

SUNDAYS RIVER VALLEY MUNICIPALITY



FINAL IDP 2017/18

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FOREWORD BY THE MAYOR



It gives me pleasure that I after the assumption of the new term of office of the current political office bearers to present to Council and the public at large this five-year Integrated Development Plan for the 2017/18 financial year.

As mandated by a number of prescripts the municipality through Section 28 of the Municipal Systems Act 32 of 2000, SRVM is required to within a prescribed period after the start of its elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. We had to through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process. The development of this IDP had undergone meaningful stakeholder engagements where the needs of the communities were articulated and written in this document.

Council through a public participatory process has amended its vision, mission and values to:

OUR VISION

A people-centred Municipality providing efficient and effective services to communities.

OUR MISSION

To deliver effective, efficient services in an accountable and transparent manner and to create an inclusive, safe, sustainable socio-economic environment for improved quality of life.

OUR VALUES

Accountability; Transparency; Integrity and honesty; Community-oriented

We give expression to the core African values of Ubuntu in our vision by emphasizing that we are a “people-centred” municipality. This vision also talks to the back to basic principles of people first and acceleration of service delivery.

This Integrated Development Plan reflects the outcomes of the strategic planning workshop of Council under each KPA. It also reflects on the funded programme of the Office of the Premier around revitalization of Kirkwood town and its adjacent townships.

The SRVM has made progress in addressing one of the infrastructure challenges around road repairs and upgrades in all our wards. This has given employment opportunities for both our labour force and local SMMEs/contractors. There are still challenges though in respect to low revenue base and the carrying capacity of our existing dams to name but a few.

We are happy to be identified as one of the sites for the agri-park hub of the Sarah Baartman District Municipality. This initiative will bring about transformation of our economy and create jobs, rural development and land reform.

I would like to thank the public, councillors and the administration, the sector departments and all other stakeholders for their endeavours and their pledges in making a positive and measurable difference in creating a better life for all our people.

N. Bixa

Mayor

EXECUTIVE SUMMARY

Sundays River Valley local municipality (SRVLM) Integrated Development Plan (IDP) is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making processes in the municipality. It is informed by the Municipal Systems Act 2000 (Act No 32 of 2000) which stipulates each elected council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –

- a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- c) Forms the policy framework and general basis on which annual budgets must be based;
- d) Complies with the provisions of this Chapter; and
- e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The SRVLM's IDP is also guided by the Constitution, which gives specific powers and responsibilities to local government. The municipality is responsible for providing roads, electricity delivery, water for household use, sewage and sanitation, storm water systems, refuse removal, firefighting services, decisions around land use, municipal roads, municipal public transport, street trading, abattoirs and fresh food markets, parks and recreational areas, libraries and other facilities and local tourism. Lastly, the IDP is informed by national and provincial government priorities, emerging trends and other related issues that provide a framework in which SRVLM can ensure developmental local government.

Sound financial management and infrastructure development remains at the core to execute our service delivery priorities as stated in this 2017/18 IDP development phase. The future financial sustainability of the municipality is a key priority and the cost saving measures already instituted will be intensified