strategies based on each Key Performance Area:-

3.7 KEY ISSUES

3.6.1 KEY ISSUES PER KPA

- Spatial Development Framework
- Infrastructure And Service Delivery
- Financial Planning And Budget
- Socio Economic Development – Led
- Good Governance
- Institutional Arrangements

3.7.1.1 KPA 1: SPATIAL DEVELOPMENT FRAMEWORK

- Shortage of land, especially serviced land for a range of developments.
- The majority of land is communal and unregistered state land.
- Uncertainty relating to the roles of Municipalities vs Traditional Authorities in relation to land management in rural areas.
- High demand for land for settlements development
- Un-managed settlement formation in both rural and urban areas
- Underdeveloped land around the towns and settlements for formalized economic development
- Need for sustainable use of the natural environment, protection and conservation of environmentally sensitive areas
- Inadequate, overloaded or defective sewage treatment infrastructure
- Lack of adequate storm water management
- Inadequate sanitation and leaching of human waste from informal settlements into water
- Wall-wall land use planning and management, especially in rural areas

3.7.1.2 KPA 2: INFRASTRUCTURE AND SERVICE DELIVERY

Water

The project of water connections and make it accessible to the communities is running smoothly through the Presidential Intervention, however, the following challenges still prevail

- Non availability of portable water (taps) in some villages in ward 9, 10, 35, 15, 19, 21, 22, 23, 25, 26 , 27, 28, 29, 32 and 14
- Shortage of taps in some villages in wards 4, 5, 6 19 and 8.
- Maintenance of scheme in ward 17 is required
- Poor maintenance of existing infrastructure
- Huge backlogs resulting from old infrastructure
- Water resource scarcity and reliability
- Drought as a result of climate change

- High level of vandalism and theft
- Shortage of skilled personnel
- Lack of funds for infrastructure investment

Sanitation

- Huge sanitation backlog
- None availability of VIP sanitation in some villages of ward 14, 15, 18, 19, 20, 21, 22, 23, 25, 26, 28, 29, 32 and 35
- Inadequate sanitation system (temporary connections exist) in Kwa Mpuku (Ward 6)
- Waterborne sewer system for Mthatha is not fully functional – Pump station requires constant repairs
- Shortage of Honey Sucker Trucks
- Sewer effluent discharged is not of acceptable standard due to lack of resources to upgrade infrastructure
- Slow progress on sanitation projects
- Limited public toilets in the towns

Energy (electricity)

- Electricity infrastructure backlogs (18%)
- Project Prioritization Policy is not available
- The cables and sub-stations are old and some permanently damaged and require total replacement - replacement of substation requires huge amounts of budget
- Shortage of funds and human resource capacity
- Lack of electricity in some of the newly built households of ward 3, 4, 31, 19, 28, 18, 9, 32, 5, 6,10, 11 and 14
- The whole of ward 21 has no electricity

Road network

- 90% of Mthatha surfaced road network has deteriorated beyond pothole repair requirements
- Lack of maintenance of roads resulting in pot holes
- Pavement maintenance is very seldom with potholes being very common
- Heavy congestion in the CBD
- Shortage of funds for capital projects to decrease the high back log of road infrastructure
- Lack of proper monitoring of road maintenance projects
- Faded road markings, limited road signs and lawlessness towards traffic rules contribute to congestion
- Robots need to be synchronized to avoid congestion
-
- Trucks passing through the CBD exacerbate traffic congestion especially during pick hours.
- CCTVs at robot intersections are not programmed to catch law breakers – still controlled by traffic officers
- Lack of visibility of traffic officers especially during peak hours
- Impact of poor waste management and storm water systems results in blocked storm water drains and flooded streets
- Aged and un-maintained burst pipes and blocked drains sometimes cause street flooding.
- Encroachment of pavement by both shops and hawkers

Land and Human Settlements

- Current backlogs, estimated to be 16 385 for urban and 44 677 for rural areas.
- Lack of proactive planning and the inability to access funds for housing provision
- Lack of human capacity within the municipality to deal with housing issues resulting in inability to speed up housing development.
- The slow process of housing delivery leads to the development of informal settlements
- Unavailability of land- the greater part of KSDM is under land claim (Erf 912 Mthatha)

- Scattered unserviced pieces of land within Mthatha town.
- Land invasion- a greater portion of land in Mthatha is invaded and it becomes difficult to expand the CBD as well as housing delivery
- Prime land with informal decent houses where services are minimal.
- Ineffective use of by-laws resulting in shacks and containers are scattered all over the town.

Public Transport

- Control and maintenance of the airport has not yet been handed over to the client
- Taxis and buses are not road worthy - bad conditions of roads affect the wear and tear of vehicles
- The Taxi Association lacks a management structure due to internal conflicts.
-

Health

- The majorities of rural clinics has no access to water, and have been provided with tanks which run out of water during dry seasons.
- Water pipes in Sangoni clinic are leaking, maintenance of both the pipes and the building is required.
- Poor road access to clinics
- Electricity - upgrade for Ndibela clinic and Maxhwele clinics
- Shortage of funds to deploy more community health care workers
- Maintenance of buildings –
- The Civic centre clinic is too small as it was not originally built for health purposes.
- Renovations in Nzulwini, Tshezi and Zithebele clinics is required
- In Xhwili clinic a park home is required for additional consultation room.
- Lack of telephones, shortage of staff and delay in delivery of medication, in all rural clinics

Educational facilities

- High rate of pregnancy at schools
- About 26 schools lack water and sanitation as well as fencing around the schools.
- Over- crowding is schools and shortage of classrooms and school furniture
- Clarification of mud schools
- 17 Mud schools still exist namely : -
- Ndlunkulu JSS Mbashe Primary Thembelani Primary
- Velalanga Primary Viedgesville Primary Sinolwazi SSS
- Jongibandla JSS Caba JSS, Luzini JSS, Thembelihle Primary,
- Nobuhle Primary Ngonyama Primary, Ngoswana JSS,
- Nkwenkwezi Primary, Laphumikwezi Primary, Mandleni JSS
- Nzwakazi JSS.

Community Libraries

- Access to ward 29 (Mqanduli town) library is a challenge due to its location
- Ngangelizwe library in ward 2 requires renovations and extension
- The Civic Centre library in ward 8 is too small, requires extension
- Insufficient libraries- mobile libraries

Sports facilities

- Lack of funds for provision of sports facilities in rural areas.
- Rural villages are not exposed to different types of sport codes
- Mthatha Stadium is still incomplete due to lack of funds
- Under-utilization of Mthatha Multi-Purpose Stadium

Community halls

- Lack of community halls in wards 5, 8, 10, 11, 13, 14, 15, 16, 17, 18, 20, 21, 22, 24, 26, 27, 30, 33 and 34
- Community halls in rural areas are not maintained due to lack of funds

- Thusong Centre was handed over to the municipality but operation and hiring of the centre is still a challenge.
- Poor management and maintenance of Thusong centres and community halls

Cemeteries

- The main cemetery is almost full more land has to be identified for a new cemetery site
- Illegal Coastal Developments
- Illegal sand mining
- Climate change
- Lack of monitoring programme for pesticides and other hazardous pathogens content of rivers and streams
- Contaminated rivers and streams
- Potential loss of aquatic biodiversity
- Human health and environmental risks associated with poor water quality
- Potential loss of recreational use of fresh water resources due to poor water quality

Environmental management

- Illegal Coastal Developments
- Illegal sand mining
- Climate change
- Lack of monitoring programme for pesticides and other hazardous pathogens content of rivers and streams
- Increased criminal activities in town
- Theft of motor vehicle, motorcycle and commercial crime are more common types of crimes reported in Mthatha (SAPS)
- Most common crimes include drug related crimes, followed by cases of sexual crimes (ECSSEC)
- Stock theft is highest in Bityi
- Machinery is not available for provision of full services for disaster and emergencies covering urban, rural and coastal areas
- Lack of a fire engine truck and lack of funds to hire additional fire fighters
- Fire bylaws have been developed but are not yet adopted by council
- Shortage of uniform for law enforcement officers
- Floods caused by the lack of proper drainage system in the streets around the CBD area, ward 7 and in wards 2, 4, 9, 12, 5 and 32
- Floods caused by heavy rains in villages of ward 8, 2, 9, 31, 12, 19, 18, 11, 10 and 28 as well as houses that are built in flooding areas.
- Wards where river and stream flooding were identified as a major concern - 03, 10, 15, 32
- Drought in ward 4, 2, 31, 9, 30,14, 10, 32, 28, 18, 12 and 15 caused by climate change issues

Social development

- Increase in numbers of orphans and vulnerable children (OVC)
- Physical Abuse (women, children and elderly) resulting in emotional abuse
- Substance Abuse affecting all ages – resulting in crime, road accidents, school dropouts and dismissal at work
- Poverty and substance abuse are one of the causes of physical abuse
- Shortage of funds to continuously fund community projects

- Contaminated rivers and streams
- Potential loss of aquatic biodiversity
- Human health and environmental risks associated with poor water quality
- Potential loss of recreational use of fresh water resources due to poor water quality

Safe and Secure Environment

- Lack of sustainability of funded projects
- Foster care issues
- Controlling and awareness campaigns curbing mob killing of elderly people alleged of witchcraft – elderly places of safety
- Lack of education and awareness campaign in communities on people suffering from Alzheimer
- High rate of exploitation of elderly and children
- High teenage pregnancy rate
- Drug abuse by minors due to easy access to drugs- law enforcement
- Foster care grant is not utilized to address the children's' needs.
- Young girls under foster care are victims of arranged marriages
- Conflict between family members due to grant provided to foster parents.
- Increase in the number of people living with HIV and AIDS (11.5%), with high levels of discrimination and stigmatisation
- Poverty - Lack of nutritious food exacerbates their condition
- Shortage of funds to employ Home Based Care Givers
- Shortage of pre-schools or early childhood education centres

3.7.1.3 KPA 3: Financial Planning and Budget

- Increased unemployment and indigence
- Limited revenue base
- Challenges related to collection of debt - Bad debts and depreciation amounting to R17 million and R31 million respectively
- Culture of non-payment for rates and services
- The municipality was cash trapped with a debt of R300 million litigation case for land claim which contributed to its unsound financial state.

- Under spending of R62 million
- Unclear financial recovery plan
- Delays in implementation of subsidies and finalization of indigent register resulting in under spending on indigent subsidy of R4.8 million
- Depreciation expenditure R31 million
- Repairs and maintenance under spending of R5 million
- Salaries under spending of R5 million
- Bulk purchases overspending of R15 million due to high demand in winter
- Negative audit opinions

3.7.1.4 KPA 4: Socio – Economic Development (LED)

- Approximately 40% of the population falls between 0-14 years and above 65 years – high dependency rate
- Economically active population is estimated to be 60% - 15-64 years
- Unemployment remains high – 49% (economically active)
- Low income levels – 44 % no income
- Poverty levels remain 58,3 %
- Mining, Manufacturing and tourism are not fully developed
- Agriculture is not the key driver of the economy, due to various challenges
- Lack of interest in agriculture and lack of revitalizing of agricultural land
- Lack of agricultural infrastructure (Fencing for grazing and arable land, Stock water dams, Dipping tanks , Shearing sheds, Sale pens, Farm stalls, Grain silos, Milling plants, Poultry and Piggery housing)
- Lack of funds to assist both commercial and subsistence farmers - lack of agricultural support - equipment
- Poor level of institutional support to rural farmers-quality and poor service orientation.
- Lack of skills in packaging projects and developing proper business plans.
- Poor marketing and access to markets
- Food security is still a challenge
- Economic opportunities are not exploited enough e.g. growing of fruit
- Umzikantu Abattoir at Zimbane in Mthatha is not operating at its full capacity due to lack of supply of slaughter animals.

- Inadequate financial resources to purchase the costly dipping material, inadequate numbers and poor conditions of existing dipping tanks
- Inadequate infrastructure (equipped shearing sheds for shearing, classing, sorting and packing of wool for better market prices as well as sheep dipping tanks for animal health management)
- Lack of management skills by farmers
- Over- utilization of natural grazing through overstocking and overgrazing.
- Lack of fenced paddocks for grazing control (rotational grazing and resting)
- Inadequate prevention of diseases and parasites (With the exception of tick control and vaccination that are carried out as part of government animal health programs)
- Kwanyezi Nursery which was established in Mqanduli did not operate due to social conflict.
- Crop yields are low due to lack of proper cultivation methods and fertilization.
- Poor Law enforcement on street traders- leading to uncontrolled selling of poisonous substances which are detrimental to human life
- Unregulated standard of businesses- leading to health hazardous (poor health inspections)
- Easy access or sufficient water supply and ablution facilities in town- especially along caravans
- Under-development of informal trading
- Langeni is still under land claims
- Large amounts of timber is exported and sold to other provinces
- Shortage of funds to develop forests in adjacent villages
- Forest fires
- Lack of strategies to improve marine and aqua farming activities
- The whole sale and retail stores within the urban centre do not have off loading zones resulting in traffic congestion during peak hours.
- Off loading zones and parking have been converted to storage areas.
- Lack of management of informal trading activities.
- None compliance with the informal trading by – laws, hawkers and shop owners encroach onto the pavements

3.7.1.5 KPA 5: Good Governance

- Capacity gaps on the new councillors into oversight responsibilities / particularly council committees
- Role definition between the executive and legislative committees of council
- Remuneration of political office bearers
- Inadequate administrative support provided for council structures to exercise oversight responsibilities
- No framework guiding location and provision of administrative support for traditional leadership in council
- Political instability may hamper proper functioning of councils
- No proper monitoring, reporting and evaluation on the functionality of organs of civil society;
- Limited support to the functioning of organs of civil society;
- Non-collaboration between Traditional leaders and Ward Councillors in some areas;
- Unstructured and poorly coordinated public participation approaches
- No processes for petitions and complaints management (principles: batho pele/customer care).
- Lack of a structure for management of complaints and petitions
- Inadequate human resources and finances within the Communications unit not sufficiently resourced
- Inconsistency in updating information on the municipal website
- Negative perceptions in the Media
- Internal communication is not done properly
- Negative Auditor General's opinion for the past three financial years
- Recommendations made by Internal Auditors not implemented
- Past audit issues are not addressed timeously.
- Weak internal control systems
- Non Implementation of the Anti-fraud and anti-corruption policy
- Lack of proper management of the Municipal Asserts Register as well as VAT issues
- Lack of awareness to municipal employees with regards to Anti-fraud and anti-corruption policy

- Lack of whistle blowing system - no protective measures for whistle blowers on fraud and corruption
- False alarms on fraud and corruption with a purpose to hide own corruption
- Non- availability of reviwed Performance Management System
- Lack of capacity within the PMS Unit
- Lack of capacity and tools of trade in the IDP Unit

3.7.1.6 KPA 6: Institutional Arrangement

- Organisational PMS alignment with IDP
- Human Resource Plan/ Strategy
- Organisational Plan under review
- Succession Plan - Key Positions
- Workplace Skills Plan responding to municipal challenges
- Placement process of the employees has not yet been finalised
- Expired Employment Equity plan
- Proper functioning of the local labour forum
- Unions currently in existence
- Skills shortages and skills development

3.8 IDP BROAD STRATEGIC OBJECTIVES

Based on the above-stated key issues the municipality has crafted the following broad strategic objectives which inform the budgeting of the municipality;

- Service Delivery and Infrastructure Development
- Financial Viability and Clean Governance
- Rural Development
- Spatial Planning and Social Transformation

3.9 KEY PERFORMNCE AREAS: OBJECTIVES AND STRATEGIES

3.9.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: TECHNICAL SERVICES

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To provide reliable, sustainable and efficient Transport Infrastructure	<ul style="list-style-type: none"> • Development of Integrated Transport Plan; • Continuous reviewal of three year Capital plan; • Development and continuous reviewal of Infrastructure plans. 				<ul style="list-style-type: none"> • Adoption of Integrated Transport Plan (ITP) • 50% of the existing rural road network is maintained • Source of funding to rehabilitate urban roads from potential funders 	<ul style="list-style-type: none"> • Integrated Transport Plan (ITP) • 50% of the existing rural road network is maintained • Source of funding to rehabilitate urban roads from potential funders 			
					<ul style="list-style-type: none"> • 5% of Urban roads to be rehabilitated on existing next work • 100 km of New / rehabilitated gravel roads • Development of Service level agreement between Technical Services and BTO (Fleet Management) 	<ul style="list-style-type: none"> • 5% of Urban roads to be rehabilitated on existing next work • 100 km of New / rehabilitated gravel roads • Development of Service level agreement between Technical 			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
						Services and BTO (Fleet Management)			
To provide access to sustainable basic Energy and Electricity by 2017					<p>Mobilise funding to ensure that access to energy is achieved.</p> <p>To mobilise funding to ensure that access to energy is achieved. (consider partnership with various stakeholders)</p> <p>To create partnership with the energy sector with the view of securing technical and financial support</p> <p>To submit applications to funders on time</p> <p>To reduce electricity backlog by 10% (1400 Houses)</p>	<p>Development of funding proposals to ensure that access to energy is achieved.</p> <p>(consider partnership with various stakeholders)</p>			
To improve Electricity Infrastructure Network in the Municipality by 2017.					<ul style="list-style-type: none"> • Implementation of Electricity five year master plan • Develop and implement electricity Operations and Master (O & M) plan • Develop and implement energy demand management plan. • To refurbish Low 	Implementation of projects in the master plan			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
					Voltage Network in the CBD and surroundings <ul style="list-style-type: none"> • Refurbish High Voltage (HV) Line between Unitra and Thornhill substation • Adoption of O & M Plan • To inspect of all HV and MV lines and correct defects • Follow up on application submitted on Solar Heated Geyser • Approval of Beneficiary list Area • House Hold Audit of Ripple Units • Energy saving devises • Develop Energy Demand Management Plan 				
To increase revenue generation to respond to service delivery needs for the Perform energy balance					<ul style="list-style-type: none"> • Install bulk meters in high risk areas • Completed draft funding model 				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To develop funding model Establish Energy Task Team KSD Community					<ul style="list-style-type: none"> Reduce electricity losses from 11% to 9% 				
To ensure that the Municipality participates in the Poverty alleviation Programmes	To implement EPWP Policy as part of Tender processes Community Beneficiation Corporate Social Investment (CSI)				<ul style="list-style-type: none"> All Tender documents must incorporate the minimum number of thresholds of employment SCM policy must ensure that 30% of the construction budget must remain with the benefiting community 				
To provide access to recreational and community facilities.	To implement 15% MIG on Regional Stadium in line with Community Beneficiation Implementation of the three (3) year Capital plan				<ul style="list-style-type: none"> Upgrading of Mthatha Stadium Minimum of 2 Community Halls per financial year 	<ul style="list-style-type: none"> Upgrading of Mthatha Stadium Minimum of 2 Community Halls per financial year 			
To enhance capacity development within the Technical Services Department. (Establishment of an integrated Planning function)	<ul style="list-style-type: none"> Establish Mentorship programmes To initiate skills transfer programme 				<ul style="list-style-type: none"> Establish mentorship and skills transfer progress be concurrently in the financial year 	Mentorship and skills transfer programmes			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To contribute to improved community safety and security	To promote livelihood of communities				<ul style="list-style-type: none"> Construct at least 15 High Mast Lights Maintenance of 500 street lights Maintain 32 Traffic intercessions 	<ul style="list-style-type: none"> Construction of high masts and street lights Traffic intersection maintainance 			
Ensure that all municipal buildings are inhabitable and environmental friendly by 2017	<ul style="list-style-type: none"> Development of Maintenance Plan for Municipal Buildings and Facilities To Mobilise funding for construction mixed use facilities To Convert Municipal building to be user friendly 				<ul style="list-style-type: none"> Adoption of the plan Continuous mobilisation of resources (Review budget and Personnel) Mobilise funding for lift at Munitata Building Install Energy Efficiency lightening and lighting sensors Develop and implement Safety Plan for all Municipal Building 	<ul style="list-style-type: none"> Maintainance plan Development & implementation of safety plan and maintainance plan for Munitata building 			

3.9.2 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: HUMAN SETTLEMENT

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
Provision of integrated sustainable human settlements	Construction of services & top structures				1317 Serviced residential sites and 300 top structures	Maydene Farm Ext. Project A.			
	Township and Civil Services Design				1795 sites by December 2017	Transkei United Dairies – Project B. Resolve Land Claims			
	Township and Civil Services Design				2642 sites by December 2017	Zimbane Valley 50 ha- Project C. Resolve Land Claims			
	Township and Civil Services Design				537 sites by December 2016	Kei Rail Housing Densification – 537 units			
	Construction of services & top structures				125 serviced sites by June 2016 and 125 houses by December 2016	New Brighton Housing – 125 units			
	Demolish all defective houses & rebuild them through rectification programme				1000 out of 4012 to be completed by December 2017	Zimbane Valley 1482; Iitha 463; Maydene farm 969; Waterfall 1183, Ngangelizwe 200 & Mqanduli 500			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
Provision of rural housing	Construction of rural low cost housing				500 out of 2420 to be completed by December 2017	Ntshabeni 200; Willow 200; New Payne 200; Ncambele 300; Mahlungulu 350; Zidindi 100; New Payne 300; Mthonjana 350; Fairfield 379; KSD 1188; KSD 315, Matheko 65 & Langeni 800.			
Establishment and finalization of Policies	Provision of Emergency Housing Policy and finalization of Housing Allocation Policy				Adopted Emergency Housing Policy and Housing Allocation Policy by Council	Emergency Housing Policy and Housing Allocation Policy			
Eradication of informal settlements	Formalisation, eradication and relocation (where necessary) of existing informal settlements				Public participation and Signing of MOUs between the institution and organs of state	Mthatha West, i.e Mandela, Chris Hani, Joe Slovo and Polar Park			
Provision of Title deeds	To provide security of tenure to previously disadvantaged people				527 Title deeds	Enhanced Extended Discount Benefit Scheme (EEDBS)			
Establishment and reviewal of lease agreements	Conclusion of new lease agreements and renewal of the existing ones				Council Houses, Park homes, Office Space, Stalls, Commercial	Lease Management & Payment of Rentals			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
					sites, Vacant Land				
Eradicate and discourage land invasion+A16:B16	To manage and discourage land invasion				Approved Land Invasion Policy by Council	Land Invasion Policy Development			
Manage and dispose of Council land	Management and Disposal of Council immovable properties				Conclude disposal of Council properties	Land Disposal Policy implementation			
Facilitate township establishment programme spatial planning & infrastructure development	Sale of properties to individual lessees				50 Title Deeds to be completed	Sale and valuation of individual properties			
	Operationalization of Spatial Planning & Land Use Management Act				Establishment of Municipal Planning Tribunal and Appeal Authority	Implementation of SPLUMA (Accelerated Development approval)			
	Creation of Council Planning Policy Documents				Adopted LSDFs For Priority Areas	Mqanduli/ Viedgesville LSDF; Coffee Bay LSDF & Western Mthatha LSDF			
	Creation of Council Planning Policy Documents				Adopted LSDFs For Priority Areas	Ncambedlana – Hole-in – the –wall, Mthatha Mouth, Kwaaiman & Qunu LSDF - Source Funding			
	Investigate options on suitable land for				Complete Investigation by June	Cemetery & Crematorium			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Cemeteries and Crematorium				2016	and source funding			
Facilitate Implementation of Spatial Development Framework	To create additional office space and Council Chamber				June 2017 Feasibility study to be completed	Feasibility Study			
Compliance with National Building Regulations Facilitate new street names and name changing.	Processing and approval of building plans Adoption of new street names				200 building plans approved Exercise to be complete by June 2017	Completion of buildings Review of Policy and selection of street names			
Provide digital information to the community	Electronic access to the information and for applications				Complete exercise by June 2018	Information Systems			

3.9.3 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: COMMUNITY SERVICES

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
Improve Institutional Arrangements to provide optimal waste service to our communities	Review organizational structure to meet statutory requirements and strategic focus Create new posts in line with legislation & for rendering optimal service		Structure in compliance with statutory requirements No of new strategic and supervisory posts developed	The organizational structure not in compliant with the legislation No Waste Management Officer post, Environmental Management Inspector Post & Environmental Management Officer Post in the organogram	Organogram Review Filling critical vacant posts: Waste Management Officer, Environmental Management Inspector, Environmental Management Peace Officers & Parks & Amenities Supervisors	Organogram review Filling critical vacant posts: Waste Management Officer, Environmental Management Inspector, Environmental Management Peace Officers & Parks & Amenities Supervisors	1 000 000		
Increase access to refuse removal service in non- serviced households both urban and rural	Increase no of household receiving once weekly refuse collection services in urban area Provide access to minimum level of waste collection in peri urban & rural areas through communal waste collection using Household		No of new urban household receiving refuse collection service No of rural household receiving refuse removal service No of peri – urban households receiving refuse removal service No of informal settlements receiving a minimum level of refuse removal service	27 562 households receive refuse removal service once a week No formal waste removal service in rural areas Mthatha West Informal area receives communal refuse removal service through use of skip bins servicing about 6600 households			6 000 000		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Contractors & Co operatives			Total no of households receiving refuse collection service is 34 162					
Develop & implement Fleet & Machinery acquisition strategy	Purchase or lease suitable fleet and equipment for refuse collection and disposal		No of Compactor trucks procured No skip trucks procured No of roll on skip trucks procured No of roll on Roll back skip truck procured No of caged trucks procured No of flatbed crane truck procured No of 20 ton skip containers procured No of 10 ton skip containers procured No of street bins procured No of water cater procured No of tipper trucks purchased No of skip trucks purchased		5X Compactors -	Procurement of: 3 x Compactor trucks suitable for commercial waste 2 x compactor trucks for household refuse collection 3 x Skip Trucks for Commercial waste collection 1 x skip truck for communal skip collection 2 x Water caters (Lease) 2 x Tipper trucks 4 x Caged trucks for garden waste collection 1 x D 8 Dozer (Lease) 1 x Landfill Compactor (Lease) 1 x TLB (Lease) 1x Excavator (Lease)	14 000 000		
Establish new	Develop a new		Qweqwe landfill site	Mthatha Landfill site	Construction of a new	Construction of a new	33 000 000		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
landfill site in ward 33	Solid waste site complying all Landfill Disposal Norms & Standards		licensed & permitted - % of completion of construction of the new landfill site	is permitted to close and has reached its full capacity - Mthatha & Mqanduli landfill site under rehabilitation	landfill site complying to all new regulation	landfill site complying to all new regulation			
Promote waste minimization, re use, recycling, waste recovery and transport economy	Establish 2 Transfer station and 1 buy back centre in Mthatha and Coffee Bay		No of transfer stations constructed - No of buy back centres constructed	Currently there is no waste transfer station or buy back centre in KSDLM. - 2 proposed waste transfer stations funded by DEA EIA process the 2 proposed waste transfer stations is under way	Establish 2 Transfer station and 1 buy back centre in Mthatha, and Coffee Bay.	Establish 2 Transfer station and 1 buy back centre in Mthatha, and Coffee Bay	24 000 000		
Rehabilitate Mthatha & Mqanduli waste site to meet permit requirements	Rehabilitation and operation of Mqanduli and Mthatha landfill sites		% of completion of rehabilitation and operation	Contractor on site for rehabilitation, contract ending in end March 2016.	Appoint contractor for rehabilitation of 2 landfill sites	Appoint contractor for rehabilitation of 2 landfill sites	4 800 000		
Explore alternative waste management technologies through PPP.	Conduct feasibility study for optimal waste management alternative		% completion of the feasibility study Number of waste processing agreements signed	Currently there are no initiatives to investigate waste management processing technologies and	Acquire funding from national treasury for conducting feasibility studies Finalize signing of MOU with WSU for areas of	Conduct feasibility study for optimal waste management alternative technologies. Create partnerships to	4 000 000		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	<p>technologies.</p> <p>Create partnerships to support and promote waste processing within KSD</p> <p>Partner with a Research Institute or University to research waste processing and recycling within KSD</p>		Number of partnership agreements signed	<p>benefits</p> <p>Draft MOU being circulated for comments between KSD LM & WSU</p>	common interest	<p>support and promote waste processing within KSD</p> <p>Partner with a Research Institute or University to research waste processing and recycling within KSD</p>			
Provision of garden waste services	<p>Formalize garden waste removal service</p> <p>Develop a tariff for garden service</p> <p>Conduct roadshows to all consumers</p>		<p>Approved Garden Service tariff</p> <p>Number of roadshows conducted</p> <p>% of suburbs serviced</p> <p>Number of trucks purchased</p>	<p>Currently the garden waste service is not offered by the municipality. However the service is rendered on ad hoc basis or as per the request by consumers.</p>	<p>Set garden waste tariffs</p> <p>Conduct 6 roadshows for access to garden waste service</p> <p>Service 27 562 households</p> <p>Procure 4 caged trucks for refuse removal</p>	<p>Formalize garden waste removal service</p> <p>Develop a tariff for garden service</p> <p>Conduct roadshows to all consumers to communicate the new tariff</p> <p>Purchase fleet for the</p>	000 000		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	to communicate the new tariff Purchase fleet for the service					service			
To implement Integrated Waste Management Plan (WMP) in compliance with Waste Act	Implement IWMP Implementation Plan		IWMP approved by Council and implemented		Implement IWMP Implementation Plan	Appoint Waste Management Officer Appoint Environmental Management Inspector Procure required fleet for refuse collection Appoint Co operatives & Household Contractors for refuse collection service			
To implement Waste by-laws in line with Municipal Systems Act and the Waste Act	Implement new Waste by-laws in line with M.S.A. and the Waste Act		No of Waste Permits signed No of Waste Generators on Waste Information System No of contravention Notices served No of penalties for nuisance or illegal dumping paid	Draft Waste Management By Laws tabled to Council, out for Public Comment	Issue 100 Waste Permits to Waste Transporters & Waste Recyclers -Train 45 Peace Officers for enforcement of waste by-laws Appoint Environmental Management Inspector - Serve Contravention Notices	Issue Waste Permits to Waste Transporters & Waste Recyclers -Train Peace Officers for enforcement of waste by-laws Appoint Environmental Management Inspector - Serve Contravention Notices	250 000		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
Increase refuse revenue generation capacity and maximize cost recovery	Implement Cost Recovery & Revenue Enhancement Strategy Procure required and suitable fleet for commercial refuse collection		No of posts filled for Commercial Unit No of contracts signed with businesses for refuse collection No of permits issued to waste transporters & Waste Recyclers Revenue collected from Mthatha & Mqanduli landfill site	Cost recovery on refuse collection very low Not all waste generators are billed Unreliable fleet resulting in low cost recovery No dedicated team for refuse removal cost recovery & revenue enhancement. - Refuse disposal tariff at landfill sites not implemented (No service charges at the landfill site).	Establish a commercial unit for Waste section. Conduct verification of business waste generators & review database of all waste generators in KSD Categorize businesses identifying big business as potential consumers for cost recovery Present business proposal for refuse collection with big business Procure requires & suitable fleet for commercial waste removal to maximize cost recovery. - Collect refuse charges at the landfill sites	Establish a commercial unit for Waste section. Conduct verification of business waste generators & review database of all waste generators in KSD Categorize businesses identifying big business as potential consumers for cost recovery Present business proposal for refuse collection with big business Procure requires & suitable fleet for commercial waste removal to maximize cost recovery. Collect refuse charges at the landfill sites	14 000 000		
Promote clean and healthy environment	Implement Integrated Environment Management Plan		IEMP approved by Council and implemented	Draft IEMP tabled to Council	Implement Integrated Environment Management Plan	Approval of IEMP by Council			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
Improve safety of animals and animal health	Proper management of Mqanduli & Mthatha Animal Pound Develop Animal Pound By Laws		No of animal pounds with management contracts Animal Pound By Laws approved by Council and Promulgated	SPCA contract not compliant No Animal Pound By Laws in place SPCA contract only covers Mthatha pound	Review Pound Management Contract to cover Mthatha & Mqanduli Upgrade Mqanduli Animal Pound Develop Animal Pound By Laws	Review Pound Management Contract to cover Mthatha & Mqanduli Upgrade Mqanduli Animal Pound Develop Animal Pound By Laws	500 000		
To provide user friendly ablution facilities in compliance with Health Act and RSA Constitution	Upgrading of existing ablution facilities in Mthatha, Mqanduli and Coffee Bay and also construction of a new block of ablution facility in Mthatha		No. of ablution facilities upgraded No. of ablution facilities constructed	No. of toilets in Mthatha 41, Coffee Bay 11, Mqanduli 15, Hole in the wall 0. The whole total number for KSD M both male and female 67.	Upgrading of existing ablution facilities in Mthatha, Mqanduli and Coffee Bay Secure a piece of land for construction of ablution facilities at Mthatha	Upgrading of existing ablution facilities in Mthatha, Mqanduli and Coffee Bay Secure a piece of land for construction of ablution facilities at Mthatha	750 000		
Devolution of Municipal Health Services	Finalize devolution of Municipal Health Services with ORTDM		SLA signed with ORTDM Full funding of MHS by ORTDM	MHS is an unfunded mandate funded by KSDLM The function is not yet devolved to ORTDM - No SLA Signed	Sign SLA for rendering MHS Source funding from ORTDM for rendering MHS -	Sign SLA for rendering MHS Source funding from ORTDM for rendering MHS - Finalize devolution process	8 000 000 (ORTDM)		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
				between the 2 parties					
Job creation and poverty alleviation through Co-operatives development & Expanded Public Works Programme (EPWP)	Engage EPWP beneficiaries & Co-operatives for cleaning and greening programmes at ward level		No of EPWP Work Opportunities generated No of Co-operatives engaged for cleaning and greening initiatives	33 Co-operatives benefited in cleaning and greening projects 145 EPWP beneficiaries engaged in cleaning & Beautification projects Incentive grant is received from DPW	24co-operatives 1500 EPWP work opportunities	Acquire services of panel of Co-operatives for annual cleaning programme Engage EPWP beneficiaries for refuse removal and grass cutting	6000 000		
Improve Coastal Safety	Adopt and implement District Integrated Coast Management Framework Promote Coastal Cleaning Development of co-operatives for Coastal Protection		Approved District Integrated Coastal Management Framework Number of job opportunities created	Working for the Coast Programme is implemented funded by DEA	Adopt and Implement District Integrated Coastal Management Plan Implement Working for the Coast Programme Development of co-operatives for Coastal Protection	Adopt and Implement District Integrated Coastal Management Plan Implement Working for the Coast Programme Development of co-operatives for Coastal Protection	2 650 000 (DEA funding)		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Create 25 job opportunities								
To promote Environmental Management & Biodiversity	Promote Biodiversity and Soil Conversation through Land Rehabilitation program		Number of wards benefiting from the project % implementation of the soil conservation and land restoration programs	Land Rehabilitation Programme being implemented in Ward 14, 15, 16 & 31.	Implement Land Rehabilitation and Biodiversity Projects Implement Integrated Environmental Management Act Plans	Promote Biodiversity and Soil Conversation through Land Rehabilitation program in Ward 14, 15, 16 and 31	12 000 000 (DEA Funding)		
Promote People & Parks Programme	Establish accommodation facilities by constructing self-service chalets in Lutshaba Nature Reserve Ward 12		% completion of the self-service chalets in Lutshaba Nature Reserve Number of Job opportunities created during the project	DEA funded People & Parks project underway in Ward 12	Establish accommodation facilities by constructing self-service chalets in Lutshaba Nature Reserve	Establish accommodation facilities by constructing self-service chalets in Lutshaba Nature Reserve	38 000 000 (DEA Funding)		
To promote Waste Management initiatives	Create environmental awareness through "Youth Jobs in Waste"		Number of job opportunities created Number of waste awareness campaigns conducted	44 youth job opportunities created for environmental awareness	% completion of awareness waste awareness plans 44 jobs opportunities created	Create environmental awareness through "Youth Jobs in Waste" Create Waste Information System at the landfill Conduct roadshows on IWMP & Waste Management By Laws	606 742 (DEA Funded)		
To contribute	Develop &		% of climate change projects implemented	Currently there is no	Develop Climate Change Policy &	Develop Climate Change Policy &	150 000		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 206/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
towards adaptation and mitigation of Climate Change impact	Implement Climate Change Strategy			Climate Change Strategy in place	Strategies in line with the National Framework	Strategies in line with the National Framework			
To implement Energy Demand Side Management Programme	Conduct energy audits in street lights, municipal buildings & Water & Sewage Works Retrofit main streets in the CBD using energy saving lights Develop EDSM Strategy		% of audit completed % number of lights retrofitted with energy saving lights No of municipal building lights changed to energy saving lights Approved EDSM Strategy	Currently Business Plan for Street Lights retrofit approved and implemented 4208 street lights retrofitted	Implement Energy Efficiency Strategy Implement Energy Efficiency Demand Side Management Programme	Conduct energy audits in street lights, municipal buildings & Water & Sewage Works Retrofit main streets in the CBD using energy saving lights - Develop EDSM Strategy	12 000 000 (DOE funding)		
Acquire land for construction of new cemetery for Mthatha Community	To acquire land for construction of new cemetery for Mthatha Community Establishment of new cemetery		Community Land Resolution signed % of completion of new cemetery	Mthatha cemetery reached its full capacity	Secure Land for new cemetery Development of the new cemetery	Secure Land for new cemetery Development of the new cemetery	6 000 000		
To rehabilitate Mthatha Cemetery towards closure	Fencing and greening of the new cemetery		100% completion of fencing and greening	Mthatha cemetery vandalized and not fenced	Fencing of Mthatha Cemetery Rehabilitation of the Cemetery	Fencing of Mthatha Cemetery Rehabilitation of the Cemetery	5000 000		

3.9.4 INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To Improve Organizational Capacity And Institutional Performance Through Skills Development And Change Management By 2017	Develop And Implement A Performance Management System		No. of managers on PMS		All s56, general managers and managers on PMS	PMS institutionalisation			
	Develop an integrated HRD strategy		Integrated HRD strategy developed, approved and implemented		Approval and implementation of hrd strategy by june 2017	HRD strategy development research and benchmarking on best practices and with SALGA'S guideline			
	Develop and implement workplace skills plan annually.		Percentage implementation of workplace skills plan 2017/18		100% implementation of workplace skills plan 2017	Artisan development programme; Bursary funding for unemployed and employed learners Learnerships and skills interventions			
To improve organizational capacity and institutional performance through skills development and change m	Promote customer service in line with batho pele principles		No. Of front line staff members trained on batho pele		All front line staff trained on batho pele principles by June 2016	Batho-pele revitalization project			
	Develop and implement hr		HR recruitment plan developed,		Approval and 100% implementation of hr	Population of staff establishment.			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	recruitment plan annually.		approved and implemented		recruitment plan				
To improve access to information through information and knowledge management systems by 2017	Improve document management, information management and knowledge management systems		NO. Of municipal departments using approved file plan		Usage of approved file plan by four (4) departments by june 2017	Records management policy implementation. Implementation of approved file plan			
	Improve records custody		No. Of records offices capacitated and shelved		4 satellite records offices capacitated and shelved by June 2017	Upgrading of registry facilities. Centralization of filing on EDMS.			
	Automate municipal document management system		Automated document management system installed.		Electronic document management system acquired, installed and commissioned in four (4) departments by june 2017.	EDMS roll out.			
To improve access to information through information and knowledge management systems by 2017	Improve ICT access control by 2017		Ict access control document developed and approved		Documented ict access controls approved	Ict access controls documentation.			
			Ict master systems plan		Master systems plan approved by council by	Ict master systems plan development			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
			developed and approved		June 2017				
			Information security strategy with disaster recovery and business continuity plans developed, approved and implemented.		Disaster recovery plan approved by council by June 2017	Disaster recovery plan development and implementation			
	Functional ICT steering committee established		Functional ICT steering committee in place by December 2016			ict steering committee re-establishment			
	Re-develop and revitalize ksd website		Functional, updated, compliant and accessible ksd website.		Accessible ksd website with all prescribed minimum information by September 2016	Ksd website revitalization			
To improve the quality of work-life and promote a safe, healthy and conducive work environment by 2017	Ensure the holistic well-being of all employees		Integrated wellness strategy developed, approved and implemented		Integrated wellness strategy document approved by council by June 2017	Development and implementation of integrated wellness strategy			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To improve the quality of work-life and promote a safe, healthy and conducive work environment by 2017	Promote sound employer-employee relations.		NO. Of local labor forum meetings held		10 LLF meetings	LLf functioning			
			NO. Of workshops held for LLF employees, management and councilors		2	LLF capacity building			
			No. Of employees with signed code of conduct in their personal files.		All existing employees with signed code of conduct in their personal files by June 2017	Ethics improvement programme			
			No. Of workshops for officials on code of conduct		2	Ethics improvement programme			
			No. Of officials who have disclosed their interests		all employees to have completed and signed interests disclosure forms by June 2017	Ethics improvement programme			
Promote institutional transformation programme by 2017.	Advance employment equity to better reflect regional		Employment equity plan developed		Employment equity plan approved by council by September 2016	Employment equity plan development and implementation			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	demographics profile								
	Conclusion of staff placement process		No. Of employees placed in the approved new structure		All ksd employees placed in the approved organizational structure by June 2017.	Staff placement			
	Develop, review and approve corporate affairs policies		No. Of corporate services policies reviewed and/or developed		All outstanding corporate affairs policies developed/reviewed and approved by council by June 2017	Development of corporate affairs policies			
	Develop and review municipal by-laws		No. Of municipal by-laws promulgated		All outstanding by-laws developed and promulgated	By-law review, development and promulgation			
Promote institutional transformation programmes by 2017	Ensure effective delegation from municipal manager to levels below municipal manager		Delegation document from municipal manager to HODs approved by council		Council-approved delegation document from mm to HODs by June 2017	Administration delegation document development			
	Review institutional structure to align it with municipal strategy.		Approved re-designed organizational structure		Reviewed and approved organizational structure by June 2016	Organizational structure review			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFER ENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT	
								16/17	17/18		
To increase revenue generation to respond to service delivery needs for the KSD community by June 2017	Introduction of electricity blocking of accounts for revenue enhancement to community / public participation. End of June 2016		Improve income received by 5%		30 June 2016 5% of income collected in 2015/16 Financial Year	Introduce blocking of prepaid electricity accounts on accounts in arrears					
					All tariffs reviewed by the 31 May 2017 for implementation in 2017/2018	Review of tariffs on annual basis in line with the relevant legislation / NT circulars					
	Send notices to consumers whose accounts are in arrear				Notices sent to 10 000 consumers	Print notices on the prepaid electricity tokens					
	Print and post statements on or before the 25th of each month.				Statements sent monthly to consumers	Send all statements to consumers on monthly basis					
	Implement collection of domestic debts and implement Incentive policy			5 % Reduction in long outstanding debtors account		01 July 2016 5% of Domestic debt as at the end of the financial year estimated to be R240 million	Implement the Incentive Policy for revenue enhancement				
	Ensure that reference in all direct deposit is accurate.			Reduction in suspense accounts to below a million	Suspense accounts more than R2 million	To reduce unknown deposits to below a million	Notices to be issued on the correct referencing on the direct deposit and this to be submitted				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFERENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						to the bank / Reference options to include ERF No.s				
						Send account numbers to the bank as well as update bank new accounts on monthly bases.				
	Develop and Implement Financial Recovery Plan that will be approved by the council.		Developed financial recovery plan approved by the council		01 July 2016	Submit accurate and credible VAT returns on regular basis				
Standardising of prices for quotation to ensure that prices are not inflated										
Make use of the PT standard prices and where quotations are significantly above the standard price negotiate price reduction to ensure value for money										
Prioritise service delivery projects or spending and ensure value for money										

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFER ENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						Implement moratorium on the purchase of furniture and fittings				
	To reduce distribution losses to norms approved by NERSA		Distribution losses within the norms by NERSA		Inspection of all meters with no purchases	Beef up meter inspection team				
					Inspection of meters	Establish a team made up of electricity meter inspectors and technicians from electricity department				
					Introduction of automated meters readable from remote access	Purchase and implement electronic meters readable from remote central location				
	Reconcile general valuation to the general ledger		Reconciled GV to PROMUN		30 August 2016	Reconcile general valuation to Promun values				
						Reconcile tariffs codes to dominant use of the property				
						Reconcile rates income to the General valuation				
						Implementation of GV in terms of MPRA for revenue				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFER ENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						enhancement				
	To increase revenue base		Introduction of new revenue sources/ streams		01 July 2016	Conduct a workshop on revenue enhancement to unearth other possible sources of revenue / time to be determined before the end of the first quarter				
To provide free basic services	Implementation of indigent policy and bylaws d ensure that all relevant stakeholders are represented in the FBS forum / Steering committee		Number of registered indigents receiving subsidy		31 March 2017	Register indigents from all wards and publish the list. Revive Steering Committee to ensure compliance with legislation as well as to ensure effectiveness and efficiency of the service.				
To improve municipal planning processes with the aim of sustaining credibility of the IDP and budget by adhering to legislative prescripts and policies for duration of IDP and budget by June 2017	To prepare and approve process plan for MTREF Budget 2015/2018		Approved Budget and IDP process plan.		30 August 2016	Approved IDP and Budget process plan and align the same to the municipal calendar				
			Adherence to the approved process plan		On-going	Targets and activities in the IDP and Budget Review Process Plan implemented				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFERENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						annually				
	To generate and submit revenue and expenditure reports to Directorates as part of monitoring		Budget reports issue: S 71 S 66 S 52D Monthly budget comparison reports		Within ten working days	Circulate on monthly basis budget implementation reports to directorates				
	Fully participation on the G & C work streams		12 reports generated for Presidential intervention projects		Three working days before the G& C work stream	Review controls and progress on the implementation of Action Items				
Implement the standard chart of accounts by 01 July 2017	Implement the standard chart of accounts by 01 July 2017		Fully implemented mSCOA process plan		Ensure that all mSCOA committees are functional and that targets are achieved	Monitor performance of mSCOA committees and sub-committees on monthly basis				
						Review the organizational Structure to establish alignment to SCOA				
						Prepares progress on a regular basis as required by NT				
						Engage System Vendor to assess readiness for the full implementation of SCOA and obtain				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFER ENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT	
								16/17	17/18		
						reports on the pilots					
						Established committees in terms of mSCOA guidelines					
Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation	Ensure all budget related policies are reviewed and adopted by Council on or before 30 June 2016					Review the current policies to be in line with the relevant pieces of legislation					
						Full implementation of the approved policies					
						Ensure that amendment to by-laws and policies are promulgated and gazette					
	Ensure that Draft delegation manual submitted to council for approval and fully implemented		Delegations rolled down to the lowest levels of the municipality			01 July 2016	Cascade delegation to all levels of management and staff.				
					Implement the system of delegations.						
					Review on regular basis compliance to the delegations manual						
					Developed and implement Delegation manual.						
	Financial delegations by the accounting officer in place		Financial delegation are signed and implemented			01 July 2016	Review on annual basis financial delegation to employee				
					Review financial delegations to						

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFERENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						establish compliance to applicable legislations and regulations				
						Review and implement SCM Delegations				
	Implement compliance register for all existing policies of the BTO developed and implemented by July 2015		Reduction in non-compliance reports by National Treasury and Auditor General		01 July 2016	Checklist to be completed and reviewed on monthly basis. There needs to be a review of compliance section and ensuring that its active and functional				
Notices relating to reporting requirements submitted to management for consideration and for an action.										
	Audit Action Plan implemented by June 2017 Ensure that reports are prepared on monthly basis and POE submitted to Internal Audit for review		Reduction in number of recurring audit findings		On going	Review and implement audit action plan				
							Ensure that reports are prepared on monthly basis and POE submitted to Internal Audit for review			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFERENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT	
								16/17	17/18		
	2015/16 & 2016/17 Contracts register linked with orders and appointment letters		Updated contract register that has been reviewed and agrees to the awarded contracts and submit such contracts register to the Council on a quarterly basis		On-going	Implement checklist developed for tender awards					
						Develop and review contracts to establish validity of all contracts					
						Recommend to council through legal services that all contracts that do not add value to be terminated					
	Prepare and maintain a schedule of SCM committee meetings and comply with the SCM policy		Report that shows competitive bidding process are completed within 60 days from the date of specification		On-going	Implement SCM schedule for the committee sittings					
						Requests below R30 000 be attended within 5 working days from date of receipt at SCM					
	Maintain a credible database of suppliers		Updated report that ensure that all KSD suppliers are registered in the data base		Twice a year	Invite prospective service providers to register in the KSD supplier database					
						On-going	Categorise suppliers in terms of services / commodity				
						On-going	Blacklist all non				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFER ENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						performing service providers / Local versus outside suppliers and beefing up of legal unit / internal audit unit				
	Control accounts reviewed and reconciled on regular basis		Reviewed reconciliation of accounts and Corporate Services		Within 10 working days in line with MFMA regulations	Prepare monthly reconciliations and submit for review by the CFO or delegated official				
						Implement the procedure manuals in clearing suspense account				
	Payroll certification and reconciliation performed on monthly basis		Signed payroll certification by the Heads of Departments		Monthly before payment of salaries	Submit payroll for each department to HOD for confirmation of its employees on the payroll				
						Within ten days in terms of the MFMA	Prepare payroll reconciliation and submit to CFO or delegated official for review			
	Stock levels are set at minimum		Reduction in redundant or obsolete stock			Determine the minimum stock levels and re-order levels				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFERENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						Prepare reports on redundant / obsolete stock				
						Identify and submit a report on the redundant and obsolete stock/ assets for council approval				
	Ensure stock take is done		Stock reconciling to bin cards and ledger		Quarterly	Schedule quarterly and annual stock take.				
	Maintain an accurate , credible and GRAP compliant Asset Register					Review reconciliations on monthly basis				
			GRAP Compliant Asset Register 201516 updated and reconciled				Review asset management policy to determine compliance with GRAP			
						Reconcile asset register to the GL on a monthly basis				
						Account for depreciation on monthly basis				
						Determine fair value of assets annually				
						Assess impairment of assets on regular basis				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFERENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						Prepare a report on the redundant and absolute assets for submission to the council for approval (write off/ disposal) / preferably on annual basis				
	Submission of credible annual financial statements by 31 August 2016		Credible Annual Financial Statements submitted to AG on before the 31st August 2016		31 August 2016	Prepare AFS process plan and implement				
		Determine changes in GRAP standards								
		Prepare and present quarterly AFS to Audit Committee for review								
		Review accounting policy and align these to municipal finance policies								
		Submit AFS for review by the audit committee								
	Review all municipal policies and bylaws		All policies are in line with legislations and approved by the council		All policies reviewed	Policies approved with the budget for 2016-2017				
To provide Vehicles, Plant and Equipment, in the light that the Makhubu Contract	The gradual phasing out of Makhubu / Exit		Fully fledged Fleet Management Unit.		2016/17	Continuous Engagement with Makhubu				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFER ENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
is nearing to an end.	Plan for Makhubu.					To ensure for the completeness of the Fixed Asset Register by updating on a monthly basis				
						Centralization of procurement of vehicles				
						Assessment of the labour force (Artisans, Operators etc)				
						Needs Analysis of all departments.				
To strengthen of the Fleet Management Unit.			Fleet Management Unit to be made an independent Section.		2016/17	Reviewal of the Organogram.				
						Sourcing of competent staff for the section.				
						Provision of Fleet Management Unit in the Organogram.				
Maintenance and reduction of the accident rate and reckless driving.			Monthly reports of all accidents. Monthly reports on Maintenance of vehicles.		Immediately	Staff to be workshoped on the implementation of the policy and new procedures and processes.				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	REFER ENCE	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
								16/17	17/18	
						Follow up all accidents				
						Establishment of Fleet Management Committee.				

3.9.6 LOCAL ECONOMIC DEVELOPMENT

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET		RESPONSIBLE DEPARTMENT
							16/17	17/18	
Increase employment contribution in the following sectors by 2016/17: Agriculture(arable and grazing land) by	Agriculture: franchising, industrial clustering. Application for designation				2000 jobs	Mqanduli maize cluster Feedlot / red meat production (hides and skins) and Feed production for livestock; vegetable production; (Homestead food gardens) Wool Clip Commercialisation Wild Coast SEZ Mthatha Airport Hub Bulk buying cooperatives Feasibility study of affordable technology to deter stock theft using technology Agri-park Community Works Programme (CWP)			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Forestry: benchmarking, incubation, investment attraction.					Beneficiation enterprise Furniture factory Strategic plan for the development of Langeni node Development of forestry corridor in OR Tambo			
a. Manufacturing (agro-processing) by	Manufacturing: industrial clustering, incubation. Feasibility study of scrap metal industry				400	Vulindlela Heights Industrial Park Transido and Motor Town (Textile; steel and wood clusters) Light industry (Toilet paper, sweets and recyclable diapers) Arts & Culture Alternative energy (bio energy) Recycling business Pilot of Black Industrialist Program			
b. Trade and services (tourism and wholesale and retail)	Retail: franchising, clustering, Total quality management. Local beneficiation and localization strategy Development of By Laws				500 jobs	Developing of Marketing Brochure for Retail Facilitation of building more strategically located comfort zones	SOPA		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Construction: incubation. Capacity Building Partnership with private sector				100 SMME's capacitated	Contractor development programme Partnership with SEDA construction Black Supplier support	PDP		
	Tourism: Product development/ innovation, investment attraction, industrial clustering (grading), PPPs.				500 JOBS	Branding of OR Tambo as shopping node Business Expo's focusing of franchising on all investors and SMME's Liberation Route Qunu, Mvezo, Mqokezweni/ Baziya triangle, Nelson Mandela Cultural Precinct Water sports Wild Coast Hiking trail Fisherman's museum Traditional horse racing Mandela Cultural precinct Mthatha Heritage Month Branding of KSD area Mthatha Dam resort Wild Coast Tourism Route Nduli Nature Reserve Conference and EE Centre Airport Development	SOPA/VISION 2030/PDP		
c. Blue Economy	Marine and Aquaculture: investment attraction, collaboration. Feasibility study on Aquaculture				500 JOBS	Aquaculture Development initiatives (Farms) and Mapuzi Small Harbor Small Marine at Coffee Bay Small Scale fishing in Coffee Bay Hole in the Wall			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Partnership with WSU and DAFF (Fisheries)								
d. Renewable energy	Energy: benchmarking, investment attraction, skills development				100 JOBS	Development of alternative energy initiatives (Wind Turbines; Solar energy and Bio energy)			
4. Develop support programs for Informal Traders by 2016/17	Industrial Clustering and Capacity building. Piloting and development of comprehensive business plan				500 traders/jobs	Implement strategy Owen street pedestrianization Future development of Hawker stalls Capacity Building Flea Markets			
5. Provide capacity building for 200 local enterprises and community members by 2016/21.	Skills development, Incubation Collaboration / strategic linkages.				200 capacitated SMME's / Cooperatives	Cooperatives and SMME support programme Contractor development programme Small scale fishing			
6. Attract five new investors ,both internally and externally by 2016/21	Investment Promotion,				5 Investors	Business and investment expo			
7. Target youth specific activities and development programs to create employment of 100 unemployed youth by 2016/21. Create entrepreneurial spirit among youth	Skills development and Incubation. Innovation Strategic linkages				100	Design Expo ICT innovation programme Up skilling unemployed graduates Tourism Programme for youth e.g. TEP Lifeguard facilities and services Partnership with National Sea			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET		RESPONSIBLE DEPARTMENT
							16/17	17/18	
						Rescue			
8. Sports Development	<p>Promotion of local teams and athletes.</p> <p>Benchmarking</p> <p>Collaboration/ partnerships.</p> <p>Development of Cinderella codes e.g. Swimming; squash; tennis</p> <p>Promote Indigenous games in partnership with DSRAC</p>				<p>2 Stadiums</p> <p>Facilities</p> <p>1 boxing structure</p>	<p>Mthatha Stadium</p> <p>Revitalisation of Rotary Stadium node (Including swimming pool)</p> <p>Sports facilities at ward level starting with zones</p> <p>Temporary structures for boxing activities</p>			

3.9.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
9. Ensure a coordinated and integrated approach to service delivery	Develop regulation framework to strengthen IGR all government spheres		<ul style="list-style-type: none"> • Developed IGR Policy • Reviewed IDP 		<ul style="list-style-type: none"> • Developed IGR Policy • Reviewed IDP 	<ul style="list-style-type: none"> • Develop and implement IGR Policy through consultative process • IDP Review 			
	Develop and implement IGR policy through consultative process								
	Prepare draft MOU to regulate relationship and operations between Council and Traditional Leaders								
	Normalise relations and direct communication between KSD and OR Tambo DM								
	Promote awareness and understanding of IGR framework and function								
	Develop mechanism for monitoring the implementation of the IDP								

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To ensure a well-coordinated and integrated municipal wide marketing communication approach	To intensify communication and public awareness		Developed and implemented comprehensive Integrated KSD Communication Strategy, incorporating internal and external communication.						
	Ensure approval by Council of Anti-Corruption and Fraud Prevention Policy.		Approved anti-Corruption and fraud prevention policy. Disclosure system for officials			Application of Disclosure System for Officials (the system is functional in respect of councillors)			
To improve /ensure council and community oversight for service delivery implementation					Ensure approval by Council of Anti-Corruption and Fraud Prevention Policy. Explore more intensive application of Disclosure System for Officials (the system is functional in respect of councillors)	Management of petitions Oversight meetings			
	To strengthen and ensure structured participation by communities, organs of state power,		Reviewed and approved public participation policy . Continuous capacitation of skills		Develop and implement or review Public Participation Policy		Capacitate members of ward committees through		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	traditional leaders and civil society in local governance.		of ward committees				workshops and other capacity building interventions		
10. To improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation	Conduct audit of all municipal by-laws and policies with a view to intensifying education, implementation and review		Number of By-Laws and policies			Conduct audit of all municipal by-laws and policies with a view to intensifying education, implementation and review			
11. To ensure effective audit function for improved compliance, clean administration, clean governance and risk management	Development of Three Year Rolling Risk Based Internal Audit Plan based on highest risks as identified in the risk register Development of Audit Methodology and audit charter		Approved 2016/17 Risk Based Internal Audit Plan. Internal Audit Methodology document.	2015/16 Internal Audit based Plan	Approved 2016/17 Risk Based Internal Audit Plan Approved Internal Audit Methodology document.	Projects as per Risk Based Plan of 2016/17 Approved Internal Audit Methodology document			
	Execution of all projects in the approved Internal Audit plan 2016/17		Finalised Internal Audit Projects/ Reports	Internal Audit Projects/ Reports	12 Internal Audit Reports	All Statutory Audits, Compliance audits and Risk Based Audits			
	Capacitation of Internal Audit Unit through the employment of relevant and qualified		Finalize recruitment process to fill	Posts advertised	Appointment of 2 senior Internal	Advertisement Recruitment and Appointment of Personnel			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016/17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	personnel		vacant post on the internal audit structure		Auditors and 1 Internal Auditor				
	To conduct risk assessment for 2016/17		Strategic and operational Risk Registers		4 Quarterly Risk Monitoring Reports	Risk registers for ALL departments. Quarterly monitoring of risk registers.			
	To capacitate Compliance Unit in the Municipal Manager's office.		Appointed SDBIP & S57 Performance Manager. Approval of PMS Policy by Council PMS Plan		Appointment of SDBIP & S57 Performance Manager. Approved PMS Policy. Approved PMS Plan	Advertisement and Appointment of Personnel. Workshops on PMS Policy Develop PMS Framework			
	To develop new policies and Procedures.		Developed new policies and Procedures.		30th June 2015	Assess institutional readiness in compliance with laws and regulations.			
	Strengthen Risk Management function in municipality		Recruitment and Appointment of chief risk officer. Established Risk Committee	none	Employment of Chief Risk Officer. Establishment of risk committee	Advertisement Recruitment and Appointment of Personnel			

3.9.8 CROSS-CUTTING ISSUES: PUBLIC SAFETY

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To conduct awareness campaigns to reduce the risk and mitigate the impact of Disasters, Fires and Emergencies to communities by 2017	<ul style="list-style-type: none"> Develop Disaster Management Plan and conduct audit of areas vulnerable to fire and disasters Conduct awareness campaigns fire and disastrous events caused by natural features 		Number of awareness campaigns Number of Wards and Schools targeted for fire awareness campaign.	? 381 Fires were responded to during the previous year and 378 rescue call and 80 MVAs and 38 wash aways	<ul style="list-style-type: none"> Developed Disaster Management Plan 4 awareness campaigns in 36 Wards and schools 100% response to received calls of fires & other emergency calls	Awareness campaigns			
	ensure adherence/compliance to Building plans for business operations		Number of approved building plans compliant to fire safety.	98 building plans compliant to fire safety were approved last year.	160	Approval of building plans Inspection of buildings to ensure compliance safety			
			Number of buildings inspected	98 building plans were approved last year.	80				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
			Number of inspections, approval and issuing of flammable permits	51 flammable permits issued	60				
			Number of fire hydrants inspected and maintained	341 Fire Hydrants	170				
	Provision of Conduct workshops on fire knowledge to business workers		Number of business workers educated on basic fire fighting	13 businesses 9 people	20 businesses				
			Improve turnaround time to respond to fire incidents						
	Customize call center to Improve turnaround time in responding to fire incidents		Establish toll free number (Number5 minutes over a 12 kilometre radius inline withSANS10090)		Active toll free Centre established				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
To co-ordinate disaster risk reduction in KSD by 2017	Develop Disaster risk reduction strategy and disaster management policy		Approved Disaster risk reduction strategy/ Plan / Policy	35 wards	Approved Disaster risk reduction strategy/ Plan/Policy Established of disaster forums	Awareness campaigns for 36 wards Recruitment of disaster volunteers Consultation with stakeholders; Development of risk management framework; Training on usage of volunteers on affected areas; Policy on volunteers to be developed.			
	Mitigation of all disaster incidents.		Number of Awareness campaigns Number of disaster forums	5 awareness campaigns					
	Response and Rehabilitation to all affected wards		Procurement of material for affected wards	5 wards	8 Wards		Rehabilitation of affected wards		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
			Number of community awareness conducted wards.	35 wards	6 wards				
	Ensuring road signage audits		Number of road signage audits	5 roads audited	220 Roads				
	Ensuring Arrive alive campaigns conducted during peak seasons		Number of Arrive alive campaigns conducted during peak seasons	25 campaigns	25 Campaigns in collaboration with the province.				
	Campaigns against stray animals		Stray animal management campaigns		10 Campaigns				
Ensuring that motorists comply with road traffic regulations through effective traffic enforcement	Traffic violation management and reduction of fatal accidents		TRAFFIC SERVICES Traffic violation management and reduction of fatal accidents		18200				
	Traffic intersection management		Number of Traffic intersection management		115				
	Parking Enforcement through issuing Section 341 Notices and		Number of Parking Enforcement		550				

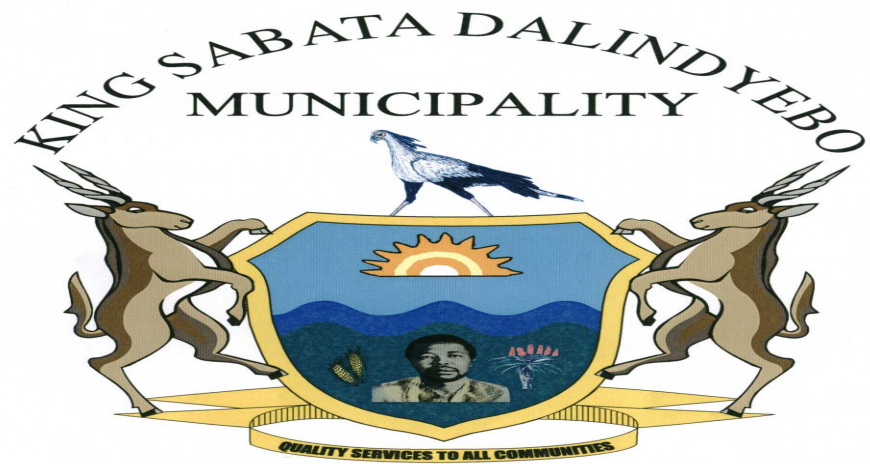
OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Section 56, Park Point		through issuing Section 341 Notices and Section 56, Park Point						
	Execution of warrants of arrest		Number of Executed of warrants of arrest		500				
	Number of Section 44 notices issued		Number of Section 44 notices issued		10				
	Calming of traffic through trapping on excessive speed		Speed and enforcement		60 Speed traps				
	Involvement of legal in planning and execution of operations to guide and advise				20 meetings per annum				
Keep track of summons as well as executed warrants; track and monitor	Prepare warrants; Execute warrants; Three public safety vehicles to be utilized to serve warrants daily.		Meetings with prosecutors. One per quarter.		Monthly visit to court for tracking;				
Effective prosecution of breaches of municipal by	Establishment of Municipal Court		Provision Municipal Court		Identification of site. Meetings with Department of Justice				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
laws and traffic offences					Drafting of Business Plan and Building Plan				
	Weigh Bridges (R61/N2)		Weigh Bridges (R61/N2)						
To ensure registration and deregistration of vehicles as defined by the Act.	To ensure competition RLV form and DRC form by motorists Verification of submitted documents by motorists Motor vehicle query and perform transaction		Number of motor vehicles registered and deregistered: Verification of documents, collect registration.		7300 37 350.	Collect payment (fees) for registration/ deregistration and issuing of Registration/ Deregistration Certificate			
To license motor vehicles as defined by the Act.	To ensure completion of ALV form and verify necessary/ required documents and perform transaction		Number of motor vehicles' licenses and renewals:		37350	Collect fees and issuing licenses discs			
Integration of Public Safety functions, revenue enhancement and ease of doing business	Creating One Stop Shop License Centre at Thorn hill Farm (VTS premises)		One Stop Shop License at Thorn hill Farm (VTS premises)		One Stop Shop License center at Thorn hill Farm (VTS premises)				
To examine motor vehicles for road worthiness as required by the law	<ul style="list-style-type: none"> Receiving and considering Roadworthiness applications issue road worthiness 		Number of light motor vehicles and SUV applied for roadworthiness		3545	Perform test for road worthiness of vehicles			

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	certificates								
			Number of buses applied for roadworthiness		312	Perform test for road worthiness of vehicles			
			Number of goods vehicles applied for roadworthiness		2727	Perform test for road worthiness of vehicles			
			Number of certification of roadworthiness issued.		7152 certification of roadworthiness issued				
To ensure that members of the public are tested for learners and driving license;	Testing & Issuing of learners as well as Licenses, renewals and permits		Number of Learners license issued.		2600 learners license issued		SONA		
To ensure that the drivers are in compliance with PRD permit (Professional)	Driving Permit		Number of driving licenses applicants passed		2650 driving licenses applicants passed				
			Number of Professional driving permit issued.(PRDP)		300				
			Number of applicants for renewal of driving license.		100 % of all applicants serviced for renewal of driving license.				

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
	Decentralization of licensing services		Establishment of Mqanduli Learners license.		Facilitate establishment of Mqanduli Learners license.				
	Road marking and road signage.		Number of roads with markings and signage	50 roads to be marked	50 roads to be marked	Audit of roads requiring marking Roads marking			
			Number of broken and absolute signs		50 signs				
	Effective Maintenance and Asset management		To revive asset management committee		Compiling of asset register; updating of the register per department	Updated asset management register			
	Ensure that all tickets fines captured and administered		Number of tickets are captured and administered	2000 tickets	2000 tickets fines are captured and administered; and administered tickets fines are captured and administered;				
Contribute to improved community safety and security	Develop crime prevention & reduction strategy		Approved crime prevention strategy Number of criminal activities curbed	1231 (SAPS) Crime Statistics for incidents and 729 arrests	Developed crime prevention strategy Cluster meetings with SAPS	Stakeholder workshops & engagement Effective Community Safety Forums,	SONA		

OBJECTIVES	STRATEGIES	KPI NO.	KEY PERFORMANCE INDICATORS	BASELINE	ANNUAL TARGET 2016//17	PROJECTS/ PROGRAMMES TO BE IMPLEMENTED UNTIL 2018	BUDGET ALLOCATED		RESPONSIBLE DEPARTMENT
							16/17	17/18	
				captured by CCTV camera		decentralization and functioning Effective, Visible Policing in KSDM (VISPOL) (Visibility to eliminate Hijackings, Robberies, and Road Accidents)			
	Effective enforcement of municipal by laws		Number of cases and found properties confiscated from illegal trading	547	Number of items to be confiscated over the year. 10 with commuties on By-laws 20 departmental meetings on By-Laws.	Joint operations on enforcement of by-Laws conducted	CRIMINAL PROCEDURE ACT; SONA		
Contribute to improved safety and security for Municipal Properties & Community	Protection of municipal properties/ assets and municipal personnel Strive for the utilization of alarm panic response on municipal premises; Reintroduction of CCTV System.		Number of municipal properties and assets monitored and security guards deployed		12 monthly reports on guarding municipal properties and assets Safe guard municipal assets and installation Effective deployment of access control officers on municipal property		STATE OF KSD ADDRESS' MAYOR.		

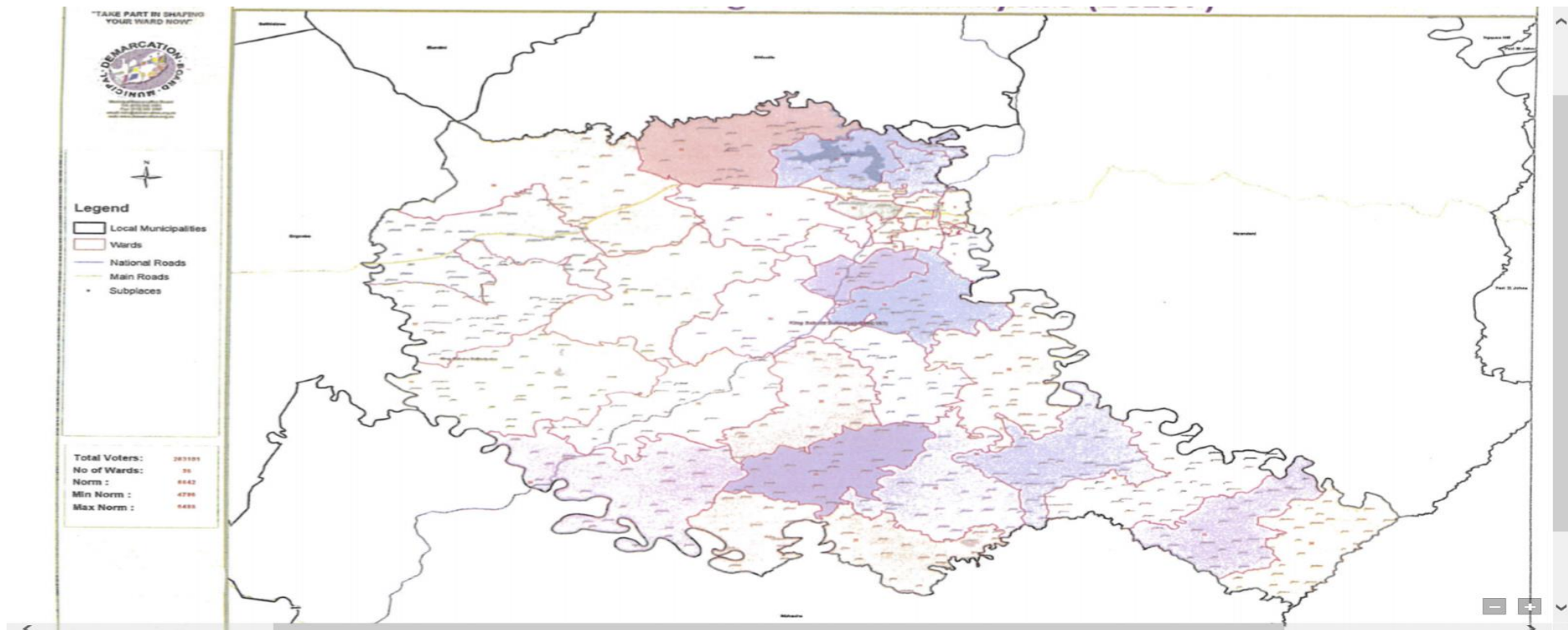


CHAPTER 4: SECTORAL PLANS

4.1 SPATIAL DEVELOPMENT FRAMEWORK

King Sabata Dalindyebo has developed a spatial development framework which guides the planning and drafting of the Integrated Development Plan. The Spatial Development Framework is attached and forms an integral part of this document. The developmental nodes are clearly depicted in the spatial development Framework which is derived from the 2030 vision (mater plan) and is reviewed annually. The visual maps are clearly illustrated in the Spatial Development Framework approved by Council during 2013. This plan has been crafted for 2013 and beyond. The map below shows the local map of the geographic area of the King Sabata Dalindyebo Municipality:

King Sabata Dalindyebo (EC 157)

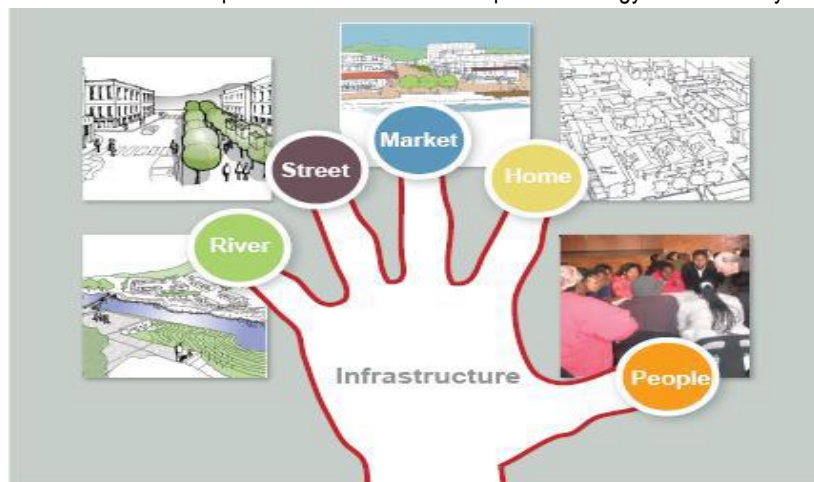


Source: Demarcation 2016

4.2 LOCAL ECONOMIC DEVELOPMENT PLAN/ STRATEGY

The municipality has developed a master plan (vision 2030) in order to guide the planning of the KSD area. Therefore, planning of IDP takes chunks of the 2030 vision in five years with aim of realising such vision.

The Economic Development and Industrial Development Strategy is informed by a master plan vision which is represented by a hand:-



The above hand portrays 5 systems, of which the LED is represented by the Market system which underpins the following;

a) Regional economy

- Identify opportunities linked to provincial spatial initiatives, Umzimmvubu, Kei Corridor Development, Wild Coast development Programme, and Mandela development Corridor.
- Provide integrated public transport system and route network that links communities and facilities within, and the surrounding rural villages of Mthatha and Mqanduli
- Locate rural trading and service hubs into Mthatha where activities such as, schools, libraries, markets, patrol stations, ATMs small retailers and social services are clustered.

b) Economy and land Use

- Promote multi-level, mixed-use buildings with shops offices, and residential development along major routes in economic nodes and neighborhood main streets
- Promote mixed zoning to stimulate economic activity and increase participation and access to business space for SMMEs
- Set up business support centres at local business nodes for registration and grading and franchising and contracting, innovation and product development, skills development and facilitation of co-operative development and networking
- Locate properly designed and serviced market spaces for hawkers at places with high foot traffic, along transport routes and public transport interchanges

c) Sector Development

- Address skills development through partnerships with schools, FET colleges, Walter Sisulu University, and SETAs
- Promote sector development in agriculture, forestry development, tourism and manufacturing

4.3 HOUSING SECTOR PLAN

KSD Municipality has developed a Housing Sector Plan approved in 2011 for a duration ending in 2016, it outlines the development of integrated human settlement that includes, housing backlogs and demands. The current Housing Sector Plan is based on the current and foreseen current status; it is intended to be reviewed in 2016. This sector plan is aligned to the IDP priorities and Spatial Development Framework.

Table below includes projects that are currently under implementation.

Current Housing Projects

Programme/ Project	Delivery	Amount
Informal Settlement Upgrading	Interim services and informal	

Programme/ Project	Delivery	Amount
Ngangelizwe (1850 units)	settlement upgrading (Road construction, water, sanitation) Ngangelizwe 200 is alternative technology houses.	R24,1M
Phola Park (1400 units)		R18,3M
Mandela, Chris Hani and Slovo Parks Phase 1 & 2 (9900 units)		R74,8M
Ngangelizwe (200 houses)		R21,0M
Hillcrest Roads Paving (389 units)		R9,7M
Greenfields Developments	Serviced stands.	
Maydene Farm Ext (Project A): (2063 units)		R7 489 866
Zimbane Heights (Project B): (1795 units)		
Zimbane Valley 50Ha (Project C): (2642 units)	Serviced stands	R6 517 654
Community Residential Units (Feasibility Studies)	A feasibility study is conducted in the three listed sites towards implementation.	-
Greenville (KwaMpuku)		
Ngangelizwe Hostels (Emasokeni)		
New Brighton		
Rectification Projects		
Zimbane 1959 (include Kuyasa 477)	Rectification of services and top structures, excluding Kuyasa 477.	R153,3M
Ilitha 463		R37,6M

Programme/ Project	Delivery	Amount
Maydene Farm 969		R108,7M
Waterfall 1183		R109,3M
Makhenkesi 500		R13,1M
New Payne 200		R17,1M
Ncambele 300		R21,9M
Ndlunkulu 174		R15,3M
New Payne 227	Rectification of services and top structures, excluding Kuyasa 477.	-
Zidindi 100		R8,7M
Lindile 201		R2,1M
Rural Housing	RDP Houses	
Willow (200 units)		R17,1M
Mahlungulu (350 units)		R31,4M
Mthonjana (350 units)		R40,2M
Ntshabeni (200 units)		R17,1M

Programme/ Project	Delivery	Amount
Destitute (KSD 315 units)		R3,7 M
Destitute (KSD 385 units)		R3,5 M

4.4 DISASTER MANAGEMENT PLAN

Disaster Management has been the subject of a completed Green and White Paper process nationally, which formed the foundation on which the Disaster Management Bill of 2001 was based. It is anticipated that the Disaster Management Act promulgated in 2002.

Apart from the above, there are also other policies that have an influence on Disaster Management. One of these is the development of Local Agenda 21 as a more articulated framework over the past 10 years.

As a municipality, KSD Municipality is expected to provide the same, stand-alone level of service required of any other local municipality.

Part 1: Municipal Disaster Management Framework Part 2: Municipal Disaster Management Centres Part 3: Powers and duties of Municipalities and Municipal entities.

CONSTRAINTS

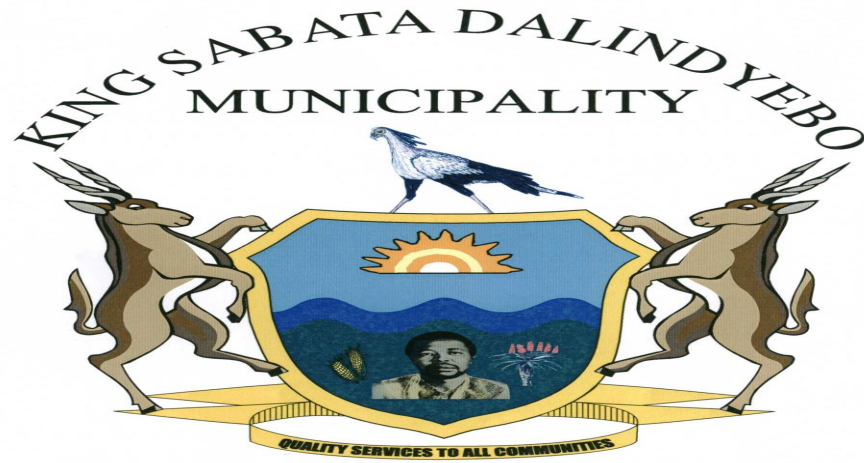
The hub of Disaster Management is the Disaster Management Centre, and the capacity of the centre will determine the potential to manage disaster. There is no disaster management centre in the municipality. The current staffs for KSD Municipality are a Disaster Management Officer, and an Assistant Disaster Management Officer and a Typist Clerk. A minimum of eight staff is required to provide an acceptable level of service.

BACKGROUND / PRIORITY ISSUES

KSD Municipality is susceptible to, and has previously experienced, the following:

Wind	Gales force winds Tornados
Floods	Entire KSD Municipality

Drought	Entire KSD Municipality
Epidemics	Various areas
Fires	Veld fires – whole area Informal sector Industrial and commercial area Institutional – schools and hospitals
Major Road Accidents	Whole area
Hazardous materials	Whole area
Strikes	Whole area
Unrest	Whole area
Service failure	Whole area
Electricity	Whole area

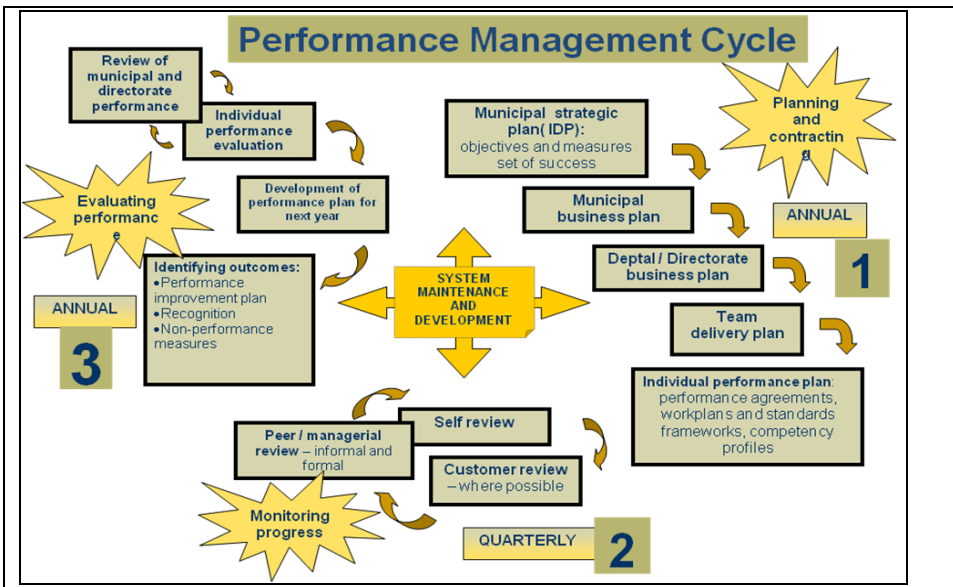


CHAPTER 5: PERFORMANCE MANAGEMENT SYSTEM

5.1 PERFORMANCE MANAGEMENT SYSTEM(PMS)

Performance Management System refers to a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting will happen and be organised and managed, while determining the roles of different role-players. The KSDM adopted its performance management system framework in March 2012 for senior management referred to in the Municipal Systems Act as Section 56.

The KSDM has commissioned external professional services to assist in crafting the Performance Management System which is structured in such a way that it seeks to recognise the various stages involved in the performance management cycle, as depicted in the diagram below.



The IDP fulfills the planning stage of Performance Management, whereas Performance Management in turn fulfills implementation management monitoring and evaluation of the IDP.

The Municipality has a Unit of Performance Management system which reports to the office of the Municipal Manager and due to capacity problems has engaged external professional team to assist in developing a Performance Management Framework regulating the Performance

Management System in the municipality, is being developed and planned to be submitted to Council for adoption in May 2016. The Framework provides guidelines on the development and implementation of the organizational PMS, however, a policy is in draft phase and it will be workshopped to all officials to solicit inputs before it is adopted by Council alongside with PMS framework.

Once approved the framework provides the following guidelines on organizational performance management:

- **Planning for performance management:** The development of the IDP fulfils the planning stage of Performance Management and Performance
- Management fulfils the implementation management, monitoring and evaluation of the IDP process;
- **Priority and objectives setting:** As set by the IDP;
- **Key performance indicators:** Priorities and objectives derived from the IDP will guide the identification of indicators;
- **Setting targets:** Each key performance indicator must have set targets for the current financial year;
- **Reviewing of key performance indicators:** As part of the performance review process, performance indicators should be reviewed annually in line with the annual review of the municipality's IDP;
- **Developing a monitoring framework;**
- **Performance measurement framework:** Balanced Scorecard Model has been adopted;
- **Conducting performance reviews:** Municipality measure its own performance and assess its progress either by benchmarking or conducting surveys;
- **Reporting on performance:** A template that takes the municipalities priorities, objectives, indicators and targets has been developed; and
- **Individual performance:** Performance of employees to be managed through the signing of performance contracts and performance agreements and the rollout of scorecards to management level.

5.1.1 INSTITUTIONAL SCORECARD

During the 2016/17 financial year the King Sabata Dalindyebo Local Municipality will be guided by the following score card as well as the related weightings per Key Performance Area:

Table: KPA Weighting

KEY PERFORMANCE AREA	WEIGHT	WEIGHT	WEIGHT	WEIGHT
	2013/14	2014/15	2015/16	2016/17
Basic Service Delivery And Infrastructure Development	20	40	40	40
Local Economic Development	5	10	10	10
Financial Viability And Management	20	15	15	20
Good Governance And Public Participation	20	15	15	10
Institutional Transformation And Organisational Development	30	15	15	15
Spatial Planning & Social Transformation	5	5	5	5
TOTAL : 100%				

Table: Weighting of objectives and KPIs

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	40	1.1 To provide 100% access to sustainable basic energy and electricity by 2017	2.5	Number of households with authorized electrical connections	5	Infrastructure
				No. of benefiting indigent households from free basic alternative energy (paraffin)	5	
				No. of benefiting indigent households from free basic energy (electricity)	5	
				Reduction of outages.	5	
				Outages attended within 2 hours	5	
				No of street Lights and aerial lighting restored	5	
				1.2 Ensure that the Traffic is efficiently managed by 2017	1	
		Traffic signals attended within 12 hours	10			
		Traffic Control Officers visibility	10			
		1.3 To provide reliable and efficient Transport and mobility Infrastructure for Communities by 2017	3	No. of kilometers constructed	20	Infrastructure
				Developed Roads and Storm water Plan and its implementation	20	
		1.3 Improve Waste and environmental Management within KSDM to comply with statutory requirements by 2016/17	1			Community services

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	20	1.1 To provide access to sustainable basic energy and electricity by 2017	3.5 (17.5%)	No. of benefiting Indigent households from free basic energy (paraffin)	60	Budget and Treasury Office (BTO)		
				No. of benefiting Indigent households from free basic energy (electricity)	40			
		1.2 To improve electricity and road infrastructure network in the municipality by 2017	3 (15%)	Uninterrupted electricity supply	100	Infrastructure		
		1.3 Improve Waste and environmental Management within KSDM to comply with statutory requirements by 2016/17	1 (5%)	No of households with access to refuse removal	20	Community services		
							Approved & % implement of annual Integrated Waste Management Plan (IWMP)	50
							Approved Environmental Management Plan	15
							Approved Integrated Coastal Management Plan	15
		1.4 Coordination of planning and Development of Sustainable Human Settlements by 2015/16-17	4 (20)			Human settlements		
		1.5 To improve access to sporting and recreational facilities by 2016/17	1 (5%)	No. of soccer facilities upgraded	20	LED		
							No. of netball facilities upgraded	10
							Management of existing stadia to meet SAFA minimum	40

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department		
				standards				
				Upgrading of Swimming Pools	10			
				Upgrading of Boxing facilities	20			
		1.6 To reduce the risk and mitigate the impact of disasters, fires and emergencies to communities	2 (10%)			Disaster Risk Assessment & Approved Management Plan	20	Public Safety (Disaster Unit)
						Approved Disaster Management By-Law	10	
						Approved Fire Risk Plans	10	
						Operational Disaster & Fire Satellite Centre in Mqanduli & Coffee Bay	20	
						Turnaround time response to fire and disaster incidents	20	
						No. of Operating fire engines	20	
						1.7 Contribute to improved community safety and security	2 (10%)	
		Implementation of Approved Crime Prevention Strategy	20					
		Approved Community Safety For a guidelines	15					
		Implementation of Approved Traffic Safety Management Plan	20					
		Accredited one-stop	30					

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
				shop for licensing		
		1.8 Improve access and management of public and social amenities (e.g. MPC's)	1 (5%)	Developed and approved Public and Social amenities Policy	50	Infrastructure and LED
				Developed and implementation of sustainable management model of Public and Social amenities	50	
		1.9 To provide additional office space and council chambers.	0.5 (2.5%)	Institutional Development through Infrastructure i.e. Council Chamber and adequate office space	100	
		1.10 To improve access to land for development	1 (5%)	Developed and approved land utilization Strategy	30	
				Negotiate land provision and utilisation with Traditional Leaders and other land owners e.g. Government and other entities	70	
1.11 To improve existing human settlements and infrastructure	1 (5%)	Implemented rectification Programme	100			

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
LOCAL ECONOMIC DEVELOPMENT	10	2.1 Increase employment contribution of agriculture to the economy of KSD by 1500 jobs in 2015/17	40%	<p>No of jobs created.</p> <p>No of enterprises created in Agriculture.</p> <p>No. of enterprises expanded.</p> <p>No of newly fenced arable land.</p> <p>Successful governance structure established</p> <p>No. of wool cooperatives developed</p> <p>No. of new shearing shed</p>	<p>5%</p> <p>5%</p> <p>5%</p> <p>5%</p> <p>5%</p> <p>5%</p> <p>5%</p>	LED

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
				Development facilitated by LM. No. of refurbished Dipping tanks facilitated by LM	5%	
		2.2 To create a vibrant and friendly informal trade environment	10%	Development of informal trading strategy and implementation. Review demarcated market areas for informal trading. No. of distribution centres developed to feed branded rural based retail shops. (limit congestion in the central hub) Hosted Women Conference. No. of homestead and community	2% 1% 3% 2% 2%	

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
				gardens developed.		
		2.3 Provide capacity building for local enterprises and communities.	10%	No. of contractors supported through Contractor Development Program	4%	
				Skills audit conducted on existing programs	3%	
				No. of enterprise beneficiaries trained.	3%	
		2.4 Attract new investment, both internally and externally.	5%	LED forum revived.	1%	
Preparation and packaging of investment opportunities undertaken.	2%					
Organized and hosted investment conference and business breakfast sessions.	1%					

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
				Structured correspondence (written) between LED and other involved directorates.	1%	
		2.5 To facilitate development of special economic zone as identified by National and Provincial government in 2015-17	5%	No. of formal engagements conducted with various stakeholders. No. of awareness campaigns facilitate	3% 2%	
FINANCIAL VIABILITY AND MANAGEMENT	20	3.1 To increase revenue generation and develop funding models for budget.	6	Develop & Implement Revenue Streams Retention Plan	10	All Depts. led by Budget and Treasury Office (BTO)
				Develop & Implement Revenue Streams Expansion Strategy	10	
				Increased sales of commercial waste receptacle	3	
				Installation of waste weigh bridge to enhance revenue collection	4	
				No. of permit holders registered for waste disposal	3	
				Electronic Contravention Management System	5	

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
				Increase driving licensing test centres	5	
				No. of Fire levy permits	5	
				Use CCTV footage to fine traffic offenders	5	
				Enhance By-Law enforcement through Municipal Court	10	
				Increase revenue through parking meter collection	5	
				Increased no. of connected customers	5	
				Random electricity inspection to detect illegal connection	5	
				Reduced wattless current through power factor correction and other means	5	
				Regulate advertising & land management	10	
				Vat reconciliation effected	10	
		3.2 To strengthen the governance and control environment over all financial matters to eliminate fruitless, wasteful, unauthorized, and irregular expenditure	5	Appointment of Accountants for each Dept. to assist with all finance related matters	15	All Departments (BTO leading)
				Enforce compliance with all finance related regulations	20	
				Develop & Implement Document Management System	25	

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
				Improve planning to avoid fruitless expenditure	20	
				Develop a register to compile prices for purposes of benchmarking	20	
		3.3 Stimulate and promote local economic development.	4	No. of Start-up Business Developed	50	BTO & Planning and Economic Development
				Development of Entrepreneurial Skills	50	
		3.4 Improve revenue collection and enhancement	3	Procurement and installation of Interactive Voice Response (IVR) System	20	BTO & Planning and Economic Development
				Increase payment service points including installation of kiosk in strategic business centres	10	
				Enforce Credit Control By-Law by ensuring compliance with legislation	20	
				Database cleansing	20	
				Strengthen Municipal Legal Services Department	10	
				Consolidate and/or link accounts	20	
		3.5 Improve Supply Chain Management policies and procedures	2	Increased Contract Management Capacity	20	
				Value for money	20	

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
				through supply and demand process		
				Awarding Contracts to Local Suppliers and enforce payment for municipal services	20	
				Establish Municipal Standard prices to curb overpricing	20	
				Enforce compliance with SCM Policies by ensuring that Procurement Plans & SCM Committee Meeting Schedules are adhere to	20	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	15	4.1 To improve/ ensure council and community oversight for service delivery implementation	3	Submission of Council and Council Committees documents to comply with Rules of Order	30	All Departments, Office to the Speaker to lead
				Well planned Community Outreach Programmes for meaningful community oversight	40	
				Adherence to statutory timetable of Council & its Committees to enhance service delivery	30	
		4.2 To strengthen and ensure structured participation by communities, organs of state power, traditional	1.5	Well represented and functioning IDP Representative Forum	25	Office of the Speaker All departments

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
		leaders and civil society in local governance		Functional Ward Committee Structures	50	
				Strengthen Petitions Management Process	25	
		4.3 To coordinate effective intergovernmental relations across the portfolio boundaries of governmental actors within the Municipality	1.5	Strengthen IGR Forum	50	IGR Office
				Strengthen Public Participation Structures	50	
		4.4 Ensure credible integrated service delivery planning (IDP), monitoring, reporting and evaluation	2	Adherence to Integrated Development Planning Process Plan	40	IDP Office
				Strengthen IDP Structures	20	
				Institutionalised Ward Based Planning	40	
		4.5 To ensure a well-coordinated & integrated municipal wide communication	2	Implementation of approved of customized Marketing and Communication Strategy	60	Office of the Executive Mayor(Communication Office)
				Increased Capacity of the Communication Unit	40	
		4.6 To ensure effective Audit function for improved compliance, clean administration, clean governance and risk management.	2	Increase capacity of Risk Management Unit	20	Internal Audit
				Strengthen Internal Audit Function	20	
				Adherence to Internal Audit Action Plan	30	
				Implementation of Anti-Fraud and Anti-Corruption Policy	30	

KEY PERFORMANCE AREA	KPA Weighting	OBJECTIVES	Objectives Weighting	KEY PERFORMANCE INDICATORS	KPI Weightings	Responsible Department
		4.7 To ensure effective Legal services function for improved compliance, clean administration and clean governance	3	Increased in-house Legal Capacity in the Legal Unit	100	ALL departments
INSITUTIONAL TRANSFORMATION AND DEVELOPMENT	20	5.1 To improve the organisational capacity and institutional performance through skills development and change management.	4	Approved and implemented Performance Management System	40	HR
				Implementation of Leadership Development and Change Management Programme	60	
		5.2 To improve access to information through information and knowledge management systems.	4	Developed and approved Knowledge Management System	100	All Departments (ICT to lead)
		5.3 To improve employee safety, wellness and labour relations	6			HR
		5.4 To achieve excellent customer care and meet all institutional service standards in line with Batho Pele principles.	6	Developed and approved Customer Care Policy	50	HR All Departments
				Promote Institutional Customer Care Culture	50	
SPATIAL DEVELOPMENT AND SOCIAL TRANSFORMATION	5	6.1 To contribute to the prevention, reduction and management of the spread of HIV/AIDS, STI and TB	0.5	Reviewed and Implementation of HIV and AIDS Strategy	50	Special Programs Unit
				Promote employee awareness and safety	50	
		6.2 To contribute to the reduction of preventable health risks in the municipality	0.5	Promote and implement Institutional Wellness Programme	100	Community services
		6.3 To improve the well-being of all vulnerable groups and general welfare of indigents	0.5	Reviewed and implementation of Indigent Policy	50	Special Programs Unit

				Promote public awareness about the Indigent Policy	50	
		6.4 To facilitate the township establishment programme with regards to spatial planning and infrastructure development	0.5	Developed and approved SDF	100	Human Settlement
		6.5 To facilitate the formulation of precinct plans for the development nodes	1.5	Precinct plans developed	100	Human Settlement
		6.6 To improve access to spatial information through GIS	1.5	Develop and approve Geographic Information System (GIS)	100	Human Settlement & Infrastructure

5.2 DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2016/17

The Municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

With the compilation of the 2016/2017 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2016/2017 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

5.2.1 Institutional Development & Transformation

KEY PERFORMANCE AREA				Institutional Transformation and Organisational Development					
IDP OBJECTIVE				To improve organizational capacity and institutional performance through skills development and change management					
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE
To approve and implement a Performance Management System	Approved and implemented Performance Management System	PMS partially applicable only to s56 managers.	PMS applicable to MM, s56 managers, GM's and Managers directly below GM's.	MM and s56 managers on PMS.	GM's and Managers	Quarterly reviews	Final Performance assessment.	R500 000.00	Signed performance agreements
Develop and implement Employee PMS	Percentage of s56 managers on PMS	No performance plans concluded. No performance review and assessment ever undertaken	100% of S56 Managers sign performance agreements with proper plans and have performance reviewed quarterly and assessed at year-end	Municipal Manager's and HoD's Performance agreements signed, with 2-tiered Performance Plans and Personal Development Plans; 1st quarter review	2nd quarter performance review	3rd quarter performance review	4th quarter performance review and final assessment.		Performance appraisal reports
Develop and implement HR Recruitment Plan annually.	Number of budgeted-for posts filled in 2016/17	Number of posts filled per 2015/16 HR Recruitment Plan budgeted-for posts to be filled in 2016/17 financial year	Fill ... vacant posts as per HR Plan	Fill ... vacant posts as per HR Plan	Fill ... vacant posts as per HR Plan	Fill ... vacant posts as per HR Plan	R3 000 000.00	Advert, Master List, Memorandums, Shortlisting Report, Selection Report and Appointment letter/ Contract of employment Input register

	HR Recruitment Plan for 2017/18 developed.		HR Recruitment Plan for 2017/18				HR Plan 2017/2018 to be developed and submitted		Copy of a Reviewed HR Plan for 2017/18
Develop an integrated HRD strategy by June 2017	Integrated HRD Strategy developed	Various policies in place.	Approved HRD strategy	Finalise Draft Strategy	Internal Workshopping	Submission to Council for approval	Implementation		Attendance Registers, Report to LLF, Draft plan Council minutes
Develop and implement Workplace Skills Plan annually.	WSP Reviewed	WSP 2016/17	Workplace Skill Plan (WSP) developed, approved and submitted to LGSETA	Implementation of 16/17 WSP.	Implementation of 16/17 WSP	Identification of training needs for 17/18. Reviewal and Development of 2016/17 WSP	Submission of WSP 2017/18	R4 000 000.00	Attendance registers, LGSETA quarterly reports, expenditure report, departmental training needs
	Number of employees and Councillors trained in various disciplines by 30 June 2017	WSP 2016/17 in place Skills development policy in place	400 employees and councillors	60 employees and councillors	120	140	80		Attendance registers, Copy of Certificates WSP
To promote customer service in line with Batho Pele principles by 2017	Customer Service and Batho Pele revitalization programme implemented.	Draft Customer Care policy	Approved Customer Care Policy; 100 employees trained on Customer Care and Batho Pele	Refine draft Customer Care Policy	Internal workshopping; Facilitate training on Batho Pele – 30 employees	Submit draft Customer Care policy to council for approval; Train 40 employees on Batho Pele	Facilitate training on Batho Pele : 30 employees		Draft Policy Memo of listed candidates to attend Attendance Registers or Attendance certificates

	IDP OBJECTIVE		Promote Institutional Transformation Programme by 2017.						
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE
Review and Development of Organizational Structure by June 2017	New structure aligned to IDP strategy approved by June 2017	2010 approved structure in place	New structure aligned to IDP strategy approved	Situational Analysis	Facilitation of top structure/macro-organisational structure approval	Micro-organisational structure development	Internal Consultation, report writing and submission to Council for approval.	R.....	Memoranda, Minutes , Reports and Council Minutes
Development, reviewal and approval of policies annually	No. of Corporate Services department policies reviewed	7 existing policies up for review. 5 draft policies in existence	12 policies to be reviewed and submitted to Council	Refinement of 12 policies	Internal consultation on 12 policies	Corporate Services Committee & LLF processes on 12 policies	Submission of 12 to Council for approval		Copies of policies submitted to Council Attendance registers Invitations Agendae
Facilitate and coordinate the development and reviewal of Municipal by Laws	Development of outstanding by-laws.	... by-laws in existence	Outstanding by-laws to be determined and developed	By-Law Gap Analysis	Research and Benchmark ing	Development of by-laws	Submission to Council for approval		Copy of by-laws submitted to council.
Ensure effective delegation from Directors to levels below by June 2017	Development of Delegation Document from Directors to Managers reporting directly to Directors	Delegation document from MM to Directors in existence	Delegation Document from Directors to Managers reporting directly to Directors submitted to MM	Facilitate reviewal of functions of managers.	Facilitate development of schedule of powers needing delegation for effectiveness and efficiency of operations.	Consultation processes and refinement of delegations	Submit to MM for approval		Memorandum forwarded to MMs Office

IDP STRATEGY	IDP Objective			To improve access to information through information and knowledge management systems by 2017.					
	KPI	BASELINE	ANNUAL TARGET	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE
Automate municipal document management system by 30 June 2017	Automated document management system installed	EDMS acquired Successful implementation in SCM	Electronic Document Management System acquired, installed and commissioned	Installation and Configuration of The document management Platform 1 department	Installation and Configuration of The document management Platform 1 department	Installation and Configuration of The document management Platform 1 department	Installation and Configuration of The document management Platform 1 department	R1 500 000.00	Project Closeout report
To improve Integrated ICT operations and accountability systems	ICT Master systems plan developed.	Draft ICT Master systems document in place	Master Systems Plan approved by Council	Develop Terms of Reference Appoint external service provider through SCM processes	Development of master Systems plan & IT Governance frame work	Consultation with internal department	Submit the plan to council	R 1 000 000.00	Project Closeout report
	Information Security Strategy Developed	Draft Security strategy document in place	Development of Information Security Strategy	Develop Terms of reference Appoint external service provider through supply chain processes	Develop Information Security strategy	Submit the Security Strategy for Approval.	Implementation, monitoring and evaluation		Project Closeout report
To improve ICT infrastructure for better access to systems and Information	No of satellite offices connected with high speed connectivity and having access to voice and data.	Telkom VPN and PBX	26 KSD Offices connected on high speed network infrastructure	Compile terms of reference and initiate procurement process.	8 Satellite offices connected and commissioned	9 Satellite offices connected and commissioned	9 Satellite offices connected and commissioned		Project sign-offs, Reports,

To improve internal communication of KSD Municipality	Accessible intranet portal	Microsoft SharePoint procured	Intranet portal deployed and accessible by all authenticated employees	Compile terms of reference and initiate procurement process.	Development of the intranet Portal	Testing and Go Live	Monitoring and Updating		
IDP Objective		To improve the quality of work-life and promote a safe, healthy and conducive work environment.							
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE
Ensure the holistic well-being of all employees by 2017	Integrated Wellness strategy aligned to SALGA generic strategy reviewed	2010 Integrated Wellness Strategy	Integrated Wellness Strategy document approved by Council	Research and benchmark	Strategy document development; Internal consultation	Research and benchmark	Research and benchmark Draft Integrated Wellness Strategy	R 300 000	Reviewed document
To enforce OHS compliance to create safe environment annually	OHS compliance programme for Municipal buildings and work places implemented	All municipal buildings are compliant in terms of Fire Extinguishers, First Aid Boxes.	All municipal buildings to be OHS compliant	Conduct OHS compliance assessment	Revival of Health and Safety Committees	Development of OHS Procedure Manual	Training and awareness promotion on OHS	R 1 000 000.00	Notices Attendance registers Inspection reports Approved SLA Fire extinguishers Certificates of service
Promote sound employer-employee relations annually.	No of Local Labour Forum meetings held by 30 June 2017	Number of meetings held in 2013/14	12 LLF meetings	3	3	3	3		Copy of Agendae and Minutes
	No. of Labour Relations workshops held for LLF	Number of workshops	2 workshops	0	1	0	1		Copy of Memo and attendance register

	by June 2017								
	No. of employees with signed code of conduct in their personal files by 30 June 2017	Code of conduct	All existing employees with signed code of conduct in their personal files	New employee sign code of conduct	New employee sign code of conduct	Consultation process	All existing with signed code of conduct		Attendance Registers Notices Signed code of conduct
	Interests Disclosure system for officials implemented by 30 June 2016	Form for disclosure in place	Interests Disclosure system applicable to all employees	Introduction of system to existing officials (workshops)	Implementation	Implementation	Implementation		Workshop Registers Signed disclosure forms
To enforce compliance with organisational standard of conduct and manage all matters incidental thereto	100% attendance of disciplinary cases, appeals and grievances facilitated within three months of its submission.	HR Policy, Collective agreement	100% Handling of reported cases facilitated	100% of all submitted disciplinary cases, appeals and grievances facilitated.	100% of all submitted disciplinary cases, appeals and grievances facilitated.	100% of all submitted disciplinary cases, appeals and grievances facilitated.	100% of all submitted disciplinary cases, appeals and grievance facilitated.		Copy of delivery note, notices, Reports, Appointment letters, Attendance register
Promote sound employer-employee relations annually.	No of Local Labour Forum meetings held by 30 June 2017	Number of meetings held in 2015/16	12 LLF meetings	3	3	3	3		Copy of Agendae and Minutes
Ensure proper management of employee benefits.	Employees' salaries and benefits paid	2015/2016 salary scales	To update and implement salary scales for the	Monitor the implementation.	Monitor the implementation.	Monitor the implementation	Monitor the implementation		Signed 2014/15 salary scales Circular from

	in accordance with applicable Legal frame work.		2014/15 financial year						SALGA
Ensure proper management of leave.	Employee leave managed in accordance with legal frame work.	Leave books Leave register Pay day module	All leaves are managed accordance with the legal frame work.	Monitor the implementation	Monitor the implementation	Monitor the implementation	Monitor the implementation		Leave book Leave reports Leave register Leave roster.

5.2.2 Financial Viability

KEY PERFORMANCE AREA							
IDP OBJECTIVE : To increase revenue generation to respond to service delivery needs for the KSD community by June 2017							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Improve income received by 5%	Draft short term revenue strategy	Report on the implementation of revenue strategy	Report on the implementation of revenue strategy	Report on the implementation of revenue strategy	Report on the implementation of revenue strategy	Nil	Quarterly reports receipts vs billing
Financial Recovery Plan developed and tabled before Council	Nil	Appoint Service Provider American etc.	Develop project plan and implement report	Implement project plan and report	Implement project plan and report	R5m Anglo American grant R200 000 FMG	Quarterly Reports
2017 age analysis decreased by 5%	Credit Control Policy and By law in place	Concentrate on age analysis of 60 days and beyond and collect the area debt and report	Concentrate on age analysis of 60 days and beyond and collect the are debt and report	Concentrate on age analysis of 60 days and beyond and collect the are debt and report	Concentrate on age analysis of 60 days and beyond and collect the are debt and report	Nil	Quarterly Reports
MTREF Budget	2015/17/18 MTREF Budget	Budget Process Plan submitted	Implement Budget Process Plan and	Implement Budget Process Plan and	Implement Budget Process Plan and report	Nil	Quarterly Reports

2016/2019		before council	report	report		
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KEY PERFORMANCE AREA

IDP OBJECTIVE : To increase revenue generation & develop funding models for budget

KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Submission of tariffs for new financial year	Review of existing new tariffs for all human settlements services		Undertake public participation	Submit to BTO	Approval of new tariffs 2016/17	OPEX	

KEY PERFORMANCE AREA

IDP OBJECTIVE : To increase revenue generation to respond to service delivery needs for the KSD community by June 2017

KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
12 reports generated and submitted to Directorates as part of monitoring		4 Reports generated and submitted to Directorates	4 Reports generated and submitted to Directorates	4 Reports generated and submitted to Directorates	4 Reports generated and submitted to Directorates	Nil	Quarterly Reports

IDP OBJECTIVE: To improve municipal planning processes with the aim of sustaining credibility of the IDP and budget by adhering to legislative prescripts and policies for duration of IDP and budget by June 2017

KPI	BASELINE	TARGET				Budget	MEASUREME NT SOURCE / POE		
		Q1	Q2	Q3	Q4				
Targets and activities in the IDP and Budget Review Process Plan implemented by June 2017	Reviewed IDP 2015/16	Contribute to the Development of the of the IDP and Budget Process Plan for review of the IDP and Budget for 2016 – 2017 by ensuring that process plan are prepared and submitted to council items.	Report of IDP and Budget process plan implementation	Report of IDP and Budget process plan implementation	Report of IDP and Budget process plan implementation	Nil			

KEY PERFORMANCE AREA		Financial Viability & Management				BUDGET & TREASURY	
IDP OBJECTIVE: To improve municipal planning processes with the aim of sustaining credibility of the IDP and budget by adhering to legislative prescripts and policies for duration of IDP and budget by June 2017							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
12 reports generated for Presidential intervention projects	Functional Governance and Communication work stream	4 reports generated for G & C work stream	4 reports generated for G & C work stream	4 reports generated for G & C work stream	4 reports generated for G & C work stream		G & C reports prepared and submitted
IDP OBJECTIVE : To increase revenue generation and develop funding models for budget							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Number of motor vehicles applied for roadworthiness	R1 918 455.00	R500 000	R520 000	R500 000	R480 000	R2 000 000.00	RD321 & RD323 eNaTIS report
Number of certification of roadworthiness issued	R493 487.00	R127 000	R130 000	R126 000	R126 000	R510 000.00	RD321 & RD323 eNaTIS report
Increase revenue collected from Traffic fines and vending	Enhancement of revenue collection of about 500 000.	125 000 to be collected	125 000 to be collected	125 000 to be collected	125 000 to be collected	R107 712.00	To submit receipt for payment
IDP OBJECTIVE : To increase revenue generation and develop funding models for budget							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Increased revenue generated from registration and licensing of motor vehicles.	R6123092.00	20%	40%	20%	20%	R7827304	RD321 & RD323 eNaTIS report
Revenue generated through applications for Learners and driving licenses.	R2, 331,222.00	R600 000	R500 000	R650 000	R650 000	R3,000.0000.00	RD321 & RD323 eNaTIS report
Revenue generated through renewal of driving licence and professional driving permit.	R368 804.00	R120 000	R80 000.00	R120 000	R80 000.00	R400 000.00	RD321 & RD323 eNaTIS report.

KEY PERFORMANCE AREA		Financial Viability					
IDP OBJECTIVE : Revenue Enhancement							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q 4		
% of completion of weighbridge	Concrete base for placing of the weigh pad has been constructed	Installation of the weigh pad	Training of Tally Clerk on data capturing	Implementation and capturing of tonnage for charging the clients	Continuation of service charges on waste tonnages received at landfill site.		% of completion of weighbridge
No. of new contracts for commercial refuse removal	263 contracts	Finalise appointment of Service Provider for cost recovery					

5.2.3 Good Governance and Public Participation

KEY PERFORMANCE AREA		Good Governance And Public Participation					
IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
At least 10 policies are reviewed and ready for adoption by Council by June 2017	Existing policies and bylaws in place	Develop a process plan on the review of policies, procedures and bylaws	Provide quarterly report on the review process of policies and bylaws	Provide quarterly report on the review process of policies and bylaws	Provide quarterly report on the review process of policies and bylaws	Nil	
Funding for Integrated System in place	Disintegrated Financial Systems in place	Produce reports on soliciting funds	Produce reports on soliciting funds	Produce reports on soliciting funds	Produce reports on soliciting funds	Nil	

KEY PERFORMANCE AREA		Good Governance And Public Participation					
IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Delegation manual submitted to council pack-	Nil	Develop process plan for the development of delegation manual for BTO	Implement the process plan and report	Implement the process plan and report	Implement the process plan and report	R100 000 FMG	
A compliance register for all existing policies of the BTO developed and implemented by June 2017	Approved BTO policies in place	Develop and implement the compliance checklist for BTO policies and report thereof	Implement the compliance checklist for BTO policies and report thereof	Implement the compliance checklist for BTO policies and report thereof	Implement the compliance checklist for BTO policies and report thereof	Nil	
Audit Action Plan implemented by June 2017	Audit report for 2013 in place	Report of the progress made on the implementation of audit action plan for 2012/2013 audit	Report of the progress made on the implementation of audit action plan for 2016/2017 audit	Develop audit action plan for 2013/14 audit and implement	Implement and report audit action plan for 2016/17 audit and implement	R100 000 FMG	
IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Number of reports submitted to Audit Committee	Audit Charter in place	1 meeting of audit committee held to discuss governance issues	1 meeting of audit committee held to discuss governance issues	1 meeting of audit committee held to discuss governance issues	1 meeting of audit committee held to discuss governance issues	Nil	
Risk Register for BTO	Draft policy in place	Conduct Risk assessment and compile Risk Register	Implement the risk register and report	Implement the risk register and report	Implement the risk register and report	Nil	
2016/157 Contracts register linked with orders and appointment letters	2016/17 contracts register in place	Update the contracts register with all the appointments issued by Bid Committees	Update the contracts register with all the appointments issued by Bid Committees	Update the contracts register with all the appointments issued by Bid Committees	Update the contracts register with all the appointments issued by Bid Committees	Nil	

IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Report that shows competitive bidding process are completed within 60 days from the date of specification	Bid committee schedule of sittings	Report that shows turnaround time of competitive bidding committees	Report that shows turnaround time of competitive bidding committees	Report that shows turnaround time of competitive bidding committees	Report that shows turnaround time of competitive bidding committees	Nil	
Requests below R30 000 be attended within 5 working days from date of receipt at SCM	Nil	Report that shows requests below R30 000 are attended within 5 days	Report that shows requests below R30 000 are attended within 5 days	Report that shows requests below R30 000 are attended within 5 days	Report that shows requests below R30 000 are attended within 5 days	Nil	

IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Update report that ensure that all KSD suppliers are registered in the data base	Nil	Report that shows that all suppliers are registered in the data base	Report that shows that all suppliers are registered in the data base	Report that shows that all suppliers are registered in the data base	Report that shows that all suppliers are registered in the data base	Nil	
Report that shows review of orders	Nil	Review orders issued and ensure they are cleared quarterly	Review orders issued and ensure they are cleared quarterly	Review orders issued and ensure they are cleared quarterly	Review orders issued and ensure they are cleared quarterly	Nil	
Creditors reconciliation performed for all suppliers	Creditors age analysis in place	Perform creditors reconciliation and ensure creditors are paid within 30 days	Perform creditors reconciliation and ensure creditors are paid within 30 days	Perform creditors reconciliation and ensure creditors are paid within 30 days	Perform creditors reconciliation and ensure creditors are paid within 30 days	Nil	

KEY PERFORMANCE AREA			Good Governance And Public Participation				
IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Payroll certification and reconciliation performed	Monthly payroll report	Reconcile payroll and ensure it balances	Reconcile payroll and ensure it balances	Reconcile payroll and ensure it balances	Reconcile payroll and ensure it balances	Nil	
Stock levels are set at minimum	Stock take report 30 June 2017	Report that shows stock levels	Report that shows stock levels	Report that shows stock levels	Report that shows stock levels	Nil	Stock report
4 stock take conducted	Stock take at end June 2017	One stock take per quarter and sure that discrepancies are accounted for	One stock take per quarter and sure that discrepancies are accounted for	One stock take per quarter and sure that discrepancies are accounted for	One stock take per quarter and sure that discrepancies are accounted for	Nil	Stock take exception report
Asset Register 2016/17 updated and reconciled	2016/17 Asset Register	Update asset register and ensure it reconciles in the financial system quarterly	Update asset register and ensure it reconciles in the financial system quarterly	Update asset register and ensure it reconciles in the financial system quarterly	Update asset register and ensure it reconciles in the financial system quarterly	R1m(operating Budget)	Additions for the quarter

KEY PERFORMANCE AREA		Good Governance And Public Participation					
IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Annual Financial statements submitted to AG on the 31st August 2016	2015/16 AFS	Quarterly AFS generated from Case Ware with audit file	Quarterly AFS generated from Case Ware with audit file	Quarterly AFS generated from Case Ware with audit file	Quarterly AFS generated from Case Ware with audit file	R1.7m own income R250 000 FMG	Working paper file
4 dashboard reports submitted to the Internal Audit unit with POE	2015/16 dashboard	One dashboard report prepared and submitted to Internal audit unit	One dashboard report prepared and submitted to Internal audit unit	One dashboard report prepared and submitted to Internal audit unit	One dashboard report prepared and submitted to Internal audit unit	Nil	Dashboard reports
Updated MFMA checklist	2015/16 checklist register	Compile MFMA checklist register with Portfolio of evidence	Compile MFMA checklist register with Portfolio of evidence	Compile MFMA checklist register with Portfolio of evidence	Compile MFMA checklist register with Portfolio of evidence	Nil	Quarterly reports
IDP OBJECTIVE : Improve internal controls for clean administration for the communities of KSD by 2017 for continuous implementation of policies, systems and legislation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Compliance reports prepared and submitted to relevant authorities: S71 reports x 12 S52d Reports x 4 S72 report x1	2015/16 compliance reports submitted	Submit compliance reports due per quarter: 3 x S71 reports 1 x S52d report	Submit compliance reports due per quarter: 3 x S71 reports 1 x S52d report	Submit compliance reports due per quarter: 3 x S71 reports 1 x S72 report 1 x S52d report	Submit compliance reports due per quarter: 3 x S71 reports 1 x S52d report	Nil	Compliance reports

KEY PERFORMANCE AREA		GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
IDP OBJECTIVE : To strengthen and ensure structured participation by communities, organs of state power, traditional leaders and civil society in local governance							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No of monthly Ward Committee reports received and assessed	36 ward committees established 12 assessment reports	All 35 wards 3 assessment reports	All 35 wards 3 assessment reports	All 35 wards 3 assessment reports	All 35 wards 3 assessment reports		
IDP OBJECTIVE : Ensure a coordinated and integrated approach to service delivery							
No of IGR forums to facilitate intergovernmental dialogue on matters of mutual interest	Four political and Four technical forum meetings	1 political and 1 technical	1 political and 1 technical	1 political and 1 technical	1 political and 1 technical		
IDP OBJECTIVE : Ensure alignment of KSD projects, Programmes and policies with other spheres of government							
Participation by KSD in all provincial IGR forums	Eight Attendance by KSD on all provincial and district IGR forums	2	2	2	2		
IDP OBJECTIVE :To ensure effective Audit function for improved compliance, clean administration, clean governance and risk management							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
Approved risk based audit plan	2015/16 approved plan	Q1	Q2	Q3	Q4		
No of progress report against risk based audit plan, submitted to the audit committee		1					
No of continuous professional development trainings attended		3	3	3	3	1	
No of audit committee meetings held	2	1	1	1	1		

KEY PERFORMANCE AREA		GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
IDP OBJECTIVE : To ensure effective Audit function for improved compliance, clean administration, clean governance and risk management							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No of audit committee reports to council	1	1	1	1	1		
IDP OBJECTIVE :To ensure a well co-ordinated and integrated Municipal wide Marketing Communication Approach							
Coordination of KSD Newsletter	No Newsletter	1 Issue	1 Issue	1 Issue	1 Issue	R250 000	
Development of a Draft Marketing Communication Plan	Draft Marketing Communication Plan	Workshop on a Draft Marketing Communication Plan	Submission of a Draft Marketing Communication Plan	Implementation	Implementation	R50 000	
No of Media Statements released	No Media Statements	12 Media Statements	12 Media Statements	12 Media Statements	12 Media Statements		
IDP OBJECTIVE : To ensure a well co-ordinated and integrated Municipal wide Marketing Communication Approach							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No of Media Briefing Session held after each Council meeting	No media briefings held after Council meetings	1 Media Briefing Session	1 Media Briefing Session	1 Media Briefing Session	1Media Briefing Session	10 000	
Submission of Communication Progress Reports	No Communications progress Reports	Q1 Communications Progress Report	Q2 Communications Progress Report	Q3 Communications Progress Report	Q4 Communications Progress Report	OPEX	
Production of Brochures, Leaflets, Flyers for service delivery	Zero Brochures, Leaflets, Flyers	12 publications	12 publications	12 publications	12 publications		

KEY PERFORMANCE AREA		GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
IDP OBJECTIVE : To ensure a well co-ordinated and integrated Municipal wide Marketing Communication Approach							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Publishing of Council Meetings and other Municipal to the Media	Published Council Meetings and other Notices to the Media	No of Council Meetings and Other Notices	No of Council Meetings and Other Municipal Notices	No of Council Meetings and Other Municipal Notices	No of Council Meetings and Other Municipal Notices		
Buying of Media Space on live radio/ and Airtime on electronic media	Bought Media Space/Airtime	1 Media space/airtime	1 Media space/airtime	1 Media space/airtime	1 Media space/airtime	221 839	
Provision and acquiring of Promotional Material	No Promotional Material	Procurement of service provider for designs	Community involvement	Acquisition of promotional material	Acquisition of promotional material	150 000	
IDP OBJECTIVE : To improve/ ensure council and community oversight for service delivery implementation							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Community Awareness Campaigns conducted on Fire & Disaster	36 Wards	9	9	9	8		Submissions of Reports Attendance Register
Road Safety Community Awareness Campaigns conducted	36 Wards	6	6	6	6		Attendance Register and Photos
Crime Prevention Awareness Campaign conducted	12 wards	3	5	5	2		Submission of Reports and Minutes
Number of Community Policing Forums (CPF)	12 CPF Meetings	3 CPF Meetings	3 CPF Meetings	3 CPF Meetings	3 CPF Meetings		Submission of Invitation, Attendance Register, Reports and Minutes

5.2.4 Local Economic Development

KEY PERFORMANCE AREA			LOCAL ECONOMIC DEVELOPMENT						
IDP OBJECTIVE			To enhance access to LED infrastructure, agro-processing, value addition including forestry & timber and Aqua/Mari – culture industry production 2017						
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Establish eight strategic partnerships with development and research institutions, CIDB, Public Works & Kei Fresh	Currently we have two MOU's with Furntech and WSU	Targeting three MOU's	MOU with Kei Fresh Produce Market and Furntech concluded	Finalise MOU with World Vision and SEDA	Finalise MOU with O.R. Tambo DM and EDC	Finalise MOU with 2 private agro-processing institution and TARDI	80 000	Signed MOU's
	Develop rural development strategy	nil	One rural development strategy	mobilisation and situational analysis report	Conduct feasibility Study	Development of draft strategy and consultation workshop	Submission of draft strategy to Council for approval	10 000	Mobilisation report report attendance Situational analysis report Feasibility study and consultation report Letter of submission of the draft rural Development Strategy to Council

KEY PERFORMANCE AREA				LOCAL ECONOMIC DEVELOPMENT					
IDP OBJECTIVE		To enhance access to LED infrastructure, agro-processing, value addition including forestry & timber and Aqua/Mari – culture industry production 2017							
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	business plan developed for agro-processing project	nil	Targeted number of business plans to be developed	Procurement of service provider to be engaged	Development of concept document. Inception report	Stakeholder Consultation	Implementation of business plan	Nil	Completed Business plan Feasibility study report
	To conduct training workshops for registration for small scale farmers towards registration and training	80 Existing number of registered farmer co-operatives	number of small farmers assisted and supported	Consultation with small scale farmer groups Registration of co-operations with CIPC	Facilitate training in co-operative governance and business skills	Drafting and submission of business plans to funders.	Facilitate and coordinate field mechanisation	50 000	Attendance registers and reports

KEY PERFORMANCE AREA				LOCAL ECONOMIC DEVELOPMENT					
IDP OBJECTIVE	To enhance access to LED infrastructure, agro-processing, value addition including forestry & timber and Aqua/Mari – culture industry production 2017								
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Renovation of two sheds for Mabheleni and Tabase Ngqunge by June 2016	Six shed supplied with equipment	Total number of six sheds to be renovated and two sheds be constructed	Consultation with service providers at Transido. Appointment of service	Consultation of Matheko and Gxididi farmers for construction of the	Assessment of shearing sheds Renovation of 2 sheds.	Procurement and implementation of two sheds ie Mabheleni and Tabase Ngqunge shearing shed	60 000	List of Project Steering Committee members Appointment letters Completion certificates
	Supply of three sets of shearing shed equipment to the following areas: - Krakra (Ward 20) Bityi (ward 18 and Magubu (ward 19.	Six sheds supplied with equipment in	Three sets of shearing equipment supplier	providers	two sheds.	Procurement process of three sets of sheds initiated	Renovation of 3 sheds Purchase and supply of shearing equipment	320 000	Pictures and delivery note
	Feasibility conducted for citrus crop production at		Number of targeted areas for citrus	Funds mobilization for feasibility	Development of feasibility study and	Visits to Citrus growers associations	Concept document	20 000	Feasibility/ Business plan in place.

KEY PERFORMANCE AREA					LOCAL ECONOMIC DEVELOPMENT				
IDP OBJECTIVE		To enhance access to LED infrastructure, agro-processing, value addition including forestry & timber and Aqua/Mari – culture industry production 2017							
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Mxambule and Qhingqolo by June 16		production	study to be done	visits to Citrus growers association	Development of draft concept document and feasibility			MOU signed with Citrus Growers Association
	Facilitation of the Feasibility study conducted for timber and forestry beneficiation project	Furntech Incubator program already existing		Funds mobilization Feasibility study	Feasibility study to be conducted Stakeholder Consultation	Development of Business Plan	Business plan finalised	5 000	Feasibility Study Report Business plan Draft forestry Development Plan
	Facilitation and Coordination of community fishing and aqua-marine beneficiation projects for four administrative areas at Rhini, Jonga, Mthonjana etc. by May 16			Stakeholder consultation and organising a Fishing and Maritime Indaba / Workshop for KSD LM Communities	Establishment of a Fishing and Aqua-marine Forum	Capacitation and Training of Fishing Forum Members	Facilitation of formal application for small scale fishing rights in the four administration areas	50 000	Attendance Registers for workshop Minutes of meetings held List of stakeholders for Aqua marine beneficiation projects.

KEY PERFORMANCE AREA					LOCAL ECONOMIC DEVELOPMENT				
IDP OBJECTIVE		To enhance access to LED infrastructure, agro-processing, value addition including forestry & timber and Aqua/Mari – culture industry production 2017							
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Development SMME Strategy	No Strategy		Conduct internal situational analysis	Stakeholder Consultation Conduct SMME development workshop.	Develop SMME strategy draft document	Submission to Council	30 000	Situational Analysis Report. Attendance Registers. SMME development strategy document
	Hosting of four flea markets at least one per quarter	Held two flea markets in 15/16	Four flea markets	First flea market conducted	Implementation of flea market events	Implementation of flea market events	Implementation of flea market events and implementation of skills support program for traders.	30 000	Pictures
	Investment conference organized and hosted			Stakeholder mobilisation and situational analysis	Conference preparatory and packaging report	Host Investment Conference	Review of conference outcomes and	100 000	Declaration, attendance register and report

KEY PERFORMANCE AREA				LOCAL ECONOMIC DEVELOPMENT					
IDP OBJECTIVE		To enhance access to LED infrastructure, agro-processing, value addition including forestry & timber and Aqua/Mari – culture industry production 2017							
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
				concluded	submitted		Development plans from it.		
	Establish sustainable and profitable models for management of both hubs.	Infrastructure for both hubs existing. Business planning for identified clusters at Ngangelizwe conducted.		Establish strategic partnership and MOUs	Conduct operational and strategic planning for facilities management	Conduct operational and strategic planning for facilities management	Capacity building of clusters.	90 000	Attendance registers and report
KEY PERFORMANCE AREA				GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
IDP OBJECTIVE		To improve municipal planning processes with the aim of sustaining credibility of the IDP and budget by adhering to legislative prescripts and policies for duration of IDP and budget by June 2017							
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
IDP Process Plan development	IDP processes plan in place & submitted to council for approval All phases of IDP well crafted, validated by IDP Representative forum First Draft IDP / Budget 2016/17 in place and submitted to council for approval Final Draft IDP/ Budget 2016/17 in place and submitted to council for approval	2015/16 – Reviewed Final Draft IDP Review 2016/17 adopted by council	2016/17 Reviewed IDP submitted to council for approval IDP awareness campaigns	Process plan development and its submission to Council for adoption Hold Steering committee and IDP Rep forum meetings prepare for ward meetings Conduct ward needs analysis IDP	Analysis of current situation and service delivery backlogs Development of draft Situational analysis	Strategic planning (objectives and projects development)	Integration of sector plans and alignment with the budget Submission of draft IDP and Budget 2016/17 for final approval	R400 000.00	Process Plan to Council for approval Ward Needs Situational Analysis Report 4 IDP Steering and Rep Forum engagements to fine tune draft first IDP Review Approved first draft IDP 2016/17 Publication of Draft IDP Review for public Comments and hold Steering committee & Rep forum to consider Submitted of IDP

										public comments Submitted final draft IDP/ Budget 2016/17 to council to Council for approval	
KEY PERFORMANCE AREA					GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
IDP OBJECTIVE		To improve municipal planning processes with the aim of sustaining credibility of the IDP and budget by adhering to legislative prescripts and policies for duration of IDP and budget by June 2017						Budget			
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets						MEASUREMENT SOURCE / POE	
				Q1	Q2	Q3	Q4				
Ward Based Planning development (replication)	Development of 35 ward based plans	Draft Ward (community) profile for 35 wards	36 ward based plans	Ward data collection through wards visits	Submission of ward information to steering and Rep Forum meetings for scrutiny and discussion	Compilation of ward data	Submission of ward plans to Council for approval	R100,000,00		Draft Ward Based Plans/ profiles Reports on ward based plans development	
KEY PERFORMANCE AREA					LOCAL ECONOMIC DEVELOPMENT						
IDP OBJECTIVE					Provide capacity building for 200 local enterprises and community members by 2016/21.						
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget			
				Q1	Q2	Q3	Q4				
Ward Based planning & budgeting	Number of local traders/ SMME supported through project funding	Number of wards / community projects supported in 2015/16	50 local projects supported	Sourcing projects requests of wards from councillors for capturing	Compiling and submission wards requests to Supply Chain Management	Procuring wards requests based on each ward submission	<ul style="list-style-type: none"> Procuring wards requests based on each ward submission Assessing 	R1,400,000,00			

KEY PERFORMANCE AREA			LOCAL ECONOMIC DEVELOPMENT						
IDP OBJECTIVE									
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Target				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Setting up and registration of Local Tourism Organisation (LTO) for KSD Municipality as an NPO	No LTO	Register one LTO	Conduct situational analysis	Stakeholder Consultation workshop Drawing up Terms of reference for LTO	Election of LTO structure Induction of LTO Members	Capacity building and registration of LTO	R142 000	Attendance Registers Signed TOR for LTO Training manual and registration certificate
	Capacity building and development of a new Visitors information centre (VIC) by June 16	1 Existing VIC	one visitor information center established	Capacity building of existing staff and upgrading of the 2 VIC	Handing over of Mthatha VIC and Training of staff	Integration of IT system of the new VIC with KSD Website and other national VIC's Signing of agreements with external service providers	Development of operational plan inclusive of facilities management plan for both Mqanduli and Ultra city	R2 000	Completion Certificate Site hand over agreement with National Tourism Operational plan,
	Nelson Mandela Cultural Precinct Development by June 2017	Concept document in place	Business plan	Situational analysis	Development of pre-feasibility study document	Conduct draft feasibility study	Draft feasibility study document	R100.000	Draft feasibility study
	KSD Traditional horse racing center business plan KSD month events hosted in September (Cultural Parade, Mthatha jazz, Heritage month Launch)	KSD horse owners association existing. Annual horse racing event held annually Existing KSD month events Concept document in place	Business plan 3 KSD Month events	Mobilization of funds to develop business plan KSD month event concept developed	Mobilization of funds to develop business plan KSD Month events organized and hosted	Appointment of service provider -	Development and finalization of business plan -	5 000 433 000	Business plan KSD Month report with pictures

KEY PERFORMANCE AREA			LOCAL ECONOMIC DEVELOPMENT						
IDP OBJECTIVE									
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Hosting awareness programmes	Career exhibition, Library Week, World Book and Copyright Day, Mandela Month Activities and Youth Day, Adopt a School		Career Exhibition	Adopt a School, Fundani nathi reading Project	Library Week	World Book and Copyright Day	R120 000.00	
	Maintenance of ICT Infrastructure	4 libraries with Internet		Mqanduli	Ngangelizwe, Mthatha Public Library	Norwood	Khwezi	R100 000.00	
	Staff training and Development			Indexing, Archives and Records Management	Risk and Disaster Management in libraries, Report writing and Public Speaking Skills	Events Management and Communications, Information Sharing Seminar	Library Marketing	R200 000.00	
	Staff Recruitment			Library Assistants x 8	Assistant Manager and Senior Librarian	2 X Library Aides	2 X Library Aides	R450 000.00	
	Establishment			Establishment	Establishment of Public	Strengthening of Library	Strengthening of Public	R30 000.00	

KEY PERFORMANCE AREA					LOCAL ECONOMIC DEVELOPMENT				
IDP OBJECTIVE									
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
	of Library Support Structures			Q1	Q2	Q3	Q4		
				and Strengthening of Library Committees	Participation Forum	Committees	Participation Forum		
	Purchasing of Mobile Library							R1 000 000.00	
	Upgrading of existing libraries			Renovations of Ngangelizwe Satellite Library	Parking bays for Mthatha Public Library, Guardroom for Mthatha Public Library			R250 000.00	
	Purchasing of furniture for libraries				Furniture of Ikwezi, Norwood	Furniture for Qunu, Nzulwini and Gxwalibomvu		R40 000.00	
	Equipment and tools for all libraries			Maintainance of Qunu Library	Signage for Libraries	Air conditioners for Norwood, Qunu and Mqanduli	Computers for libraries	R160 000.00	
	Procurement of periodicals and books			Purchasing of books, Renewal of periodicals	Purchasing of magazines	Follow up	Follow up	R15 000.00	
KEY PERFORMANCE AREA:					LOCAL ECONOMIC DEVELOPMENT				
IDP OBJECTIVE									
IDP STRATEGY	KPI	BASELINE	Annual Target	Quarterly Targets				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	To collect more than 95% of revenue collection	Renewals of licenses	To collect more than 90% of revenue collection	Attainment of 81% in revenue collection	Attainment of 85 % in revenue collection	Attainment of 90 % in revenue collection	Attainment of 96% in revenue collection		Revenue collection report
	95% revenue collection on	90% revenue collection	90% revenue collection	Attainment of 93% in	Attainment of 95 in revenue	Attainment 96 % in revenue	Attainment 97% revenue		% Achievement of revenue collection

	stalls at Ntozonke (100) and Town Hall Stalls (53)			revenue collection	collection	collection	collection		
	% collected on street trader permits	Sites were demarcated for street vendors. Data base have been developed		Attainment of 80 % in revenue collection	Attainment of 84 % in revenue collection	Attainment of 90 % in revenue collection	Attainment of 95 % in revenue collection		% Achievement of revenue collection

5.2.5 Basic Service Delivery & Infrastructure: Public Safety

Fire & Emergency	Basic Service Delivery						Fire & Emergency	
	IDP Objective: IDP OBJECTIVE: To reduce the risk and mitigate the impact of Disasters, Fires and Emergencies to communities							
KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	Measurement Source / POE
			Q1	Q2	Q3	Q4		
Fire & Emergency Reduction in loss of life and property due to fire	381 Fires were responded to during the previous year and 378 rescue call and 80 MVAs and 38 wash aways	100% response to received calls of fire & other emergency calls	100% response to received calls of fire & other emergency calls	100% response to received calls of fire & other emergency calls	75% response to received calls of fire & other emergency calls	75% response to received calls of fire & other emergency calls	R258 768, 50	Fire charts and Special service chart to be attached
Number of approved building plans.	98 building plans were approved last year.	98 building plans were approved last year.	100% received building plans	100% received building plans	100% received building plans	100% received building plans		Building inspection sheet to be attached
Number of Wards and Schools targeted for fire awareness campaign	35 Wards and schools	35 Wards	9 Wards	9 Wards	9 Wards	8 Wards		Weekly activities sheet

Number of buildings inspected	82 buildings inspected	15	25	25	15	Nil		To be submitted by building control
Number of inspections, approval and issuing of flammable permits	51 flammable permits issued		15	15	100% formal application received and processed	100% formal application received and processed		
Number of fire hydrants inspected and maintained	341 Fire Hydrants		40	40	45	45		
Number of business workers educated on basic fire fighting	13 businesses 9 people	100% applications received and training provided	100% applications received and training provided	100% applications received and training provided	100% applications received and training provided	100% applications received and training provided		Receipts as proof of payment Certificate of attendance
Improve turnaround time to respond to fire incidents	5 minutes over a 12 kilometre radius inline with SANS 10090	As per required by SANS 10090	As per required by SANS 10090	As per required by SANS 10090	As per required by SANS 10090	Fire report stating time taken to respond		Fire report stating time
Disaster Management No of disaster awareness campaigns in 35 Ward Communities	35 wards		9 wards	9 wards	12 campaigns in 12 wards	12 campaigns in 12 wards	R22 546,00	Attendance Register, Report on Campaign
No of workshops to mitigate disaster to Ward Committee and Councillors	35 wards		9 Workshops	9 Workshops	9 Workshops	9 Workshops		Attendance Register, Report on workshop
100% response, assessment and Rehabilitation to all affected wards	5 wards Provided disaster relief with	8 Wards Provided disaster relief with	2 wards	2 wards	100 % response, assessment and Rehabilitation to all affected wards	100 % response, assessment and		Assessment reports Delivery of building material, list of affected families.

						Rehabilitation to all affected wards		
KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: Contribute to improved community safety & security and to reduce road fatalities								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
Road Safety Number of awareness campaigns for schools on road safety.	10 campaigns	20 campaigns	4 campaign for 4 schools	4 campaigns for 4 schools	6 campaigns for 6 schools	6 campaigns for 6 schools		Attendance Register and Photos Report
IDP Objective: Promote Clean and healthy environment through implementation of National Environmental Health Performance Indicators								
Number of community awareness conducted in wards.	35 wards	16 Awareness campaign	2 awarenesses	2 awareness's	6 awaress campaign in 6 Wards	6 awaress campaign in 6 Wards	Nil	Attendance Register and Photos
Number of road signage audits	5 roads audited	220 Roads	55 Roads	55 Roads	55 Roads audited verified and followed up for	55 Roads audited verified and followed up for	Nil	Road Audit Register

					inspection	inspection		
Number of Arrive alive campaigns conducted during peak seasons	25 campaigns	220 Roads	55 Roads	55 Roads	55 Roads audited verified and followed up for inspection	55 Roads audited verified and followed up for inspection	Nil	Road Audit Register
No of campaigns against stray animals in wards	10 campaigns Mthatha and Mqanduli	10 Campaigns	2 campaigns	3 campaigns	2 campaigns in 2 wards	3 campaigns in 3 wards		Attendance register and photos. Report
KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: Contribute to improved community safety & security and to reduce road fatalities								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
Traffic Services Number of tickets issued on traffic violation management	4800 section 341 and section 56 summons notices were issued during the precious year	4800	4550	4550	1200	1200	R393 895	Triplicate notice book Report Records of payment
No of Traffic intersection attended to	25 intersections	25	3	10	10	2		

	are in existence							
KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: To promote greening of parks and open spaces								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
No of parking receipts issued	500 section 341 tickets converted to section 56 summonses	500	125	125	125	125		High revenue collection
No of Executed of warrants of arrest	500 section 341 tickets converted to section 56 summonses							
IDP Objective: To contribute towards adaptation and mitigation of Climate Change impact								
Number of summonses served.	nil			30 summonses served	50 summonses served	R1000,00	10	Reduction in accidents and fatalities
Speed and enforcement	Nonexistence of speeding device	15 Speed traps	15 Speed traps	5 Speed traps	5 Speed traps	20 Speed traps		Images and Report
Provision Established Municipal Court	None existent	Identification of site. Drafting of Business Plan and Building Plan				Submission of Business and Building Plan for Approval and acquiring of quotations		Drafting of Business Plan and Building Plan
Trained staff on use of Weigh Bridges (R61/N2)	Nil	14 traffic officers			Training of 7 traffic officers	Training of 7 traffic officers		Training report Attendance register

KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: To ensure that motors vehicles on Public are registered and licensed as if required by National Road Traffic Act 93 of 1996								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
MVRA Number of motor vehicles registered Number of m/v deregistered. Verification of documents, collect registration fees and issuing of Registration Certificate	5498 1 400	7300 100%	100% 100%	100% 100%	100% 100%	100% 100%	R92 756	RD321 & RD323 eNaTIS report
Number of motor vehicles' licenses and renewals Verification of documents, collect license fees and issue motor vehicle license disc.	36 800	37350	100%	100%	100%	100%	Nil	RD321 & RD323 eNaTIS report
To establishment of One Stop Shop business caseLicentre at Thornhill Fam (VTS premises)	Non existent	Scoping of research	Research	Submission of research to standing committee	Consultations & engagements with Transport and Justice as well as OR. Tambo District Municipality'	Scoping of research	Research	Submission of research to standing committee

KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: To ensure that motors vehicles are examined for Roadworthiness as required by National Road Traffic Act 93 of 1996								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
To establishment of Surveillance Camera at Licensing, DLTC, VTS & MVRA	Non existent							
VTS Number of light motor vehicles and SUV applied for roadworthiness	3500 Light motor vehicle applied and examined.	850	100%	100%	100%	100%	R47 612, 50	RD323 eNaTIS report
Number of buses applied for roadworthiness	312 buses applied and examined.		100%	100%	100%	100%	NIL	RD323
Number of goods vehicles applied for roadworthiness	2717 goods vehicle applied and examined.		100%	100%	100%	100%		RD323
Number of certification of roadworthiness issued.	7152 certification of roadworthiness issued.		100%	100%	100%	100%		RD323

KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: To ensure that applicants are tested for Learners and Driving licenses as required by National Road Traffic Act 93 of 1996								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
DLTC Number of Learners license issued.	2558 learners licence issued.	100% received applicants	100% passed applicants	100% passed applicants	100% passed applicants	100% passed applicants	R193 446, 50	RD321 & RD323
Number of driving licences applicants passed	2650 driving licenses issued.	100% received applicants	100% passed applicants	100% passed applicants	100% passed applicants	100% passed applicants		RD321 & RD323 eNaTIS report
Number of Professional driving permit issued.(PRDP)	3138 professional driving permit issued	100% received applicants	100% passed applicants	100% passed applicants	100% passed applicants	100% passed applicants		RD321 & RD323
Number of applicants for renewal of driving licence.	2692 renewal for driving licenses	100% received applicants	100% renewed applicants	100% renewed applicants	100% renewed applicants	100% renewed applicants		RD321 & RD323

KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: Contribute to improved community safety and security through Road Markings and Signages								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
SUPPORT SERVICES Road marking and road signage.	+/- 200 CBD roads are mark able pending renewals where necessary.	200 roads to be marked	50 roads to be marked	50 roads to be marked	50 roads to be marked	50 roads to be marked	R97 486, 50	Records that show daily performance
Number of roads with markings and signage	50 of signs removed and replaced	50 of signs to be removed and replaced	15 of signs to be removed and replaced	15 of signs to be removed and replaced	10 of signs to be removed and replaced	10 of signs to be removed and replaced		Number of signs removed and replaced
Number of broken and absolute signs		50 signs removed and replaced	50 signs	6 signs to be replaced	8 signs to be replaced	18 signs to be replaced	Nil	Records of signs replaced and report
Asset management To develop departmental asset register linked to the institutional register.	Reconciliation of records. Comparing what we have with main register	Monitoring and updating of asset register	Updating of information once quarterly	Updating of information quarterly	Updating of information quarterly	Updating of information quarterly		
Data capturing To ensure that all tickets fines are captured and administered	2000 tickets to be reduced on backlog.	2000	500	5000	5000	500	Nil	Production of tickets report processed
Court Processes Keep track of Section 56 Summons as well as monitor payment.	50 section 56 summonses generated	50 summonses	12 summonses to be processed	12 summonses to be processed	13 summonses to be processed	13 summonses to be processed	Nil	Reports and receipts of tickets processed

KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: Contribute to improved community safety and security								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
Crime Prevention Section Reduction of petty crimes within CBD by 12%	1231 (SAPS) Crime Statistics for incidents and 729 arrests captured by CCTV camera		Number of cases 14	No of cases 14	12% reduction	12% reduction	R596 810	No of cases, statistics and photos
Number of Campaign conducted	20 Awareness Campaign were conducted	50 awareness campaign	15 awareness campaign	15 awareness campaign	10 awareness campaign	10 awareness campaign		Occurrence book , Report, Invitations and Attendance register
100% response to violent crimes(armed robberies and vehicle theft)	Crime Statistics (SAPS)	100% response to violent crimes and vehicle theft	100% response to violent crimes and vehicle theft	100% response to violent crimes and vehicle theft	100% response to violent crimes and vehicle theft	100% response to violent crimes and vehicle theft		No of cases , statistics and photos
Number of joint Operations	15 joint Operations were conducted	40 joint Operations were conducted	10 joint Operations were conducted	10 joint Operations were conducted	10 joint Operations were conducted	10 joint Operations were conducted		Occurrence book, Report, Stroke
Number of Drug raids	20 raids	24 Drug raids	6 raids	6 raids	6 raids	6 raids		Occurrence book and Report
Number of liquor-outlets	Non-functioning of	22 outlets to be	5 outlets to be	5 outlets to be	6 outlets to be	6 outlets to be		Occurrence book and

Trading without license(closed)	existing community safety forum	inspected compliance for	inspected compliance for	inspected compliance for	inspected compliance for	inspected compliance for		Report
Effective, Visible Policing in KSDM (VISPOL) (Visibility to eliminate Hijackings, Robberies, and Road Accidents)	Both crime statistics and accidents	39	10	10	10	9	NIL	Crime statistics and accident statistics
Fully establishment of Community Safety Forums, decentralization and functioning	Non-functioning of existing community safety forum	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting		Attendance register, invites and minutes

KEY PERFORMANCE AREA: Basic Service Delivery and Infrastructure Development								
IDP Objective: To ensure that Municipality By-Laws are enforced within K.S.D jurisdictions								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
By-Law – Section Number of cases and found properties confiscated from illegal trading	547	400	50	100	150	200	R596 810	Occurrence book, report and register
Number of conducted joint operations on enforcement of by-Laws	8 operations	28 operations	2 operations	4 operations	8 operations	14 operations		Operational plan, occurrence book and report
Access Control- Section Safe guard municipal assets and installation	Guarding of 33 Municipal sites	75% deployment	75% deployment	75% deployment	75% deployment	75% deployment	R596 810	Posting book, occurrence book and report

KEY PERFORMANCE AREA: FINANCIAL VIABILITY									
IDP Objective: To collect revenue through registrations and licensing of motor vehicles (Revenue enhancement)									
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement /POE	Source
			Q1	Q2	Q3	Q4			
MVRA Revenue Collection: Increased revenue generated from registration and licensing of motor vehicles.	R6123 092.00	100% of received of applicants	100% of received of applicants	100% of received of applicants	100% of received of applicants	100% of received of applicants		RD321 report	
KEY PERFORMANCE AREA: FINANCIAL VIABILITY									
IDP Objective: To collect money through testing of learners and driving licensees (Revenue enhancement)									
DL TC. Revenue generated through applications for Learners and driving licenses.	R2 331 222.00	100% of received of applicants	100% of received of applicants	100% of received of applicants	100% of received of applicants	100% of received of applicants		RD323 report	
Revenue generated through renewal of driving licence and professional driving permit.	R368 804.00	100% of received of applicants	100% of received of applicants	100% of received of applicants	100% of received of applicants	100% of received of applicants		RD323 report	
Revenue generated through established new centre for Learners licence in Mqanduli Nil 100% of received of applicants VTS			100% of received of applicants	100% of received of applicants	100% of received of applicants	100% of received of applicants		RD323 report	

KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
Number of motor vehicles applied for roadworthiness	R1 918 455.00	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants		RD323 report
Number of certification of roadworthiness issued	R493 487.00	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants		RD323 report
	Annual target on tickets converted 20 000.	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants		RD323 report
	200 roads were marked.	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants		RD323 report
Asset management To develop departmental asset register linked to institutional register	100% management of municipal assets	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants		RD323 report
Data capturing Number of tickets to be captured	200 tickets captured	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants		RD323 report
Court Processes Number of Section 56 Summonses to be processed and monitoring of payment	50 Section 56 Summonses were processed	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants	100% of received applicants		RD323 report
Revenue Collection The amount of money collected		100% of paid tickets fines	100% of paid tickets fines	100% of paid tickets fines	100% of paid tickets fines	100% of paid tickets fines		RD323 report

KEY PERFORMANCE AREA: FINANCIAL VIABILITY								
IDP Objective: To collect money through inspections approval and issuing of flammable (Revenue enhancement)								
KPI	Baseline	Annual Target	Quarterly Targets				Budget	Measurement Source /POE
			Q1	Q2	Q3	Q4		
Fire & Emergency The Number of Flammable Permits issued	100% received applications	100% received applications	100% received applications	100% received applications	100% received applications	100% received applications		Proof of Payments
IDP Objective: To attend regulatory meetings and conferences								
Fire & Emergency The Number of Provincial and National Meetings	8 Meetings	8 Meetings	2 Meetings	2 Meetings	2 Meetings	2 Meetings		Invitations, Attended Register and Minutes
Disaster Attending Provincial, District and Local Disaster Forums	8 Meetings	8 Meetings	2 Meetings	2 Meetings	2 Meetings	2 Meetings		Invitations, Attended Register and Minutes
Road Safety Attending Provincial Meetings & Local Meetings	10 Meetings	10 Meetings	3 Meetings	3 Meetings	2 Meetings	2 Meetings		Invitations, Attended Register and Minutes
Licensing Attending Provincial Meetings & Institute of Licensing Officials of Southern Africa	8 Meetings	2 Meetings	2 Meetings	2 Meetings	2 Meetings	2 Meetings		Invitations, Attended Register and Minutes
Crime Prevention Attending OR Tambo District, Local Cluster meetings and Policing Forums (CPF)	30 Meetings	30 Meetings	8 Meetings	8 Meetings	7 Meetings	7 Meetings		Invitations, Attended Register and Minutes
Traffic Services: Attending Provincial Coordinating Traffic Committee meetings	4 Provincial CTC meetings	4 Provincial CTC meetings	1 Provincial CTC meetings	1 Provincial CTC meetings	1 Provincial CTC meetings	1 Provincial CTC meetings		

5.2.6 Basic Service Delivery and Infrastructure Development

KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To improve waste and environmental management within KSDM to comply with statutory requirements							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Permit issued for operating and closing Mthatha Landfill Site	Mthatha Landfill Site is not licensed. The site has reached its lifespan for operation.	Intensification of the social facilitation process for closure preparations	Submission of application for permit to operate and close landfill site.	Social facilitation in preparation for submission of end use plan.	Submission of presentation for end use plan to all relevant stakeholder		
% of completion of rehabilitation of Mthatha and Mqanduli Landfill Sites to meet permit requirements	Mthatha Landfill Site is not licensed. The site has reached its lifespan for operation	Storm water drainage for both landfill sites. Rehabilitation Phase 2 for both sites.	Physical construction of nursery for Mthatha Landfill Site	Final slope cover for both sites	Closure permit and site closure Environmental Audit of the Landfill Site	R2 024 480	
KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To improve waste and environmental management within KSDM to comply with statutory requirements							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Permit issued for construction of New Landfill site in Ward 33	Candidate Site for provision of new landfill site secured in Ward 33 (Qweqwe). Currently conducting EIA for environmental authorisation	Finalise the EIA process. Issuing of permit by DEA for operating of the landfill site					
	Conduct social facilitation to affected communities		Conduct stakeholder analysis workshops.			R100 000	

KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To improve waste and environmental management within KSDM to comply with statutory requirements							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No. of new households with access to refuse collection	24 900 households have access to refuse collection	2 200 households	1 000 households	1 000 households	1 000 households	R3 396 055	
Integrated Waste Management Plan (IWMP) approved by Council	The IWMP that was approved by Council require to be reviewed	Procure services of a Service Provider to review IWMP	Review IWMP	Submit reviewed IWMP to Council for approval and to the Local Government		R100 000	
KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To improve waste and environmental management within KSDM to comply with statutory requirements							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
% of completion of IEMP. Approved Integrated Environmental Management Plan by Council	KSD has no Integrated Environmental Management Plan. Service Provider has been appointed for development develop IEMP	40% completion of IEMP	100% completion of IEMP and seek Council approval			R381 440	
IDP OBJECTIVE : To promote clean and healthy environment within KSDM to comply with statutory requirements							
% of completion of fencing of the Mqanduli pound	Poorly fenced pound	40% completion of fencing	60% completion of fencing			R250 000	
No. of cases of abused animals reported. No. of stray animals reported.	Service run by SPCA	Report on the No. of abused animals reported through SPCA.	Report on the No. of abused animals reported through SPCA.	Report on the No. of abused animals reported through SPCA.	Report on the No. of abused animals reported through SPCA.	R380 533	

KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To promote clean and healthy environment within KSDM to comply with statutory requirements							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No. of ablution facilities renovated. % of completion of renovation and % of completion of new structures.	4 ablution facilities operational	100% renovations to all facilities completed	40% completion of new structures	80% completion	10% completion	R505 280	
No. of food handling premises compliant	108 premises	30 food handling premises compliant	30 food handling premises	30 food handling premises	18 food handling premises	R0 needed	
No. of accommodation establishment compliant	65 accommodation establishments	20 accommodation establishments	20 accommodation establishments	25 accommodation establishments		R0 needed	
No. of water samples compliant	50 water samples to be taken	15 water samples taken	15 water samples taken	10 water samples taken	10 water samples taken	R0 needed	

KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To promote clean and healthy environment within KSDM to comply with statutory requirements							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No. of food samples compliant	40 food samples to be taken	10 food samples taken	10 food samples taken	10 food samples taken	10 food samples taken	R0 needed	
No. of funeral parlours compliant	16 funeral parlours	4 funeral parlours inspected	4 funeral parlours inspected	4 funeral parlours inspected	4 funeral parlours inspected	R0 needed	
No. of nuisances identified and reported	All reported and identified nuisances	100% reported and identified nuisances	100% reported and identified nuisances	100% reported and identified nuisances	100% reported and identified nuisances	R0 needed	
No. of pauper burials approved	All approved application processed	100% approved applications	100% approved applications	100% approved applications	100% approved applications	R100 000	
No. of awareness campaigns conducted	4 campaigns conducted	1 campaign conducted	1 campaign conducted	1 campaign conducted	1 campaign conducted	R50 000	
KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To promote clean and healthy environment within KSDM to comply with statutory requirements							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No. of employees examined	347 employees to be examined	47 employees examined	100 employees examined	100 employees examined	100 employees examined	R123 973	
No. of offices and hall fumigated	347 offices and five halls	282 offices fumigated	65 offices fumigated	3 halls fumigated	2 halls fumigated	R100 000	
KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					
IDP OBJECTIVE : To provide 100% access to basic energy and electricity in a sustainable manner by 2017							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Avail Meter boxes	Available stock of meter	Report	Report that shows	Report that shows	Report that shows	Nil	Reports

at all times to electrify KSD households	boxes	that shows minimum stock is available for meter boxes	minimum stock is available for meter boxes	minimum stock is available for meter boxes	minimum stock is available for meter boxes		
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KEY PERFORMANCE AREA	Basic Service Delivery and Infrastructure Development
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IDP OBJECTIVE : To provide reliable and efficient Transport and mobility Infrastructure for communities by 2017
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KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Maintenance of urban roads (Square m of pothole done)	Urban Road Network 4 921 000 m2	3500	4000	4200	3300	R5m	Monthly reports/ pictures / completion reports
Management of Storm water in the Urban Areas (No of meters of drains cleaned)	400 000m of drains and 90% is currently requiring cleaning	4000	4500	5000	5000	0	Monthly reports/ pictures
Acquisition of Plant and Equipment	2 x Excavators, 2 x Graders, 6 Tipper Trucks, 2 Platform Trucks, 1 horse for the Low bed, 2 TLB	Procurement Process	Delivery of Machines			R13,367m	Appointment Letters/ Pictures of the delivered machines
Maintenance of rural roads. No of km maintained	KSD has a total road network of 1163 for gravel roads presently	200km	200km	200km	200km	R5m	Completion certificates/ Monthly reports

KEY PERFORMANCE AREA	Basic Service Delivery and Infrastructure Development
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IDP OBJECTIVE : 1.3 To provide reliable and efficient Transport and mobility Infrastructure for Communities by 2017
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KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
9 new Roads for 14/15FY to be constructed.	340km roads have been constructed since 2007/08	5 projects completed. Procurement of 14/15FY	1 project completed. Procurement OF 14/15FY projects and 15/16FY	2 Projects Completed	4 projects Completed.	R64.52m	Progress Reports and completion Certificates

		projects	projects.				
KEY PERFORMANCE AREA			Basic Service Delivery and Infrastructure Development				
IDP OBJECTIVE : 1.1 Contribute to improved community safety and security							
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
No of High Masts Lights constructed	44 High Mast exists	3 High masts completed. Registration of 8 new High masts Lights project on MIG for 14/15.	7High masts completed. Procurement of the 8 High masts Lights for 14/15FY.	Commencement of Construction of the 8 High masts Lights for 14/15FY started.	8 High masts for 14/15FY Completed.	R5.9m	Progress Reports and completion certificates
No of Community Halls Completed	1 Community Hall exist.	1 Community Hall from 13/14 FY Completed. Procurement of One Community Hall for 14/15FY.	1 more Community Hall completed from 13/14FY.	Construction of One Community Hall for 14/15 started.	Community Hall for 14/15FY Completed.	R5.65m	Completion Certificates and Progress Reports

KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development				INFRASTRUCTURE	
IDP OBJECTIVE : To provide 100% access to sustainable basic energy and electricity by 2017							
TARGET	Budget						MEASUREMENT SOURCE / POE
		Q1	Q2	Q3	Q4		
Number of households with authorized electrical connections	15 000 existing Households that do not have access to Energy	1000 Households	1000 Households	1000 Households	1000 Households	R20m	Consultants progress reports Verification of ward Councillor
No of street lights maintained	Existing 3670 street lights in Mthatha and maintenance of 500 lights in current financial year	125	125	125	125		Verification of Ward Councillor against maintenance report
Development and Implementation of the Electrical Master Maintenance Plan to ensure that the dilapidated Infrastructure is fully repaired and restored to a compliant standard by 2017	Reduction of outages to at least one per week by refurbishment and upgrade of 66kv line and Sidwadwa Substation 30km existing 66kv line and 4 substations	13	13	13	13		Statistics obtained from Call Centre on a comparative basis

KEY PERFORMANCE AREA		Basic Service Delivery and Infrastructure Development					I	
IDP OBJECTIVE : To provide 100% access to sustainable basic energy and electricity by 2017								
KPI	BASELINE	TARGET				Budget	MEASUREMENT SOURCE / POE	
		Q1	Q2	Q3	Q4			
Refurbishment of 5km of 11kv line including its associated infrastructure		1250m	1250m	1250m	1250m		GPS Coordinates of line Reports from Consultant/supervisor	
Improve Traffic efficiency through good maintenance of Traffic Signals. Increase the intersection management capacity	Constant flow of traffic through maintenance of 32 intersections and attending to repairs within 12 hours	32 intersections	32 intersections	32 intersections	32 intersections	R1.3M	Telemetry report of robots Field service reports	
IDP OBJECTIVE: Maintenance of municipal buildings.								
To keep all buildings, assets and equipment up to the required standard	When there is a request from various departments	2307m2	2307m2	2307m2	2307m2		Sourced from user departments Monthly reports	

5.2.7 Integrated Human Settlement

KEY PERFORMANCE AREA		Basic Service Delivery & Infrastructure Development			DEPARTMENT		HUMAN SETTLEMENTS		
IDP OBJECTIVE : Provision of integrated sustainable human settlements by 2017									
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Construction of 234 houses in Maydene Farm Ext. Project- A by June 2017	Serviced 1317 sites 20 houses built	234 houses	58 houses	59 houses	58 houses	58 houses	R26.6M	
	Planning & Survey of 1795 sites in TUD Project- B by June 2017	Approved Layout Plan		Resolution of land claims	-----	-----	-----	R1.8M	
	Planning & Survey of 2642 sites in Zimbane Valley 50Ha Project- C by June 2017	NIL	Approved Layout Plan	Resolution of land claims	-----	-----	-----	R5.2M	
	Township Establishment for Kei rail 549 sites by June 2017	Unapproved layout plan	Established Township for 549 sites			-----	-----	R12.1M	

	Finalise the construction of services in New Brighton for 125 sites by September 2016	Approved Township layout	125 Serviced site	Complete Services	Apply for funding for top-structure	-	-	R4.6M	
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KEY PERFORMANCE AREA			Spatial planning & Development				DEPARTMENT		HUMAN SETTLEMENTS	
IDP OBJECTIVE : To guide and Facilitate Land Use Management and Development										
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	MEASUREMENT SOURCE / POE	
				Q1	Q2	Q3	Q4			
	Proclamation of Coffee Bay as a Town by June 2017	Final Draft LSDF & Consensus from the Public	Township Establishment for Coffee Bay	-	-	Create draft layout Plan	Township registration	R90 000	• Copy of layout plan	
	Finalisation of 2 public participation for Mqanduli & Viedgesville LSDF by December 2016	Draft Concept Plan completed	Adopted LSDF	Finalise consultative processes	Obtain Council adoption	-	-	R90 000	• Council approval	

	Finalisation of 2 public participation for Western Mthatha LSDF by December 2016	Draft Concept Plan completed	Adopted LSDF	Finalise consultative processes	Obtain Council adoption	-	-	R90 000	<ul style="list-style-type: none"> • Copy of LSDF • Council approval
	Creation of Council Planning Policy Document for Hole in the Wall and Kwaaiman LSDF by June 2017		Adopted LSDF	Situational Analysis	Draft LSDF	Finalise consultative processes	Council Adoption	R60 000	<ul style="list-style-type: none"> • Copy of Report
	Creation of Council Planning Policy Document for Ncambedlana LSDF by June 2017		Adopted LSDF	Situational Analysis	Draft LSDF	Finalise consultative processes	Council Adoption	R60 000	
	Creation of Council Planning Policy Document for Qunu LSDF by June 2017		Adopted LSDF	Situational Analysis	Draft LSDF	Finalise consultative processes	Council Adoption	R60 000	
	Operationalization of Spatial Planning & Land Use Management Act (SPLUMA) by June 2017		Establishment of Municipal Planning Tribunal and Appeal Authority					R50 000	
	Facilitate township establishment programme through spatial planning & infrastructure development		Township Registration and 50 Title Deeds to be completed	Sale and valuation of individual properties	Sale of properties to individual lessees			R17 500	

KEY PERFORMANCE AREA			Basic Service Delivery & Infrastructure Development				DEPARTMENT		HUMAN SETTLEMENTS	
IDP OBJECTIVE : Provision of integrated sustainable Human Settlements										
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	MEASUREMENT SOURCE / POE	
				Q1	Q2	Q3	Q4			
	To provide security of tenure to 500 previously disadvantaged people of Ngangelizwe, Ikwezi, Hillcrest & New Brighton by June 2017	2015 title Deeds	500 Title Deeds	125 title deeds	125 title deeds	125 title deeds	125 title deeds	R6750.00 & DHS	<ul style="list-style-type: none"> Schedule of Beneficiaries for Transfer 	
	Conclusion of 138 new lease agreements and renewal of the 14 existing ones	Verification lists of occupants and minutes of meetings held. Lamacs Database	Established new lease agreements and renewal of existing lease agreements	Signing of new lease agreements and renewal of existing leases	Signing of new lease agreements and renewal of existing leases	Signing of new lease agreements and renewal of existing leases	Signing of new lease agreements and renewal of existing leases	R45 000	<ul style="list-style-type: none"> Copy / List of new leases or renewals 	
	Ensuring all municipal properties are valued according to Land	Valuation report of 2013	Valuation of all Municipal Properties	Source Valuation report to implement by July 2016	Implement Valuation report	Implement Valuation report	Implement Valuation report	R22 500	<ul style="list-style-type: none"> 	

	Disposal Policy by June 2017								
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IDP STRATEGY	KEY PERFORMANCE AREA	Basic Service Delivery & Infrastructure Development				DEPARTMENT	HUMAN SETTLEMENTS
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IDP OBJECTIVE : Provision of integrated sustainable Human Settlements

IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Finalise the approval of Land Invasion Policy by December 2016	No Framework in place	Approved Land Invasion Policy	Draft & align policy with relevant legislation	Liaise with private land owners on policy systems	Undertake MOU with external stakeholders	Implementation of Land Invasion Policy	R67 500	•
	Implementation of Approved land disposal policy by December 2016	Approved Land Disposal Policy	Conclude disposal of Council properties	Continuation of Identification of land for service delivery and not. Council endorsement for none service delivery land	Advertise none service delivery land/properties	-	-	OPEX	• List of properties /land

KEY PERFORMANCE AREA			Good Governance & Public Participation				DEPARTMENT		HUMAN SETTLEMENTS	
IDP OBJECTIVE : Compliance with approved legislation										
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	MEASUREMENT SOURCE / POE	
				Q1	Q2	Q3	Q4			
	Approval of all submitted building plans for KSDM area of jurisdiction by June 2017	Approved building plans in 2015/16	All circulated building plans approved	All plans complied with building regulation will be attended to	All plans complied with building regulation will be attended to	All plans complied with building regulation will be attended to	All plans complied with building regulation will be attended to	OPEX	<ul style="list-style-type: none"> List of approved plans 	
	Monitoring of building construction against approved building plans & building regulations by June 2017	completion certificates- 2015/16	All Building construction conforming to building regulation	Undertake Inspection of building Construction	Undertake Inspection of building Construction	Undertake Inspection of building Construction	Undertake Inspection of building Construction	OPEX	<ul style="list-style-type: none"> List of completion certificates 	
	Identification of illegal building construction by June 2017	contravention notices issued : 2015/16		Verify illegally built structures	Verify illegally built structures	Verify illegally built structures	Verify illegally built structures	OPEX	<ul style="list-style-type: none"> Contravention notices served 	

KEY PERFORMANCE AREA			Good Governance & Public Participation				DEPARTMENT	HUMAN SETTLEMENTS	
IDP OBJECTIVE : Compliance with approved legislation									
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Establish an outdoor advertising Unit by June 2017	No Outdoor advertising unit in place	Approved outdoor advertising unit	Finalise adoption of sectional organogram	Include Personnel expenditure & CAPEX in budget adjustment	Procure furniture & office space	Advertise vacant posts	OPEX	<ul style="list-style-type: none"> • Copy of approved organogram • Budget Adjustment • Copy of publication
	Finalise the approval of Outdoor Advertising Policy by December 2016	No Framework Policy in place	Approved Outdoor Advertising Policy	-----	Identification of land for service delivery	Identification of land for service delivery	-----	OPEX	Schedule of properties / land for service delivery

KEY PERFORMANCE AREA		Financial Viability & Management				DEPARTMENT		HUMAN SETTLEMENTS	
IDP OBJECTIVE : To increase revenue generation & develop funding models for budget									
IDP STRATEGY	KPI	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				Budget	MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4		
	Submission of tariffs for new financial year (2016/17)	Approved tariffs for Outdoor Advertising Unit	Implementation of new tariff structure	Undertake public participation	Implement tariffs for outdoor signage	Collate revenue generation	Prepare tariff adjustments & submit to CFO	OPEX	<ul style="list-style-type: none"> • Notice of publication • Copy of tariffs
		Approved tariffs for Town planning applications	Review & implementation of amended tariff structure	Implement approved tariff fees	Collate revenue generation on town planning	Collate revenue generation	Prepare tariff adjustments & submit to CFO.	OPEX	<ul style="list-style-type: none"> • Copy of tariff adjustments
		Approved tariffs for Building Control Management	Review & implementation of amended tariff structure	Implement approved tariff fees	Collate revenue generation	Collate revenue generation	Prepare tariff adjustments & submit to CFO.	OPEX	<ul style="list-style-type: none"> • Copy of tariff adjustments

5.3 Programmes for Special Groups for 2016/17

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
IDP OBJECTIVE : to provide support and improve wellbeing of designated groups (youth, women, children, people with disabilities, HIV/AIDS and Elderly)				Department		EXECUTIVE & COUNCIL				
				SECTION		SPU				
								BUDGET		MEASUREMENT SOURCE / POE
				Q1	Q2	Q3	Q4			
	Operational Youth Directorate Youth development strategy developed and approved by council Consolidated Youth Development Programmes	SPU Structure (Organogram) INYDS NYP 2020 PYS LYO	Established Operational Youth Directorate Youth Summit Convened	Youth Summit Submission of the YDS to Council for approval Employment of YPC as reflected in the Organogram	Alignment of proposed Youth Directorate into KSD Structure/Organogram Miss KSD Beauty Pageant Youth Dialogue and Educational debates for Senior Secondary Schools of Mthatha and Mqanduli	Back to School Campaign Career Expo Grade 12 Life Skills Camp	Youth Month Programmes	R450 861 R304 033	Youth development strategy submitted to Council for approval KSD Structure reflective of Youth Directorate Attendance Registers and Reports	
	Local Aids Council established HIV/AIDS Strategy approved by Council	Non Functional LAC	HIV/AIDS Strategy approved LAC Revived	Capacity Building and Training for LAC Provision of Nutritional food Packs for Affected	16 Days of Activism World AIDS Day	Exchange Programme with Chris Hani Municipality for benchmarking		R222 472	Revived LAC Structure	
	Children's Forum in place	NCA, NPFG, NDF and OPA	Social Relief Intervention focusing on CHH	Exchange Programme with an identified best	Identification and provision of sewing machines to two (02) elderly centres	Sitting of a Children's forum	Dialogue between elderly and young adults	R153 597	Operational children's forum Reports on progress made on Benchmarking	

			Poverty Relief Support for children in Foster Care Establishment of children's forum	practice Municipality in the Province Consultations towards a possible Construction of an Early Childhood development Centre	Awareness campaign on elderly and children's rights				
	Revived KSD disability forum operating All access points in the Municipality in compliance with the disabled needs	Disability structures Nonfunctional Disability Forum	Establishment of Disability forum Revamped municipal access points to accommodate the disabled	Consultation with structures towards revival of KSD Disability Forum Consultation with planning division in relation to an issue of compliance	Revival of the KSD Disability Forum (structure to be put in place) Disability summit	Awareness campaign on welfare of people with disabilities		R149 684	Functional disability forum Improved situation of access points for Municipal Buildings
	Availability of statutory service standards in line with government agenda in relation to women	Various structures dealing with women emancipation programmes Rise young women clubs in	Four women cooperatives registered Rise young women's club established in all wards	One cooperative registered Consultation with Soul City for further establishment of more clubs	Rise young women clubs launched in ten wards Two cooperative registered	One cooperative registered Rise young women clubs launched in ten wards Capacity building	Symposium for the young women's clubs	R159 160	Presence of RYWC Operational women's cooperatives

	At least four (04) women cooperative registered Young women partaking on matters of their wellbeing and livelihood	partnerships with Soul City				training for all the registered cooperatives			
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5.4 Financial Planning

5.4.1 Budget Executive Summary

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 75 was used to guide the compilation of the 2016/17/ MTREF.

The main challenges experienced during the compilation of the 2016/17/18 MTREF can be summarized as follows:

- The ongoing difficulties in the municipal cash-flows
- Aging roads and electricity infrastructure;
- The need to re-priorities projects and expenditure within the existing resource envelope given the cash flow realities.
- The increased cost of bulk electricity due to tariff increases from Eskom, which is placing upward pressure on service tariffs to residents.
- Wage increases for municipal staff as well as the need to fill critical vacancies and the placement of staff. ;

The following budget principles and guidelines directly informed the compilation of the 2016/17 MTREF:

- The 2016/17 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2016/17 annual budget;

- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality.
- In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazette as required by the annual Division of Revenue Act;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2016/17 Medium-term Revenue and Expenditure Framework:

Table 3 Consolidated Overview of the 2015/16 MTREF

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand										
<u>Revenue by vote</u>										
Total Revenue - Standard		740 277	910 865	908 792	964 120	980 633	980 633	1 090 368	1 151 376	1 234 368
Total Expenditure		777 656	729 662	963 264	936 277	980 633	980 633	1 090 368	1 151 376	1 234 368
Surplus		(37 379)	181 203	(54 472)	27 843	-	-	-	-	-
<u>Internally generated funds</u>										
Borrowing		4 746	15 329	44 335	27 842	15 384	15 384	22 220	14 645	15 465
Transfers recognised as- capital		12 912	15 392							
Total Capex		152 668	268 101	279 393	121 827	243 864	243 864	296 100	522 406	467 541
		170 326	298 822	323 728	149 669	259 248	259 248	318 320	537 051	483 006

Total operating budget has grown by 11 % for the 2016/17 financial year when compared to the 2015/16 Adjustments Budget and by 6% and 7% for two outer years respectively.

The capital budget of R318.3 million for 2016/17 and has increased by 23% from 2016/17 Adjustment Budget and 69% and -10% for the two outer years respectively.

5.4.2 Financial Plan

- Challenges relating to financial viability
- Limited growth of the institution financially due to;
- Increase in unemployment and increased indigency
- Limited revenue base and
- Challenges related to collection of debt
- Culture of non-payment for rates and services
- Operating Revenue Framework

For King Sabata Dalindyebo to continue improving the quality of services provided to its citizens it needs to generate the required revenue. This is vital as there is a high rate of employment in the area and high levels of indigence. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The municipality is faced with development backlogs and poverty.

The municipality's revenue strategy is built around the following key components:

National Treasury's guidelines and macroeconomic policy;

- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 95 % collection current debts and 10% on arrear debt for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Attempts to achieve a full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing the revenue requirement of each service;
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

Table 4 Summary of revenue classified by main revenue source

EC157 King Sabata Dalindyebo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	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
Revenue By Source											
Property rates	2	131 782	151 866	166 333	169 603	169 603	169 603	169 603	190 515	202 584	215 377
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	231 009	231 606	239 978	224 883	291 449	291 449	291 449	310 447	329 074	348 818
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	27 597	22 493	26 783	29 868	33 451	33 451	33 451	38 789	41 504	44 409
Service charges - other		12 841			10 011	1 972	1 972	1 972	6 464	6 727	5 036
Rental of facilities and equipment		13 629	14 635	15 055	20 588	14 991	14 991	14 991	18 093	19 263	20 510
Interest earned - external investments		9 553	5 238	4 408	8 243	4 444	4 444	4 444	4 711	4 984	5 274
Interest earned - outstanding debtors		20 826	20 734	25 091	28 397	28 397	28 397	28 397	30 101	31 847	33 694
Dividends received	4										
Fines		2 063	1 351	967	2 601	965	965	965	2 528	2 675	2 830
Licences and permits		11 438	12 301	13 618	22 869	14 943	14 943	14 943	16 046	16 976	17 961
Agency services											
Transfers recognised - operational		173 121	208 691	223 018	273 144	280 123	280 123	280 123	273 332	280 205	301 526
Other revenue	2	167 574	53 886	197 449	72 050	5 770	5 770	5 770	16 659	17 007	17 373
Gains on disposal of PPE						1 254	1 254	1 254	1 329	1 406	1 488
Total Revenue (excluding capital transfers and contributions)		801 437	722 800	912 702	862 256	847 362	847 362	847 362	909 014	954 253	1 014 296
Expenditure By Type											
Employee related costs	2	244 016	262 628	310 827	342 445	330 298	330 298	330 298	382 481	405 430	429 753
Remuneration of councillors		19 036	21 463	20 854	22 483	23 132	23 132	23 132	24 890	26 383	27 967
Debt impairment	3	25 677	42 110	25 638	30 050	30 050	30 050	30 050	28 053	29 680	31 402
Depreciation & asset impairment	2	97 077	395 589	294 620	205 000	272 989	272 989	272 989	241 339	241 339	241 339
Finance charges					5 400	17 400	17 400	17 400	17 400	17 400	17 400
Bulk purchases	2	162 454	170 233	185 321	224 883	224 883	224 883	224 883	246 022	269 148	294 448
Other materials	8										
Contracted services		17 142	15 342	7 889	6 900	7 611	7 611	7 611	7 935	8 411	8 915
Transfers and grants		-	-	-	24 000	24 000	24 000	24 000	24 000	24 000	24 000
Other expenditure	4, 5	148 422	207 380	171 292	206 986	200 004	200 004	200 004	160 570	156 275	180 872
Loss on disposal of PPE			(63 330)	42 038							
Total Expenditure		713 823	1 051 414	1 058 479	1 068 147	1 130 367	1 130 367	1 130 367	1 132 690	1 178 067	1 256 096
Surplus/(Deficit)											
Transfers recognised - capital		87 614	(328 614)	(145 777)	(205 891)	(283 005)	(283 005)	(283 005)	(223 677)	(223 815)	(241 800)
Contributions recognised - capital		101 287	178 365	164 242	228 111	304 847	304 847	304 847	241 339	98 962	103 871
Contributed assets	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Taxation											
Surplus/(Deficit) after taxation		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method
8. All materials not part of 'bulk' e.g. road making materials, pipe, cable etc.

check balance	7 698 835	-	-	-	-	-	-	-	-	-	-
Total revenue	902 724	901 165	1 076 944	1 090 367	1 152 209	1 152 209	1 152 209	1 152 209	1 150 353	1 053 215	1 118 166

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the Municipality. Rates and service charge revenues are budgeted for R500 million comprise approximately 58% total revenue mix (Excluding Capital Grant income as reflected in operating expenditure table).

Operating grants and transfers totals R273.2 million in the 2016/ 17 financial year.

5.4.2.1 Revising rates, tariffs and other charges

It must also be noted that the consumer price index, as measured by CPI is 6% as indicated in the medium term budget policy statement (MTBPS) revenue items will be increased by the same percentage except for refuse removal charges.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6.3 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows:

5.4.2.2 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process. The property rates tariff will be increased by 6. % until the issues of the implementation of the new general valuation has been resolved, in which case a new tariff structure will be developed that will cater for the new values that will result in reduced tariffs to cushion the effects of the higher property values.

The implementation of the new valuation will necessitate the following changes in the municipal rates policy and bylaw to take into account the increase in values:

The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R45 000 (increase from 25 000 from the previous valuation) reduction on the market value of a property will be granted in terms of the Municipality's own Property Rates Policy.

100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy. In this regard the following stipulations are relevant:

For physically and mentally disabled persons

Owners of rate-able property if the total gross income of the applicant and/or his/her spouse, if any, does not to exceed the amount equal to twice the annual state pension as approved by the National Government for a financial year.

The following conditions should be met:-

The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependents without income;

The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension;

The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place; and
The property must be categorized as residential.

The Municipality may award a 100 per cent grant-in-aid on the assessment rates of rate-able properties of certain classes such as registered welfare organizations, institutions or organizations performing charitable work, sports grounds used for purposes of amateur sport. The owner of such a property must apply to the Chief Financial Officer in the prescribed format for such a grant.

Table 3 Comparison of proposed property rates to be levied for the 2016/17 financial year

PROPERTY PRATES AND LEVIES				
Proposed increment 2015/16 @ 6%				
General Rate				
Domestic (cents in a Rand)	1,08	Cents in a Rand	0,58	Cents in a Rand
Business/ Commercial (cents in a Rand)	2,16	Cents in a Rand	1,16	Cents in a Rand
Government/ Parastatals (State Owned) (cents in a Rand)	2,97	Cents in a Rand	1,16	Cents in a Rand
Agricultural (cents in a Rand)	1,08	Cents in a Rand	0,58	Cents in a Rand
Institutional (cents in a Rand)	2,16	Cents in a Rand	1,16	Cents in a Rand
Parking Development Rate (cents in a Rand)	0,17	Cents in a Rand	0,18	Cents in a Rand
Fire Levy				
Domestic - Per annum	293,37		310,97	
Business/ Commercial Per Annum	528,08		559,76	

The recommended increase in property rates is set at 6 % in line with the NT guidelines.

Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised bulk electricity pricing structure. NERSA has approved an increase of Eskom tariffs of 12.20 % and 14.24% for bulk purchases. It is also worth noting that municipality should increase the basic charge by 2 cents kWh as announced by the Minister of Finance. The municipality can however not apply this increase on the prepaid consumers this can only be applied on the conventional debtors. Attempts should be made to recover this amount from the consumers.

The following table shows the impact of the proposed increases in electricity tariffs:

Table 4 Comparison between current electricity charges and increases.

NERSA TARIFF APPLICATION 2015/2016

		2015/2016			2016/2017	
1	ELECTRICITY TARIFFS					
	DOMESTIC PREPAYMENT					
1	(TARRIF 1)					
		BLOCK 1	74	c/kw	79	c/kw
		BLOCK 2	90,73	c/kw	100	c/kw
		BLOCK 3	124,09	c/kw	141	c/kw
		BLOCK 4	137,71	c/kw	166	c/kw
1,1	DOMESTIC PREPAYMET	BLOCK 1	73,85	c/kw	79	c/kw
	(TARIFF 2)	BLOCK 2	90,73	c/kw	100	c/kw
	INDIGENT	BLOCK 3	124,09	c/kw	141	c/kw
		BLOCK 4	137,99	c/kw	166	c/kw
2	COMMERCIAL CONVENTIONAL					
2,1	Basic charge/month		298,04		334,4	
2,2	ENERGY CHARGE		135,68	C/KWh	152,233	C/KWh
3	COMMERCIAL PREPAYMENT		145,68		163,453	
	Energy charge/kwh				0	
	Small (tariff 3)		155,71	C/KWh	174,7066	C/KWh
	Big (tariff 4)		155,71	C/KWh	174,7066	C/KWh
	INDUSTRIAL LOW					
4	≤ 100KVA					
			R			
	Basic charge/month		902,323	/per month	1012,406	/per month
	Energy charge/kwh		53,695	C/KWh	60,24579	C/KWh
	Demand charge/kva		218,9575	/kva	245,6703	/kva
	INDUSTRIAL HIGH					
4,1	>100KVA					
	Basic charge per month		846,9098		950,2328	
	Energy charge		46,45691	C/KWh	52,12465	C/KWh
	Demand charge (kva)		205,5552	/KVA	230,6329	/KVA
	A minimum of 70% will be charged on all NMD readings per month					
5	CHARGES FOR SERVICES RENDERED					

5,1	Call out during working hours		321,2436		360,4353	
5,2	Call out after working hours		461,4286		517,7229	
5,3	Disconnect at request of consumer		315,1168		353,561	
5,4	Disconnect for improper use of service or illegal connection		574,0536		644,0881	
5,5	Disconnection for nonpayment of account		470,3856		527,7726	

5.4.2.3 Solid Waste Removal and Impact of Tariff Increases

Currently solid waste removal is operating at a deficit. It is recommended that the municipality work towards recouping the costs associated with the rendering of this service and as such tariffs should be cost driven. It is widely accepted that the rendering of this service should at least break even, which is currently not the case.

The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are hiring costs, increases in general expenditure and the cost of remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models. The outcomes of this investigation will be incorporated into the next planning cycle.

A 8 per cent increase in the waste removal tariff is proposed from 1 July 2015. Higher increases will not be viable in 2015/16 owing to the significant increases implemented in previous financial years as well as the overall impact of higher than inflation increases of other services.

The following table compares current and proposed amounts payable from 1 July 2015:

Table 5 Comparison between current waste removal fees and increases

ESTIMATES OF INCOME AND EXPENDITURE- TARIFFS AS FROM 01 JULY 2015				
		2013/2014	2014/2015	2015/2016
3,0	SOLID WASTE : Proposed increment 7%			
	Refuse Removal : Full Level of Service			
	Annual Charges			
3.1.1	Domestic (2 bags or bins once per week)	1823,13	1950,75	2067,79
3.1.2	week)	3667,08	3923,78	4159,21
3.1.3	Per additional bag or bin	1823,13	1950,75	2067,79
3.1.4	Per additional service removal per week	3667,08	3923,78	4159,21
3.1.5	240 L Bin rental per annum	new	new	
	Emptying charge of 240L bin per annum			
4,2	Refuse Removal : Full Level of Service			
	Monthly Charges	153,80	164,57	174,44
4.2.1	Domestic (2 bags or bins once per week)	3,79	4,05	4,30
4.2.2	week)	153,80	164,57	174,44
4.2.3	Per additional bag or bin	309,32	330,97	350,83
4.2.4	Per additional service removal per week			
4.2.5	240L Bin rental per month			12,00
4.2.6	240L Bin Clearance / per bin			25,00
4.2.7	Emptying charge of 240L bin : Household per month			99,78
4,3	Refuse Removal : Basic Level of Service			
	Annual Charges			
4.3.1	Domestic	1041,78	1114,71	1181,59
4.3.2	Business/Industry	2437,77	2608,41	2764,92
4.3.3	Government Institutions	2437,77	2608,41	2764,92
4.3.4	Coffee Bay & Hole-in-the-Wall			
4,4	Refuse Removal : Basic Level of Service			
	Monthly Charges			
4.4.1	Domestic	87,98	94,13	99,78
4.4.2	Business/Industry	205,24	219,60	232,78
4.4.3	Government Institutions	205,24	219,60	232,78
4,5	Sales			
4.5.1	240L Refuse bins (each)			R580
4.5.2	Plastic Refuse Bags (per pack)			
4,6	Skips			
4.6.1	Rental per skip per month	687,48	735,60	779,73
4.6.2	Rental per skip per year	8154,45	8725,26	9248,78
4.6.3	Charge per clearance of skip	483,86	517,74	548,80
		0,00	0,00	0,00
4,7	Excess Refuse	0,00	0,00	0,00
4.7.1	Garden Refuse (per 2.5lt load)	289,91	310,20	328,81
4.7.2	Removal of scrap vehicles (per vehicle load)	405,92	434,33	460,39
4.7.3	Hire of skip container per day : Garden Refuse / Excess	220,38	235,80	249,95
4,8	Penalty for Illegal Dumping : Proposed increment at 7%			
4.8.1	Garden and/ or domestic refuse	321,21	343,70	364,32
4,9	Trolley Bins			
4.9.1	Rental (per bin per month)	321,21	343,70	364,32
4.9.2	Charge per clearance	321,21	343,70	364,32
4,1	Disposal Charges to Mthatha & Mqanduli Landfill Site: Weigh Bridge			
4.10.1	Domestic & Trade Waste per tonne	new	new	50
4.10.2	Rubble or concrete per tonne			25
4.10.3	Material suitable to be used for cover	new	new	free
4,11	Disposal Charges to Mthatha & Mqanduli Site: Not Weighed			
4.11.1	Small vehicle up to 1 tonne load capacity	new	new	45
4.11.2	3 - 4 tonne vehicle	new	new	180
4.11.3	5 - 8 tonne vehicle	new	new	250
4,12	Garden Waste			
4.12.1	Clean Greens per tonne			20
4.12.2	Any other green material including tree trunks per tonne			33
4,13	Permits			
4.13.1	Domestic Solid Waste Handling Permit per vehicle per annum	new	new	500

Other direct income

The tariff increase on direct income is budgeted for at 6 % in line with the recommendations per circulars

5.4.2.4 Operating Expenditure Framework

The Municipality's expenditure framework for the 2015/16 budget and MTREF is informed by the following:

Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit. Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA. Operational gains and efficiencies will be directed to funding the capital budget and other core services; and strict adherence to the principle of no project plan no budget. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2015/16 budget and MTREF (classified per main type of operating expenditure):

Table 6 Summary of operating expenditure by standard classification item
EC157 King Sabata Dalindyebo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand										
Expenditure By Type										
Employee related costs	226 442	244 016	257 206	315 478	327 017	327 017	327 017	342 445	357 913	374 555
Remuneration of councillors	17 420	19 036	22 000	21 536	21 536	21 536	21 536	22 483	23 529	24 623
Debt impairment	22 132	25 677	68 162	30 000	30 000	30 000	30 000	30 050	31 823	33 605
Depreciation & asset impairment	179 044	97 077	112 742	102 800	162 784	162 784	162 784	205 000	217 095	229 252
Finance charges	9 107	5 631	5 242	5 400	5 400	5 400	5 400	5 400	5 719	6 039
Bulk purchases	144 976	162 454	181 850	196 507	196 507	196 507	196 507	224 883	256 906	293 490
Other materials										
Contracted services	17 236	17 142	13 936	13 885	8 047	8 047	8 047	6 900	7 498	7 919
Transfers and grants	26 198	27 817	20 000	20 000	20 000	20 000	20 000	24 000	25 416	26 839
Other expenditure	135 101	148 422	282 411	202 830	193 954	193 954	193 954	206 986	210 833	222 581
Loss on disposal of PPE										
Total Expenditure	777 656	747 271	963 548	908 437	965 245	965 245	965 245	1 068 147	1 136 731	1 218 904
Surplus/(Deficit)	(100 491)	54 166	(220 590)	(93 986)	(166 427)	(166 427)	(166 427)	(205 891)	(237 036)	(268 960)
Transfers recognised - capital	72 605	101 287	196 935	121 827	181 811	181 811	181 811	228 111	251 680	284 426
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributed assets	4 746		(29 982)							
	(23 141)	155 453	(53 637)	27 841	15 384	15 384	15 384	22 220	14 645	15 465
Surplus/(Deficit) after capital transfers & contributions										

5.4.2.5 Employee related costs.

The budgeted allocation for employee related costs for the 2015/16 financial year totals R342, 4 million after an increase of 4.4 %. The budget is 32% of the total operating revenue budget excluding capital grant income. This has however been distorted by the huge increase in budget for depreciation of R205 million

1.5.2. Remuneration of councillors

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The budget for this expenditure is set at R22.5 million after affecting an increment of 2.1 %. This represents 4% of the total operating revenue budget excluding capital operating grant income.

Employee related costs including remuneration of councillors are 34% of the total operating budget

5.4.2.6 Debt impairment

The provision of debt impairment was determined based on an annual historical costs and changes in accounting statements. The assumption is that the implementation of the debt collection strategy might yield good results. The budget for the debt impairment is R30 million.

5.4.2.7 Depreciation and impairment of assets.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. The budget for the 2015/16 financial is set at R205 million after considerations of the impairment and depreciation costs.

5.4.2.8 Finance Charges

Interest on external loans is budgeted for at R5.4 million after taking into account loans outstanding at the period of the adjustment budget for the 2015/16 financial year.

5.4.2.9 Electricity bulk purchases

Bulk purchases are directly informed by the purchase of electricity from Eskom which has been confirmed by NERSA to be 14.24 %. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The budget for the 2015/16 is R224.8 million.

5.4.2.10 Contracted Services

Contracted services excluding the collection of revenue are budgeted at R6.9 million.

5.4.2.11 Other general expenditure

Other expenditure comprises of various line items relating to the daily operations of the municipality. Growth has been limited to 6 per cent for 2015/16. This is done to cut none core expenditure and to focus on service delivery and other core functions of the municipality. The budget id set at R206.9 million for general expenditure. Included in the other expenditure are the following line items

5.4.2.12 Repairs and Maintenance

During the compilation of the 2015/16 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance and budget for this line item is set at R32.9 million which is 3.03% of the operating budget.

The norm is 8% and 40% of the PPE and capital budget respectively however the municipality due to cash flow challenges has not managed to meet the norms.

5.4.2.13 General expenses other

General expenditure is budgeted for at R174 million

5.4.2.14 Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

The budget for the current year is R24 million to cater for free basic electricity, alternative energy and subsidy for rates and other services.

5.4.2.15 Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 7 2016/17 Medium-term capital budget per vote

EC157 King Sabata Dalindyebo - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	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
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2	-	-	-	-	-	-	-	-	-	-
Vote 1 - EXECUTIVE & COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 2 - FINANCE & ASSET MANAGEMENT		-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 5 - PUBLIC SAFETY		-	-	-	-	-	-	-	-	-	-
Vote 6 - PLANNING, SOCIAL AND ECONOMIC DEVELOPMENT		-	-	-	-	-	-	-	-	-	-
Vote 7 - HUMAN SETTLEMENT		-	-	-	-	-	-	-	-	-	-
Vote 8 - INFRASTRUCTURE		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2	-	-	-	-	-	-	-	-	-	-
Vote 1 - EXECUTIVE & COUNCIL		2 292	1 325	49	-	-	-	-	-	-	-
Vote 2 - FINANCE & ASSET MANAGEMENT		3 950	5 746	3 784	8 158	4 686	4 686	4 686	3 142	3 421	3 740
Vote 3 - CORPORATE SERVICES		105	135	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY SERVICES		2 415	2 322	238	2 000	2 393	2 393	2 393	5 000	6 250	7 813
Vote 5 - PUBLIC SAFETY		11 293	3 142	2 628	2 224	3 516	3 516	3 516	5 243	6 167	7 299
Vote 6 - PLANNING, SOCIAL AND ECONOMIC DEVELOPMENT		13 483	1 063	11 628	-	4 130	4 130	4 130	350	370	392
Vote 7 - HUMAN SETTLEMENT		127 393	59 010	98 446	88 968	92 316	92 316	92 316	50 590	76	81
Vote 8 - INFRASTRUCTURE		137 891	250 985	142 475	216 969	219 648	219 648	219 648	194 676	103 501	109 249
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Total Capital Expenditure - Vote		298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Capital Expenditure - Standard											
Governance and administration		6 610	7 750	3 777	8 158	4 686	4 686	4 686	3 142	3 421	3 740
Executive and council		2 292	1 325	29	-	-	-	-	-	-	-
Budget and treasury office		3 950	2 835	3 748	8 158	4 686	4 686	4 686	3 142	3 421	3 740
Corporate services		368	3 590	-	-	-	-	-	-	-	-
Community and public safety		126 935	53 231	100 771	91 192	95 833	95 833	95 833	55 834	6 243	7 379
Community and social services		221	189	849	-	-	-	-	-	-	-
Sport and recreation		3 800	1 306	312	68	68	68	68	72	76	81
Public safety		10 843	3 023	2 531	2 224	3 517	3 517	3 517	5 243	6 167	7 299
Housing		112 001	48 713	97 079	88 900	92 248	92 248	92 248	50 518	-	-
Health		70	-	-	-	-	-	-	-	-	-
Economic and environmental services		73 484	121 083	94 990	95 969	100 191	100 191	100 191	89 026	87 814	93 522
Planning and development		9 547	10 151	3 800	-	4 130	4 130	4 130	350	370	392
Road transport		63 708	110 636	91 101	95 969	96 061	96 061	96 061	88 676	87 443	93 130
Environmental protection		229	297	89	-	-	-	-	-	-	-
Trading services		76 400	132 933	59 711	123 000	125 979	125 979	125 979	111 000	22 308	23 932
Electricity		74 283	130 513	59 397	121 000	123 586	123 586	123 586	106 000	16 058	16 119
Water		-	-	-	-	-	-	-	-	-	-
Waste water management		630	505	-	-	-	-	-	-	-	-
Waste management		1 487	1 914	314	2 000	2 393	2 393	2 393	5 000	6 250	7 813
Other		15 392	8 731	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	3	298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Funded by:											
National Government		140 708	211 990	134 559	99 482	102 068	102 068	102 068	183 102	98 962	103 871
Provincial Government		127 393	58 671	109 305	196 618	202 779	202 779	202 779	58 237	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	8 732	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	268 101	279 393	243 864	296 100	304 847	304 847	304 847	241 339	98 962	103 871
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-
Borrowing	6	15 392	-	-	-	-	-	-	-	-	-
Internally generated funds	6	15 329	44 335	15 384	22 220	21 842	21 842	21 842	17 663	20 824	24 703
Total Capital Funding	7	298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
3. Capital expenditure by standard classification must reconcile to the appropriations by vote
4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)
5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
7. Total Capital Funding must balance with Total Capital Expenditure
8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

check balance

Unbalanced

For 2015/16 an amount of R318.3 million of which R296.1 million is funded by grants and R22.2 million is funded by own income.
Refer to table below:

Vote Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand	1										
Funded by:											
National Government		134 921	140 708	211 990	91 367	134 559	134 559	134 559	99 482	100 706	107 541
Provincial Government		17 747	127 393	58 671	30 459	109 305	109 305	109 305	196 618	421 700	360 000
District Municipality				-							
Other transfers and grants				8 732							
Transfers recognised - capital	4	152 668	268 101	279 393	121 827	243 864	243 864	243 864	296 100	522 406	467 541
Public contributions & donations	5										
Borrowing	6	12 912	15 392								
Internally generated funds		4 746	15 329	44 335	27 842	15 384	15 384	15 384	22 220	14 645	15 465
Total Capital Funding	7	170 326	298 822	323 728	149 668	259 248	259 248	259 248	318 319	537 051	483 005

Table 8 MBRR Table A2- Budgeted Financial Performance (Revenue and expenditure by Standard Classification).
 EC157 King Sabata Dalindyebo - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue - Standard	1									
Governance and administration		358 496	514 428	396 828	509 490	449 585	449 585	481 551	504 747	531 446
Executive and council		3 175	2 193	37 421	1 585	2 659	2 659	2 521	2 659	2 806
Budget and treasury office		354 683	377 931	357 496	507 172	445 898	445 898	476 387	501 556	528 076
Corporate services		638	134 304	1 911	734	1 028	1 028	2 643	532	564
Community and public safety		7 980	15 435	85 479	37 479	46 302	46 302	81 701	101 111	198 888
Community and social services		712	666	7 430	3 106	7 205	7 205	4 777	1 768	1 875
Sport and recreation		19	19	627	665	1 098	1 098	1 164	1 234	1 308
Public safety		5 671	7 244	11 952	13 323	16 746	16 746	22 301	15 425	16 318
Housing		1 578	1 578	65 470	20 386	21 253	21 253	52 576	82 684	179 388
Health		-	5 927	-	-	-	-	884	-	-
Economic and environmental services		138 257	137 318	95 564	115 593	120 303	120 303	112 990	109 047	122 021
Planning and development		31 577	30 637	6 225	13 940	14 417	14 417	3 016	1 784	1 891
Road transport		106 681	106 681	89 339	101 653	105 886	105 886	109 974	107 262	120 129
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		235 544	235 544	331 756	301 558	364 443	364 443	414 126	436 472	382 013
Electricity		216 926	216 926	308 428	275 503	335 747	335 747	383 156	404 229	347 836
Water		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		18 618	18 618	23 328	26 055	28 696	28 696	30 970	32 242	34 177
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	2	740 277	902 724	909 627	964 120	980 633	980 633	1 090 368	1 151 376	1 234 368
Expenditure - Standard										
Governance and administration		364 243	333 214	480 433	428 910	477 302	477 302	572 061	599 057	632 355
Executive and council		47 260	47 260	117 355	84 558	81 222	81 222	84 110	88 874	93 781
Budget and treasury office		285 533	254 505	309 650	285 045	342 877	342 877	421 354	445 661	470 178
Corporate services		31 449	31 449	53 428	59 307	53 203	53 203	66 597	64 522	68 395
Community and public safety		128 696	128 696	118 017	124 449	127 680	127 680	101 002	102 990	106 493
Community and social services		12 868	12 868	20 699	19 369	18 005	18 005	13 906	12 990	12 791
Sport and recreation		7 178	7 178	13 987	12 415	10 808	10 808	7 872	8 242	8 628
Public safety		71 340	71 340	74 020	83 721	90 072	90 072	76 733	78 604	81 749
Housing		19 497	19 497	7 619	8 944	8 795	8 795	2 491	3 154	3 325
Health		17 814	17 814	1 692	-	-	-	-	-	-
Economic and environmental services		57 027	57 671	84 551	105 735	99 481	99 481	105 421	99 060	103 963
Planning and development		18 427	18 427	20 884	23 294	23 664	23 664	24 227	23 605	24 739
Road transport		35 546	36 190	59 700	76 937	71 488	71 488	79 695	73 935	77 711
Environmental protection		3 054	3 054	3 967	5 504	4 329	4 329	1 499	1 520	1 513
Trading services		227 689	227 689	280 262	277 185	276 170	276 170	311 884	350 268	391 557
Electricity		177 710	177 710	227 893	221 584	225 477	225 477	257 827	291 426	329 836
Water		-	-	-	-	-	-	-	-	-
Waste water management		1 455	1 455	2 555	4 330	3 592	3 592	3 619	3 790	3 969
Waste management		48 524	48 524	49 814	51 271	47 101	47 101	50 439	55 052	57 752
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Standard	3	777 656	747 271	963 263	936 278	980 633	980 633	1 090 368	1 151 376	1 234 368
Surplus/(Deficit) for the year		(37 378)	155 453	(53 636)	27 842	(0)	(0)	0	0	(0)

Table 9 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

EC157 King Sabata Dalindyebo - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue by Vote	1									
Vote 1 - EXECUTIVE & COUNCIL		3 175	2 256	37 421	1 585	2 659	2 659	2 521	2 659	2 806
Vote 2 - FINANCE & ASSET MANAGEMENT		354 683	377 931	357 496	507 172	445 898	445 898	476 387	501 556	528 076
Vote 3 - CORPORATE SERVICES		1 173	134 765	2 480	1 127	1 487	1 487	2 643	532	564
Vote 4 - COMMUNITY SERVICES		18 647	35 220	27 554	26 852	32 494	32 494	31 889	32 280	34 216
Vote 5 - PUBLIC SAFETY		16 473	20 212	28 321	30 818	37 241	37 241	38 962	38 454	40 728
Vote 6 - PLANNING, SOCIAL AND ECONOMIC DEVELOPMENT		30 458	7 290	3 424	14 995	16 474	16 474	11 723	1 512	1 603
Vote 7 - HUMAN SETTLEMENT		2 721	50 421	69 758	21 909	23 242	23 242	54 445	94 169	181 266
Vote 8 - INFRASTRUCTURE		312 947	282 771	382 338	359 661	421 138	421 138	471 797	480 215	445 109
Total Revenue by Vote	2	740 277	910 865	908 792	964 120	980 633	980 633	1 090 368	1 151 376	1 234 368
Expenditure by Vote to be appropriated	1									
Vote 1 - EXECUTIVE & COUNCIL		47 259	72 790	117 337	84 540	81 209	81 209	84 110	88 250	92 538
Vote 2 - FINANCE & ASSET MANAGEMENT		290 784	225 652	323 492	301 007	357 399	357 399	421 354	445 661	470 178
Vote 3 - CORPORATE SERVICES		28 136	28 569	42 854	46 737	42 009	42 009	44 034	44 064	46 305
Vote 4 - COMMUNITY SERVICES		76 564	55 966	68 317	67 802	66 711	66 711	64 383	68 926	72 286
Vote 5 - PUBLIC SAFETY		74 415	71 703	77 877	92 920	95 811	95 811	98 254	100 034	104 756
Vote 6 - PLANNING, SOCIAL AND ECONOMIC DEVELOPMENT		19 871	25 165	25 627	27 333	26 044	26 044	25 942	24 112	25 284
Vote 7 - HUMAN SETTLEMENT		13 263	13 846	24 022	26 617	25 225	25 225	26 187	26 939	28 214
Vote 8 - INFRASTRUCTURE		227 364	235 970	283 738	289 321	286 225	286 225	326 104	353 390	394 808
Total Expenditure by Vote	2	777 656	729 662	963 264	936 277	980 633	980 633	1 090 368	1 151 376	1 234 368
Surplus/(Deficit) for the year	2	(37 378)	181 202	(54 472)	27 843	-	-	(0)	0	(0)

Table 10 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

EC157 King Sabata Dalindyebo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	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
Revenue By Source											
Property rates	2	131 782	151 866	166 333	169 603	169 603	169 603	169 603	190 515	202 584	215 377
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	231 009	231 606	239 978	224 883	291 449	291 449	291 449	310 447	329 074	348 818
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	27 597	22 493	26 783	29 868	33 451	33 451	33 451	38 789	41 504	44 409
Service charges - other		12 841			10 011	1 972	1 972	1 972	6 464	6 727	5 036
Rental of facilities and equipment		13 629	14 635	15 055	20 588	14 991	14 991	14 991	18 093	19 263	20 510
Interest earned - external investments		9 553	5 238	4 408	8 243	4 444	4 444	4 444	4 711	4 984	5 274
Interest earned - outstanding debtors		20 826	20 734	25 091	28 397	28 397	28 397	28 397	30 101	31 847	33 694
Dividends received	4										
Fines		2 063	1 351	967	2 601	965	965	965	2 528	2 675	2 830
Licences and permits		11 438	12 301	13 618	22 869	14 943	14 943	14 943	16 046	16 976	17 961
Agency services											
Transfers recognised - operational		173 121	208 691	223 018	273 144	280 123	280 123	280 123	273 332	280 205	301 526
Other revenue	2	167 574	53 886	197 449	72 050	5 770	5 770	5 770	16 659	17 007	17 373
Gains on disposal of PPE						1 254	1 254	1 254	1 329	1 406	1 488
Total Revenue (excluding capital transfers and contributions)		801 437	722 800	912 702	862 256	847 362	847 362	847 362	909 014	954 253	1 014 296
Expenditure By Type											
Employee related costs	2	244 016	262 628	310 827	342 445	330 298	330 298	330 298	382 481	405 430	429 753
Remuneration of councillors		19 036	21 463	20 854	22 483	23 132	23 132	23 132	24 890	26 383	27 967
Debt impairment	3	25 677	42 110	25 638	30 050	30 050	30 050	30 050	28 053	29 680	31 402
Depreciation & asset impairment	2	97 077	395 589	294 620	205 000	272 989	272 989	272 989	241 339	241 339	241 339
Finance charges					5 400	17 400	17 400	17 400	17 400	17 400	17 400
Bulk purchases	2	162 454	170 233	185 321	224 883	224 883	224 883	224 883	246 022	269 148	294 448
Other materials	8										
Contracted services		17 142	15 342	7 889	6 900	7 611	7 611	7 611	7 935	8 411	8 915
Transfers and grants		-	-	-	24 000	24 000	24 000	24 000	24 000	24 000	24 000
Other expenditure	4, 5	148 422	207 380	171 292	206 986	200 004	200 004	200 004	160 570	156 275	180 872
Loss on disposal of PPE			(63 330)	42 038							
Total Expenditure		713 823	1 051 414	1 058 479	1 068 147	1 130 367	1 130 367	1 130 367	1 132 690	1 178 067	1 256 096
Surplus/(Deficit)											
Transfers recognised - capital		87 614	(328 614)	(145 777)	(205 891)	(283 005)	(283 005)	(283 005)	(223 677)	(223 815)	(241 800)
Contributions recognised - capital		101 287	178 365	164 242	228 111	304 847	304 847	304 847	241 339	98 962	103 871
Contributed assets	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Taxation											
Surplus/(Deficit) after taxation		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)

References

1. Classifications are revenue sources and expenditure type
2. Detail to be provided in Table SA1
3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment
4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
5. Repairs & maintenance detailed in Table A9 and Table SA34c
6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
7. Equity method
8. All materials not part of 'bulk' e.g. road making materials, pipe, cable etc.

check balance	7 698 835	-	-	-	-	-	-	-	-	-	-
Total revenue	902 724	901 165	1 076 944	1 090 367	1 152 209	1 152 209	1 152 209	1 152 209	1 150 353	1 053 215	1 118 166

Table 11 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

EC157 King Sabata Dalindyebo - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	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
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE & COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 2 - FINANCE & ASSET MANAGEMENT		-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 5 - PUBLIC SAFETY		-	-	-	-	-	-	-	-	-	-
Vote 6 - PLANNING, SOCIAL AND ECONOMIC DEVELOPMENT		-	-	-	-	-	-	-	-	-	-
Vote 7 - HUMAN SETTLEMENT		-	-	-	-	-	-	-	-	-	-
Vote 8 - INFRASTRUCTURE		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - EXECUTIVE & COUNCIL		2 292	1 325	49	-	-	-	-	-	-	-
Vote 2 - FINANCE & ASSET MANAGEMENT		3 950	5 746	3 784	8 158	4 686	4 686	4 686	3 142	3 421	3 740
Vote 3 - CORPORATE SERVICES		105	135	-	-	-	-	-	-	-	-
Vote 4 - COMMUNITY SERVICES		2 415	2 322	238	2 000	2 393	2 393	2 393	5 000	6 250	7 813
Vote 5 - PUBLIC SAFETY		11 293	3 142	2 628	2 224	3 516	3 516	3 516	5 243	6 167	7 299
Vote 6 - PLANNING, SOCIAL AND ECONOMIC DEVELOPMENT		13 483	1 063	11 628	-	4 130	4 130	4 130	350	370	392
Vote 7 - HUMAN SETTLEMENT		127 393	59 010	98 446	88 968	92 316	92 316	92 316	50 590	76	81
Vote 8 - INFRASTRUCTURE		137 891	250 985	142 475	216 969	219 648	219 648	219 648	194 676	103 501	109 249
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Total Capital Expenditure - Vote		298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Capital Expenditure - Standard											
Governance and administration		6 610	7 750	3 777	8 158	4 686	4 686	4 686	3 142	3 421	3 740
Executive and council		2 292	1 325	29	-	-	-	-	-	-	-
Budget and treasury office		3 950	2 835	3 748	8 158	4 686	4 686	4 686	3 142	3 421	3 740
Corporate services		368	3 590	-	-	-	-	-	-	-	-
Community and public safety		126 935	53 231	100 771	91 192	95 833	95 833	95 833	55 834	6 243	7 379
Community and social services		221	189	849	-	-	-	-	-	-	-
Sport and recreation		3 800	1 306	312	68	68	68	68	72	76	81
Public safety		10 843	3 023	2 531	2 224	3 517	3 517	3 517	5 243	6 167	7 299
Housing		112 001	48 713	97 079	88 900	92 248	92 248	92 248	50 518	-	-
Health		70	-	-	-	-	-	-	-	-	-
Economic and environmental services		73 484	121 083	94 990	95 969	100 191	100 191	100 191	89 026	87 814	93 522
Planning and development		9 547	10 151	3 800	-	4 130	4 130	4 130	350	370	392
Road transport		63 708	110 636	91 101	95 969	96 061	96 061	96 061	88 676	87 443	93 130
Environmental protection		229	297	89	-	-	-	-	-	-	-
Trading services		76 400	132 933	59 711	123 000	125 979	125 979	125 979	111 000	22 308	23 932
Electricity		74 283	130 513	59 397	121 000	123 586	123 586	123 586	106 000	16 058	16 119
Water		-	-	-	-	-	-	-	-	-	-
Waste water management		630	505	-	-	-	-	-	-	-	-
Waste management		1 487	1 914	314	2 000	2 393	2 393	2 393	5 000	6 250	7 813
Other		15 392	8 731	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	3	298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Funded by:											
National Government		140 708	211 990	134 559	99 482	102 068	102 068	102 068	183 102	98 962	103 871
Provincial Government		127 393	58 671	109 305	196 618	202 779	202 779	202 779	58 237	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	8 732	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	268 101	279 393	243 864	296 100	304 847	304 847	304 847	241 339	98 962	103 871
Public contributions & donations	5										
Borrowing	6	15 392									
Internally generated funds		15 329	44 335	15 384	22 220	21 842	21 842	21 842	17 663	20 824	24 703
Total Capital Funding	7	298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
3. Capital expenditure by standard classification must reconcile to the appropriations by vote
4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)
5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
7. Total Capital Funding must balance with Total Capital Expenditure
8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

Table 12 MBRR Table A6 - Budgeted Financial Position

EC157 King Sabata Dalindyebo - Table A6 Budgeted Financial Position

Description	Ref	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
ASSETS											
Current assets											
Cash		21 282	5 011	7 487	7 487	7 487	7 487	7 487	23 622	34 659	25 106
Call investment deposits	1	216 832	123 536	32 775	32 775	32 775	32 775	32 775	32 775	32 775	32 775
Consumer debtors	1	89 116	63 427	78 694	78 694	78 694	78 694	78 694	131 017	113 017	78 694
Other debtors				10 000	10 898	10 898	10 898	10 898	10 159	10 159	10 159
Current portion of long-term receivables											
Inventory	2	3 099	10 952	8 814	8 814	8 814	8 814	8 814	8 814	8 814	8 814
Total current assets		330 329	202 925	137 770	138 668	138 668	138 668	138 668	206 387	199 424	155 549
Non current assets											
Long-term receivables					157	157	157	157	-	-	-
Investments											
Investment property		124 511	195 168	205 205	205 205	205 205	205 205	205 205	205 205	205 205	205 205
Investment in Associate											
Property, plant and equipment	3	2 268 035	2 405 103	2 216 201	2 216 201	2 216 201	2 216 201	2 216 201	2 085 878	2 121 878	2 216 201
Agricultural											
Biological											
Intangible		185	466	1 694	640	640	640	640	1 535	1 535	1 535
Other non-current assets											
Total non current assets		2 392 732	2 600 737	2 423 101	2 422 203	2 422 203	2 422 203	2 422 203	2 292 619	2 328 619	2 422 942
TOTAL ASSETS		2 723 060	2 803 663	2 560 871	2 560 871	2 560 871	2 560 871	2 560 871	2 499 006	2 528 043	2 578 490
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	9 107	54 909	19 315	19 315	19 315	19 315	19 315	19 315	19 315	19 315
Consumer deposits		2 978	11 343	12 757	12 757	12 757	12 757	12 757	28 892	39 928	30 375
Trade and other payables	4	589 196	341 136	255 666	255 666	255 666	255 666	255 666	177 666	195 666	255 666
Provisions											
Total current liabilities		601 280	407 387	287 737	287 737	287 737	287 737	287 737	225 872	254 908	305 356
Non current liabilities											
Borrowing		59 169	157 984	47 313	47 313	47 313	47 313	47 313	47 313	47 313	47 313
Provisions		44 880	45 457	38 936	38 936	38 936	38 936	38 936	38 936	38 936	38 936
Total non current liabilities		104 049	203 441	86 249	86 249	86 249	86 249	86 249	86 249	86 249	86 249
TOTAL LIABILITIES		705 329	610 828	373 986	373 986	373 986	373 986	373 986	312 121	341 157	391 605
NET ASSETS	5	2 017 731	2 192 835	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		1 767 180	1 805 392	1 799 779	1 799 779	1 799 779	1 799 779	1 799 779	1 799 779	1 799 779	1 799 779
Reserves	4	250 551	387 443	387 106	387 106	387 106	387 106	387 106	387 106	387 106	387 106
TOTAL COMMUNITY WEALTH/EQUITY	5	2 017 731	2 192 835	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886

References

1. Detail to be provided in Table SA3
2. Include completed low cost housing to be transferred to beneficiaries within 12 months
3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)
4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.
5. Net assets must balance with Total Community Wealth/Equity
check balance

Test

Unbalanced Unbalanced Unbalanced Unbalanced Unbalanced Unbalanced Unbalanced Unbalanced Unbalanced Unbalanced Unbalanced

Table 13 MBRR Table A7 - Budget cash flow statement

EC157 King Sabata Dalindyebo - Table A7 Budgeted Cash Flows

Description	Ref	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
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates, penalties & collection charges		436 270	144 107	132 970	132 970	132 970	132 970	132 970	201 158	213 227	226 020
Service charges		167 213	313 567	323 077	323 077	323 077	323 077	323 077	355 700	377 304	398 264
Other revenue									39 667	38 914	41 301
Government - operating	1	88 139	190 676	223 018	223 018	223 018	223 018	223 018	273 332	280 205	301 526
Government - capital	1	36 691	169 822	75 573	75 573	75 573	75 573	75 573	241 339	98 962	103 871
Interest		12	5 238	4 408	4 408	4 408	4 408	4 408	34 812	36 831	38 968
Dividends					-	-	-	-	-	-	-
Payments											
Suppliers and employees		(569 147)	(869 015)	(661 338)	(661 338)	(661 338)	(661 338)	(661 338)	(821 898)	(865 648)	(941 955)
Finance charges		(9 107)	(26 228)	(16 290)	(16 290)	(16 290)	(16 290)	(16 290)	(17 400)	(17 400)	(17 400)
Transfers and Grants	1								(24 000)	(24 000)	(24 000)
NET CASH FROM/(USED) OPERATING ACTIVITIES		150 072	(71 834)	81 418	81 418	81 418	81 418	81 418	282 711	138 397	126 594
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		505							-	-	-
Decrease (Increase) in non-current debtors									-	-	-
Decrease (increase) other non-current receivables									-	-	-
Decrease (increase) in non-current investments		193 259							-	-	-
Payments											
Capital assets		(127 044)	(224 183)	(160 374)	(160 374)	(160 374)	(160 374)	(160 374)	(259 002)	(119 786)	(128 573)
NET CASH FROM/(USED) INVESTING ACTIVITIES		66 720	(224 183)	(160 374)	(160 374)	(160 374)	(160 374)	(160 374)	(259 002)	(119 786)	(128 573)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits									-	-	-
Payments											
Repayment of borrowing		7 672	186 450	(9 329)	(9 329)	(9 329)	(9 329)	(9 329)	(7 574)	(7 574)	(7 574)
NET CASH FROM/(USED) FINANCING ACTIVITIES		7 672	186 450	(9 329)	(9 329)	(9 329)	(9 329)	(9 329)	(7 574)	(7 574)	(7 574)
NET INCREASE/ (DECREASE) IN CASH HELD		224 464	(109 567)	(88 284)	(88 284)	(88 284)	(88 284)	(88 284)	16 135	11 037	(9 553)
Cash/cash equivalents at the year begin:	2	13 650	238 114	128 546	128 546	128 546	128 546	128 546	40 262	56 397	67 434
Cash/cash equivalents at the year end:	2	238 114	128 546	40 262	40 262	40 262	40 262	40 262	56 397	67 434	57 881

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less
3. The MTREF is populated directly from SA30.

Total receipts	728 831	823 409	759 046	759 046	759 046	759 046	759 046	759 046	1 146 009	1 045 445	1 109 949
Total payments	(705 298)	(1 119 426)	(838 001)	(838 001)	(838 001)	(838 001)	(838 001)	(838 001)	(1 122 300)	(1 026 834)	(1 111 928)
	23 532	(296 017)	(78 955)	(78 955)	(78 955)	(78 955)	(78 955)	(78 955)	23 709	18 611	(1 979)
Borrowings & investments & c.deposits	193 259	-	-	-	-	-	-	-	-	-	-
Repayment of borrowing	7 672	186 450	(9 329)	(9 329)	(9 329)	(9 329)	(9 329)	(9 329)	(7 574)	(7 574)	(7 574)
	224 464	(109 567)	(88 284)	(88 284)	(88 284)	(88 284)	(88 284)	(88 284)	16 135	11 037	(9 553)
	-	-	-	-	-	-	-	-	0	0	0

Table 14 MBRR Table A1 – Budget Summary
 EC157 King Sabata Dalindyebo - 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
Financial Performance										
Property rates	131 782	151 866	166 333	169 603	169 603	169 603	169 603	190 515	202 584	215 377
Service charges	271 447	254 099	266 762	264 761	326 873	326 873	326 873	355 700	377 304	398 264
Investment revenue	9 553	5 238	4 408	8 243	4 444	4 444	4 444	4 711	4 984	5 274
Transfers recognised - operational	173 121	208 691	223 018	273 144	280 123	280 123	280 123	273 332	280 205	301 526
Other own revenue	215 534	102 907	252 181	146 505	66 320	66 320	66 320	84 755	89 174	93 855
Total Revenue (excluding capital transfers and contributions)	801 437	722 800	912 702	862 256	847 362	847 362	847 362	909 014	954 253	1 014 296
Employee costs	244 016	262 628	310 827	342 445	330 298	330 298	330 298	382 481	405 430	429 753
Remuneration of councillors	19 036	21 463	20 854	22 483	23 132	23 132	23 132	24 890	26 383	27 967
Depreciation & asset impairment	97 077	395 589	294 620	205 000	272 989	272 989	272 989	241 339	241 339	241 339
Finance charges	-	-	-	5 400	17 400	17 400	17 400	17 400	17 400	17 400
Materials and bulk purchases	162 454	170 233	185 321	224 883	224 883	224 883	224 883	246 022	269 148	294 448
Transfers and grants	-	-	-	24 000	24 000	24 000	24 000	24 000	24 000	24 000
Other expenditure	191 240	201 502	246 857	243 935	237 664	237 664	237 664	196 557	194 366	221 188
Total Expenditure	713 823	1 051 414	1 058 479	1 068 147	1 130 367	1 130 367	1 130 367	1 132 690	1 178 067	1 256 096
Surplus/(Deficit)	87 614	(328 614)	(145 777)	(205 891)	(283 005)	(283 005)	(283 005)	(223 677)	(223 815)	(241 800)
Transfers recognised - capital	101 287	178 365	164 242	228 111	304 847	304 847	304 847	241 339	98 962	103 871
Contributions recognised - capital & contributed a	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	188 901	(150 249)	18 465	22 220	21 842	21 842	21 842	17 663	(124 853)	(137 929)
Capital expenditure & funds sources										
Capital expenditure	298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Transfers recognised - capital	268 101	279 393	243 864	296 100	304 847	304 847	304 847	241 339	98 962	103 871
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	15 392	-	-	-	-	-	-	-	-	-
Internally generated funds	15 329	44 335	15 384	22 220	21 842	21 842	21 842	17 663	20 824	24 703
Total sources of capital funds	298 822	323 728	259 248	318 319	326 689	326 689	326 689	259 002	119 786	128 573
Financial position										
Total current assets	330 329	202 925	137 770	138 668	138 668	138 668	138 668	206 387	199 424	155 549
Total non current assets	2 392 732	2 600 737	2 423 101	2 422 203	2 422 203	2 422 203	2 422 203	2 292 619	2 328 619	2 422 942
Total current liabilities	601 280	407 387	287 737	287 737	287 737	287 737	287 737	225 872	254 908	305 356
Total non current liabilities	104 049	203 441	86 249	86 249	86 249	86 249	86 249	86 249	86 249	86 249
Community wealth/Equity	2 017 731	2 192 835	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886	2 186 886
Cash flows										
Net cash from (used) operating	150 072	(71 834)	81 418	81 418	81 418	81 418	81 418	282 711	138 397	126 594
Net cash from (used) investing	66 720	(224 183)	(160 374)	(160 374)	(160 374)	(160 374)	(160 374)	(259 002)	(119 786)	(128 573)
Net cash from (used) financing	7 672	186 450	(9 329)	(9 329)	(9 329)	(9 329)	(9 329)	(7 574)	(7 574)	(7 574)
Cash/cash equivalents at the year end	238 114	128 546	40 262	40 262	40 262	40 262	40 262	56 397	67 434	57 881
Cash backing/surplus reconciliation										
Cash and investments available	238 114	128 546	40 262	40 262	40 262	40 262	40 262	56 397	67 434	57 881
Application of cash and investments	424 070	244 678	189 549	178 112	175 687	175 687	175 687	36 823	72 448	164 808
Balance - surplus (shortfall)	(185 957)	(116 131)	(149 287)	(137 850)	(135 425)	(135 425)	(135 425)	19 574	(5 014)	(106 927)
Asset management										
Asset register summary (WDV)	2 392 732	2 600 737	2 423 101	2 422 047	2 422 047	2 422 047	2 292 619	2 292 619	2 328 619	2 422 942
Depreciation & asset impairment	97 077	395 589	294 620	205 000	272 989	272 989	241 339	241 339	241 339	241 339
Renewal of Existing Assets	40 635	117 142	76 067	177 898	182 460	182 460	182 460	136 339	83 962	88 871
Repairs and Maintenance	-	35 216	27 702	32 877	31 608	31 608	33 289	33 289	35 219	37 262
Free services										
Cost of Free Basic Services provided	2 406	2 506	2 682	2 682	2 682	2 682	2 682	2 682	2 682	2 682
Revenue cost of free services provided	-	-	-	9 475	9 475	9 475	9 475	9 475	10 643	10 643
Households below minimum service level										
Water:	52	42	42	42	42	42	42	42	42	42
Sanitation/sew erage:	41	15	15	15	15	15	15	15	15	15
Energy:	30	81	81	81	81	81	81	81	81	81
Refuse:	68	76	76	76	76	76	76	76	76	76

Table 15 MBRR Table A8 – Cash Backed Reserves

EC157 King Sabata Dalindyebo - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	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
Cash and investments available											
Cash/cash equivalents at the year end	1	238 114	128 546	40 262	40 262	40 262	40 262	40 262	56 397	67 434	57 881
Other current investments > 90 days		0	-	0	0	0	0	0	0	(0)	0
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		238 114	128 546	40 262	40 262	40 262	40 262	40 262	56 397	67 434	57 881
Application of cash and investments											
Unspent conditional transfers		137 861	111 688	22 461	22 461	22 461	22 461	22 461	22 461	22 461	22 461
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	286 209	132 990	167 088	155 651	153 226	153 226	153 226	14 362	49 987	142 347
Other provisions		-	-	-	-	-	-	-	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		424 070	244 678	189 549	178 112	175 687	175 687	175 687	36 823	72 448	164 808
Surplus(shortfall)		(185 957)	(116 131)	(149 287)	(137 850)	(135 425)	(135 425)	(135 425)	19 574	(5 014)	(106 927)

References

1. Must reconcile with Budgeted Cash Flows
2. For example: VAT, taxation
3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)
4. For example: sinking fund requirements for borrowing
5. Council approval required for each reserve created and basis of cash backing of reserves

Other working capital requirements

Debtors	86 916	57 046	59 025	70 462	72 887	72 887	72 887	133 751	116 126	83 766
Creditors due	373 125	190 036	226 113	226 113	226 113	226 113	226 113	148 113	166 113	226 113
Total	(286 209)	(132 990)	(167 088)	(155 651)	(153 226)	(153 226)	(153 226)	(14 362)	(49 987)	(142 347)

Debtors collection assumptions

Balance outstanding - debtors	89 116	63 427	88 694	89 748	89 748	89 748	89 748	141 176	123 176	88 853
Estimate of debtors collection rate	97,5%	89,9%	66,5%	78,5%	81,2%	81,2%	81,2%	94,7%	94,3%	94,3%

Long term investments committed

Balance (Insert description; eg sinking fund)

	-	-	-	-	-	-	-	-	-	-
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Reserves to be backed by cash/investments

Housing Development Fund	-	-	-	-	-	-	-	-	-	-
Capital replacement	-	-	-	-	-	-	-	-	-	-
Self-insurance	-	-	-	-	-	-	-	-	-	-
Other (list)	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-

Table 16 MBRR Table A9 – Assets Management

EC157 King Sabata Dalindyebo - Table A9 Asset Management

Description	Ref	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	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	258 187	206 586	183 181	140 422	144 229	144 229	122 663	35 824	39 703
Infrastructure - Road transport		23 073	250	-	-	-	-	-	-	-
Infrastructure - Electricity		74 283	107 826	14 011	120 000	122 586	122 586	105 000	15 000	15 000
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		97 356	108 076	14 011	120 000	122 586	122 586	105 000	15 000	15 000
Community		129 192	52 559	32 033	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	31 638	45 950	137 137	20 422	21 643	21 643	17 663	20 824	24 703
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	40 635	117 142	76 067	177 898	182 460	182 460	136 339	83 962	88 871
Infrastructure - Road transport		40 635	94 069	76 067	87 200	87 200	87 200	85 821	83 962	88 871
Infrastructure - Electricity		-	-	-	1 798	1 000	1 000	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	88 900	94 260	94 260	50 518	-	-
Infrastructure		40 635	94 069	76 067	177 898	182 460	182 460	136 339	83 962	88 871
Community		-	23 073	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	-	-	-	-	-	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	63 708	94 319	76 067	87 200	87 200	87 200	85 821	83 962	88 871
Infrastructure - Road transport		74 283	107 826	14 011	121 798	123 586	123 586	105 000	15 000	15 000
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	88 900	94 260	94 260	50 518	-	-
Infrastructure		137 991	202 146	90 079	297 898	305 046	305 046	241 339	98 962	103 871
Community		129 192	75 632	32 033	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	31 638	45 950	137 137	20 422	21 643	21 643	17 663	20 824	24 703
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	298 822	323 728	259 248	318 319	326 689	326 689	259 002	119 786	128 573
ASSET REGISTER SUMMARY - PPE (WDV)										
Infrastructure - Road transport	5	94 070	94 069	94 069	94 069	94 069	94 069	78 102	83 962	88 871
Infrastructure - Electricity		246 572	357 105	357 105	357 105	357 105	357 105	357 105	357 105	357 105
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		1 923 030	1 949 232	1 760 330	1 760 330	1 760 330	1 760 330	1 645 974	1 676 114	1 765 528
Infrastructure		2 263 672	2 400 406	2 211 504	2 211 504	2 211 504	2 211 504	2 081 181	2 117 181	2 211 504
Community		-	-	-	-	-	-	-	-	-
Heritage assets		4 363	4 697	4 697	4 697	4 697	4 697	4 697	4 697	4 697
Investment properties		124 511	195 168	205 205	205 205	205 205	205 205	205 205	205 205	205 205
Other assets		-	-	-	-	-	-	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		185	466	1 694	640	640	640	1 535	1 535	1 535
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	2 392 732	2 600 737	2 423 101	2 422 047	2 422 047	2 422 047	2 292 619	2 328 619	2 422 942
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment	3	97 077	395 589	294 620	205 000	272 989	272 989	241 339	241 339	241 339
Repairs and Maintenance by Asset Class		-	35 216	27 702	32 877	31 608	31 608	33 289	35 219	37 262
Infrastructure - Road transport		-	14 413	10 191	10 143	17 100	17 100	18 326	19 389	20 513
Infrastructure - Electricity		-	9 586	7 037	10 737	5 241	5 241	5 838	6 176	6 534
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	23 999	17 227	20 880	22 340	22 340	24 164	25 565	27 048
Community		-	1 013	2 496	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	-	10 204	7 979	11 997	9 268	9 268	9 125	9 654	10 214
TOTAL EXPENDITURE OTHER ITEMS		97 077	430 805	322 323	237 877	304 597	304 597	274 628	276 559	278 602
Renewal of Existing Assets as % of total capex		13,6%	36,2%	29,3%	55,9%	55,9%	55,9%	52,6%	70,1%	69,1%
Renewal of Existing Assets as % of deprecn"		41,9%	29,6%	25,8%	86,8%	66,8%	66,8%	56,5%	34,8%	36,8%
R&M as a % of PPE		0,0%	1,5%	1,2%	1,5%	1,4%	1,4%	1,6%	1,7%	1,7%
Renewal and R&M as a % of PPE		2,0%	6,0%	4,0%	9,0%	9,0%	9,0%	7,0%	5,0%	5,0%

References

1. Detail of new assets provided in Table SA34a
 2. Detail of renewal of existing assets provided in Table SA34b
 3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c
 4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure
 5. Must reconcile to 'Budgeted Financial Position' (written down value)
 6. Donated/contributed and assets funded by finance leases to be allocated to the respective category
 7. Including repairs and maintenance to agricultural, biological and intangible assets
- Check balance to A6

Table 17 MBRR Table A10 – Ser Del

EC157 King Sabata Dalindyebo - Table A10 Basic service delivery measurement

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Household service targets										
Water:										
Piped water inside dwelling	1	21 413	42 626	42 626	42 626	42 626	42 626	42 626	42 626	42 626
Piped water inside yard (but not in dwelling)		16 771	24 405	24 405	24 405	24 405	24 405	24 405	24 405	24 405
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		38 184	67 031	67 031	67 031	67 031	67 031	67 031	67 031	67 031
Using public tap (< min.service level)	3	51 512	42 434	42 434	42 434	42 434	42 434	42 434	42 434	42 434
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		51 512	42 434	42 434	42 434	42 434	42 434	42 434	42 434	42 434
Total number of households	5	89 696	109 465	109 465	109 465	109 465	109 465	109 465	109 465	109 465
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		22 174	37 356	37 356	37 356	37 356	37 356	37 356	37 356	37 356
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		26 191	53 138	53 138	53 138	53 138	53 138	53 138	53 138	53 138
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		48 365	90 494	90 494	90 494	90 494	90 494	90 494	90 494	90 494
Bucket toilet		1 458	496	496	496	496	496	496	496	496
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		39 874	14 416	14 416	14 416	14 416	14 416	14 416	14 416	14 416
<i>Below Minimum Service Level sub-total</i>		41 332	14 912	14 912	14 912	14 912	14 912	14 912	14 912	14 912
Total number of households	5	89 697	105 406	105 406	105 406	105 406	105 406	105 406	105 406	105 406
Energy:										
Electricity (at least min.service level)		400	450	450	450	450	450	450	450	450
Electricity - prepaid (min.service level)		36 985	76 732	76 732	76 732	76 732	76 732	76 732	76 732	76 732
<i>Minimum Service Level and Above sub-total</i>		37 385	77 182	77 182	77 182	77 182	77 182	77 182	77 182	77 182
Electricity (< min.service level)		18 130	60 464	60 464	60 464	60 464	60 464	60 464	60 464	60 464
Electricity - prepaid (< min. service level)		12 230	20 888	20 888	20 888	20 888	20 888	20 888	20 888	20 888
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		30 360	81 352	81 352	81 352	81 352	81 352	81 352	81 352	81 352
Total number of households	5	67 745	158 534	158 534	158 534	158 534	158 534	158 534	158 534	158 534
Refuse:										
Removed at least once a week		21 498	27 562	27 562	27 562	27 562	27 562	27 562	27 562	27 562
<i>Minimum Service Level and Above sub-total</i>		21 498	27 562	27 562	27 562	27 562	27 562	27 562	27 562	27 562
Removed less frequently than once a week		45 056	64 603	64 603	64 603	64 603	64 603	64 603	64 603	64 603
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		23 143	11 494	11 494	11 494	11 494	11 494	11 494	11 494	11 494
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		68 199	76 097	76 097	76 097	76 097	76 097	76 097	76 097	76 097
Total number of households	5	89 697	103 659	103 659	103 659	103 659	103 659	103 659	103 659	103 659
Households receiving Free Basic Service										
Water (6 kilolitres per household per month)	7	-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		6	6	6	6	6	6	6	6	6
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		2 400	2 500	2 676	2 676	2 676	2 676	2 676	2 676	2 676
Total cost of FBS provided		2 406	2 506	2 682	2 682	2 682	2 682	2 682	2 682	2 682
Highest level of free service provided per household										
Property rates (R value threshold)		40 000	40 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000
Water (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average litres per week)		8	8	8	8	8	8	8	8	8
Revenue cost of subsidised services provided (R'000)										
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)	9									
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	-	-	9 475	9 475	9 475	9 475	10 643	10 643
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates	6									
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided		-	-	-	9 475	9 475	9 475	9 475	10 643	10 643

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 (informal settlements receiving services must be included)
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 (informal settlements must be included)
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 SA1)

EC157 King Sabata Dalindyebo - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	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
<u>Borrowing Management</u>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	-1,1%	-17,7%	0,9%	1,4%	2,4%	2,4%	2,4%	2,2%	2,1%	2,0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	-1,2%	-36,3%	1,4%	2,5%	4,7%	4,7%	4,7%	3,9%	3,7%	3,5%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	23,6%	40,8%	12,2%	12,2%	12,2%	12,2%	12,2%	12,2%	12,2%	12,2%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,9	0,8	0,5
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0,5	0,5	(0,0)	(0,0)	(0,0)	(0,0)	(0,0)	0,3	0,2	0,0
Liquidity Ratio	Monetary Assets/Current Liabilities	0,4	0,3	0,1	0,1	0,1	0,1	0,1	0,2	0,3	0,2
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		149,7%	112,7%	105,3%	105,0%	91,9%	91,9%	91,9%	101,9%	101,8%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		149,7%	112,7%	105,3%	105,0%	91,9%	91,9%	91,9%	101,9%	101,8%	101,7%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	11,1%	8,8%	9,7%	10,4%	10,6%	10,6%	10,6%	15,5%	12,9%	8,8%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))										
Creditors to Cash and Investments		156,7%	147,8%	561,6%	561,6%	561,6%	561,6%	561,6%	262,6%	246,3%	390,6%

Other Indicators												
Electricity Distribution Losses (2)	Total Volume Losses (kW)											
	Total Cost of Losses (Rand '000)											
	% Volume (units purchased and generated less units sold)/units purchased and generated											
Water Distribution Losses (2)	Total Volume Losses (kℓ)											
	Total Cost of Losses (Rand '000)											
	% Volume (units purchased and generated less units sold)/units purchased and generated											
Employee costs	Employee costs/(Total Revenue - capital revenue)	30,4%	36,3%	34,1%	39,7%	39,0%	39,0%	39,0%	42,1%	42,5%	42,4%	
Remuneration	Total remuneration/(Total Revenue - capital revenue)	33,2%	40,8%	38,2%	42,3%	41,7%	41,7%	41,7%	44,8%	45,3%	45,1%	
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0,0%	4,9%	3,0%	3,8%	3,7%	3,7%	3,7%	3,7%	3,7%	3,7%	
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	12,1%	54,7%	32,3%	24,4%	34,3%	34,3%	34,3%	28,5%	27,1%	25,5%	
IDP regulation financial viability indicators		-										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	(3,5)	37,4	50,2	42,9	42,9	42,9	13,4	14,3	14,5	15,3	
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	21,4%	15,1%	19,8%	19,7%	17,5%	17,5%	17,5%	25,0%	20,6%	14,0%	
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	5,3	2,0	0,8	0,7	0,7	0,7	0,7	0,9	1,0	0,8	

References

1. Consumer debtors > 12 months old are excluded from current assets
2. Only include if services provided by the municipality

Calculation data

Debtors > 90 days

144 700 144 700 144 700 144 700 144 700 144 700 144 700 144 700

Monthly fixed operational expenditure	44 614	65 098	50 810	58 802	58 671	58 671	58 671	63 620	67 616	72 888
Fixed operational expenditure % assumption	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%	40,0%
Own capex	30 721	44 335	15 384	22 220	21 842	21 842	21 842	17 663	20 824	24 703
Borrowing	-	-	-	-	-	-	-	-	-	-

5.4.2.16 Part 2 – Supporting Documentation

5.4.2.16.1 Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aims of the Budget Steering Committee are to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the Municipality's IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

5.4.2.16.2 Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year .e. in August 2014 a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule in August 2014. Key dates applicable to the process were:

5.4.2.16.3 Financial Strategy

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for a municipality.

With the demands for growth, come risks that need to be managed. Wherever possible, the municipality will set benchmarks appropriate for a developing – growing municipality and strive to achieve these benchmarks within the medium-term.

The priority from the financial perspective is the viability and sustainability of the municipality. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas, which have been identified, are detailed below.

The Financial Management Framework

It is essential that the municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue.

Sustainability

The municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable, and that the full costs of service delivery are recovered. However, to ensure that households, which are too poor to pay for even a proportion of service costs, at least have access to basic services, there is a need for subsidisation of these households.

5.4.2.16.4 Effective and Efficient Use of Resources

In an environment of limited resources, it is essential that the municipality make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people's access to basic services.

Accountability, Transparency and Good Governance

The municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames.

Equity and Redistribution

The municipality must treat people fairly and justly when it comes to the provision of services. In the same way the municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The 'equitable share' from national government will

be used primarily for targeted subsidies to poorer households. In addition, the municipality will continue to cross-subsidise between high- and low-income consumers within a specific service (e.g. electricity) or between services.

5.4.2.16.5 Development and Investment

In order to deal effectively with backlogs in services, there is a need for the municipality to maximise its investment in municipal infrastructure. The other funding mechanism that will be explored.

Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA etc.) provides an additional instrument to access financial resources. However, it is clear that the municipality cannot borrow to balance its budget and pay for overspending. The municipality's credit rating should also be looked at.

Revenue Enhancement Strategy

The Council has adopted revenue enhancement strategy. The strategy estimate annual revenues through a conservative, objective and analytical process based on realistically expected income. The municipality will consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges.

The municipality has adopted a new valuation roll based on market values of all properties within its boundary as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases. This will be reviewed after a period of four years but in between supplementary valuation takes place.

Tariffs have been set to reflect the development and social policies of the Council. The municipality will continue to identify and pursue grants and appropriations from Province, Central Government and other agencies that are consistent with the municipality's goals and strategic plan. The municipality will follow an aggressive policy of collecting revenues.

5.4.2.16.6 Credit Control Policies and Procedures

Policies are being reviewed annually to address operational gaps in order to assist administration to collect revenue due to the municipality.

The review and implementation of a Credit Control & Debt Collection Policy.

Administration team will apply credit control policies which maximize collection while providing relief for the indigent; Credit control policies that recognize the basic policy of customer care and convenience. This policy and the relevant

procedures detail all areas of credit control, collection of amounts billed to customers, procedures for non-payment etc. The review and implementation of an Indigent Policy This policy defines the qualification criteria for an indigent, the level of free basic services enjoyed by indigent households, penalties for abuse etc.

The review and implementation of a Tariff Policy

This policy will ensure that fair tariffs are charged in a uniform manner throughout the council area.

The review and implementation of a Property Rates Policy

This will ensure that a fair rates policy and an updated valuation roll is applied to the entire area and will aim to ensure that all properties are included in the municipality's records. Furthermore the policy will ensure that valuations are systematically carried out.

Review of Indigent Policy

This policy aims to enhance the delivery of Free Basic Services to poor households, and assist municipality in developing innovative, reliable and integrated billing systems that would allow for improved delivery of services and an effective and efficient billing system for the debtors/consumers of the municipality.

The billing is done on a monthly basis in line with billing standards and norms of revenue management

The development and implementation of an Improved Payment Customer Incentive Scheme

The strategy has been developed and its aims is to implement innovative cost effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems.

This scheme once approved by Council will be used to offer incentives and prizes that will be made available to encourage customers to pay their accounts promptly.

Asset Management Strategies and Programmes

The following are some of the more significant programmes that have been identified:

The implementation of an integrated asset management system.

This programme will involve the investigation, identification and implementation of a suitable integrated asset management system. It will also include the capture of all assets onto this system, the maintenance of this system and the production of a complete asset register in terms of GRAP requirements.

The development and implementation of the fixed asset infrastructure roadmap i.e. action plan.

This plan will involve a status quo assessment of current infrastructure assets, the implementation of individual action plans within the roadmap and the development of individual infrastructure asset registers. This project is contingent on the

various Directorates maintaining their respective infrastructure asset registers and supplying all the necessary information to the Asset Management Section to enable the necessary infrastructure asset information to be included in the asset register in terms of GRAP requirements.

The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio.

This programme will involve the identification of risks in conjunction with insurers and all Directorates and the review and update of the asset and risk insurance procedure manual. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per the renewal terms.

Financial Management Strategies and Programmes

The following are some of the more significant programmes that have been identified:

The review of the computerised accounting system and integration of all computerised systems and acquisition of hardware and software required

The integration of computerised systems and acquisition of the required hardware and software within the King Sabata Dalindyebo area to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the municipality.

5.4.2.16.7 Training and development of financial and other staff

The aim of this project will be to constantly ensure that the Financial (and other) staff receive the training they require to ensure a cost effective and efficient service to the municipality.

Enhance budgetary controls and timeliness of financial data

The improvement of the Budget Office with respect to producing financial information and monitoring/reporting on budget variances will improve. Some of the more significant measures of acceptable performance in this area will be: Financial bottom line matched to forecasts to a 10% variance level Receipt of unqualified audit reports Monthly financial statements produced within 10 days of month-end etc.

The development and implementation of a policy for accessing finance (including donor finance): Investigation of service delivery options and public/private partnerships

This refers to the ongoing investigation into how the municipality can service the community in the most efficient and effective manner, including an investigation of public/private partnerships for service delivery.

Other Operating and Financial Management Policies

The financial policies of the King Sabata Dalindyebo Local Municipality provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services

for the citizens of municipality. It is the goal of the municipality to achieve a strong financial position with its ability to:

- effectively maintain, improve and expand the municipality's infrastructure;
- manage the municipality's budget and cash flow to the maximum benefit of the community;
- prudently plan, coordinate and implement responsible and sustainable community development and growth;
- provide a high level of fire and other protective services to assure public health and safety.

King Sabata Dalindyebo Municipality's financial policies shall address the following fiscal goals: -

- keep the municipality in a fiscally sound position in both the long and short term;
- maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- operate utilities in a responsive and fiscally sound manner;
- maintain existing infrastructure and capital assets;
- provide a framework for the prudent use of debt financing; and
- direct the municipality's financial resources toward meeting the goals of the Council's IDP.

The annual budget is the central financial planning document that embodies all operating revenue and expenditure decisions. It establishes the level of services to be provided by each department.

The budget will be subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goal. The budget will be subject to a mid-term review, which will result in a Revised Budget.

Adequate maintenance and replacement of the Council's capital plant and equipment will be provided for in the annual budget. The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have Revenue plans based on realistically expected income and expenditure figures. Plans will be included to achieve maximum revenue collection percentages.

Funding and Reserve Policy

This Funding and Reserves Policy will set out the assumptions and methodology for estimating –

- (i) projected billings, collections and all direct revenues;
- (ii) the provision for revenue that will not be collected;
- (iii) the funds the Municipality can expect to receive from investments;
- (iv) the dividends the Municipality can expect to receive from Municipal entities;
- (v) assets;
- (vi) the Municipality's borrowing requirements; and
- (vii) the funds to be set aside in reserves.

The Municipality will only spend money on a capital project only if the sources of funding have been considered, are available and have not been committed for other purposes.
Investment Policies

In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations: "Each Municipal Council and Governing body shall adopt by resolution an investment policy regarding the investment of its money not immediately required.

Investments of the municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the City to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program.

The municipality will continue the current cash management and investment practices, which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third. Investment shall be made with care, skill, prudence and diligence.
Asset Management Policies

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of King Sabata Dalindyebo Municipality.

A fixed asset shall mean an asset, either movable or immovable, under the control of the municipality, and from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond 12 months.

The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.

Policy gives guidance on the compilation of our grap compliant fixed asset register to ensure that assets are adequately maintained, a programme for the planned maintenance and replacement of all fixed and moveable assets is essential.

The municipality experience challenges on the current assets register during the preparation of the annual financial and the issues raised will be corrected.

Supply Chain Management System Policy and Management

Section 111 of the Local Government Municipal Finance Management Act (MFMA) requires municipalities to develop and implement a supply chain management policy. The principle objective of the legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the

system must be fair, equitable, transparent, competitive and cost effective.

Supply Chain Management (SCM) generally refers to the management of activities along the supply chain including the supplier, manufacturer, wholesaler, retailer and consumer. The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy. The reviewed supply chain management policy has been approved by council I to address the component of BBBEE. The KSD Municipality has a fully-fledged SCM unit that is headed by General Manager with the support staff including the contract management unit that is headed by its manager.

The municipality has a supply chain management unit which performs the following functions, procurement, asset management and creditor management as well as management of contracts. The function plays a major role in developing and keeping good relations with the suppliers which ensures that services are delivered as may be required. The unit's personnel requirements are well fulfilled when it comes to the main and core personnel. These include a general manager, managers responsible for all three major functions, officers and principal accountants.

The unit is also a custodian of competitive bidding which is performed through BID committees. These were appointed and trained to ensure that they are functional. The following are the committees referred to:

BID specification committee
BID evaluation committee
BID adjudication committee
Quotation Committee

The turn-over rate of the procurement process is as follows:-

- Quotations – five days
- Seven day tender- fourteen days
- Competitive bidding- thirty days

To ensure objectivity and avoid corruption there is no member in any of the committees that serves in more than one committee. These sit on set dates and all members have appointment letters to their respective committees as set up by the municipality's accounting officer.

The unit also performs the function of managing contracts in conjunction with the municipality's legal section. The municipality has both the legal advisor and a person responsible for managing contracts.

The Municipal filing system

Each individual Municipal Department Utilizes own individuals filing system. However, the Municipality is in the process of introducing share point to centralize its filing system.

The finance directorate has set aside three strong rooms to keep their files / archives

5.4.2.16.8 Municipal financial performance

The section deals with the municipality's performance against the set performance objectives, comparisons will be made between at least the past two years.

Capital Budget Implementation

The municipality's analysis on its capital budget spending over the past two years reveals that the municipality spent 56 percent of its capital budget in the 2012-13 financial year with a percentage increase during the 2012-13 financial year. It is also worth noting the high spending on the roads infrastructure to try and address the roads infrastructure problem within the municipal area.

5.4.2.16.9 Capital grant funding and spending

The municipality's capital budget is majorly funded from government grants owing to the nature of the municipality's demographics as will be seen on other chapters. Below is an analysis on how the municipality has been performing in terms of spending these grants as may be verified in the municipality's annual report. The percentages here show the same percentages as the municipality's capital expenditure owing to the funding sources of the capital budget.

CAPITAL GRANT FUNDING PERFORMANCE

EC157 King Sabata Dalindyebo - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	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	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants:										
National Government:		185 784	199 405	217 313	262 966	263 428	263 428	271 388	278 148	299 349
Local Government Equitable Share		169 531	184 567	206 246	251 210	251 210	251 210	249 468	265 719	280 838
Finance Management		2 146	1 550	1 600	1 675	1 675	1 675	1 810	2 145	2 400
Municipal Systems Improvement		800	926	934	930	1 035	1 035	1 300	1 365	1 434
Infrastructure Skills Development		8 000	3 492	3 000	3 200	3 557	3 557	5 000	4 500	5 000
EPWP Incentive		1 000	1 000	1 529	1 768	1 768	1 768	1 699	4 419	4 677
Municipal Infrastructure Grant		2 807	3 444	4 004	4 183	4 183	4 183	4 111	4 419	4 677
Electricity Demand Side Management		1 500	4 426					8 000	-	5 000
Provincial Government:		13 650	13 234	9 074	2 719	9 236	9 236	-	-	-
Various		11 936	10 520	7 360	1 005	5 381	5 381			
Housing		-				974	974			
Sport and Recreation		1 714	1 714	1 714	1 714	2 774	2 774			
EPWP Incentive			1 000							
District Municipality: [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants		199 434	212 639	226 387	265 686	272 664	272 664	271 388	278 148	299 349
Capital expenditure of Transfers and Grants										
National Government:		102 377	211 990	134 044	99 482	102 068	102 068	103 102	98 962	103 871
Municipal Infrastructure Grant (MIG)		53 380	94 069	76 067	79 482	79 482	79 482	78 102	83 962	88 871
Neighbourhood Development Partnership		8 446								
Rural Households Infrastructure		9 000								
Integrated National Electrification Programme		31 551	117 921	57 977	20 000	22 586	22 586	25 000	15 000	15 000
Public Transport and Systems		-								
Other capital transfers/grants [insert desc]										
Provincial Government:		136 463	67 403	30 459	196 618	202 779	202 779	138 237	-	-
Various		136 463	67 403	30 459	196 618	202 779	202 779	138 237		
District Municipality: [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		238 841	279 394	164 504	296 100	304 847	304 847	241 339	98 962	103 871
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		438 275	492 032	390 890	561 785	577 511	577 511	512 727	377 110	403 220

References

1. Expenditure must be separately listed for each transfer or grant received or recognised

5.4.2.16.10 Revenue Collection

This function ensures that the municipality realises the revenues as budgeted for to ensure that the municipality's plans are implementable. The table below analyses how the municipality's has been performing in terms of realising the revenues as budgeted for by the municipality.

The table shows that the municipality realised 87 percent of its budgeted revenue during the 2015-16 financial year while an increase of 05 percent was recorded in the following year.

EC157 King Sabata Dalindyebo - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	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
Revenue - Standard	1									
Governance and administration		514 428	396 828	449 585	481 551	482 209	482 209	510 931	540 213	555 807
Executive and council		2 193	37 421	2 659	2 521	2 301	2 301	2 642	2 784	2 936
Budget and treasury office		377 931	357 496	445 898	476 387	477 373	477 373	505 870	534 869	550 151
Corporate services		134 304	1 911	1 028	2 643	2 535	2 535	2 420	2 560	2 720
Community and public safety		15 435	85 479	46 302	81 701	80 101	80 101	53 676	11 896	17 605
Community and social services		666	7 430	7 205	4 777	5 552	5 552	176	187	198
Sport and recreation		19	627	1 098	1 164	67	67	71	76	81
Public safety		7 244	11 952	16 746	22 301	16 547	16 547	10 980	11 634	12 326
Housing		1 578	65 470	21 253	52 576	56 946	56 946	33 600	-	-
Health		5 927	-	-	884	990	990	8 850	-	5 000
Economic and environmental services		137 318	95 564	120 303	112 990	106 273	106 273	127 234	111 120	117 801
Planning and development		30 637	6 225	14 417	3 016	2 867	2 867	1 760	1 939	2 154
Road transport		106 681	89 339	105 886	109 974	103 406	103 406	125 474	109 181	115 647
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		235 544	323 294	460 754	414 125	483 625	483 625	458 512	389 986	426 954
Electricity		216 925	299 966	432 058	383 154	449 216	449 216	419 386	348 121	382 161
Water		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		18 618	23 328	28 696	30 970	34 409	34 409	39 126	41 865	44 793
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	2	902 724	901 165	1 076 944	1 090 367	1 152 209	1 152 209	1 150 353	1 053 215	1 118 166
Expenditure - Standard										
Governance and administration		333 214	568 584	555 147	563 902	558 279	558 279	566 503	577 117	600 704
Executive and council		47 260	118 431	81 222	84 110	79 104	79 104	84 946	89 469	94 423
Budget and treasury office		254 505	396 725	420 722	413 195	410 439	410 439	429 918	431 893	444 473
Corporate services		31 449	53 428	53 203	66 597	68 736	68 736	51 640	55 755	61 808
Community and public safety		128 696	118 017	127 680	96 777	152 340	152 340	132 832	131 410	144 282
Community and social services		12 868	20 699	18 005	11 906	13 568	13 568	10 924	11 577	12 270
Sport and recreation		7 178	13 987	10 808	7 872	7 872	7 872	8 416	8 921	9 455
Public safety		71 340	74 020	90 072	74 508	82 221	82 221	92 148	97 669	103 521
Housing		19 497	7 619	8 795	2 491	48 679	48 679	7 734	8 197	8 687
Health		17 814	1 692	-	-	-	-	13 611	5 046	10 349
Economic and environmental services		57 671	84 551	99 481	95 584	110 544	110 544	104 397	108 911	115 623
Planning and development		18 427	20 884	23 664	24 159	22 631	22 631	20 275	21 488	22 773
Road transport		36 190	59 700	71 488	69 925	76 238	76 238	79 313	82 326	87 448
Environmental protection		3 054	3 967	4 329	1 499	11 675	11 675	4 809	5 097	5 403
Trading services		227 689	280 262	276 170	311 884	309 204	309 204	328 959	360 629	395 486
Electricity		177 710	227 893	225 477	257 827	257 385	257 385	276 685	305 229	336 774
Water		-	-	-	-	-	-	-	-	-
Waste water management		1 455	2 555	3 592	3 619	3 365	3 365	3 813	4 042	4 284
Waste management		48 524	49 814	47 101	50 439	48 455	48 455	48 460	51 358	54 429
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Standard	3	747 271	1 051 414	1 058 479	1 068 147	1 130 367	1 130 367	1 132 690	1 178 067	1 256 096
Surplus/(Deficit) for the year		155 453	(150 249)	18 465	22 220	21 842	21 842	17 663	(124 853)	(137 929)

References

- Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
- Total Revenue by standard classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)
- Total Expenditure by Standard Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)
- All amounts must be classified under a standard classification (modified GFS). The GFS function 'Other' is only for Abbatoirs, Air Transport, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

check oprev balance	-	-	-	0	0	0	0	0	0
check opexp balance	33 448 453	-	0	-0	-0	-0	-0	0	0

5.4.2.16.11 Municipal control procedures

The municipality has policies in place that guide its operations and ensure that duties and functions are performed accordingly. These are further broken down into control procedures in the form of procedure manuals. The municipality has procedures to control a variety of performance areas but the most important ones will be highlighted here.

The municipality has procedures to control the following major areas:

- Asset management
- Procurement of goods and services
- Expenditure
- Budget implementation
- Reconciliations
- Asset management procedures

These set out procedures and processes to follow in the management of assets which ranges from planning the acquisition, during the acquisition, on receipt of the assets, the recording, maintenance and up to the disposal of an asset. These ensure that all municipal assets are accounted for and contribute to the municipality's overall goals.

Procurement of goods and services

These ensure that goods and services are procured in a manner that is transparent, fair, and equitable and ensuring that value for money is achieved in all procurements while exploring all other possible ways of acquiring such. This also takes into account government's developmental goals. These also ensure that the municipality has all the right goods services, at the right time and exactly where they are needed.

5.4.2.16.12 Expenditure Control

These ensure that the municipality spends on items that have been duly procured and processes followed accordingly, they also ensure that the payments are made to the correct parties and within the agreed terms. This is the last and important part of the municipality's supply chain and leaving it without these controls would put the municipality at the risk of corruption where monies would be paid to false beneficiaries.

Budget implementation

These ensure that the municipality's budget is implemented accordingly and avoid unauthorised and irregular expenses as these amount to reckless use of the state resources. These stipulate some of the procedures to be followed before and during the implementation of each plan. This ensures that the municipality's budget is implemented according to the IDP dictates.

Reconciliations

These ensure that the records within the municipality are in agreement with each other and reflect the true state of affairs within the municipal finance directorate. These facilitate accurate reporting and therefore strengthen the municipality's credibility in the eyes of stakeholders which boosts their confidence in the municipality's ability to deliver services.

5.4.2.16.13 Financial Modeling and Key Planning Drivers

As part of the compilation of the 2015/2016 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2015/2016 MTREF:

- Municipality growth
- Policy priorities and strategic objectives
- Economic climate and trends (i.e. inflation, Eskom increases, household debt, migration patterns)
- Performance trends
- The approved 2014/15 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Debtor payment levels
- Loan and investment possibilities
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 75 have been taken into consideration in the planning and prioritisation process.

5.4.2.16.14 Community Consultation

The draft 2015/2016 MTREF as tabled before Council on 30 March 2015 for community consultation was published on the municipality's website, and hard copies were made available at customer care offices, municipal notice boards and various libraries. The opportunity to give feedback was also communicated on the Municipality's website, and the Municipality's call centre was engaged in collecting inputs via e-mail, fax and SMS.

All documents in the appropriate format (electronic and printed) were provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Ward Committees were utilised to facilitate the community consultation process public briefing sessions. Other stakeholders involved in the consultation included churches, non-governmental institutions and community-based organisations.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects will be addressed, and where relevant will be considered as part of the finalisation of the 2015/2016 MTREF. Feedback and responses to the submissions received will be made available on request.

5.4.2.16.15 Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African

society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the Municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the Municipality strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the Municipality's response to these requirements.

The national and provincial priorities, policies and strategies of importance include amongst others:

- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (GGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPis);
- Accelerated and Shared Growth Initiative (ASGISA);
- National 2014 Vision;

- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2015/16 MTREF and further planning refinements that have directly informed the compilation of the budget:

In order to ensure integrated and focused service delivery between all spheres of government it was important for the Municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the five strategic objectives:

1. Provision of quality basic services and infrastructure which includes, amongst others:
 - Provide Electricity;
 - Provide waste removal;
 - Provide roads and storm water;
 - Provide municipality planning services; and
 - Maintaining the infrastructure of the Municipality.
2. Economic growth and development that leads to sustainable job creation by:
 - Ensuring there is a clear structural plan for the Municipality;
 - Ensuring planning processes function in accordance with set timeframes;
 - Facilitating the use of labour intensive approaches in the delivery of services and the building of infrastructure.
3. Fight poverty and build clean, healthy, safe and sustainable communities:
 - Effective implementation of the Indigent Policy;
 - Extending waste removal services and ensuring effective municipality cleansing;
 - Working with strategic partners such as SAPS to address crime;

- Ensuring safe working environments by effective enforcement of building and health regulations;
 - Promote viable, sustainable communities through proper zoning; and
 - Promote environmental sustainability by protecting wetlands and key open spaces.
4. Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service by:
- Optimising effective community participation in the ward committee system; and
 - Implementing Batho Pele in the revenue management strategy.

Ensure financial sustainability through:

- Reviewing the use of contracted services
- Continuing to implement the infrastructure renewal strategy and the repairs and maintenance plan

Optimal institutional transformation to ensure capacity to achieve set objectives

- Review of the organizational structure to optimize the use of personnel;

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the Municipality. The five-year programme responds to the development challenges and opportunities faced by the Municipality by identifying the key performance areas to achieve the five the strategic objectives mentioned above.

In addition to the five-year IDP, the Municipality undertakes an extensive planning and developmental strategy which primarily focuses on a longer-term horizon; 15 to 20 years. This process is aimed at influencing the development path by proposing a substantial programme of public-led investment to restructure current patterns of settlement, activity and access to resources in the Municipality so as to promote greater equity and enhanced opportunity. The strategy specifically targets future developmental opportunities in traditional dormitory settlements. It provides direction to the Municipality's IDP, associated sectoral plans and strategies, and the allocation of resources of the Municipality and other service delivery partners.

This development strategy introduces important policy shifts which have further been translated into seven strategic focus areas/objectives as outlined below:

- Developing dormant areas;
- Enforcing hard development lines – so as to direct private investment;
- Maintaining existing urban areas;
- Strengthening key economic clusters;
- Building social cohesion;
- Strong developmental initiatives in relation to the municipal institution as a whole; and
- Sound financial fundamentals.

Lessons learned with previous IDP revision and planning cycles as well as changing environments were taken into consideration in the compilation of the fourth revised IDP, including:

- Strengthening the analysis and strategic planning processes of the Municipality;
- Ensuring better coordination through a programmatic approach and attempting to focus the budgeting process through planning interventions; and
- Strengthening performance management and monitoring systems in ensuring the Objectives and deliverables are achieved.

The 2013/14 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

5.4.2.16.16 Measurable performance objectives and indicators

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the Municipality has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The Municipality targets, monitors, assess and reviews organisational performance which in turn will be linked directly to individual employee's performance.

At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. The planning, budgeting and reporting cycle can be graphically illustrated as follows:

Municipal manager's quality certificate

I, municipal manager of King Sabata Dalindyebo, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print

Name

Municipal Manager of King Sabata Dalindyebo (EC 157)

Signature

Date

5.4.2.16.17 FINANCIAL RECOVERY AND REVENUE ENHANCEMENT STRATEGY +

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
No clear process of expanding revenue base in the LM e.g. By law to encourage the development of vacant land within the specified period	Each directorate must identify revenue streams and start a process of compiling policy and bylaws	Benchmarking with other Municipalities	All Directors		Increase of revenue base	
		Drafting and approval of bylaws and policies				
	Modify revenue collection bylaw or develop a bylaw to deal with levying of rates and taxes on undeveloped land	Review the credit control policy / bylaw	CFO		Increase Rates and Services	Refer to cash flow workings
	Develop a bylaw to deal with levying of rates and taxes on undeveloped land	In house	Director Human Settlement / CFO			Only applicable in 2016/17
There are no registers for recording and tracking building improvements to assist with	Develop building and management registers.	Submit registers to BTD billing section on quarterly basis	Director Human Settlement and CFO		Increase rates and Services	Dependent on the finalisation of GV

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
the billing section to identify changes in property values.						
Noncompliance with National Building Regulations	Develop a bylaw on all non compliance with building regulation matters	Benchmark with other municipality.	Director Human Settlement		Increased revenue	
Proper monitoring of land use affects the expansion of tax base e.g. too many accommodation establishments in the area are still billed under	Develop building control and management registers.	Submit the reports on quarterly basis to BTO and Community Services	Director Human Settlement, PSED and CFO		Increase rates and services	Depending on the finalisation of GV matters as supplementary will only be done then
	Inspection of offenders to be conducted by Human Settlements and Community Services	Employing Peace Officers	Public Safety & Human Settlement			2016/17 Targets

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
residential properties						
No mechanism in place to enforce domestic consumers to pay tax except for credit control policy	Implement Blocking System	Implementation of Credit Control Bylaw	CFO		Improve cash collection by 5-10%	Refer to cash flow workings
Cost of providing the service of refuse removal is far more than what is actually collected	Investigate how we bill un-serviced land refuse removal and how much it cost.	Cost benefit analysis for presentation to Council Benchmark tariffs and methods used, with other Municipality. Enforcement of Credit Policy	Director Community Services		Improve cash flow	This to be included in the 2016/17 budget
	Bill consumers that are being serviced by	Complete the formalisation of all	Director Human Settlement		Increase revenue base	This to be included in the

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
	the municipality	Mthatha west settlements				2016/17 budget
		Issue of notices and Billing of Coffee Bay & Hole in the Wall Count of consumers / properties	Director Community services			This will be dependent on the passing of council resolutions
	Bill refuse removal vacant sites for availability charge	Quantify the bill refuse number	Director Community Services		Improve cash flow	
	bill availability charge to businesses that are providing the service by themselves without the Municipality	Enforcement of the municipality credit policy	Director Community Services		Improve cash flow	
Cost of levying traffic fines is far more than what is being collected	Introduce and enforce an effective and efficient system of collecting fines	Review what is being collected per day ,analyse and bring new strategy for fines	Director Public Safety		Improve Cash Flow	
		Conduct road				R200 000 per

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
		blocks to follow up on outstanding summons and fines Weekly traffic register reconciliation				month
Cost of running the agency is far more than what is being received from the Department of Transport	Investigate the operational budget and propose how it can be improved by adding more equipment, training and human capital	use available information	Director Public Safety and CFO		improve service and in return will improve cash flow	This to be negotiated with DOT might yield results in 2016/17
The fact that debt collection management is not built in the accounting system makes it difficult to collect	Investigate possibilities of making use of the debt management system.	Benchmark with the other municipalities using the same system	CFO		improve service and in return will improve cash flow	Refer to cash flow set at 5% of the current collection rate
Value for money for	Implement the blocking system	Prepare consultation	CFO		improve service and in return will	Review contract and issue notice

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
services of Bigen Afrika are questionable	provided by contour to try to gradually decrease dependence on contour in anticipation of the expiry of the contract in 2016	schedule in conjunctions with the Speakers Office			improve cash flow	of termination
Improve adherence of code of conduct by Municipal Officials and Councillors	Signing of Code of Conduct by both Councillors and employees	Distributing of Code of Conduct forms to the Councillors and employees	All Departments/Corporate Services		Increase potential ethical behaviour so that employees cannot be involved in potential financial malpractices	Might yield 1% increase in revenue collections
		Issue of notices for debt				
Delays on implementation of blocking system to improve cash	Blocking non-core activities done by the municipality	-Reduce booking and catering expenses -Employ only critical posts within the organogram me	CFO		Improve service and in return will improve cash flow	Might increases collection to about 10%
Implementation of the incentive	Public awareness through media and	A schedule of public participation to be	CFO / Communications departments		Reduction of arrear debt by about	R20 million

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
policy	meetings	prepared and submitted to council for consideration			R20 000 000	
Delays on payment of services to alternative areas such as Shoprite and Pick n Pay	FastTrack implementation of alternative payment services	Issuing of notices to consumers	CFO		Enhance revenue	5% increase as there are cost implications
Looking closer to budget eaters (things that we can live without)	Blocking non-core activities done by the municipality	--Reduce Travelling and Accommodation expenses Reduce booking and catering expenses -Fill only critical posts within the organogram	All Directors		Improve service and in return will improve cash flow	Savings of about 10% in the operating budget might lead to 10% reduction in the cash outflow
Electricity Losses due to technical,	Bulk Metering at strategic points	Through the DBSA/Anglo project revenue enhance	Director: Infrastructure		Improve cash flow and cash saving	Result of the project might be realised in

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments	
street lights and stealing of energy						2016/17	
		Establish a dedicated team for meter/ electricity supply inspection				Reduction in the distribution losses might result in reduction in electricity bulk purchases cost	Result of the project might be realised in 2016/17
		Review bylaw on electricity and establish a task team to deal with illegal connections					Result of the project might be realised in 2016/17
	Bill demand charge tariff to all consumers within the KSD area	Establish whether systems can assist in the implementation of the tariffs	Director: Infrastructure/CFD		Improve cash flow and cash saving	Result of the project might be realised in 2016/17	
Servitudes not charged	Introduce charges for servitudes so as to attract rates and taxes	All services in municipal ground should be valued.	Director: Infrastructure/CFD		Improve cash flow and cash saving	Result of the project might be realised in 2016/17	
	Investigate the usage and introduce sensor	-lights should automatically	Director: Technical Services		Improve cash flow and cash saving		

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
	lights in our offices	switch off and determine feasibility study				
	Commission a team of inspectors to investigate areas that are high on illegal connection	-Revive task team formed 2 years ago	Director: Infrast/CFO		Improve cash flow and cash saving	
Review existing contracts (Aristopix , Bigen Afrika, Long Term Lease Contracts, Outdoor Advertising Contracts etc.)	analyse each contract and terminate those that are no value to the Municipality	Verify the expiry date of each contract and design the succession plan	CFO		Improve cash flow and cash saving	Result of the project might be realised in 2016/17
No dedicated vehicles for Fire services to serve areas such as	Council needs to purchase vehicles in order to do fire inspections	Allocate budget for the purchase of vehicles	Municipal Manager		Increase revenue from R100 000.00 per annum to 1.2 million per annum by Issuing of	Result of the project might be realised in 2016/17

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
Mqanduli, Coffee Bay and Hole in the Wall					flammable liquids permits	
Delays in the collection of fire levies	Work closely with business community	Awareness campaigns, Information sharing	Director: Public Safety		R5000.00	
Shortage of LCU's	Sent request letter to DOT for additional LCU's	Sent request letter to DOT for additional LCU's	Director: Public Safety		Increase revenue collection by 40%	R50 000 per month
Insufficient staff for traffic fines capturing of data	Engage more personnel for this function	Allocate budget for staff vacancies	CFO		Increase in traffic fine revenue by 40%	R200 000 per month
Poor Collection of revenue on existing debtors	Audit of all informal trade sectors i.e hawker stands, stalls , live chicken sellers	Check permits from informal traders and check receipt	Director: Public Safety & Director: Community Services		R10000 per month	R10 000 per month

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
Poor Collection of revenue on direct income	Formal business including those that are sub-letting	Verify licenses from existing businesses and check receipts	Director: Public Safety Director: Community Services Director : PSED		R3000	R3 000 per month
Non demarcation of stands and stalls	To improve on the existing data	Update the existing database	Director: Public Safety Director: Community Services Director : PSED		Credible database Improve Cash flow	
Non collection or under collection	The information from Planning department is not transferred to finance	Demarcate trading stands for livestock sellers	Director Public Safety and Director Community Services		Limit congestion on the streets Improve cashflow	
	Expanding to new sectors an audit need to be done	Demarcate stands for vegetable truck sellers	Director Public Safety and community services		Limit congestion on the streets	
Poor collections of revenue at Stadium	To improve collection at stadium To improve collection	Development of commercialisation plan and implementation	Director PSED and CFO		R15000 PM	
Swimming Pool	To improve collection	Develop facilities management plan	Director PSED and CFO		R10 000 PM	

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
MPCCC's	To improve collection	Develop facilities management plan	Director PSED		R3000 PM	
VIC' s	To improve collection	Develop facilities management plan	Director PSED		Potential Revenue	
An opportunity to sell timber logs	Issue quotes from prospective buyers	Need to do investigation from DAFF and quantify them	Director PSED		Improve cashflow/ Potential Revenue	
Non collection for rentals at Transido	Finalise transfer of property to KSD	Engage ECDC to expedite transfer	Director PSED		R 100 0000	
	Enter into a lease agreement with tenants	Issue agreement to existing tenants and new tenants	Director PSED		R 100 000	
Inadequate investment on business promotion	Develop investor attraction and targeting plan	Identify and package investment opportunities Develop marketing plan	Director PSED		Improve cashflow	
	Organise investment	Build up sessions			Improve cashflow	

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
	conference	with businesses ie Imbizos and business expos	Director PSED		.	
Current wheeling agreement is not favouring the municipality	Terminate the existing contract	Get by-in from ESKOM. Construction of our own line and take over the existing ESKOM customers. Obtain Council resolution Letter of by-in is available. Construction has commenced to be concluded in March 2015. Council resolution to be obtained end of	Director Infrastructure		R300 000 per month savings	R800 000 savings per months
Out-dated policy / No By	Adoption of Draft outdoor advertising by	Conduct a workshop for all	Director : Human Settlements		Increase on payments of posted	R10 000 from January 2015

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
Laws	Council	the Councillors and ratepayers (public participation)			adverts	
No Land Disposal Policy	Adoption of land Disposal policy	By submission of the amended draft document to Infrastructure Committee, conduct a workshop for all the Councillors and public participation.	Director : Human Settlements		Increase on lease rentals	R10 000 from January 2015
No Revenue for outdoor advertising tariffs	Draft outdoor advertising tariffs for 2014/15 to be included in the revised budget adjustment.	Submission of proposed tariffs to BTD	Director : Human Settlements		Increase on payments of posted adverts	
Expired Lease Agreements/ Litigations in place (Court processes on-going)	Renewal / Termination of Lease Agreement	To fast track the legal engagement services from our Legal department (amendment of lease agreements	Director : Human Settlements & Director: Corporate Services		Increase on lease rentals	

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
		to market related values; especially the commercial ones)				
Non-collection of builder's rubble	To enforce the removal of builder's rubble from construction site	Inclusion of skip hiring fee to the builder's deposit fee (tariffs still to be determined)	Director : Human Settlements		R250.00 per collection	
No policy/By-law to guide cemetery management	Development of Bylaw/policy for Cemeteries	Improve of cemeteries infrastructure Implementation of Cemetery By-Law	Director Human Settlements		N	
Disputes regarding rental fee	Implantations of conditions of lease agreements	Litigations of non co-operating tenants Review of rental by-laws	Human Settlements			
Excessive Overtime Costs	Development of Overtime Policy Memo to stop overtime	Council to approve reviewed policy.	All directors			

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
	and start afresh to asses its real need	Introduce a shift system in all essential services.				
Escalating costs on leave	Introduce leave IT system to manage leave Strict management of sick leave by Managers.	Implementation of IT Leave Systems Salary deduction from the personnel that abuse leave				
Excessive expenditure on printing paper	Introducing paperless environment Utilisation of Projector for most meetings to reduce printing	Fully utilisation of IT Infrastructure Monitoring of printing				
Excessive expenditure on acting allowances	Reviewing of Acting allowance policy	Effective Implementation of Acting Allowance Policy Filling of critical				

What went wrong	What will be done	How	Who	Timeline	Potential Revenue /Saving	Comments
		vacant posts				
High legal costs	Implementation of By-Laws Capacitating of Legal Department	Monitoring for effective implementation of By-Laws				

5.4.2.16.18 Annual Financial Statements

- The Trial Balance as at March 2016 for prior year figures will be compared to the audited AFS 2014/15 to identify any discrepancies identified when the AG file went for quality review to ensure that there are no major adjustments that are still need to be passed. This should be done by June 2016.

5.4.2.16.19 Overall Progress to date

- **2013/14 AFS misstatements**
 - We cleared all the factual misstatements that were noted by Auditor General in the prior year, with the journals having been captured on the municipality's system. The outstanding findings relate to revenue and debtors which we have a dedicated resource to strictly focus on the outstanding issues and we have also engaged extensively with the Revenue Manager who have also dedicated the EC Treasury support staff to focus on areas of difficulty.
- **2015/16 Action taken to date**

To avoid matters emanating from the previous year's financial regulatory audit, we have ensured that there are corrective measures that are in place and are implemented by the management. Detailed work has been performed in most of the components, refer below for the record of work done:

5.4.2.16.20 2.1 Revenue

- There is continual existence of non-signing of Lease agreements for commercial properties as confirmed by Human Settlements and this needs to be addressed by senior management.
- There is a major query relating to licence and permits which results from failure of understanding of how the system works from the municipal staff.
- There has been a lack of co-operation initially from Human Settlement about lease agreements which has resulted to no movement in addressing the issues identified in prior year. This, as things stand will impact negatively on current year as we do not have adequate supporting information to support revenue and debtors from rentals. Furthermore, Public Safety has also not provided adequate information for traffic fines, this will also result to us not having adequate supporting documentation to support revenue and debtors from traffic fines.
-

5.4.2.16.21 Debtors

- Refuse-Trolley Bins and Skips
 - Obtained the schedule for rental and removal of Skips and Trolley Bins, reconstructed it to ensure that all rentals and removals are on the schedule and agree to the system. Journals will be proposed where necessary after consultation with the Community Services department.
 - Not all properties charged are on the register.
 - Some properties charged no longer have Skips rented to them.
- Old Balances
 - A list of all 1997 Take-On balances has been submitted to management for it to be presented before the council for write off.
 - However there appears to have been movements in some of these accounts after 1997 due to some receipts and journals that have been processed against Balance Type 9 (Old Balances). A review is underway to identify accounts that have had movements post 1997 where the credits might be genuine.
- Sundry-Credit Balances
 - Printed the statements for all sundry accounts with credit balances and proposed journals to correct the accounts.
- Refuse-VAT
 - Obtained the age analysis and identified accounts where the balance only related to VAT. These accounts were previously written off, however the VAT component still remains and was not written off. A journal is proposed to write off the VAT component on the accounts.
- Sewerage-VAT
 - Obtained the age analysis and identified accounts where the balance only related to VAT. These accounts were previously written off, however the VAT component still remains and was not written off. A journal is proposed to write off the VAT component on the accounts.
- Water-VAT
 - Obtained the age analysis and identified accounts where the balance only related to VAT. These accounts were previously written off, however the VAT component still remains and was not written off. A journal is proposed to write off the VAT component on the accounts.
- Rentals-VAT

- Obtained the age analysis and identified accounts where the balance only related to VAT. These accounts were previously written off, however the VAT component still remains and was not written off. A journal is proposed to write off the VAT component on the accounts.
- Electricity-VAT
 - Obtained the age analysis and identified accounts where the balance only related to VAT. These accounts were previously written off, however the VAT component still remains and was not written off. A journal is proposed to write off the VAT component on the accounts.
- Electricity: Metered-VAT
 - Obtained the age analysis and identified accounts where the balance only related to VAT. These accounts were previously written off, however the VAT component still remains and was not written off. A journal is proposed to write off the VAT component on the accounts.
- VTS Reconciliations
 - A review of VTS reconciliations has been done and there are amendments that have been communicated to the intern responsible for this reconciliation. Once he has done the amendments another review will occur and a final one after year end when all months have been reconciled.
- Refuse – Credit Balances
 - All refuse accounts that are sitting with credit balances are being reviewed to establish if those are genuine credits.

5.4.2.16.22 Contingent Liabilities

- Confirmations were sent to each individual lawyer but only 4 responses were received, this matter was subsequently handed over to Mr Manana
- It is stressed that it is important to obtain the confirmation for the purposes of updating the contingent liability figures in the AFS as they have not moved for the past two years. It is vital that from the municipality's side that the information disclosed in the 2016/17 AFS is supported by documents signed by the lawyers so that for the purposes of the accounting file we have the information available to back-up the amount disclosed.

5.4.2.16.23 Provisions

- Land fill site provision
 - A draft report has been circulated which detailed the assumptions used and the final figures, a final report has to be signed by July 2016.
 - We will then ensure that the municipality complies with GRAP 19 and the municipality's accounting policy when calculating the provision.
- Long service awards provision
 - A quotation has been submitted on June 2016 to Mr Jiholo for his approval before an actuary is appointed by SNG to perform the calculation for the provision. We anticipate the appointment of the Actuary June 2016.
- We will also ensure that all possible provisions are scrutinised and accounted for accordingly.

5.4.2.16.24 Compensation of employees

- We will assist the Municipality to ensure that the following control actions are implemented:
 - Ensure that the municipality captures leave forms timeously and that there is reconciliation between the leave forms submitted and the leave register.
 - Review the reconciliations performed and the HR Manager to sign as evidence of review.
 - Ensure that each department has a leave book and a leave register with leave forms in duplicate.
 - Ensure that all leave taken was approved by the Head of the Department.
 - To input a checklist on each employee file with a list of documents that must be inside the file.
 - Work will be done from June 2016 to review all the processes above. A review will also be made of the leave balances as at the end of June 2016 in the system agrees with the leave balance as per leave accrual calculation done in the prior year.
 - A memo has been issued to inform departments about the return of leave books by June 2016 to ensure that

all the leave per leave books is captured in the leave automated system by end June 2016.

- Furthermore, staff members who will forfeit some days by June 2016 and those who wish to take leave before 30 June 2016 have been advised to apply for leave before June 2016.
- Assist and review the reconciliation performed between payday and the accounting system.
 - A review has been done for all monthly reconciliations of PAYE, SDL, Pension fund and Medical Aid from 01 July 2016 to end April 2017.
 - For Salary Control account, reconciliations has not been done from 01 July 2017, however, assistance has been provided to staff to be able to perform the reviews and reconciling items have been identified because of payments that are not processed in time as well as salaries that are rejected during the normal salary run. Work is continuing to reconcile all months.
- Ensure that all amendments to salaries on Payday to be restricted to senior HR personnel to prevent unauthorised amendments.
- Amendments to Payday to be reviewed by personnel independent of capturing.
- A small sample will be selected in July 2016 to run a test on the leave per leave books versus leave as per the system to confirm that as at June 2017 all leave balance as per the system is accurate and complete.

5.4.2.16.25 Accounts Payables

- There is a difference between the AFS and accrual listing balance and it is resulted from transfer of balances at year end from sub account (629382922153) to main account (629382922100).
 - Work has been done to clear these accruals with listing of invoices that have not been paid being circulated to various departments for approval so that they can be paid.

5.4.2.16.26 Grants and subsidies

- The grants as per GL will be reconciled to the grants register and traced to the investments accounts bank confirmation.
- Transfers from the investment account will traced to the bank statements.
- Revenue from grants will compared to the expenditure to confirm that revenue recognised agrees with expenditure incurred.
- Any interest incurred on the grants investments accounts will be reviewed to check whether it should be recognised as income for the municipality or it is part of the unspent conditional grants disclosure in the AFS.

5.4.2.16.27 Irregular Expenditure

- A template has been issued to SCM for completion and the 2016/17
- A template has been completed from July 2016 to May 2017 and there are no issues identified, however, the completeness of the information has not been determined as this will require an in-depth review of all the expenditure files which will take lot of time.
- management have been requested to revise the template so that it is easy for auditors to trace the invoices making up the irregular expenditure, this is being done and a report back will be given in June 2016.
- It is advised that the amount as per the listing is the amount disclosed in the AFS.

5.4.2.16.28 Fruitless and Wasteful Expenditure

- Most of the fruitless and wasteful expenditure is as a result of interest on overdue invoices, Mrs Mpahlwa is responsible for the compilation of the register. A review will be done of the register in July 2016.

5.4.2.16.29 Unauthorised Expenditure

- Mrs Mpahlwa is responsible for the compilation of the register. A review will be done of the register in July 2016.

5.4.2.16.30 Expenditure

- Communication programs

- Inspected the order and traced to invoices and goods received vouchers there was nothing identified. Work is still continuing.
- Bulk purchases
 - Inspected the statement against the posted transaction report to check for the accuracy of the payment made.
 - Checked the interest on overdue account, whether it has been properly accounted for in the Interest account.
 - Compared the Posted report to the General Ledger. Work was done from July 2014 to 2017. Other months are being done and will be complete by June 2017.
- Indigent Subsidy
 - Paraffin
 - Checked the beneficiary list for signatures upon receipt of paraffin.
 - Checked the Validity of Supplier Contracts and the Expiry of their Contracts. Work done until October 2016 as this was the last month in which the contract to supply paraffin came into an end.
 - Eskom
 - Inspected the statements against the posted transaction reports to check for the accuracy of the payment made.
 - Checked the interest on overdue account, whether it has been properly accounted for in the Interest account.
 - Compared the posted report to the General Ledger.
 - Reviews have been done from July 2016 to March 2017. Further work is ongoing.
- Indigent Register
 - We checked the Forms completed by the beneficiaries to check for Completeness and there were forms that were not signed, this was given to staff to finalise.
 - There is a lack of supporting docs on the forms.
 - Pace of staff assisting is too slow, extra hands are needed as there are 32 wards to go through.

- A complete register will be required in July 2015-17 for the preparation of the AFS.

➤ Electricity- Sales Prepaid Account

- Inspected the Monthly Prepaid Electricity Vendor Accounts to check if the Proof of Payment speaks to the Electricity Transferred and that the Commission is correctly accounted for on each Individual Transfer and Purchase.
- Compared the Proof of Payments to the Posted Transaction Report and to the General Ledger.
 - We inspected the documentation and compared to the posted Transaction Report and confirmed that the amount was posted in the GL. Work was done from July 2015 to May 2016, only June is outstanding to be reviewed.

➤ Commission Account

- The reconciliation has not been done from July 2016, they were done when we were looking for then to review.
 - We reviewed the commission account from July 2016 to March 2016, however, some reconciliations are not authorised by the manager in order for the commission amount to be captured on the system.
- The reconciliations for April to May are still being done by internal staff and we will review them once they are done.

5.4.2.16.31 Cash and bank

➤ Main account

- Reconciliation on Cashbook to agree to the bank statement.

5.4.2.16.32 Investments

➤ Own investment

- Reconciled to statements as at end March 2016.

➤ Grants dedicated accounts

- Reconciled to statements as at end March 2016.

5.4.2.16.33 Loans and Borrowing

➤ The AG workings differ from the revised auditee workings with regards to the following:

➤ **DLGTA**

- According to AG workings the present value of the loan is calculated annually which is contrary to the terms of the declaration of acceptance letter.
- According to the declaration of acceptance letter the loan is repayable in quarterly instalments for three years.
- Therefore the long term portion and the short term portion is understated.
- The loan amount has been recalculated so that the balance would be a true reflection of what the Municipality is going to pay. A journal has been proposed to rectify the mistake. But it is up to the municipality management to make the adjustment.

➤ **Interest**

- The interest calculated as per the AG findings is incorrect and should not have been recognised as the loan is an interest free loan. The total interest should have been recognised as accrued expense and debited against the capital repayment of the loan, on payment of the loan. A journal have been proposed to rectify the mistake.

5.4.2.16.34 Asset

Assets are responsibility of asset management together with Rakoma. The update on the status on the work done to date on the assets together with any challenges was provided by asset section.

5.4.2.16.35 Finance Leases

- Makubo-Contract was scrutinized and a decision to capitalise all the vehicles was reached. Calculations were done and we are left with just adding them to the FAR.
- ICT choice- Contract was scrutinized but still to incorporate computers in the FAR

➤ **Operating Leases**

- These have been reconciled on a monthly basis up to May 2016.

➤ **Assets**

- Refer to the progress report for the progress to date attached as Annexure A.

➤ **Inventory**

- An invitation was resent to Babalwa from AG on the 18th June and was requested to confirm via email. No response as yet.
- The instructions have been prepared.
- The briefing on stock taking will be done on the 30th June 2016.
- Stock Taking will be conducted from the 1st to 4rd July 2016.
- The cut-off date for the submission of Names from the Departments is the 25th June 2016.
- The challenge now experienced is that the Departments have not forwarded the Names for people who are to attend the stock taking.
- The Reconciliation due date must be remain at the 14th July as reflected in the Progress Plan.
- The date for the submission of Report be rescheduled to July 2016.

➤ **Capital Commitments**

- Capital commitments are a responsibility of asset management with Rakoma
- A list was drafted and distributed by Ms N Qayiso to all affected departments about non-movement of work in progress in certain projects and misallocations in projects.
- Subsequently meetings were held with the PMU, Electricity and Urban Sections and it was noted that the reason for non-movement, in the projects listed below.

Urban Balances

PMU Balances

Electricity Balances

Building Section

345401230550	2010 Stadium. This to be enquired from Mr. Jiholo. According to Ms. Lunika this was an amount transferred after all the payments had been made.
345402282101	Institutionalization Master Plan
345402289143	Urban Renewal - Mqanduli Town Redevelopment
345402291145	Urban Renewal - Development of Sport Talent
345402293146	Urban Renewal - Rural Development planning (Integrated Rural)
365082280051	Ngangelizwe Clin-Maternity Blk
387061100012	Council Contribution to MTAB
387061100048	MIG Projects - PMU to give the feedback tomorrow but will finish up on Friday. (But nothing has been obtained as yet).
387061100085	DOT - TAXI RANK ETC
387061100132	MIG - Siqukini (Dobe to Hlabatshane) Access Road- PMU needs to close this vote by doing a journal entry as this project was transferred to another Vote.
387221150088	Electrification for Zimbane - SCM 218/ Contractors - This project was completed according to Salome.
387221156107	Electrification Waterfall; Bongweni Phase 4 - This project was completed according to Salome.
387401180081	Waterfall Park Phase 4 - Housing
387401180082	Zimbane - Housing
387804496057	Planning & Survey Rural T/Ships - Mr Mike Merry to attend to this through Mike Henry.

- The following Electricity projects have been completed but are still listed under WIP due to duplications in WIP and FAR.
 - Electrification for Zimbane - SCM 803/13
 - Electrification Waterfall SCM 218/11
 - Electrification Joe Slovo SCM 691/13
 - Bulk Services Sidwadwa Substation upgrade P1 (Completion Certificate not obtained)
 - Bulk Services Thornhill Substation upgrade P1 (Completion Certificate not obtained)
 - DBSA Loan - Electrical Masterplan. (Completion Certificate not obtained)

- DBSA Loan - Emergency Electrical Services Upgrade phase 1- SCM 133/10
- DBSA Loan -Upgrade of Electrical Network Phase 2 - SCM 196/10

- We are still to obtain the reasons and information for the rest of the projects.
- Meetings were arranged between Asset Management, Infrastructure department, Electricity and PMU for clearance of the non-movement in WIP and the misallocations in projects.
- Meetings were held with PMU and Electricity. And explanations were obtained now there are still outstanding Completion Certificates. (Highlighted in Red)

5.4.2.16.36 Other commitments

- Other commitments are under Mrs Mpahlwa and registers will be requested and will be combined with the capital commitments register for disclosure purposes.

5.4.2.16.37 Other

- All journals will be reviewed by Chief Financial Officer prior approval to ensure that they are adequately supported.
- For documents missing supporting documentation, these will be presented to council to be considered for write off.

5.4.2.16.38 Invite the AG office to perform an audit on adjusted opening balances, this will eliminate the audit finding from adversely affecting the current year's opening balances and reduce the probability of similar audit findings.

5.4.2.16.39 Project Plan from July 2016 to August 2016

- From July onwards we will be busy preparing the final draft of AFS and also ensure that all the balances and transactions presented in the AFS are supported by valid supporting documentation. We will review the final balances and recommend year end closure entries. Prior to the Annual Financial Statements being submitted to the Auditor General, we will take the Annual Financial Statements and accounting file through a review process namely:
 - AFS will be reconciled to the accounting file by management.

- AFS and accounting file will be reviewed by the Internal Auditors, Audit Committee and a competent official independent of the preparation process.

➤ Assisting the Municipality in preparing all reconciliations that are necessary in terms of GRAP

- Bank reconciliation - reconciliations from July 2016 to April 2017 have been performed and follow up on the reconciling items has been done.
- Creditor's reconciliation – reconciliation has been performed on a monthly basis, we will review to ensure that if there are any differences noted they will be attended.

➤ We will assist the municipality by implementing the following capacity building principles and actions:

- We will ensure that the KSDLM responsible officials per section are involved in problem solving and actual correction of identified errors. Our key focus will be to transfer the skill to enable them to plan, conduct and execute similar work once SNG has departed from the Municipality.

➤ We will ensure that we avail ourselves during the audit, assisting the Municipality in responding to AG queries and submission of the requested information as per AG timeframe. We will also give assistance in responding to audit queries after the submission of the final AFS and make adjustments to AFS should it be deemed necessary.

➤ We will ensure that the suspense account is cleared at year end by making sure that all the accounts that are sitting in the suspense account are transferred to the correct accounts.

5.4.2.16.40 Value Add discussion in agreement with Senior Management

➤ The following issues were raised by AG during prior year audit on VAT section. To avoid further misstatements on VAT in the current year, we will invite our Tax division to assist the Municipality with the VAT issues:

- EX. 257 - Vat returns do not agree with the General Ledger: the information contained on the VAT returns filled with SARS does not agree to the information contained in the general ledger

- EX. 325 - Vat opening balance differences: there are differences between the amount calculated per the general ledger and the amount indicated per SARS's statement of account relating to the opening balance on the VAT control account, excluding the provisional accounts, as at 01/07/2012.
- EX. 382 - Provisional Account difference: it has been noted that there are differences between the recalculated balances for the VAT Provisional Debtors and VAT Provisional Creditors accounts and the balances presented for said accounts in the General Ledger.

- We noted that there are control weaknesses on the operation of the finance related system, and some of the issued might be caused by the system used by the Municipality (Promune) i.e. duplication of transactions on the system. To address the system issues, we will also invite our Technical division to perform CAATS on the Promune system.
- We advise that the Internal Audit Section of the Municipality attend the Project Steering Committee (PSC) meetings so that they can be able to assist in the internal controls of the Municipality.
- We will assist the municipality by reviewing the current year financial records to identify any matters that may materialize as new qualifications.
- We will review and make recommendations on the Performance Reports of the municipality prior to submission to the AG.

Additionally, with agreement with senior management we have identified a need for staff training especially on GRAP. To assist the Municipality on that, we intend to give training session to the municipal staff which will be conducted at the end of the project, which will incorporate accounting theory and practical exercises on GRAP matters and Annual Financial Statements.

5.5 YEAR END PROCEDURES FOR THE YEAR ENDED JUNE 2016

SCHEDULE OF ITEMS TO BE ADDRESSED IN ORDER TO MEET THE DEADLINES INDICATED IN THE MUNICIPAL FINANCE MANAGEMENT ACT

DIVISION	NO	TASK	RESPONSIBLE PERSONS	DEADLINE DATE	STATUS
		Agree audited Annual Financial Statements for the previous year to the final trial balance at the end of the previous financial year	Chief Financial Officer	March 2016	One journal still to process
Accounting					
	1.	Cash and bank:	Principal Accountant Cash Management		
	1.1	Prepare and e-mail confirmation of bank balances		June 2016	Sent 17 and June 2016
	1.2	Close cash focus account		June 2016	Awaiting docs from MM to finalise closure of account
	1.3	Reconciliation of FNB and ABSA Main and Electricity Accounts		July 2016	Completed and reviewed to April 2017
	1.4	Clear cash and bank suspense		July 2016	Awaiting Council

					approval for w/off
	1.5	Clear unexplained inter accounts transfers		July 2016	Outstanding
	1.6	Clear item on Unallocated receipts suspense		July 2016	Outstanding
	2.	Call accounts:			
	2.1	Prepare and e-mail confirmation of bank balances	Principal Accountant Investments	June 2016	E-mailed June 2017
	2.2	Reconcile all investment bank accounts to the balances in the General Ledger		July 2016	Completed and reviewed to April 2016
	2.3	Ensure that all grant related transfers in respect of payments for the financial year are transferred before year end.	Principal Accountant Investments	June 2016	Outstanding
	2.4	Reconcile all own investment bank accounts	Principal Accountant Cash	July 2016	Completed and reviewed to April 2016

		to the balances in the General Ledger	Management		
	2.4	Account for movement on ABSA Target Save accounts		July 2016	Completed and reviewed to April 2016
	3	Loans			
	3.1	Prepare and e-mail confirmation of loan balances	Principal Accountant Reporting	June 2016	In Process
	3.2	Finalise the loan register		July 2016	Outstanding
	3.3	Reconcile the loan register to the loan schedules and confirmed balances on loans		July 2016	Completed and reviewed to March 2016
	3.4	Balance loan funds drawn to fixed assets purchased		July 2016	
	4.	Appropriation account			
	4.1	Analyses the movement during the year	Principal Accountant Investments	Aug 2016	Outstanding
		Analyses all prior year adjustments	Principal Accountant Reporting	June 2016	Outstanding
	5	VAT			
	5.1	Prepare and e-	VAT	June 2016	In process

		mail confirmation of VAT balances with SARS	Accountant		
	5.2	Reconcile net VAT input/output claim balances on GL with SARS confirmation		July 2016	Outstanding
	5.3	Provide POE for VAT 201 submissions		July 2016	Outstanding
	5.4	Reconcile VAT provisional accounts to the balances in the sub ledgers		July 2016	Outstanding
	6	Preparation of year end journals			
	6.1	All year end journals to be completed, captured and filed in a separate year end journal file	All Principal Accountants	From July 2016 To end July 2017	Outstanding
	7	Other Suspense Accounts	Principal Accountant Cash Management		
	7.1	Clear		July 2016	Outstanding

		Department of Transport suspense account			
	7.2	Clear Prodiba suspense account		July 2016	Outstanding
Unspent grants	8	Unspent grants	Principal Accountant Reporting		
	8.1	Reconcile all unspent conditional grants to the investment bank accounts in the General Ledger		July 2016	Reconciled and reviewed to April 2017
	8.2	Balance conditional grant income recognized to grant expenditure		July 2016	
	9	Accounting Audit File	Principal Accountant Reporting		In Progress
	9.1	Cross reference all lead schedules to the supporting documents in the accounting file		July 2016	Outstanding
SCM					
	1.	Inform Departments of	SCM	June 2016	Issued 9 June 2017

		cut off on orders/purchases other than emergency orders/purchases			
	2.	Complete finalized Irregular expenditure report	SCM	July 2016	Completed and reviewed to April 2017
	3.	Complete finalized Fruitless and wasteful expenditure report	SCM	July 2016	Completed and reviewed to April 2017
	4	Clear all outstanding orders which are older than 3 months	SCM		Outstanding
	5.	Reconcile the actual outstanding orders to the outstanding orders report	SCM	July 2016	Outstanding
Expenditure					
	1.	Accounts payable			
	1.1	Examine outstanding orders print out	Principal Accountant Expenditure	July 2016	E-mailed 12 June 2017

		and request invoices for all outstanding invoices from relevant departments/suppliers			
	1.2	Obtain proof of receipt of the goods/services		July 2016	Outstanding
	1.3	Run trade creditors age analysis		July 2016	Up to May 2016
	1.4	Reconcile age analysis to the general ledger in total		July 2016	Reconciled and reviewed at April 2016
	1.5	Extract all Debits in Creditors for separate disclosure		July 2016	Outstanding
	2.	Payment of Creditors			
	2.1	Account for all invoices/expenses paid for by COGTA		July 2016	Outstanding
	2.2	All payments after the 30 th June 2017 should be delayed until 14 th July to allow year end	Principal Accountant Expenditure	July 2016	Outstanding

		reconciliations to be completed and year end to be called prior to capturing the new year information.			
	3	Year end creditors /accruals			
	3.1	Clear credit balances in the expenditure votes in the General Ledger	Principal Accountant Expenditure	July 2016	Outstanding
	3.2	List and Capture accruals for 2016		July 2016	Outstanding
	3.3	Supply a comprehensive list of all accruals with supporting documentation to Accounting division for Year-end file purposes		July 2016	Outstanding
	4.	Insurance claims			
	4.1	Reconcile the comprehensive list of insurance claims to the	Principal Accountant Expenditure	July 2016	Outstanding

		control account in the General Ledger			
	5	Leave provision			
	5.1	Submission of leave books for capture of leave provision	Corporate Services - Leave section	June 2016	Outstanding
	5.2	Calculation of leave provision	Manager Expenditure	July 2016	Outstanding
	5.3	Ensure all leave paid out is charged to the leave provision vote and is accurate		3. July 2016	Outstanding
	5.4	Supply a list substantiating the leave provision figure to Accounts division for verifying		July 2016	Outstanding
	6	Bulk Purchases			
	6.1	Reconcile bulk purchases invoices to the control account in the general Ledger	Principal Accountant Expenditure	July 2016	Outstanding
	7	Salaries and wages			
	7.1	Reconcile	Principal	July 2016	Reconciled

		salaries paid to that on the payday system	Accountant Salaries		and reviewed to April 2016
	7.2	Clear the relevant salary related clearing accounts to the relevant cost centres		July 2016	Outstanding
	8.	Study loans			
	8.1	Establish the balance on study loans at year end and reconcile the balance in the General Ledger to it, adjusting where necessary	Principal Accountant Salaries	July 2016	Outstanding
	9	GRV's			
	9.1	Verify the outstanding entries on the GRV account	Principal Accountant Expenditure	July 2016	Outstanding
	10	Sundry suspense accounts			
	10.1	Clear all sundry suspense accounts	Principal Accountant Salaries	July 2016	Outstanding
	11.	Provision for Bonus	Manager Expenditure	July 2016	Outstanding
	11.1	Obtain a schedule of provision for	Manager Expenditure	July 2016	Outstanding

		bonuses			
Income	1	Trade Debtors			
		Run Billings	Principal Accountant Income	July 2016	May run on June 2016
	1.1	Run trade Debtors age analysis	Principal Accountant Income	July 2016	May run on June 2016
	1.2	Reconcile trade debtors movement and balances to the General Ledger control account		July 2016	Outstanding
	1.3	Extract all credits in the debtors for separate disclosure		July 2016	Outstanding
	2	Valuation roll			
	2.1	Reconcile the billings made to that based on the valuation roll	Principal Accountant Income	July 2016	Outstanding
	3	Electricity			
	3.1	Reconcile Electricity billings in quantity to the quantity of Electricity bulk purchases to establish	Principal Accountant Electricity Income	July 2016	Outstanding

		distribution losses			
	3.2	Reconcile commissions to vendors to claims from vendors	Principal Accountant Electricity Income	July 2016	Outstanding
	4	Refuse			
	4.1	Reconcile billings to monthly collection lists supplied by Community Services	Principal Accountant Income	July 2016	Outstanding
	5	Rentals			
	5.1	Reconcile billings to the rental agreements from Human Settlements adjusting where necessary	Principal Accountant Income	July 2016	Outstanding
	6	Traffic fines			
	6.1	Capture traffic fine income	Principal Accountant Income	July 2016	Outstanding
	6.2	Determine a bad debt provision for traffic fines		July 2016	Outstanding
	7	Agency fees income			
	7.1	Reconcile income to: the	Principal Accountant	July 2016	Outstanding

	7.2	Natis returns	Income	July 2016	Outstanding
	7.3	Drivers licence returns		July 2016	Outstanding
	7.4	Vehicle roadworthy documentation		July 2016	Outstanding
	8	Sundry income			
	8.1	Reconcile sundry income to control documentation available per category	Principal Accountant Income	July 2016	Outstanding
	9	Sundry Debtors			
	9.1	Clear all old outstanding debtors	Principal Accountant Income	July 2016	Outstanding
	9.2	Compile a new list of sundry debtors with back up documentation attached		July 2016	
	9.3	Provide Accounting with a copy for the accounting file		July 2016	Outstanding
	10.	Year to date Debtors			
	10.1	Clear all old outstanding year to date debtors	Principal Accountant Income	July 2016	Outstanding
	10.2	Compile a new list of year to		July 2016	Outstanding

		date debtors with back up documentation attached			
	10.3	Provide Accounting with a copy of the year to date debtors for the accounting file		July 2016	Outstanding
	11.	Suspense accounts			
	11.1	Clear the R/d suspense account	Principal Accountant Income	July 2016	Outstanding
	11.2	Clear what can be cleared of the Debtors suspense account		July 2016	Outstanding
	11.3	Clear what can be cleared of the Receipts suspense account		July 2016	Outstanding
	11.4	Clear what can be cleared of the RD Cheques suspense account		July 2016	Outstanding
	11.5	Clear what can be cleared of the Unexplained bank deptsits suspense		July 2016	Outstanding

		account			
		Clear what can be cleared of the Unknown Deposits – electricity/ Umthisa suspense account		July 2016	Outstanding
	12.	Bad Debts provision/impairment of Debtors			
	12.1	Review the Debtors provision/impairment	SNG/GM Income and revenue	July 2016	Outstanding
	13	Provision for prepayment of Electricity		July 2016	Outstanding
	13.1	Complete the calculation and capture the figures		July 2016	Outstanding
	14	Deposits			
	14.1	Provide Accounting Division with a list of:	Principal Accountant Income		
	14.1 .1	Builders Deposits		June 2016	Outstanding
	14.1 .2	Civic hall Deposits		June 2016	Outstanding
	14.1 .3	Library book deposits		June 2016	Outstanding

	14.1 .4	Debtors service deposits		June 2016	Outstanding
	14.2	Reconcile the lists to the control accounts in the General ledger		June 2016	Outstanding
	14.3	Reconcile the Debtors service deposits to the debtors consumption explaining significant discrepancies		June 2016	Outstanding

Asset Management					
	1.	Fixed asset Register	Rakoma/ Asset Management		
	1.1	Examine Repairs and maintenance line items for capital purchases		July 2016	
	1.2	Allocate the various assets into their different classifications		July 2016	
	1.3	Distinguish between operating and finance leases		July 2016	
	1.4	Determine the value of the finance leases		July 2016	
		Determine the value of the operating lease payable or receivable through operating lease smoothing.		July 2016	
	1.5	Revalue those assets which need to be revalued at		July 2016	

		current market value or present value			
	1.6	Update the fixed asset Register (FAR) for purchases and disposals at their correct values		July 2016	
	1.7	Calculate the Depreciation and the impairment and apply		July 2016	
	1.8	Draw and capture all adjusting journals		July 2016	
	1.9	Reconcile the FAR to the general Ledger control accounts		July 2016	
	2.	Commitments	Principal Accountant Asset Management		
	2.1	Complete commitments register		July 2016	
	2.2	Complete Retentions register		July 2016	
	2.3	Reconcile the commitments and retentions		July 2016	

		register to the contracts register			
	3	Inventory			
		Invite AG to year end stock count	Manager Asset Management	June 2016	Invited on June 2016
	3.1	Issue instructions for year-end count	Stores Controller	June 2016	Issued on June 2016
	3.2	Conduct inventory counts		July 2016	Outstanding
	3.3	Reconcile count to Inventory per subsidiary ledger		July 2016	Outstanding
	3.4	Submit report on differences on stock count to Council for write off/write back		July 2016	Outstanding
	4	Landfill site provision			
	4.1	Obtain landfill site rehabilitation reports from valuers	Manager Asset Management	June 2016	Report received June 2016
	5	KSD Cell phone/ Pad contracts			
	5.1	List all cell phone contracts held by KSD	Manager Asset Management	June 2016	Outstanding

		Municipality showing current payment and duration of the contract			
AFS Notes		Complete Annual Financial Statement notes per Annexure A - attached	All Principal accountants / SNG/ RAKOMA and associates	Aug 2016	Outstanding
Performance Information	1.	Draft Annual Report – review by external party.	Accounting Officer	July 2016	Outstanding
	2.	Draft Annual Report submitted to Internal Audit.	Accounting Officer	July 2016	Outstanding
	3.	Draft Annual Report submitted to Audit Committee for approval.	Accounting Officer	July 2016	Outstanding
Internal Audit	1	AFS submission for review by internal auditors	Acting CFO/Internal Audit	Aug 2016	Outstanding
	2	AFS submitted to Audit Committee for approval	Acting CFO/Internal Audit	Aug 2016	Outstanding

Accounting Office	1	Submission of AFS and Draft Annual Report for approval by the Accounting Officer before submission to AG	Acting CFO	Aug 2016	Outstanding
	2.	Submission of the AFS together with	Accounting Officer/Acting CFO	Aug 2016	

		Draft Annual report to AG			
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Average Creditors Payment Period

The purpose of the average creditor's period ratio is to provide an indication of the length of time it takes a municipality to pay its creditors. , KSD Municipality has been experiencing cash flow problems since the LandMark court order, and that has led to an ever-increasing creditor's payment period. In terms of the legislation MFMA s 65 (i.e), Municipality should be paying its creditors within 30 days of receiving invoices.

5.6 Audit action plan for the audit report / findings for the year 2014/15

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
EX 177	CONTINGENT LIABILITIES	The legal confirmations were sent out by Auditor General to all the attorneys provided by the Management in the contingent liabilities listing requesting the attorneys to confirm all the litigation and claims the attorneys are representing the KSD Municipality on. On receipt of the legal confirmations from the Attorneys the following cases included in the contingent listing were not included in the legal confirmations from the attorneys:	The cause is due to management not updating the contingent liabilities listing on a regular basis.	Management should update the contingent liabilities listing on a regular basis and also communicate with the attorneys on a regular basis to ensure that their records about claims and litigations are up to date.	CORPORATE SERVICES	<ol style="list-style-type: none"> Contingent Liability Register will be updated on monthly basis. Attorneys dealing with the municipality will be caused to contract with the Municipality 	01 February 2016	On going	On going
EX23	AOPO	The municipality did establish a performance management system, as required by section 38(a) of the Municipal Systems Act. The performance management system - was not in line with the priorities, objectives, indicators and targets contained in its	Lack of oversight from management to ensure that their performance management system is comprehensive and complete.	Management should ensure that the municipality approves and implements a performance management system and PMS policy. There should also be a		3. Develop Performance Management policy and procedure manual	01 February 2016	30 June 2016	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
		<p>integrated development plan and/or</p> <ul style="list-style-type: none"> - did not clarify the roles and responsibilities of each role-player and/or - did not determine the frequency of reporting and the lines of accountability and/or - did not relate to the employee's performance management processes and/or - did not link to the integrated development planning processes], as required by section 38(a) of the MSA and/or Municipal planning and performance management regulation 7(2)(c/e/f/g). 		<p>procedure manual as well as a user manual outlining the name of the system, purpose of the system, input, processing and output results and reconciliation of any anomalies. The performance management system should comply to all the requirements of the applicable legislation.</p>					
EX32		<p>An audit committee was not in place, as required by section 166(1) of the Municipal Finance Management Act. A performance audit committee was not in place and the audit committee was not used to fulfil the performance audit committee function, as required by Municipal</p>	<p>Apart from the chairperson, the previous audit committee members that resigned in prior year, were not replaced in current year resulting in the audit committee not being operational in the current financial year.</p>	<p>The posts of the audit committee members should be advertised and these should have been timeously filled. The audit committee should have</p>		<p>The newly appointed Audit Committee ensures that performs all its function as stipulated in the Audit Committee Charter</p>	01 July 2015	On going	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUSES
		<p>planning and performance management regulation 14(2)(a). This results in the the audit committee not being able to advise the council and accounting officer on matters relating to internal financial control and internal audits / risk management / accounting policies / effective governance / performance management / performance evaluation as required by section 166(2)(a) of the Municipal Finance Management Act. The audit committee did not review the municipality's performance management system and make recommendations to the council, as required by Municipal planning and performance management regulation 14(4)(a)(ii). The audit committee did not review all the quarterly internal audit</p>		<p>minimum of 3 members throughout the financial year and any vacancies should filled as soon it is possible. This will facilitate in ensuring their roles and responsibilities as an oversight committee to monitor and evaluate the municipality's financial accounts, service delivery to the public and also the work performed by experts and internal audit. Furthermore, the audit committee should meet a minimum of at least four times in the financial year and confirm the progress as</p>					

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
		<p>reports on performance measurement, as required by Municipal planning and performance management regulation 14(4)(a)(i). The audit committee was not constituted, in the manner required by section 166(4)(a) of Municipal Finance Management Act as the committee did not consist of at least three persons with appropriate experience.</p>		well as commitments made by the municipality to ensure proper internal controls.					
EX76	SCM	<p>For the following award was made to a supplier without at least three quotations requested from different suppliers as per requirement of SCM regulation, there was also no evidence of basis for choosing this supplier. Management did not ensure 3 quotations were obtained or that appropriate evidence was obtained to support the deviation.</p>	Financial and performance management: Review and monitor compliance with applicable laws and regulations. (F4)	Management should ensure that they obtain at least three written quotes or supply sufficient evidence for the deviation.		Establishment of a financial misconduct board	01 February 2016	30 April 2016	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
EX24 3	HR	<p>During the audit of HR Compliance it was noted that no sufficient appropriate audit evidence could be obtained that the municipality developed and adopted appropriate systems (policies) and procedures to monitor, measure and evaluate performance of staff as required by section 67(d) of the Municipal Systems Act.</p> <p>Further inspection of employee files of the following employees and noted that no performance agreements were included in the employee files:</p>	This is due to lack of performance management system within the municipality.	Management should ensure proper systems and procedures are in place to monitor, measure and evaluate performance of staff. Further, management should ensure that these procedures are signed by employees and included in the employees' files.		Develop PMS policy and procedure manual.	01 February 2016	30 June 2016	
EX13 5	HR	The 16 days compulsory leave to be taken is not adhered to by the following employees:	There is a control deficiency by management to ensure that the 16 day compulsory leave is utilised by the employees.	Management should ensure that efficient controls are implemented to effect adherence to utilise the 16 days compulsory leave to combat		Implement a leave management roster system and enforced by Corporate services department	01 February 2016	On going	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
				an increased leave provision liability.					
136	HR	The leave was taken on 09/07/2014 but the leave approval form is not dated at all for the following employee:	This is as a result of management not reviewing leave forms to ensure that leave is approved before it is taken.	Management should ensure that leave is approved prior to it being taken so as to monitor staff availability and control efficiencies in the municipality.	Corporate Services	Leave section scrutinise and reject incomplete forms. HOD's to delegate signing of leaves	01 July 2016	30 July 2016	
EX 137	HR	Leave is approved after it has been taken by the following employees;	There are no reviews conducted by management to ensure that leave is approved prior to it being taken by the applying employee.	Management should ensure that leave taken is approved in advance as an indication that the absence of an employee is correctly accounted for.		Submission of leave books with attendance registers on weekly basis by departments HOD's to delegate signing of leaves	01 February 2016	On going	
EX70	INTERNAL CONTROLS	The following employees leave is not approved within the 2 prescribed days of returning to work; It was noted that the payday system can override this control, and therefore the "Employee Related Costs" are being	Management does review the efficiency of the leave monitoring controls to ensure that sick leave is approved within 2 days of it being utilised.	Management should ensure that sick leave is accurately accounted for and is approved within 2 days from date of return to work.		Submission of leave books with attendance registers on weekly basis by departments Introduce	01 February 2016	On going 30 June 2016	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
		<p>allocated to a branch within a Vote, irrespective of any limit set in the budget or revised budget.</p> <p>During the understanding of internal controls it was established that there has been no clear communication to all levels of staff about the municipal objectives, indicators and targets further there is no evaluation tool for feedback.</p>	Management has not placed adequate emphasis on the importance of having effective and efficient internal controls	The Accounting officer should ensure that the municipality's objectives, indicators and targets are communicated to all employees, and feedback is obtained signifying that the communication has been effective.		operational plans per department, Divisions, sections and even further to individual staff member.			
EX 52	INTERNAL AUDIT	<p>During the audit of compliance of internal audit it was noted that the following non compliance matters were noted:</p> <p>1. Internal audit unit did not advise the accounting officer and report to the audit committee on matters relating to accounting procedures and practices and loss control.</p> <p>2. The internal</p>	This was due to a shortage of staff in the internal audit unit.	<p>1. Management must ensure that the accounting procedures and practices and loss control are performed by the internal audit unit</p> <p>2. Management should ensure compliance with all applicable laws and</p>		All critical posts to be filled Development and implementation of Operational plan Reviewal of the organogram to be align with full mandate of	01 February 2016	31 March 2016	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
		audit unit did not report to the audit committee on the implementation of the internal audit plan. 3. Furthermore the internal audit unit did not advise the accounting officer or report to the audit committee for the fourth quarter on matters relating to compliance with the MFMA, Dora and any other applicable legislation.		regulations applicable to the municipality		the unit			
EX 53	SCM	For the following award was made to a supplier without at least three quotations requested from different suppliers as per requirement of SCM regulation, there was also no evidence of basis for choosing this supplier. Management did not ensure 3 quotations were obtained or that appropriate evidence was obtained to support the deviation.	Financial and performance management: Review and monitor compliance with applicable laws and regulations. (F4)	Management should ensure that they obtain at least three written quotes or supply sufficient evidence for the deviation.		Establishment of a financial misconduct board	01 February 2016	30 April 2016	
EX 18	REVENUE	1. There is no section 341 book maintained by the Municipality. Instead	1. The papers in which the issue and receipt of ticket books is documented does	The municipality should maintain	Public Safety	The municipality to develop			

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
		<p>the Municipality records the issue and receipt of section 341 books on papers which are then filled together. Through inspection of one of the papers for the issue of ticket book number 68510-68550 to ZL Maguma on 27 January 2015, it was noted that ZL Maguma signed on the document as evidence of having received the book. However, there was no signature of the person issuing the book to ZL Maguma.</p> <p>2. Further, per inspection of the documents, it was noted the the section 341 book register is not reviewed by management. There was no signature on the documents to serve as evidence.</p>	<p>not have a column to document the name and signature of the person issuing the ticking book.</p> <p>2. The ticket book register is not reviewed due to lack of implementation of proper controls.</p>	<p>a section 341 ticket register book. This book should be signed by both parties (i.e the person issuing the book and the person receiving the book).</p> <p>Moreover, management should review the ticket register book to ensure accuracy and completeness over the ticket book register.</p>		and maintain a section 341 ticket register book to be signed by both the issuer and the receiver			
EX 42	REVENUE	<p>Monies collected by the traffic department to be submitted for banking to the Munitata building are not kept in a safe during the day. The money collected is kept in one of the municipal offices until</p>	<p>A safe has been requested by the traffic department but it has still not been approved. Therefore, there is no follow up on the SCM process.</p>	<p>The Municipality should invest in a safe for the traffic department so that no revenue is lost at any</p>		<p>Accommodation of Traffic fines unit within MVRA Offices.</p>	01 March 2016	On going	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
		it is ready for banking. The office were the money is kept is not locked at all times.		point.					
EX 279	REVENUE	According to the debtors age analysis, there are debtors in arrears in excess of 300 days. Therefore, the municipality has not implemented an effective revenue collection system.	Management has not implemented an adequate debt collection system.	The debtors age analysis should be reviewed periodically by senior management. An effective debt collection system should be implemented, and debtors in arrears should be followed up on.	BTO	Monthly report on collection from Bigen Africa to ManCom. Introduction of integrated monitoring system Establishment of monitoring and evaluation unit. 1.contract employees for 3 months 2.Establish a unit in the long run Source people internally	01 February 2016 01 July 20116 01 March 2016	On going 30 June 2017 On going	
EX 225	HR	During the audit of consequence management it was	Non-adherence with the requirements of the Municipal Regulations on	Management should ensure that a		Establishment of Financial misconduct	01 March 20116	On going	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
		noted that the council did not establish a disciplinary board to:	financial misconduct procedures and criminal proceedings	disciplinary board is established and in place to investigate allegations of financial misconduct as well as to monitor proceedings against an alleged transgressor.		board The Office of the Mayor and Municipal Manager to champion the signing and monitoring of performance agreements	01 February 2016		
EX 245	HR	During the audit of HR Compliance it was noted that the municipal manager did not a signed performance agreement included in his employee file which states the municipal manager's performance objectives and targets. It was further noted that the responsibilities of the municipal manager were not set out in a signed performance agreement to ensure that these were in line with the provisions of the section 62(1) in the MFMA.	This is due to lack of performance management system within the municipality and lack of proper record keeping.	Management should ensure that a signed performance agreement for the municipal manager is included in the employee's file and that the performance agreement sets out the municipal manager's responsibilities which should be aligned with the requirements of section 62(1) of the MFMA.					

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
EX 259	HR	Per discussion with the management it was noted that KSD Municipality have not submitted the consolidated report on compliance with the minimum competency levels to the National treasury and the relevant provincial treasury.	Lack of management oversight. KSD Municipality failed to submit the consolidated report on compliance with the prescribed competency levels to the National Treasury and the relevant provincial treasury.	Management of KSD municipality should ensure that the report on compliance with the prescribed competency levels to the National treasury and the relevant provincial treasury by 30 January and 30 June.	Corporate Services	Corporate Services to lead the submission of reports to relevant departments	30 January 2016	30 June 2016	
EX 259	HR	Per discussion with the management it was noted that KSD Municipality have not submitted the consolidated report on compliance with the minimum competency levels to the National treasury and the relevant provincial treasury.	Lack of management oversight. KSD Municipality failed to submit the consolidated report on compliance with the prescribed competency levels to the National Treasury and the relevant provincial treasury.	Management of KSD municipality should ensure that the report on compliance with the prescribed competency levels to the National treasury and the relevant provincial treasury by 30 January and 30 June.	Corporate Services	To request the reporting template from the Provincial Treasury department	01 February 2016		
EX	HR	During the audit of HR	This is due to lack of	Management	Corporate	Development	01 April 2016	30 June	

EX NO	COMPONENT	AUDIT FINDING	ROOT CAUSE	RECOMMENDATION	DEPARTMENT	REMEDIAL ACTION	START DATE	COMPLETION DATE	STATUS
264		Compliance for performance management of other employees, it was noted that through the inspection of sample of employee files that no performance agreements were signed by employees and these employees' performance was not measured or monitored during the year under review:	performance management system within the municipality.	should ensure that there are standard processes and policies in place to monitor and measure performance of all employees and that these performance agreements are signed by all employees as set out by the applicable legislation.	Services	of policy and procedure manual for performance management system.		2016	

5.7 Management letter action plan for the year ended 30 June 2017

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
Ex 11	BTO	Borrowings: Control deficiencies over the amortisation schedule	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Amortisation Table for loan funding obtained and reviewed quarterly
Ex 35		Long Term Borrowings: Presentation and Disclosure							
Ex 191		Finance costs - DLGTA Loan							
Ex 41	BTO	Cash & Cash Equivalents: Lack of review of bank reconciliations	Lack of review by Management on a monthly basis	Develop a checklist of all reconciliations to be performed monthly and tick monthly	July 2016 review up to date	ongoing	CFO		Monthly reconciliations signed off by the CFO with the checklist attached
Ex 42		Cash & Cash Equivalents: Account omitted in annual financial statements	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Review list of bank accounts disclosed in the quarterly AFS with bank confirmations
Ex 43		Cash & Cash Equivalents: Differences in the amounts per the notes and the amount on the face of the annual financial	Lack of review by Management on a monthly basis	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Review of AFS by the Internal Audit
Ex 44	BTO	Cash & Cash Equivalents: Bank reconciliations not prepared.	Lack of review by Management on a monthly basis	Develop a checklist of all reconciliations to be performed	July 2016 review up to date	ongoing	CFO		Monthly reconciliations signed off by

				monthly and tick monthly					the CFO with the checklist attached
Ex 45		Cash & Cash Equivalents: Change of primary account notification not sent timeously	Lack of monitoring of MFMA checklist	Update and review monthly MFMA checklist	July 2016 review up to date	Ongoing	CFO		Updated MFMA checklist
Ex 105	BTO	Compliance Budget: Unforeseen and unavoidable expenditure was not reported to council and appropriated into the adjustment budget							
Ex 106	BTO	Compliance Budget: Unforeseen and unavoidable expenditure incurred by the municipality was not approved by the mayor							
Ex 21	BTO	Compliance Budget: Notice of publication of budget not within 10 working days of council approval							
Ex 104	BTO	Cash & Cash Equivalents: Investment accounts not on bank confirmation	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Review of AFS by the internal Audit
Ex 220	BTO	Cash & Cash Equivalents: Suspense account not cleared timeously	No management accounts procedures	Develop management accounts procedure manual /checklist and review	December 2016	Ongoing	CFO		Signed off of suspense accounts by GM and CFO
Ex 240	BTO	Cash flow statements: Incorrectly disclosed	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Review of AFS by the internal Audit
Ex 13	BTO	Commitments: Payments per	Lack of synergy between	Update of budget unit	Review July	Ongoing	CFO		Monthly report

		commitment register could not be fully substantiated	Budget(Estimated figures) /user Departments and SCM appointment letters	by appointment letters from SCM and expenditure to-date	2015 to -date				on commitment register
Ex 31	BTO	Commitments: Value of commitments as disclosed in the annual financial statements does not agree to the commitments							
Ex 34	BTO	Commitments: Amount per appointment letter does not agree to awarded value per register							
Ex 14	MM	Contingent liabilities: Inadequate legal case register maintained	Lack of understanding by the Legal divisions on the importance of contingent liabilities	Training on the compilations contingent liability register	January 2016	January 2016	MM		Attendance register and programme for the training
				Compile contingent liability register monthly	Review July 2016 to Date	Ongoing	MM		Contingent liability register
				Request legal confirmations quarterly	December 2016	Quarterly	MM		Legal confirmation x3
Ex 138		Contingent liabilities: Legal schedule and disclosure note in the annual financial statements do not agree							
Ex 175		Contingent liabilities: Legal confirmations not received							
Ex 21	BTO	Opening balances: Uncorrected prior year errors/misstatements	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Internal audit review
Ex 73		Ex 73: Opening balances: Employee costs: Difference between current and prior year annual financial statements could not be reconciled	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly		Ongoing	CFO		

Ex 88		Ex 88: Opening balances: Investment Property - misstatements of prior year were never corrected.	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 89		Ex 89: Opening balances: Revenue and receivables journal testing	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Internal Audit Review
Ex 90	BTO	Opening balances: Grants and subsidies	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 117		Opening balances : VAT general ledger does not agree to the annual financial statements	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 118		Opening balances: Insufficient information submitted for RFI 2005	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Internal Audit Review
Ex 131		Opening balances: Bulk purchases misstated	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 132	BTO	Opening balances: General Expenses not corrected	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Internal Audit Review
Ex 133		Opening balances: Repairs and maintenance not corrected	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 164		Opening balances: Current financial liability not corrected	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		

Ex 165		Opening balances: FV adjustments not corrected	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 166	BTO	Ex 166: Opening balances: Unauthorised expenditure not corrected	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 179		Ex 179: Opening balances: Contract Services, no adjustments made	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 180		Ex 180: Opening balances: Grant Expenditure, no adjustments made	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 198	BTO	Opening balances: Provisions, overstatement of revenue and PPE	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		
Ex 10	MM	Statement of Budget: Actual expenditure exceeding final budget	Delays in the approval of unauthorised expenditure	Present to committees of council the unauthorised expenditure in July of each year	July each year	Ongoing	MM;CFO and Mayor		Council resolution authorising budget
Ex 4		Expenditure: No controls to prevent unauthorised expenditure							
Ex 15	BTO	Statement of Budget: Incomplete and inaccurate disclosure	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Review of Quarterly AFS by the Internal Audit unit
Ex 185		Deferred Income: Unspent conditional grants per annual financial statements does not agree to the separate bank	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Review of Quarterly AFS by the Internal Audit unit
Ex 1	CS	Control environment:							

		Deficiencies identified							
		The codes of conduct are not periodically acknowledged by signature from all employees.	Lack of procedures to implement code of conduct	Ensure that code of conduct is signed by KSD employees and new employees ,code of conduct must be attached to their appointment letters	December 2016	Ongoing	MM and Director Corporate Services		Monthly reports on signed code of conduct
Ex 2	MM	Risk assessment: Deficiencies noted	1. Lack of understanding on risk management	Risk Management Framework adopted by council	January 2016	Ongoing	MM		Council resolution January 2016
			2. Lack of policies and procedures for risk management framework	Establish risk management committee and ensure functioning	January 2016	Ongoing	MM		6 x minutes on the sitting of the committee
Ex 3	MM	Control environment: Deficiencies identified: No PMS Policy and strategy to communicate challenges	Non availability of PMS Policy	PMS policy adopted by council	January 2016	January 2016	MM		Council resolutions
	MM and Directors		Monthly departmental meetings not convened	Ensure that directors convene departmental meetings monthly to provide feedback and review of performance	January 2016	Ongoing	MM and Directors		6 x minutes of departmental meetings per each Directorates
Ex 255	BTO	Disclosure: GRAP	Lack of review for the development of AFS	Process plan for the compilation of AFS be developed and reviewed quarterly	December 2016	Ongoing	CFO		Review of Quarterly AFS by the Internal Audit unit
Ex 114	BTO	VAT Provisional Account - Debtors	Lack of review of provisional vat accounts monthly	Develop procedure manual and ensure implementation	January 2016	Ongoing	CFO		Procedure manual
				Train the affected	February	February			Attendance

Ex 174	BTO	Ex 174: VAT - Late payment		employees on procedure manual	2016	2016	CFO		register for the training and programme
Ex 213		Ex 213: VAT Payable - Incomplete disclosure					CFO		
Ex 19	MM	Compliance Audit Committee: Audit Committee did not meet at least four times a year	Delays of the council to appoint new members	Appoint audit committee members	December 2016	December 2016	MM and Mayor		Appointment letters signed
				Induction of audit committee members and start execution of audit plan	January 2016	Ongoing	MM and Mayor		Attendance register and invitation with a programme
Ex 81		Compliance Audit Committee: AFS not reviewed by a fully functional audit committee							
Ex 72	MM	Compliance Consequence Management: No evidence that indicates that the municipality has recovered unauthorised, irregular and fruitless and wasteful expenditure	Delays on investigation for irregular, fruitless and wasteful expenditure	Once outcomes are received the Municipality will give each individual an opportunity to defend him or herself and action will be taken	On completion of investigation by MPACC	Ongoing	MM		Outcomes of the investigations
Ex 98	BTO	Compliance Revenue Management: Valuation roll does not include the physical address of the property	Lack of review of General valuation roll and billing	Monthly review of general valuation roll and billing using external sources such as SARS, Cross Check and Trans union	December 2016	ongoing	CFO		Reconciliation
Ex 99	MM and BTO	Compliance Revenue Management: Revenue is not reconciled on a weekly basis	Inadequate human resource	Request Additional personnel from the support unit of Provincial Treasury	December 2016		MM and CFO		Allocation letter from Treasury
			No procedure manual	Develop procedure	January 2016	Ongoing	CFO		Procedure

				manual for revenue section and ensure work shopping and implementation					manual Attendance register and programme for workshopping
Ex 136	BTO	Compliance Conditional Grants: The quarterly non-financial performance reports were not submitted within 30 days after the end of each quarter: DoRA 12(2)(c) states that the relevant receiving officer must, in respect of a Schedule 5 or 7 allocation transferred to-	Non availability of DORA checklist	Develop DORA checklist and ensure compliance on a monthly basis	December 2016	Ongoing	CFO		Monthly reports on the implementation of checklist
Ex 23-89	All Directorates	AOPO:	Lack of understanding AOPO standards	Extensive workshop on AOPO standards	January 2016		MM		Attendance register and programme for workshop
			Non alignment of IDP objectives and SDBIP	Align IDP objective and SDBIP	January 2016				
271	CS	User Access Management: Inadequate user access management	Lack of a procedure Manual and review	Develop a procedure manual and check list	January 2016	Ongoing	Director Corporate Services		Signed procedure Manual and checklist
Ex 9		IT General Control Environment: Control deficiencies identified	Lack of a procedure Manual and review	Develop a procedure manual and check list	January 2016	Ongoing	Director Corporate Services		Signed procedure Manual and access register
271		IT Service Continuity: Business continuity management	No Disaster Recovery Plan	Development of the DRP and submit for approval Implement DRP	January 2016	Ongoing	Director Corporate Services		Signed DRP
271		Program Change Management: Change Change	No Change Management policy and procedure in	Develop and implement a Change	January 2016	March 2017	Director Corporate		Signed Change management

		management procedures	place	management policy and procedure			Services		procedure documentation
271	BTO	Supplier Masterfile: Supplier Masterfile amendments	Inadequate procedure to ensure approval of changes	Document process and develop a monthly check list of changes	January 2016	Ongoing	CFO		Request form and signed Audit trail report
	BTO	Employee Costs (Payroll): Insecure transmission of payment file	Limited restriction on the drive that stores the salaries extracted file	Create a new restricted and dedicated drive	December 2016	December 2016	CFO		Restricted Drive and approved list of users
	BTO	Employee Costs (Payroll): Duplicate employees	no timeous communication between HR and Payroll	Management to review monthly entrance and resignations	January 2016	Ongoing	Director Corporate Services		Signed Audit trail
	CS	Internal Vulnerability Review: Vulnerability identified in the network	The infrastructure at the time of audit was dilapidated	Update ICT security policy	December 2016	March 2017	Director Corporate Services		Council resolution and policy

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
Ex 34	All Directorates	Ex 34: Commitments: Amount per appointment letter does not agree to awarded value per register	Non submission of Variation Orders by Departments to Asset Management.	<ul style="list-style-type: none"> Regular update by Departments on VO's issued. Monthly reconciliations of commitments register. Asset management issue out memos on a monthly basis requesting variation orders. 	Jan 2016	June 2017	ALL departments		Commitment Register
Ex 49		Ex 49: Commitments: Work in progress register and commitments register do not agree	Lack of supervision	<ul style="list-style-type: none"> On a monthly basis, review payments made to date vs commitment register. 	Jan 2016	June 2017	CFO		Commitment Register
Ex 53		Ex 53: Commitments: Projects still committed for although the timeframe is exhausted	Completion dates not revised by relevant departments.	Submission of revised project implement plan to asset management	Jan 2016	June 2017	ALL departments		Revised, signed plans
Ex 71		Ex 71: Commitments: Projects on work in progress register not included on commitments register	Lack of supervision	<ul style="list-style-type: none"> On a monthly basis, review payments made to date vs commitment register. 	Jan 2016	June 2017	CFO		Updated Register
Ex 32	All Directorates	Ex 32: Employee costs: Employee still paid subsequent to date of death	Notification by families submitted late	<ul style="list-style-type: none"> Ensure that staff management is done by every department. Daily and 	Dec 2016	Ongoing	All Departments		Attendance Register

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
				<ul style="list-style-type: none"> monthly staff verification 					
Ex 36	All Directorates	Ex 36: Employee costs: No attendance registers are maintained for overtime worked	Non-compliance and lack of submission	<ul style="list-style-type: none"> Proper supervision and compliance by department 	Jan 2016	Ongoing	All Departments		Attendance register Authorisation form
Ex 37	CS	Ex 37: Employee costs: Overtime - Maximum salary notch exceeded	Non-compliance to HR policy and Collective Agreement.	Pay limited to 40 hours per month. Develop operational plans that are compliant to HR Policy and Collective agreements.	Jan 2016	Ongoing	All Departments		Operational Plans
Ex 38		Ex 38: Employee costs: Overtime estimated hours to be worked not stated	Lack of supervision	Completeness of the authorisation forms.	Jan 2016	On-going	All Departments		Completed and signed overtime authorisation forms.
Ex 46	All Directorates	Ex 46: Employee costs: Overtime incorrectly calculated	Human error	<ul style="list-style-type: none"> Ensure internal checks and verifications. Continuous monitoring of input to the payroll system. Explore the automation of overtime calculation 	Jan 2016	On-going	All departments		Checked and properly signed overtime sheets
Ex 75	CS	Ex 75: Employee costs: Terminations listing is inaccurate	Lack of reconciliation	Reconcile termination list on a monthly basis	Jan 2016	On-going	Corporate Services		Monthly reconciled reports of termination

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
Ex 76	All Directorates	Ex 76: Employee costs: Appointment positions not found on vacant posts listing or HR recruitment plan	Poor planning by the Municipality	Alignment of approved budget with HR plan	May 2016	On-going	All Departments		Reviewed and Updated HR Plan
Ex 84	CS	Ex 84: Employee costs: Allowances information not contained within the employee file	Poor records keeping	Ensure that records are properly kept and filed. Maintain register of allowances. Perform audit of employee files quarterly.	Jan 2016	Ongoing	Corporate Services		Complete employee file
Ex 85		Ex 85: Employee costs: Deductions authorisations not filed within the employee file	Poor records keeping	Review all the employee files Perform audit of employee files quarterly	March 2016	Ongoing	Corporate Services		Complete employee file
Ex 86		Ex 86: Employee costs: No support for employee's current remuneration package	Poor records keeping	Ensure that records are properly kept and filed. Review all the employee files	March 2016	Ongoing	Corporate Services		Complete employee file
	BTO	Ex 94: Employee costs: Non-compliance with Government Gazette medical aid requirements	Lack of review/ Quality control of calculation	Implementation of Government Gazette	Dec 2016	On-going	CFO		Review of calculations
	BTO	Ex 95: Employee costs: Cell phone allowance provided to councillor's in contravention of the Government Gazette	Incorrect interpretation of the Government Gazette.	To implement the correct procedures of the Government Gazette. Consult Councillors	On expiry of cell phone contracts		CFO		Reviewed cell phone allowance
Ex 127	CS	Ex 127: Employee cost:	Human Error.	Ensure internal	Jan 2016	On-going	Corporate		Review of

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
		Incorrect leave pay-out amount	Poor management of leaves	controls. Timeous submission of leave books. Explore automated leave management.			Services, All departments		calculations
Ex 128	All Directorates	Ex 128: Employee cost: Annual leave taken before approval	Poor management of leaves by all departments.	Review leave policy. Apply early to give time for approval in line with BCEA	Jan 2016	On-going	All Departments		Leave form approved before taking leave
Ex 129	All Directorates	Ex 129: Employee costs: Sick leave not authorised timeously	Poor management of leaves by all departments.	Monitor the Submission of sick notes immediately after returning from sick leave as per HR Policy.	Jan 2016	On-going	All Departments		Monthly reports
Ex 130		Ex 130: Employee costs: Incorrect leave day balance per system	Poor management of leaves by all departments.	Effective implementation of HR Policy	Jan 2016	On-going	All Departments		Monthly reports
Ex 136	CS	Ex 136: Employee costs: Appointments: Salary paid does not agree to SALGBC	Current system is not linked to the salary notches	Explore the automation of salary progression of General workers from Grade 19 to 16	Jan 2016	Ongoing	CS		Monthly reports
Ex 181		Ex 181: Employee costs: Difference in recalculation of acting allowance	Human Error	Reviews of the work performed done regularly. Explore automation of acting allowance calculation.	Jan 2016	Ongoing	BTO		
Ex 190		Ex 190: Employee cost: Payroll certification not	Non-compliance by all Departments	Payroll certification should form part of	Jan 2016	Ongoing	All Departments		Signed and Certified payroll

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
		reviewed		performance management of section 56 managers					certificates by HOD's
Ex 215		Ex 215: Employee costs: Vacant posts not filled	Recruitment process takes time Financial constraint	Implementation of HR Plan Conduct a study for turnaround time on recruitment processes Fill the positions at least three months after it is vacant.	Jan 2016	Ongoing	Corporate Services		Monthly reports that will show the process followed from the date the post was advertised until the appointment date
Ex 230		Ex 230: Employee costs: Appointments: Committee members should declare their independence	No independence forms in place	Develop checklist for recruitment process. Develop procedure manual	Jan 2016	March 2017	Corporate Services		Procedure Manual Checklist
Ex 248		Ex 248: Employee costs - Leave provision difference in leave days and cost to company figure	Policy not aligned to legislation	Review policy and align with legislation	Jan 2016	June 2017	Corporate Services		Reviewed policy and aligned to legislation
Ex 212		Ex 212: Fruitless and wasteful Expenditure: Unrecorded interest on overdue account	Human Error	Ensure quality Control	Dec 2016	Ongoing	CFO		Update of fruitless and wasteful expenditure monthly
Ex 161		Ex 161: Assets: Reliance on use of consultants	Staff shortage Financial Constraints	Build internal capacity by National Treasury Intervention	Jan 2016	Ongoing	MM		Update on the filing of BTO positions monthly

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
Ex 8		Ex 8: Inventory: Stock count sheets not signed	Lack of review	Review.	Jan 2016	Ongoing	CFO		Signed inventory count sheets
Ex 26	MM	Ex 26: Inventory: Adjustments not made after final inventory stock count	Delayed approval by Council after submission of AFS	Council to approve adjustments quarterly	Jan 2016	Ongoing	Municipal Manager		Council resolution Approved adjustments
Ex 27	BTO	Ex 27: Inventory: Stock count deficiencies	Non implementation of adjustment	Approval of adjustment	Jan 2016	Ongoing	CFO		Approved adjustments
Ex 19		Ex 19: Expenditure: No stamp as evidence of goods supplied or services rendered	No submission of direct debit invoices to relevant departments	Submit invoices to Departments for certification.	Jan 2016	Ongoing	CFO		Stamped invoices
Ex 22		Ex 22: Expenditure: Invoices not paid within 30 days	Financial challenge. Late submissions of invoices by Departments	Align expenditure with revenue collection and ensure that cash flows are properly managed	Ongoing		All departments		Monthly age analysis
Ex 144	BTO	Ex 144: Expenditure: No journal raised for the reversal of accrual	Lack of procedures	Develop procedure manuals	Jan 2016	ongoing	CFO		Signed approval forms accompanying journal
Ex 147		Ex 147: Expenditure: No stamp for evidence of goods/ services received	No submission of direct debit invoices to relevant departments	Submit invoices to Departments for certification.	Jan 2016	Ongoing	CFO		Stamped invoices
Ex 167	BTO	Ex 167: Expenditure: Unrecorded liability	Lack of procedure	Develop procedure manual. Develop checklist	Jan 2016	Ongoing	CFO		Procedure Manual Checklist
Ex 222		Ex 222: Expenditure: VAT claimed on foreign transaction and incorrect exchange rate used	Non application of vat guidelines	Ensure that VAT guidelines are adhered to			CFO		
Ex 239		Ex 239: Expenditure:	Incorrect classification	Classify as lease	Jan 2016	Ongoing	CFO		Register for

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE	
		Classification of lease		category: Operating and finance lease					finance and operating lease	
Ex 245		Ex 245: Expenditure: Operating lease contract not signed by both parties	Poor contract management. Non-compliance.	Going forth make sure that all lease contracts are signed. Mancom to engage on the matter	Jan 2016	Ongoing	CFO		Signed lease contracts	
Ex 78 AG	BTO	Ex 78AG: SCM: Supplier declarations were not submitted.	No declaration system to awarded suppliers	Develop a separate declaration system to awarded suppliers	Jan 2016	March 2017	CFO		Supplier declaration forms	
Ex 90 AG	BTO	Ex 90AG: SCM: Three written quotations were not requested and seven day tender process was not followed.	Non-compliance of SCM Policy	Implementation of SCM Policy	Ongoing		CFO		Monthly report	
Ex 92 AG		Ex 92AG: SCM: Suppliers did not supply a valid BBEE certificate.	Non-compliance with PPPFA regulations	Effective implementation of PPPFA regulations	Ongoing		CFO			
Ex 93 AG		Ex 93AG: SCM: The highest scoring supplier was not awarded the tender.	Non-compliance of SCM Policy	Implementation of SCM Policy	Jan 2016	Ongoing	CFO			
Ex 94 AG		Ex 94AG: SCM Compliance: Declaration of interest by employees was not submitted.	Ignorance by employees	Enforce adherence to internal requirements.	Jan 2016	Ongoing	CFO			Signed declaration forms
Ex 95 AG		Ex 95AG: SCM Compliance: No declaration of interest.	Ignorance by employees	Enforce adherence to internal requirements.	Jan 2016	Ongoing	CFO			Signed declaration forms
Ex 97 AG		Ex 97AG: SCM: Declaration of interest not disclosed in the AFS	Declaration forms were not signed by all employees and Councillors	Enforce adherence to internal requirements	ongoing		BTO		Signed declaration forms	
Ex 121		Ex 121AG: SCM: Specification	Non compliance	Adherence to SCM	Jan 2016	Ongoing	CFO			

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
AG		approved after the tender is advertised		regulations					
Ex 132 AG	All Directorates	Ex 132AG: SCM: Contract Management-No performance monitoring measures in place	No plans in place	Develop plans, guidelines and monitoring tools	Dec 2016		All departments		Developed plans and monitoring tools
Ex 12 AG	CS	HR Compliance Management: Minimum competency levels not met by finance and supply chain management.	Staff enrolled for minimum competency had to be withdrawn due to financial constraint.	SCM officials will be activated depending on the availability of training dates from Fort hare	January 2016	ongoing	Municipal Manager		Enquiry and attendance register Fort hare
Ex 59	CS	Sufficient appropriate audit evidence could not be obtained: 1. An appointment was made in the post of a Manager directly accountable to Municipal Manager that was advertised as required by section 54(4)A of the MSA	Non adherence to policy and regulations	Ensure future compliance when advertising Senior posts	As and when required	Ongoing	CS		Advert
		The director planning submitted proof of previous employment and disclosure of financial interests prior to appointment as per requirements of regulation 66(3) of MSA		Review all employee files including Directors to include the missing information	December 2016	Ongoing	CS		Conformation by internal audit unit
Ex 13 AG	CS	HR Compliance Management: No evaluation of the staff establishment by the municipal manager	Non completion of staff placement	Completion of staff placement	Dec 2016	ongoing		Less than 10 queries are being dealt with	Placement letter and Placement report to Council
Ex 14	CS	HR Compliance Management:	Non-compliance with HR	Ensure that all	Feb 2016	June 2016	Corporate		Signed Code of

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
AG		No evidence that the code of conduct was submitted to all staff	policy	officials are provided with code of conduct. Conduct road shows			Services		conducts. Attendance Register
Ex 15 AG		HR Compliance: No consolidated report was submitted to the National Treasury	Report were done separately and submitted to Council	Consolidate the reports and submit to Council	Jan 2016	Ongoing	Municipal Manager		Consolidated report
Ex 16 AG		HR Compliance Management: Municipal official acted for a period more than 3 months	Non-compliance of HR policy	Compliance with policy. Facilitate that vacant positions are filled within reasonable time.	Jan 2016	On going	Corporate Services		
			Non alignment of systems during recruitment process	Corporate Services to attach organogram in each request of the position advertised and confirmation of approved budget	Review all appointed position July 2016	ongoing			Reconciliation update on positions appointed
		Sufficient appropriate audit evidence could not be obtained that an approved staff establishment was not in place as required by section 66(1) of the MSA	Non adherence with the law	Fast-track the placement process and then review the organogram to be in line with the act	December 2016	Ongoing	DIR Corporate Services		Council Resolution for placement and process plan for the reviewed organogram
		HR Compliance Management: Minimum competency levels not met by Accounting Officer & CFO	Delays in the availability of the programme and additions of extra module to senior managers	Completion date by CFO by June 2017	Continuous	June 2016	CS		Academic Records
63	CS			Enrolment of new Director Public	Depends on the availability	June 2016	CS		Agreement with University of Fort

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
				Safety to the programme	of the next intake				hare
Ex 61		HR Compliance Management: the Municipality did not submit a report on compliance with prescribed competency levels to National Treasury and relevant Provincial Treasury as required by the regulations on minimum competency level regulation 14(2)	Lack of understanding	Report will be generated and submitted to Treasury for all those affected(SCM and Senior Managers) and indicate the completion date	January 2016	June 2017		Director Corporate Services	Proof of submission to National Treasury
Ex 59 AG		HR Compliance management: Minimum competency levels not included in the draft annual report	Draft Annual report not included all the required information	Include minimum competency levels in the final draft of the Annual Report	Jan 2016	March 2017	Municipal Manager		Annual Report with competency levels
193		Ex 193: Deferred Income: Non-submission of information	1. Non Availability of contracts (signed copies) due to inadequate document management processes.	All department to submit grant funding documentation to BTO BTO to request signed funding agreements for all Funds received (To be signed by both parties) 3. Register of grants to be maintained and updated	Jan 2016	Feb 2017	All Heads of Dept. CFO		Signed funding agreement and filed by CFO.
194	BTO	Ex 194: Deferred Income: Cut off issues identified	No Documented formal procedure manual for yearend processes	Develop yearend Procedure manual and submit to council for approval	Jan 2017	Mar 2017	CFO		Signed Procedure Manual

111	BTO	Ex 111: Receivables: Differences between the Indigent Debtors' ID numbers per the Indigent register and copies of their IDs	No proper reviews were done on documents.	Manager indigent to inspect and ensure all indigent application forms are complete	Dec 2016	On going	CFO		Proof of inspection (Register reflecting number of indigent application inspected)
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EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
112	BTO	Ex 112: Receivables: Indigent Debtors' application forms not signed	No proper reviews were done on documents.	Manager indigent to inspect and ensure all indigent application forms are complete	Dec 2016	On going	CFO		Proof of inspection (Register reflecting number of indigent application inspected)
113	BTO	Ex 113: Receivables: Indigent Debtors' application forms not dated	No proper reviews were done on documents.	Manager indigent to inspect and ensure all indigent application forms are complete	Dec 2016	On going	CFO		Proof of inspection (Register reflecting number of indigent application inspected)
206	BTO	Ex 206: Receivables: No evidence to corroborate 1997 take-on balances	Complete Record of debt take on balances was not maintained or kept	Request council to write-off these balances	Jan 2017	Mar 2017	CFO		Council Resolution approving write-off
207	MM	Ex 207: Receivables: No receivable raised for staff housing	Resolution taken by council to dispose staff houses (2000)	Provincial treasury to provide guidance on resolving this issue	Dec 2017	June 2017	MM		Feedback from Provincial Treasury
208	HS	Ex 208: Receivables: Discrepancies with rental agreements	Missing Documents (rental agreements and leases)	Review of rental agreements Audit of rental agreement Provide capacity through Treasury	Dec 2016	Mar 2017	Director Human Settlement		Updated tenant registers

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
			Inadequate management of Leases and monitoring	Review of rental agreements Audit of rental agreement (verification)	Dec 2016	Mar 2017	Director Human Settlement		Updated tenant registers
			No reconciliations done between Billing and leases/rental agreements due to capacity	Perform reconciliation making use of support from provincial treasury	Dec 2016	Mar 2017 and ongoing thereafter	CFO Director Human Settlements		Reviewed and signed recon
			Lease register not properly maintained due to capacity	Update Register Quarterly (interim: make use of support from provincial treasury) Develop a checklist	Jan 2017	On going	Director Human Settlements		Reviewed and signed Register Signed Checklist
209	BTO	Ex 209: Receivables: Inappropriate debtors details recorded on system	Reviews were not done Reconciliation between the valuation roll and billing not complete	The valuation roll against billing and deeds office records. Develop procedure manual for reconciliation	Jan 2017	Ongoing	CFO		Monthly reconciliations Proof of Signed reconciliations Signed Procedure manual
			Incorrect or incomplete information in the valuation	Reconcile the valuation roll against	Jan 2017	Ongoing	CFO		Proof of Signed reconciliations

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
			roll	billing and deeds office records					
			Incomplete processes (rezoning, subdivision, special concerns and consolidation of properties)	Review and Update application registers Update BTO with amendment on register Linking Windeed with GIS and workshop on GIS	Jan 2017	31 Mar 2017	CFO Director Human Settlements		Copies of signed Application registers
210	BTO and CS	Ex 210: Receivables: No debtors statement exists for outstanding debtors	Statements were not archived	Develop a procedure and update the system to archive statements after each billing month	July 2017	On going	CFO Director CS		Proof of Archived files
225	BTO	Ex 225: Revenue: Grant Summary does not agree to the Detailed Notes	No proper reconciliations done	To reconcile grants to AFS	Ongoing	Ongoing	CFO		Proof of reconciliation
226		Ex 226: Revenue: Prior year comparatives in the grant income summary note does not agree to the grant income per the de	Lack of reviews of AFS Inadequate reconciliations	Reconciliation to be done on a monthly bases	July 2017	Ongoing	CFO		Proof of reconciliation
227		Ex 227: Revenue: Grant equitable shares does not agree to DORA	Procedure manual not followed	Continuous Reviewal of journals	Ongoing	Ongoing	CFO		Signed Journal report
228	BTO	Ex 228: Revenue: Meter readings not recorded onto the system	Limited access to most of the listed institutions during school holidays	Procedure manual considering School holidays.	Jan 2017	June 2017	CFO		Process Plan Signed

EXCEPTION	DIR	FINDING	ROOT CAUSES	ACTION PLAN DESCRIPTION	START DATE	COMPLETION DATE	PERSON RESPONSIBLE	INTERNAL ASSESSMENT AUDIT	POE
				Change metering to prepaid and/or remote metering					procedure manual
229	BTO	Ex 229: Revenue: Distribution loss percentage not reasonable	Old electricity network In adequate management of losses	Provide strategic Bulk Meters Refurbishment projects (66Kvoverhead line)	Jan 2017	June 2017 and ongoing	Director Technical Services		Project plan and reduction of loss report

5.7 DRAFT ANNUAL FINANCIAL STATEMENTS PROCESS PLAN 2015/16-17

**General Administration
and ending of the year**

Yearend processes

<u>Activity</u>	<u>Class of Transaction</u>	<u>Type of Activity</u>	<u>Deadline</u>	<u>Municipal Official</u>	<u>SNG / RAKOMA</u>	<u>Status</u>	<u>Notes</u>
Billing run	Revenue & Receivables	Receipts updated	Jul-2016	Dima Mjali			Year
		Reading of electricity meters capture and updated in the system	Jul-2016				
		Skips and trolley bins removal information for billing captured and updated	Jul-2016				
		Billing is run	Jul-2016				
Payments	Expenditure, Accruals and payables	Payments processed for Conditional grants	End- Jun-2016	Ms Lunika			
		All expenditure in relation to received invoices captured on the system	End- Jun-2016				
		Outstanding orders are followed up with suppliers to ensure completeness	End- Jun-2016	Mrs Platyi			
Cash management and unspent grants	Grant income and unspent grants	All grant related income and expenditure is captured in the grant register	Jul-2016	Mrs Mdiya		In progress	
	Cash and cash equivalents & Bank overdraft	Bank reconciliations finalised	Jul-2016	Ms Bikani		In progress	
		Investment register is finalised	Jul-2016	Mrs Mdiya		In progress	
		Investments reconciled to unspent grant register	Jul-2016				

		Receipting cut-off - all cashiering points to close at two PM and arrange with CIT for the collection of all cash. Coins to be deposited before close of business for all centres	Jul-2016	Mr D S Tyalibongo			
		Payments to PRODIBA and DOT for the full months done on the 30 June 2016 before COB	End- Jun-2016	Mercy Bikani			
		Deposit of floats and petty cash to be done at the month end	End- Jun-2016	Ms Lunika and Mr D S Tyalibongo			
		Bank Confirmations submitted to banks	End- Jun-2016	Ms Bikani and Mrs Mdiya		Not started	
		Interest transferred to main account	Jul-2016	Mrs Mdiya		in progress	
Loans Confirmations	Other payables and Loans	Obtain confirmation and amortisation tables from DBSA	End- Jun-2016	Mrs Mdiya		No Started	
AFS	All	Ensure that all accounts are mapped and mapping is reviewed against GL reports	Jul-2016	Ms Mdludlungi and Mrs Mdiya		No Started	

Statement of Position

- -

Cash and cash equivalents & Bank overdraft

- -

Obtain Reconciliation of Operating Bank Account - Meeg Bank - Mthatha: Account Number 4048218780	Cash and cash equivalents & Bank overdraft	Agreeing reconciliations to bank statements	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliation of Operating Bank Account - Meeg Bank - Mthatha: Account Number 4048218780 - Agree to bank statement (Place final bank statement on file)	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	

Review reconciliation of Operating Bank Account - Meeg Bank - Mthatha: Account Number 4048218780 - Trace outstanding cheques and deposits to subsequent bank statements. Report problems	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Obtain reconciliations for other bank accounts - Meeg Bank Cash Focus - Mthatha: Account Number 4053806112	Cash and cash equivalents & Bank overdraft	Information Gathering	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for other bank accounts - Meeg Bank Cash Focus - Mthatha: Account Number 4053806112 - Agree to bank statement (Place final bank statement on file)	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for other bank accounts - Meeg Bank Cash Focus - Mthatha: Account Number 4053806112 - Trace outstanding cheques and deposits to subsequent bank statements. Report problems	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Obtain reconciliations for other bank accounts - Meeg Bank Inter government grant - Mthatha: Account Number 408400474	Cash and cash equivalents & Bank overdraft	Information Gathering	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for other bank accounts - Meeg Bank Inter	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	

government grant - Mthatha: Account Number 408400474 - Agree to bank statement (Place final bank statement on file)							
Review reconciliations for other bank accounts - Meeg Bank Inter government grant - Mthatha: Account Number 408400474 - Trace outstanding cheques and deposits to subsequent bank statements. Report problems	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Obtain reconciliations for other bank accounts - Meeg Bank Electricity Account - Mthatha Account Number 4061496604	Cash and cash equivalents & Bank overdraft	Information Gathering	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for other bank accounts - Meeg Bank Electricity Account - Mthatha Account Number 4061496604 - Agree to bank statement (Place final bank statement on file)	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for other bank accounts - Meeg Bank Electricity Account - Mthatha Account Number 4061496604 - Trace outstanding cheques and deposits to subsequent bank statements. Report problems	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	

Obtain reconciliations for other bank accounts - FNB Electricity Income - Mthatha Account Number 62090323636	Cash and cash equivalents & Bank overdraft	Information Gathering	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for other bank accounts - FNB Electricity Income - Mthatha Account Number 62090323636 - Agree to bank statement (Place final bank statement on file)	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for other bank accounts - FNB Electricity Income - Mthatha Account Number 62090323636 - Trace outstanding cheques and deposits to subsequent bank statements. Report problems	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Obtain reconciliations for petty cash accounts	Cash and cash equivalents & Bank overdraft	Information Gathering	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Review reconciliations for petty cash accounts	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Obtain reconciliations for other cash on hand accounts (Floats etc.)	Cash and cash equivalents & Bank overdraft	Information Gathering	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
			Jul-2016	Ms Bikani and Mrs Mdiya			
Review reconciliations for other cash on hand accounts (Floats etc.)	Cash and cash equivalents & Bank overdraft	Review / Reconciliation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Obtain documentation for all the above and place on file	Cash and cash equivalents & Bank overdraft	Information Gathering	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	

Agree all the above to the general ledger / TB	Cash and cash equivalents & Bank overdraft	Working Paper finalisation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	
Prepare a Lead Schedule and sign off	Cash and cash equivalents & Bank overdraft	Working Paper finalisation	Jul-2016	Ms Bikani and Mrs Mdiya		No Started	Final Step
Trade and other receivables from exchange transactions		-					
Obtain the summarised Age analysis as at 30 June 2016	Trade and other receivables from exchange transactions	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Obtain a schedule of Bad debts written off, including the council approval	Trade and other receivables from exchange transactions	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Extract Age Analysis reports - Detailed and Summary Report By Category (Consumers / Industrial & Commercial / Government)	Trade and other receivables from exchange transactions	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Extract Age Analysis reports - Detailed and Summary Report By Service (Rates / Electricity / Water / Sewerage / Refuse / Other)	Trade and other receivables from exchange transactions	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Calculate the Bad Debts Provision	Trade and other receivables from exchange transactions	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	
Transfer Debtors with Credit balances to Trade and Other payables	Trade and other receivables from exchange transactions	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	
Calculate the discount for Debtors	Trade and other receivables from exchange transactions	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval	Trade and other receivables from exchange transactions	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	

and processing.							
Obtain documentation for all the above and place on file	Trade and other receivables from exchange transactions	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Agree all the above to the general ledger / TB	Trade and other receivables from exchange transactions	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Trade and other receivables from exchange transactions	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step

Other receivables from non-exchange transactions

Obtain a schedule of other receivables	Other receivables from non-exchange transactions	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Obtain a supporting documents for receivables	Other receivables from non-exchange transactions	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Other receivables from non-exchange transactions	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Other receivables from non-exchange transactions	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Other receivables from non-exchange transactions	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step

Inventories

Obtain the Stock Count list	Inventories	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain the Costed Stock sheets	Inventories	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Check the sheet for accuracy	Inventories	Review / Reconciliation	Jul-2016	Ms N Qayiso		No Started	

For the top 10 items obtain a copy of the invoice and check the cost	Inventories	Review / Reconciliation	Jul-2016	Ms N Qayiso		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Inventories	Accounting Adjustments	Jul-2016	Ms N Qayiso		No Started	
Agree above to the general ledger / TB	Inventories	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	
Prepare a Lead Schedule and sign off	Inventories	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	Final Step
Investments							
Obtain a copy of all the investment reconciliations	Investments	Information Gathering	Jul-2016	Ms Bikani & Mrs Mdiya		No Started	
Review reconciliation of Investment Accounts - Investigate any reconciling items (should be none)	Investments	Review / Reconciliation	Jul-2016	Ms Bikani & Mrs Mdiya		No Started	
Review reconciliation of Investment Accounts - Agree to bank statement (Place final bank statement on file)	Investments	Review / Reconciliation	Jul-2016	Ms Bikani & Mrs Mdiya		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Investments	Accounting Adjustments	Jul-2016	Ms Bikani & Mrs Mdiya		No Started	
Agree above to the general ledger / TB	Investments	Working Paper finalisation	Jul-2016	Ms Bikani & Mrs Mdiya		No Started	
Prepare a Lead Schedule and sign off	Investments	Working Paper finalisation	Jul-2016	Ms Bikani & Mrs Mdiya		No Started	Final Step
VAT Control							
Obtain a copy of all the VAT 201 returns	VAT Control	Information Gathering	Jul-2016	Mr M B Henry		No Started	

Enquire if the municipality has more than one VAT number. (Could have project VAT accounts)	VAT Control	Information Gathering	Jul-2016	Mr M B Henry		No Started	
Summarise the VAT 201's	VAT Control	Review / Reconciliation	Jul-2016	Mr M B Henry		No Started	
Reconcile the VAT due / refundable @ 30 June 2016 to the general ledger / TB	VAT Control	Working Paper finalisation	Jul-2016	Mr M B Henry		No Started	
Reconcile the Revenue per the VAT 201's to the general ledger / TB	VAT Control	Working Paper finalisation	Jul-2016	Mr M B Henry		No Started	
Detail reasons for the differences	VAT Control	Working Paper finalisation	Jul-2016	Mr M B Henry		No Started	
Forward any reconciling items to the CFO for inclusion in the final June 2016 VAT 201 return	VAT Control	Accounting Adjustments	Jul-2016	Mr M B Henry		No Started	
Prepare a Lead Schedule and sign off	VAT Control	Working Paper finalisation	Jul-2016	Mr M B Henry		No Started	Final Step
VAT Provision	-	-	Jul-2016				
Obtain a copy the VAT Provision reconciliation	VAT Provision	Information Gathering	Jul-2016	Mr M B Henry		No Started	
Recalculate the VAT provision based on outstanding Vatable customer accounts (should be system generated)	VAT Provision	Review / Reconciliation	Jul-2016	Mr M B Henry		No Started	
Discuss any arrears of concern with management and if necessary prepare adjusting journals for the CFO to authorise and process.	VAT Provision	Accounting Adjustments	Jul-2016	Mr M B Henry		No Started	
Agree above to the general ledger / TB	VAT Provision	Working Paper finalisation	Jul-2016	Mr M B Henry		No Started	

Prepare a Lead Schedule and sign off	VAT Provision	Working Paper finalisation	Jul-2016	Mr M B Henry		No Started	Final Step
Non-current receivables							
Obtain schedule of housing loans	Non-current receivables	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Review the housing loans calculation	Non-current receivables	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Non-current receivables	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Non-current receivables	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Property, plant and equipment							
Obtain final complete movable and immovable asset register	Property, plant and equipment	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain PPE summary schedules as at 30 June 2010 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value	Property, plant and equipment	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain PPE summary schedules as at 30 June 2011 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value	Property, plant and equipment	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain PPE summary schedules as at 30 June 2016 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value	Property, plant and equipment	Information Gathering	Jul-2016	Ms N Qayiso		No Started	

Obtain the restating journals from the service provider for 2014 and 2015 and 2016	Property, plant and equipment	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain the depreciation journals from the service provider for 2014 and 2015-2016	Property, plant and equipment	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Review that the correct journals have been passed	Property, plant and equipment	Review / Reconciliation	Jul-2016	Ms N Qayiso		No Started	
Reconcile the asset register to the general ledger / TB	Property, plant and equipment	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	
Prepare a Lead Schedule and sign off	Property, plant and equipment	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	Final Step
Intangible assets			Jul-2016				
Obtain final complete intangible asset register	Intangible assets	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain intangible asset summary schedules as at 30 June 2010 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value	Intangible assets	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain intangible asset summary schedules as at 30 June 2011 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value	Intangible assets	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain intangible asset summary schedules as at 30 June 2016 containing - Cost / Fair	Intangible assets	Information Gathering	Jul-2016	Ms N Qayiso		No Started	

value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value							
Obtain the restating journals from the service provider for 2014 and 2015 and 2016	Intangible assets	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Review that the correct journals have been passed	Intangible assets	Review / Reconciliation	Jul-2016	Ms N Qayiso		No Started	
Reconcile the intangible asset register to the general ledger / TB	Intangible assets	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	
Prepare a Lead Schedule and sign off	Intangible assets	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	Final Step
Investment property			Jul-2016				
Obtain final complete investment property register	Investment property	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain investment property summary schedules as at 30 June 2016 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value	Investment property	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain investment property summary schedules as at 30 June 2011 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value	Investment property	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain investment property summary schedules as at 30 June	Investment property	Information Gathering	Jul-2016	Ms N Qayiso		No Started	

2014 containing - Cost / Fair value, depreciation, accumulated depreciation, Additions, Disposals and Net Book Value							
Obtain the restating journals from the service provider for 2010 and 2011 and 2014-2015	Investment property	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Obtain the fair value journals from the service provider for 2011 and 2014-2015	Investment property	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Review that the correct journals have been passed	Investment property	Review / Reconciliation	Jul-2016	Ms N Qayiso		No Started	
Reconcile the intangible asset register to the general ledger / TB	Investment property	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	
Prepare a Lead Schedule and sign off	Investment property	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	Final Step
Biological assets	-	-	Jul-2016				
Enquire if the municipality has any biological assets	Biological assets	Information Gathering	Jul-2016	Ms N Qayiso		No Started	Final Step
Non-current asset held for sale	-	-	Jul-2016				
Obtain schedule of non-current asset held for sale	Non-current asset held for sale	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Determine the recoverability	Non-current asset held for sale	Review / Reconciliation	Jul-2016	Ms N Qayiso		No Started	
Reconcile the intangible asset register to the general ledger / TB	Non-current asset held for sale	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	
Prepare a Lead Schedule and sign off	Non-current asset held for sale	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	Final Step
Trade and other payables from	-	-	Jul-2016				

exchange transactions							
Suppliers		Jul-2016					
Obtain the Creditors Age Analysis reports as at 30 June 2014-2015	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started	
Agree all creditors on the Age Analysis to suppliers statements / invoices	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Place a copy of the suppliers statement on file and reference to Age Analysis	Trade and other payables from exchange transactions	Working Paper finalisation	Jul-2016	Ms Lunika		No Started	Final Step
Other Creditors		Jul-2016					
Obtain the Creditors NOT ON THE Age Analysis reports as at 30 June 2016 - Accruals List	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started	
Agree all creditors / Accruals NOT ON THE Age Analysis to suppliers statements / invoices	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Place a copy of the suppliers statement on file and reference to List of creditors not on the age analysis	Trade and other payables from exchange transactions	Working Paper finalisation	Jul-2016	Ms Lunika		No Started	
Obtain a reconciliation of the salaries and wages control account	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started	
Review and reperform the Salaries and wages reconciliation	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Trace the outstanding / reconciling items to subsequent bank statement (Ensure that it is not on the list of O/S cheques)	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Obtain a schedule / reconciliation of the	Trade and other payables from exchange	Information Gathering	Jul-2016	Ms Lunika		No Started	

Insurance Claims	transactions					
Review the reconcile the Insurance Claims (Agree to supporting documents)	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started
Obtain a schedule / reconciliation of the Unclaimed Group Life Assurance	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started
Review and reconcile the Unclaimed Group Life Assurance (Agree to supporting documents)	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started
Obtain a schedule / reconciliation of the unknown deposits	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started
Review and reconcile the unknown deposits (Obtain and document explanations)	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started
Obtain a schedule / reconciliation of the other deposits	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started
Review and reconcile the other deposits (Obtain and document explanations)	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started
Obtain a schedule / reconciliation of the Payments Received in advance	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started
Review and reconcile the payments received in advance (Agree to supporting documents)	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started
Obtain a schedule / reconciliation of the Reversed Stale Cheques	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started
Review and reconcile the stale cheques (Obtain and document	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started

explanations)							
Obtain a schedule of Prepaid Electricity received in advance	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started	
Recalculate the Prepaid Electricity received in advance. Check and document the assumptions used.	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Review and reperform the calculation for Prepaid Electricity received in advance	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Obtain the list of staff leave accruals	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started	
Review the calculation for staff leave accruals	Trade and other payables from exchange transactions	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Discuss any arrears of concern with management and if necessary prepare adjusting journals for the CFO to authorise and process.	Trade and other payables from exchange transactions	Accounting Adjustments	Jul-2016	Ms Lunika		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Trade and other payables from exchange transactions	Accounting Adjustments	Jul-2016	Ms Lunika		No Started	
Obtain documentation for all the above and place on file	Trade and other payables from exchange transactions	Information Gathering	Jul-2016	Ms Lunika		No Started	
Transfer Creditors with Debit balances to Trade and Other receivables	Trade and other payables from exchange transactions	Accounting Adjustments	Jul-2016	Ms Lunika		No Started	
Agree all the above to the general ledger / TB	Trade and other payables from exchange transactions	Working Paper finalisation	Jul-2016	Ms Lunika		No Started	

Calculate the discount for creditors	Trade and other payables from exchange transactions	Accounting Adjustments	Jul-2016	Ms Lunika		No Started	
Prepare a Lead Schedule and sign off	Trade and other payables from exchange transactions	Working Paper finalisation	Jul-2016	Ms Lunika		No Started	Final Step
Consumer deposits		-	Jul-2016				
Obtain summary and detailed report of deposits by service (Hard copy / Electronic)	Consumer deposits	Information Gathering	Jul-2016	Ms Naidu		No Started	
Perform a reasonableness calculation, explain variances (E.g. old stands with no deposits)	Consumer deposits	Review / Reconciliation	Jul-2016	Ms Ntsadu		No Started	
Agree the schedule of deposits to the general ledger / TB	Consumer deposits	Review / Reconciliation	Jul-2016	Ms Ntsadu		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Consumer deposits	Review / Reconciliation	Jul-2016	Ms Ntsadu		No Started	
Prepare a Lead Schedule and sign off	Consumer deposits	Working Paper finalisation	Jul-2016	Ms Ntsadu		No Started	Final Step
Current provisions		-	Jul-2016				
Obtain a schedule of provisions	Current provisions	Information Gathering	Jul-2016	Ms Lunika & Mr D S Tyalibongo		No Started	
Review the Provision for Leave Pay (Check source info and calculation method, agree to policy)	Current provisions	Review / Reconciliation	Jul-2016	Ms Lunika & Mr D S Tyalibongo		No Started	
Review the Provision for Bonus (Check source info and calculation method, agree to policy)	Current provisions	Review / Reconciliation	Jul-2016	Ms Lunika & Mr D S Tyalibongo		No Started	

Ensure that the prior year's provisions have been reversed	Current provisions	Accounting Adjustments	Jul-2016	Ms Lunika & Mr D S Tyalibongo		No Started	
Ensure all the journal adjustments have been processed	Current provisions	Accounting Adjustments	Jul-2016	Ms Lunika & Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Current provisions	Working Paper finalisation	Jul-2016	Ms Lunika & Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Current provisions	Working Paper finalisation	Jul-2016	Ms Lunika & Mr D S Tyalibongo		No Started	Final Step
Non-current unspent conditional grants and receipts			Jul-2016				
Obtain a schedule of all unspent conditional grants and receipts (27 in 2011) and 20115-16	Non-current unspent conditional grants and receipts	Information Gathering	Jul-2016	Mrs Mdiya		No Started	
Ensure that each unspent conditional grants and receipts has a schedule detailing opening balance, receipts, expenditure and closing balance.	Non-current unspent conditional grants and receipts	Information Gathering	Jul-2016	Mrs Mdiya		No Started	
Review each of the schedules for the individual unspent conditional grants and receipts	Non-current unspent conditional grants and receipts	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Trace each of the receipts to supporting documents and the bank statement	Non-current unspent conditional grants and receipts	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Review the spent portion of the individual unspent conditional grants and receipts	Non-current unspent conditional grants and receipts	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Ensure that the correct revenue and expenditure has been realised to the	Non-current unspent conditional grants and receipts	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	

Statement of Performance							
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Non-current unspent conditional grants and receipts	Accounting Adjustments	Jul-2016	Mrs Mdiya		No Started	
Agree above to the general ledger / TB	Non-current unspent conditional grants and receipts	Working Paper finalisation	Jul-2016	Mrs Mdiya		No Started	
Prepare a Lead Schedule and sign off	Non-current unspent conditional grants and receipts	Working Paper finalisation	Jul-2016	Mrs Mdiya		No Started	Final Step
Non-current borrowings			Jul-2016				
Obtain DBSA statements	Non-current borrowings	Information Gathering	Jul-2016	Ms Bikani		No Started	
Obtain PIC statements	Non-current borrowings	Information Gathering	Jul-2016	Ms Bikani		No Started	
Prepare an annual schedule for DBSA, detailing repayments, interest and balance	Non-current borrowings	Review / Reconciliation	Jul-2016	Ms Bikani		No Started	
Prepare an annual schedule for PIC, detailing repayments, interest and balance	Non-current borrowings	Review / Reconciliation	Jul-2016	Ms Bikani		No Started	
Reconcile schedule to statement (DBSA and PIC)	Non-current borrowings	Review / Reconciliation	Jul-2016	Ms Bikani		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Non-current borrowings	Accounting Adjustments	Jul-2016	Ms Bikani		No Started	
Agree above to the general ledger / TB	Non-current borrowings	Working Paper finalisation	Jul-2016	Ms Bikani		No Started	
Prepare a Lead Schedule and sign off	Non-current borrowings	Working Paper finalisation	Jul-2016	Ms Bikani		No Started	Final Step

Non-current finance lease liability		Jul-2016					
Obtain statements for all finance lease	Non-current finance lease liability	Information Gathering	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Prepare an annual schedule for all leases, detailing repayments, interest and balance	Non-current finance lease liability	Review / Reconciliation	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Reconcile schedule to statement	Non-current finance lease liability	Review / Reconciliation	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Non-current finance lease liability	Accounting Adjustments	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Non-current finance lease liability	Working Paper finalisation	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Non-current finance lease liability	Working Paper finalisation	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	Final Step
Non-current provisions		Jul-2016					
Obtain the Calculations for the Provision for Rehabilitation of Land Fill Site	Non-current provisions	Information Gathering	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Review the calculated the Provision for Rehabilitation of Land Fill Site. Check the assumptions used. (Take into account the 2013 audit findings)	Non-current provisions	Review / Reconciliation	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Non-current provisions	Accounting Adjustments	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	

Agree above to the general ledger / TB	Non-current provisions	Working Paper finalisation	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Non-current provisions	Working Paper finalisation	Jul-2016	Ms Qayiso / Mr D S Tyalibongo		No Started	Final Step
Defined benefit plan		-	Jul-2016				
Enquire if the municipality has a defined benefit plan	Defined benefit plan	Information Gathering	Jul-2016	Ms Lunika		No Started	Final Step
Accumulated surplus / (deficit)		-	Jul-2016				
Identify all prior year adjustments required (Change in policy / Error / Estimate)	Accumulated surplus / (deficit)	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Obtain documentation and reasons for all the above and place on file	Accumulated surplus / (deficit)	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Agree above to the general ledger / TB	Accumulated surplus / (deficit)	Working Paper finalisation	Jul-2016	Mrs Mdiya		No Started	
Prepare a Lead Schedule and sign off	Accumulated surplus / (deficit)	Working Paper finalisation	Jul-2016	Mrs Mdiya		No Started	Final Step
Statement of Performance		-	Jul-2016				
Property rates		-	Jul-2016				
Obtain valuation role summary split by Residential / Commercial / State / Exempt	Property rates	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Obtain split of annual rates by Residential / Commercial / State / Farms	Property rates	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Obtain documentation for all the above and place on file	Property rates	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Property rates	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	

Prepare a Lead Schedule and sign off	Property rates	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Service charges							
Prepare a schedule splitting the revenue up by service	Service charges	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Service charges	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Service charges	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Rental of facilities and equipment							
Prepare a schedule of rental income. Detail the name of lessee, monthly rental, period, escalation	Rental of facilities and equipment	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Obtain lease agreements if applicable and agree information per schedule prepared and receipting	Rental of facilities and equipment	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Calculate the straight lining the leases	Rental of facilities and equipment	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Rental of facilities and equipment	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Rental of facilities and equipment	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Rental of facilities and equipment	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Interest earned - external investments							
Prepare a schedule of interest earned	Interest earned - external investments	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree interest to any IT3's obtained from the bank (note different y/e	Interest earned - external investments	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	

on IT3)							
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Interest earned - external investments	Accounting Adjustments	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Interest earned - external investments	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Interest earned - external investments	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Interest earned - outstanding receivables		-	Jul-2016				
Prepare a schedule of interest earned by service type	Interest earned - outstanding receivables	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Document the interest rate charges and terms (E.g. - no interest 0-30 days, interest @ XX% after 30 days)	Interest earned - outstanding receivables	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Interest earned - outstanding receivables	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Interest earned - outstanding receivables	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Fines		-	Jul-2016				
Prepare a schedule of fine income	Fines	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Fines	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Fines	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Licences and permits		-	Jul-2016				
Prepare a schedule of licences and permits income	Licences and permits	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Licences and permits	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead	Licences and permits	Working Paper finalisation	Jul-2016	Mr D S		No Started	Final Step

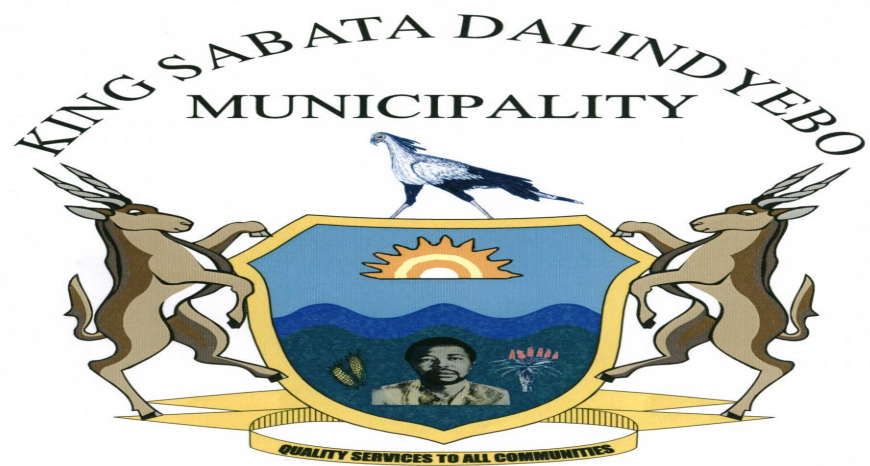
Schedule and sign off				Tyalibongo			
Government grants and subsidies		-	-	Jul-2016			
Obtain supporting documentation for all the above grants and reference to schedules prepared	Government grants and subsidies	Information Gathering	Jul-2016	Mrs Mdiya		No Started	
Prepare a schedule of grant and subsidies income - Condition grants	Government grants and subsidies	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Prepare a schedule of grant and subsidies income - Unconditional grants	Government grants and subsidies	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Agree above to the general ledger / TB	Government grants and subsidies	Working Paper finalisation	Jul-2016	Mrs Mdiya		No Started	
Prepare a Lead Schedule and sign off	Government grants and subsidies	Working Paper finalisation	Jul-2016	Mrs Mdiya		No Started	Final Step
Public contributions and donations		-	-	Jul-2016			
Prepare a schedule of public contributions and donations	Public contributions and donations	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Public contributions and donations	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Public contributions and donations	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Other income		-	-	Jul-2016			
Prepare a schedule of other income by type	Other income	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree the other income to supporting documents if applicable (Insurance claims)	Other income	Review / Reconciliation	Jul-2016	Mr D S Tyalibongo		No Started	
Agree above to the general ledger / TB	Other income	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Other income	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Employee related costs & Remuneration of		-	-	Jul-2016			

councillors							
Prepare a schedule of employee cost by month	Employee related costs & Remuneration of councillors	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Prepare a schedule of Section 57 manages costs for 2011 and 2014 (Detail - Annual Salary, Bonuses, Allowances and Company Contributions)	Employee related costs & Remuneration of councillors	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Prepare a schedule of councillor costs for 2011 and 2014, Split by Mayor, speaker, Executive committee and Councillors	Employee related costs & Remuneration of councillors	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Prepare a schedule of councillors costs for 2011 and 2014 -2016 (Detail - Annual Allowance, other income (detail) and Company Contributions)	Employee related costs & Remuneration of councillors	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Reconcile cost to company per the pay role system to the TB	Employee related costs & Remuneration of councillors	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Agree above to the general ledger / TB	Employee related costs & Remuneration of councillors	Working Paper finalisation	Jul-2016	Ms Lunika		No Started	
Prepare a Lead Schedule and sign off	Employee related costs & Remuneration of councillors	Working Paper finalisation	Jul-2016	Ms Lunika		No Started	Final Step
Bad debts impairment		-	Jul-2016				
Obtain a schedule of bad debts write off	Bad debts impairment	Information Gathering	Jul-2016	Mr D S Tyalibongo		No Started	
Cross reference impairment calculation to Trade and other receivables	Bad debts impairment	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	

Agree above to the general ledger / TB	Bad debts impairment	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	
Prepare a Lead Schedule and sign off	Bad debts impairment	Working Paper finalisation	Jul-2016	Mr D S Tyalibongo		No Started	Final Step
Depreciation and amortisation expense		-	Jul-2016				
Obtain a schedule of depreciation (See PPE / Intangibles / Investment Property)	Depreciation and amortisation expense	Information Gathering	Jul-2016	Ms N Qayiso		No Started	
Agree above to the general ledger / TB	Depreciation and amortisation expense	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	
Prepare a Lead Schedule and sign off	Depreciation and amortisation expense	Working Paper finalisation	Jul-2016	Ms N Qayiso		No Started	Final Step
Repairs and maintenance		-	Jul-2016				
Obtain an electronic down load of all the repairs and maintenance ledger accounts	Repairs and maintenance	Information Gathering	Jul-2016	Mrs Mphahlwa		No Started	
Review the accounts for any possible assets	Repairs and maintenance	Review / Reconciliation	Jul-2016	Mrs Mphahlwa		No Started	
Prepare all necessary journal adjustments with supporting documents and forward to the CFO for approval and processing.	Repairs and maintenance	Accounting Adjustments	Jul-2016	Mrs Mphahlwa		No Started	
Prepare a Lead Schedule and sign off	Repairs and maintenance	Working Paper finalisation	Jul-2016	Ms Mdlodlongi		No Started	Final Step
Finance costs		-	Jul-2016				
Obtain a schedule of interest paid	Finance costs	Information Gathering	Jul-2016	Ms Mdlodlongi		No Started	
Obtain documentation for all the above and place on file	Finance costs	Information Gathering	Jul-2016	Ms Mdlodlongi		No Started	
Agree above to the general ledger / TB	Finance costs	Working Paper finalisation	Jul-2016	Ms Mdlodlongi		No Started	
Prepare a Lead Schedule and sign off	Finance costs	Working Paper finalisation	Jul-2016	Ms Mdlodlongi		No Started	Final Step
Bulk purchases		-	Jul-2016				

Obtain invoices relating to bulk purchases	Bulk purchases	Information Gathering	Jul-2016	Ms Lunika		No Started	
Summarise the bulk purchases expense and agree it to the general ledger	Bulk purchases	Review / Reconciliation	Jul-2016	Ms Lunika		No Started	
Prepare a Lead Schedule and sign off	Bulk purchases	Working Paper finalisation	Jul-2016	Ms Lunika		No Started	Final Step
Grants and subsidies expensed		-	Jul-2016				
Agree expenses per the income statement to the unspent grant reconciliations	Grants and subsidies expensed	Review / Reconciliation	Jul-2016	Mrs Mdiya		No Started	
Prepare a Lead Schedule and sign off	Grants and subsidies expensed	Working Paper finalisation	Jul-2016	Mrs Mdiya		No Started	Final Step
General expenses		-	Jul-2016				
Map all the General Expenses	General expenses	Compilation of AFS	Jul-2016	Ms Mdlodlongi and Mrs Mdiya		In Progress	
Agree the general expenses to the prior year's AFS	General expenses	Review / Reconciliation	Jul-2016			No Started	
Prepare a Lead Schedule and sign off	General expenses	Working Paper finalisation	Jul-2016			No Started	Final Step
Drafting and Disclosure		-	Jul-2016				
Employee costs and section 57 managers	Drafting and Disclosure	Compilation of AFS	Jul-2016	Ms Mdlodlongi and Mrs Mdiya		No Started	
Councillors	Drafting and Disclosure	Compilation of AFS	Jul-2016			No Started	
Unauthorised expenditure	Drafting and Disclosure	Compilation of AFS	Jul-2016			No Started	
Fruitless and wasteful expenditure	Drafting and Disclosure	Compilation of AFS	Jul-2016			No Started	
Contributions to organised local government	Drafting and Disclosure	Compilation of AFS	Jul-2016			No Started	
Audit fees	Drafting and Disclosure	Compilation of AFS	Jul-2016			No Started	
VAT	Drafting and Disclosure	Compilation of AFS	Jul-2016			No Started	
PAYE and UIF	Drafting and Disclosure	Compilation of AFS	Jul-2016			No Started	
Pension and Medical	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started		

Aid Deductions						
Councillor's arrear consumer accounts	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
Non-Compliance with Chapter 11 of the Municipal Finance Management Act	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
CAPITAL COMMITMENTS	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
CONTINGENT LIABILITY	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
CONTINGENT ASSET	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
IN-KIND DONATIONS AND ASSISTANCE	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
RELATED PARTIES	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
EVENTS AFTER THE REPORTING DATE	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
KEY SOURCES OF ESTIMATION UNCERTAINTY AND JUDGEMENTS	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
RISK MANAGEMENT	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
RECLASSIFICATION, CORRECTION OF PRIOR YEAR ERRORS AND DIRECTIVE 4 AMENDMENTS	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
COMPARISON WITH THE BUDGET	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
OPERATING LEASES	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
Post-retirement benefits	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
Document reasons for all budget vs actual variances	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
Mapping AFS on Case Ware	Drafting and Disclosure	Compilation of AFS	Jul-2016		In Progress	
Review and compare prior years amounts and discloses	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	
Draft Annual Financial Statements	Drafting and Disclosure	Compilation of AFS	Jul-2016		No Started	Final Step



CHAPER 6 : PROJECTS

6.1 KING SABATA DALINDYEBO MUNICIPALITY: THREE YEAR INFRASTRUCTURE PLAN

<u>KING SABATA DALINDYEBO MUNICIPALITY</u>						
<u>INFRASTRUCTURE DEPARTMENT</u>						
<u>PROJECT MANAGEMENT UNIT</u>						
<u>3 Year Plan</u>						
<u>2015/2016 Financial Year: R84,480,000</u>						
<u>PROJECT NAME</u>	<u>WARD</u>	<u>Location</u>	<u>KM</u>	<u>FUNDER</u>	<u>BUDGET</u>	<u>STATUS</u>
Tarring of Momolizi Road to Timbers Street Vulindlela	6	Mthatha		MIG		Business Plan & EIA Application
Ngcenduna - Phephesi - Ntandela Access Road	25	Mqanduli	2			R 9 750 000.00
Ncambedlana Access Road to Santa	9	Mthatha		MIG		Not Registered
Ngcenduna - Phephesi - Ntandela Access Road	25	Mqanduli		MIG		Business Plan & EIA Application
Community Hall	10	Mthatha	Sqm	MIG		R 2 660 000.00
Construction of access road at Bokisini – Phingilili - Malindini	18	Mthatha		MIG		Not Registered
Surfacing of Bhongweni to Eskom	4	Mthatha	4.3	MIG		R 19 829 548.27
Surfacing of Boundary Road to Waterfall Taxi Rank	3	Mthatha	3.8	MIG		R 16 428 622.06
Construction of access road from Mt Packard jss via Khohlo and Komkhulu kwa Nyangilizwe to kwa Mngamza School	24	Mqanduli		MIG		Business Plan & EIA Application
Mqanduli Hawker Stalls	29	Mqanduli		MIG		Business Plan
Construction of bridge between Mabheleni and	33			MIG		Not Registered

Qokolweni						
Jojweni to Ntlukuhla J.S.S via Ngoswane Location - Gubevu	15&17	Mthatha		MIG		R 6 240 889.64
Mt Packard jss via Khohlo and Komkhulu kwa Nyangilizwe to kwa Mngamza School	24	Mqanduli	13	MIG		R 8 375 977.22
Ntlekiseni to Mabheleni and Qokolweni Access Road	33	Mthatha	33	MIG		R 6 788 000.00
Gerald Hawkes / Ncamedlana & Nombembe Streets Surfacing	9&10	Mthatha	4.3	MIG		R 4 300 000.00
PMU Operation	ADMIN	PMU	100..45	MIG		R 4 224 000.00
2016/2017 Financial Year: R 88,315,000.00						
<u>PROJECT NAME</u>	<u>WARD</u>	<u>Location</u>	<u>KM</u>	<u>FUNDER</u>	<u>BUDGET</u>	<u>STATUS</u>
Tabase-Mpeko to Ultra City	14	Mthatha		MIG		Not Registered
Construction of access road from eZinkampini-Mayenge	16	Mthatha		MIG		Not Registered
Construction of sport ground at Tafeni	17	Mthatha		MIG		Not Registered
Construction of a bridge connecting Liwaphakade & Xhorha	21	Mqanduli		MIG		Not Registered
Construction access road from Manyisane to Ncokazi	23	Mqanduli		MIG		Not Registered
Ngcikazi to Phephesi via Nobambo Access Road)	25	Mqanduli		MIG		Not Registered
Community Hall	28	Mthatha		MIG		Not Registered
Construction of Community hall at Luthuthu	32	Qunu		MIG		Not Registered
Tyumbu Access Road	35	Mthatha		MIG		Not Registered
Jojweni Sidanda School.	27	Mqanduli		MIG		Not Registered
N2-Mateko Access Road	28	Mthatha		MIG		Not Registered

Upper Ngqwara Access Road	29	Mqanduli		MIG		Not Registered
Surfacing of Internal Streets at Park Homes		Mthatha		MIG		Not Registered
Construction of access road from Centuli to Viedgesville	31	Mthatha		MIG		Not Registered

2017/2018 Financial Year: R							
PROJECT NAME	WARD	Location	KM		FUNDER	BUDGET	STATUS
Ngcwanguba Sports Facility	25	Mqanduli	sqm		MIG	R 16 000 000,00	Not Registered
Construction of Community hall at Luthuthu	32	Qunu	Sqm		MIG	R 2 710 000,00	Not Registered
Tyumbu Access Road	35	Mthatha	8km		MIG	R 4 000 000,00	Not Registered
N2-Mateko Access Road	28	Mthatha	7km		MIG	R 5 400 000,00	Not Registered
Upper Ngqwara Access Road	29	Mqanduli	5km		MIG	R 5 400 000,00	Not Registered
Surfacing of Internal Streets at Park Homes	6	Mthatha	1.5km		MIG	R 12 850 000,00	Not Registered
Construction of access road from Centuli to Viedgesville	31	Mthatha	8km		MIG	R 6 500 000,00	Not Registered
Pangindlela to Maqomeni Access Road + Ngqungqu via Dalibaso to Mgidlana AR + Mthobeli via Qwase Store to Zibhodla	23	Mqanduli	10km		MIG	R 8 300 000,00	Not Registered
Construction access road from Manyisane to Ncokazi	23	Mqanduli	9km		MIG	R 5 400 000,00	Not Registered
Internal Roads at Slovo	12	Mthatha	12km		MIG	R 5 600 000,00	Not Registered
PMU Operation						R 4 415 750,00	Not Registered
Total						R 186 185 750,00	
Refurbishment of Mthatha Electrical network and equipment						R100 000 000.00	
Construction of R61 Ring road bypass						R50 000 000.00	
Mqanduli Electrification phase 3 &6						R20 000 000.00	

6.2 PRESIDENTIAL INTERVENTION PROJECTS

NO.	NAME	WORK STREAM	PROJECT FUNDER	PLANNED START	PLANNED END	BUDGET	STATUS	JOBS
1.	Mthatha raw water infrastructure rehabilitation and upgrades-RJN	Water & Sanitation	MIG & DWA	Nov 2011	June 2015	R6 900 000.00	90% Complete	Nil
2.	KSD PI: Upgrade of the Southern park and Kuyasa gravity Sewers-Ruwacon	Water & Sanitation	MIG & RBIG	Nov 2011	Sept 2016	R44 900 000.00	22% Complete	21
3.	Mthatha Terminal Building, Airport Perimeter Fencing & Car Rental Facility	Transport & Mobility	EC DoT	Feb 2014	May 2015	R200 000 000.00	92% Complete	224
4.	Mdumbi Turn-off to Coffee Bay	Transport & Mobility	EC DRPW	Nov 2013	April 2015	R12 000 000.00	80% Complete	73
5.	Notshata to Mdumbi Turn-off to coffee Bay	Transport & Mobility	EC DRPW	Jan 2015	April 2015	R12 000 000.00	Contractor started on 14 Jan 2015	26
6.	Road to Mthatha Dam Conference Centre	Transport & Mobility	EC DRPW	June 2014	April 2015	R27 000 000.00	80% Complete	33
7.	Sprigg Street to Ngqeleni turn-off (including 2 bridges)	Transport & Mobility	SANRAL	Oct 2013	Mar 2016	R346 000 000.00	35% Complete	304
8.	Dikweni, Gobodo & Lusu Phase 2	Transport & Mobility	KSD	Nov 2014	April 2015	R13 100 000.00	20% Complete	9
9.	6ML Zimbane Reservoir-Lejamo	Water & Sanitation	MIG	Nov 2011	April 2015	R22 400 000.00	15% Complete	12
10.	Zimbane Abattoir Road	Transport & Mobility	KSD	July 2013	June 2015	R7 1000 000.00	70% Complete	7
11.	Ngangelizwe Alternative Building Technology Pilot Project 200 Units	Human Settlements	EC HS	Aug 2013	July 2015	R18 137 500.98	11.5% Complete	215
12.	EC-Mthatha Dam Tourism Centre	Environmental	DEA	Jan 2015	April 2016	R38 000 000.00	20%	394

	and Recreation	&Waste Management						
13.	EC-Development of a New Landfill Site	Environmental &Waste Management	DEA	July 2014	June 2016	R33 000 000.00	20%	Nil
14.	EC-Waste Transfer Stations	Environmental &Waste Management	DEA	July 2014	June 2016	R24 000 000.00	20%	Nil
15.	EC-Land Rehabilitation	Environmental &Waste Management	DEA	July 2014	June 2016	R12 000 000.00	20%	Nil
16.	Coffee Bay Regional Water Supply Scheme-Umso	Water & Sanitation	MIG & RBIG	Aug 2011	June 2016	R96 000 000.00	40% Complete	393
17.	Mqanduli Milling Plant	LED & Rural Industrial Development	DBSA Jobs Fund	Oct 2011	May 2015	R42 000 000.00	40%	320
18.	Mthatha raw water infrastructure rehabilitation and upgrades-WK	Water & Sanitation	MIG & RBIG	Nov 2011	Sept 2015	R38 200 000.00	75% Complete	40
19.	10 ML Maiden Farm Reservoir-Xesibe	Water & Sanitation	MIG	Nov 2011	July 2015	R23 000 000.00	10% Complete	Nil
20.	Thornhill WTW to Signal Hill Reservoir Main-Ceremile	Water & Sanitation	MIG & RBIG	Nov 2011	May 2015	R61 800 000.00	5% Complete	20
21.	15ML Signal Hill Concrete Reservoir Phase 2-Mamlambo	Water & Sanitation	MIG & RBIG	Nov 2011	June 2015	R32 700 000.00	23% Complete (Delay by land claimants)	14
22.	Signal Hill Reservoir to Zamukulungisa Reservoir Gravity Main-Ceremile	Water & Sanitation	MIG & RBIG	Nov 2011	May 2015	R39 900 000.00	45% Complete	Nil
23.	13.5ML Zamukulungisa Reservoir-Ruwacon	Water & Sanitation	MIG	Nov 2011	June 2015	R30 100 000.00	23% Complete	Nil

24.	Bulk Water Supply to BNG Areas 2&3 Lejamo	Water & Sanitation	MIG	Nov 2011	June 2015	R18 400 000.00	15% Complete	28
25.	Gravity Mains from Signal Hill to Areas 1 & 6-Radee Civils	Water & Sanitation	MIG	Nov 2011	June 2015	R22 400 000.00	15% Complete	21
26.	Bulk Water Supply to Sheshegu & Kaplan-Zana Manzi	Water & Sanitation	MIG	Nov 2011	June 2015	R28 400 000.00	10% Complete	20
27.	Gravity Main to Fairfield Reservoir -Mpumalanga	Water & Sanitation	MIG	Nov 2011	June 2015	R17 500 000.00	5% Complete	17
28.	10ML Fairfield Reservoir-Norland	Water & Sanitation	MIG	Nov 2011	June 2015	R22 600 000.00	31% Complete	28
29.	20ML Viedgesville Reservoir-Ruwacon	Water & Sanitation	RBIG	Nov 2011	July 2015	R35 800 000.00	5% Complete	Nil
30.	KSD PI: Mthatha Northern Outfall Sewer-Icon Construction	Water & Sanitation	RBIG	Nov 2011	Jan 2016	R107 800 000.00	31% Complete	27
31.	KSD PI: Northern Outfall Sewer-Mpumalanga Construction	Water & Sanitation	RBIG	Nov 2011	Jan 2016	R53.600 000.00	33% Complete	20
32.	Tyelebana Clinic	Social Development & Health	Department of health	June 2013	April 2015	R12 000 000.00	85% Complete	37
33.	Urban Electrification of Mthatha West Settlements	Energy	DoE-INEP	Oct 2013	June 2015	R35 000 000.00	20% Complete	To be determined
34.	KSD PI: Mthatha Northern Outfall Sewer-Icon Construction	Water & Sanitation	RBIG	Nov 2011	Jan 2016	R107 800 000.00	31% Complete	27
35.	KSD PI: Northern Outfall Sewer-Mpumalanga Construction	Water & Sanitation	RBIG	Nov 2011	Jan 2016	R53.600 000.00	33% Complete	20
36.	Mqanduli Sewer Phase 2	Water & Sanitation	MIG	Mar 2012	May 2015	R16 310 000.00	60% Complete	44

37.	KSD PI: Upgrade of Ngangelizwe Outfall & Gravity Sewers-Biteline SA	Water & Sanitation	MIG & RBIG	Nov 2012	Sept 2015	R19 100 000.00	31% Complete	18
38.	KSD PI: Maiden Farm P/S, Rising Main & Gravity Sewers-Norland	Water & Sanitation	MIG	Nov 2012	Sept 2015	R49 000 000.00	35% Complete	23
39.	KSD PI: Refurbishment and Re-Commissioning of 5 P/S-RJN	Water & Sanitation	MIG	Nov 2012	Sept 2015	R9 900 000.00	62% Complete	29
40.	Mthatha wastewater infrastructure rehabilitation and upgrades	Water & Sanitation	MIG & RBIG	Nov 2012	July 2016	R173 000 000.00	6% Complete	17
41.	KSD PI: Mthatha Northern Outfall Sewer-Icon Construction	Water & Sanitation	RBIG	Nov 2011	Jan 2016	R107 800 000.00	31% Complete	27
42.	Mvezo Clinic	Social Development & Health	Department of health	May 2013	Mar 2015	R12 000 000.00	93% Complete	27
43.	Bumbane Clinic	Social Development & Health	Department of health	May 2013	Mar 2015	R12 000 000.00	73% Complete	27
44.	Bumbane Clinic	Social Development & Health	Department of health	May 2013	Mar 2015	R12 000 000.00	73% Complete	27
45.	Coffee Bay Regional water supply	24	R40 000 000.00			Coffee Bay Regional water supply	24	R40 000 000.00
46.	Upgrading of Mhlahlane T/W Extension to villages	16	R40 000 000.00	R 24 222 008.39	R 20 000 000.00	Upgrading of Mhlahlane T/W Extension to villages	16	R40 000 000.00
47.	Thorn hill water treatment works raw water line upgrade (Phase 1)	07	R30 000 000.00			Thorn hill water treatment works raw water line upgrade (Phase 1)	07	R30 000 000.00
48.	Completion of unfinished supply	16	R500 000.00	R 1000	R 1000	Completion of	16	R500 000.00

	of adequate water at Mandleni			000.00	000.00	unfinished supply of adequate water at Mandleni		
49.	UPGRADING OF Mqanduli sewer into full waterborne sewer system (Mqanduli town) phase 2	29	R 100 334 02.40			UPGRADING OF Mqanduli sewer into full waterborne sewer system (Mqanduli town) phase 2	29	R 100 334 02.40
50.	Water supply to Lukhwethu and surrounding villages	32	R 500 000.00	R 5000 000.00	R 10 000 000.00	Water supply to Lukhwethu and surrounding villages	32	R 500 000.00
51.	KSD Presidential Initiative: Mthatha Regional water supply – thorn hill to Airport, Bedford Hospital, military base and surrounding areas	11	R 40 000 000.00	R 10 000 000 .00	R 50 000 000.00	KSD Presidential Initiative: Mthatha Regional water supply – thorn hill to Airport, Bedford Hospital, military base and surrounding areas	11	R 40 000 000.00
52.	KSD Presidential Initiative: Signal Hill Strategic linkages : Mthatha Regional Water Supply – Rosedale to Nqadu corridor to supply the Mhlontlo Im villages	13	R 40 000 000.00	R 40 000 000 .00	R 45 000 000.00	KSD Presidential Initiative: Signal Hill Strategic linkages : Mthatha Regional Water Supply – Rosedale to Nqadu corridor to supply the Mhlontlo Im villages	13	R 40 000 000.00

6.3 OR TAMBO DISTRICT MUNICIPALITY

THREE YEAR INFRASTRUCTURE 2015-2015/2016- 17

Local Municipality		Budget 2015/20 16 (R'000)	Budget 2016/2017 (R'000)			Budget 2017/2018 (R'000)
King Sabata Dalindyebo (water projects)		165 590	172 735			183 446
King Sabata Dalindyebo(Toilets)		24 861	17 134			31 067
PROJECT NAME	LOCAL MUNICIPALITY	WARD	VILLAGE	2015/2016 ALLOCATION	2016/2017 ALLOCATION	2017/2018 ALLOCATION
20 Households in distress receive material support	ALL			R200,000.00	R210,800.00	R222,183.00
Child protection programme supported	ALL			R200,000.00	R210,800.00	R222,183.00
Moral regeneration programme held	ALL			R200,000.00	R210,800.00	R222,183.00

Inspection of food premises	All			450 000	500 000	500 000
Taking of Food samples	All			300 000	200 000	200 000
Taking of environmental swabs for bacteriological testing	All			200 000	100 000	105 864
Testing of water samples	All			400 000	400 000	500 000
Greening of five schools	KSD	27 30	Pangindlela JSS Dalubuhle SSS			

6.4 SECTOR DEPARTMENTS AND PARASTATALS

6.4.1 Department of Economic Development Environmental Affairs & Tourism (DEDEAT)

Project Name 2015/16	Ward No.	Area/s	Budget	Status
Provincial Tourism Career Expo, targeted students and unemployed graduates	Mthatha Airport	OR Tambo including KSD	100 000	The Provincial Tourism Careers' Expo (NTCE) hosted in Mthatha on 18 th and 19 th Sept which attracted over 2000 participants.
By-laws review and development support project	6	KSD LM	R877 530	Procurement finalized and consultant appointed for the by-law review. COGTA priority
IWCDP: Wild Coast Environmental Management Plan- nodes mapped & approved	24	Coffee Bay & Hole in the Wall NODES	Operational budget	Plan finalized confirming Coffee Bay as a town node & approved by MEC
Wild Coast SEZ	11	KSD LM Mthatha Airport	Province & DTI	WC Feasibility Study and Business Plan (focused on Mthatha airport site) completed. Implementer Coega PMO
Malizuke Construction and Projects	15	Baziya	R1050 000	Brick yard and brick making, implemented by the

				private business
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Project Name 2015/16	Ward No.	Area/s	Budget	Status
SMME Development		OR Tambo	Venues & facilities	Entrepreneurship roadshow on SMME Sector Support, new SMME strategy November 2015- Dan's lodge
Provincial Tourism Master Plan		Provinces, District & Local municipalities	Operational budget	Tourism Master Plan completed to guide Municipalities
Tourism safety monitors	24	Coffee Bay		ECPTA appointed Tourism safety monitors for Coffee Bay
Sustainable Energy		KSD LM		Developed Bio-Energy Implementation Plan & toolkit to support municipalities to initiative bioenergy projects from waste, biomass, etc

Project Name 2015/16	Ward No.	Area/s	Budget	Status
Waste Licensing	32 & 24	Qweqwe Coffee Bay Transfer station	Ops	Processing waste licence for Qweqwe new land fill site & Coffee Bay waste transfer station
Zone 4 Casino license	6	Mthatha	ECGBB	EC Gambling & Betting Board Processing the bid for the Casino license for Zone 4 which includes Mthatha
Langeni development node		Langeni		KSD LM/ORT DM/ECDC
Coffee Bay Town Promulgation	24	Coffee Bay	R500 000	Appointed through National Treasury GTAC Integrated Wild Coast Program support
Marine Tourism Promotion	24	Coffee Bay & Hole in the Wall		Project at initial planning stages- consultation workshop held in January 2016
Wild Coast SEZ	11	KSD LM Mthatha Airport	Province & DTI	Implementer Coega PMO
Vulindlela Industrial Park	6	Mthatha	R20m	ECDC work on revitalizing Industrial Parks- partners KSD LM, DTI

Project Name 2015/16	Ward No.	Area/s	Budget	Status
Township Economy Revitalization Program				
Enviro Awards Competition		Mthatha	R100 000	The annual recognition of environmental projects that are school based.
Greenest Municipality Competition		Mthatha	R1 000 000	The annual recognition of municipality efforts for waste management activities
Capacity Building activities		Mthatha	R50 000	Regional quarterly capacity building workshops for stakeholders that are conducted in a local municipality
Awareness sessions		Mthatha	R70 000	Regional quarterly awareness raising activities for communities that are conducted in a local municipality (ward based)

6.4.2 Department of Roads and Public Works

NEW PROJECTS UNDER PROCUREMENT

Project Name	Budget	Status
KSD: DR08321- Hole in the Wall	4 500 000	Specification
ORT DM Various Local Municipalities: Regravelling Consultants	2 700 000	Specification

CURRENT RMC PROJECTS

Project Name	Project Stage	% Progress	Overall Summary/ Reasons for Delays
RMC Tar : DRE KSD In-house	Implementation	50% completed. 2 nd phase awarded. Shifting requested to top up, Order has been issued	Budget R1,450,000.00 Expenditure 32%.
RRM: DRE Nyandeni/KSD In-house	Completed	Completed in January 2016	Budget R2,000,000.00 expenditure 100%
RMC Tar: Nyandeni & KSD Rural	Implementation	Works in progress at 70% . Delays in commitment due to updates required at Prov Treasury for the new contractor on site.	Budget R3,585,000.00 Expenditure 147%

6.4.3 Department of Education

CURRENT PROJECTS: CAPITAL WORKS

NAME OF SCHOOL	STATUS	AMOUNT	CIRCUIT
HLABATSHANE S.S.S.	Under Construction	R47,534,248.31	12
LUCINGWENI J.S.S.	Under Construction	R29,256,192.03	03
THWALUPHAHLA S.P.S.	Under Construction	R27,632,642.00	11
UPPER NGQUNGQU J.S.S.	Under Construction	R30,981,928.88	09
GOBIDOLO S.P.S.	Under Construction	R19,421,506.69	13
NGCENDUNA J.S.S.	Under Construction	R30,032,562.07	13
SINOLWAZI S.S.S.	Under Construction	R45,541,416.54	03
BEKISIZWE S.P.S.	Under construction	R24,150,440.77	13
TOTAL		R254 550 734.29	

PROVISION OF TOILETS IN SCHOOLS

NAME OF SCHOOL	STATUS	AMOUNT	CIRCUIT
QWEQWE JSS	Completed	R350 000.00	02
NGCWANGUBA JSS	Completed	R368 000.00	13
MATHOKAZINI JSS	Completed	R380 000.00	13
TOTAL		R1 098 000.00	

DOE PROJECTS (DISASTER SCHOOLS UNDER CONSTRUCTION)

SCHOOL NAME	STATUS	AMOUNT	CIRCUIT
NZWAKAZI JSS	Completed	R369 000.00	09
TYUMBU JSS	Completed	R357 300.00	12
PAZIMA JSS	Completed	R99 340.00	11
UPPER MPAKO JSS	Completed		13

COEGA PROJECTS (SANITATION)

NAME OF SCHOOL	STATUS	AMOUNT	CIRCUIT
NOHLUTHA JSS	Completed	R1 398 751.26	08
ZAMAKULUNGISA JSS	Completed	R2 468 798.46	02
FAIRFIELD JSS	Completed	R2 761 380.00	03
DIKISHE JSS	Completed	R2 258 442.37	04
TWALIKHULU JSS	Completed	R2 365 763.00	10
TOTAL		R11 253 135.09	

APPROVED PROJECTS FOR 2015/2016

NAME OF SCHOOL	CIRCUIT
ATTWELL MADALA HIGH SCHOOL	03
HOLOMISA S.S.S.	11

LOWER NGQUNGQU J.S.S.	10
MBUQE EXTENSION S.P.S	01
MZIMVUBU J.S.S.	01
WILO J.S.S.	10
XONYENI J.S.S.	13

WATER AND SANITATION (MVULA TRUST)

NAME OF SCHOOL	CIRCUIT
BIJOLO JSS	10
GENGQE SSS	09
GWEGWE JSS	14
JERSEY FARM JSS	02
JULUKUQU JSS	06
KALALO JSS	09
LESLIE NKALA SSS	04
MADAKENI JSS	13
NGOSWANA JSS	05
TANTSEKA JSS	09
TIPINI JSS	01
UPPER TABASE JSS	14
XWILI JSS	07

6.4.4 KSD: ESKOM Projects

Project Name	Planned CAPEX	Planned CON	Beneficiaries
KSD Extension	R114 00000.00	600	Marambeni, Kwa Link, Rune, Lurasini, Mbana, Ngcingane, Kambi, Airport Ext
KSD Exts Link Line	R2000 000.00		
Mqanduli Coffee Bay	R7 8000 00.00	400	Esizindeni, Mathokazini, Coffee Bay, Emafusini, Emathokazini
Mqanduli Coffee Bay Link Line	R2 5000 .00		
Mqanduli Phase 2	R3 9000 .00	200	Belungwini, Gonya
Mqanduli Phase 2Link Line	R2 5000 .00		
Mqanduli	R1170 000.00	60	Siqikini

Phase 5			
Mqanduli Phase 5 Link Line	R1 250 000.00		
KSD Infills 1,2 &3	R2 800 000.00	200	Various Areas
KSD Mqanduli & Mtata Ward Ext 17&18	R1 572 947.00		
TOTAL	R38 892 947	1460	

6.4.5 Department of Ruural Development & Agrarian Reform

INFRASTRUCTURE PROJECTS

Project Name	Ward	Locality	Intervention	Budget (R)
Ncedoluhle Shearing shed	24	Zithulele	Construction of a shearing facility with equipment.	850 000
Nqwati Shearing shed	17	Nqwati	Construction of a shearing facility with equipment.	850 000
Matshongwe Shearing Shed	10	Matshongwe	Construction of a shearing facility with equipment.	850 000
Vuyani Coop.	10	Sheshegu	Revitalization of an irrigation system	396 000
Uphuhlisolwethu Coop.	4	Mbuqe Ext.	Revitalization of 2.5 ha nursery.	396 000
Kwezelihle Coop.	32	Xhwili	Revitalization of 4 ha irrigation.	396 000
Halam Farm	16	Lwandlana	Fencing and erection of an irrigation system to an area of 5.3 ha	396 000
Panduva Farm	1	Nonkobe	Fencing of 4 km	240 000
Reletya	23	Darabe	Dip tank repairs	115 200
Lindile	14	Lindile	Dip tank repairs	115 200
Ngonyama	22	Xorana	Dip tank repairs	115 200
Msana	18	Msana	Dip tank repairs	115 200
Ngcengana	16	Ngcengana	Dip tank repairs	115 200
Matanjana	25	Ngcwanguba	Dip tank repairs	115 200

Project Name	Ward	Locality	Intervention	Budget (R)
Gengqe stock dam	23	Gengqe	Desilting of stock dam	116 400
Matyenengqina stock dam	32	Matyenengqina	Desilting of stock dam	116 400
Darabe stock dam	23	Darabe	Desilting of stock dam	116 400
Upper Xongora stock dam	31	Kulanathi	Desilting of stock dam	116 400
Ntilini borehole	17	Lower Xongora	Revitalization of a borehole	116 400
Konqeni – Maqadini borehole	17	Konqeni	Revitalization of a borehole	116 400
Dindala Maize project	20	Dindala	Fencing of 9.7 km arable lands	434 611
Ngweni Maize project	28	Ngweni	Fencing of 4.6 km arable lands	206 000
Ngcanasini Maize project	23	Ngcanaseni	Fencing of 8.5 km arable lands	381 000
Qingqolo Maize project	26	Qingqolo	Fencing of 15.4 km arable lands	690 000
Zimbane land Care project	35	Zimbane	Rehabilitation of degraded land	585 000



CHAPTER 7: APPROVAL AND ANNEXURES

7.1 APPROVAL

7.1.1 Adoption of Process Plan

King Sabata Dalindyebo Municipality developed a process plan and budget timelines to guide the preparation of the IDP and Budget process. The IDP Process Plan was approved by Council on the 30th September 2015.

7.1.2 Tabling of IDP and Budget in Council

The first draft of the IDP and Budget was submitted for tabling before Council which sat on the 07th April 2016.

7.1.3 Consideration of Public Comments

The Draft IDP Review 2016/17 and MTERF Budget 2016/17/18 was advertised on the Daily Dispatch dated 13th April 2016 to allow communities and stakeholders to make comments before it is submitted to Council for final approval by end May 2016. Furthermore, the Municipality embarked on the Ward to Ward Outreach Programme to solicit comments from each ward on the first Draft IDP/ Budget 2016/17 Review on the 19th April to 13th May 2016.

7.2 ANNEXURES

The following are the annexures which form the integral part of this IDP document;

- a) Council Resolutions
 - Approval of IDP Process Plan 2016/17 Review and MTERF Budget timelines
 - Tabling of IDP Draft IDP Review 2016/17 and MTERF Budget 2016/17/18
 - Adoption of Final Draft IDP Review 2016/17 and MTERF Budget 2016/17/18
- b) Spatial Development Framework
- c) Municipal Polices and By-Laws
- d) Housing Sector Plan
- e) Human Resources Plan
- f) Ward's Needs, and
- g) Ward (community) Profile

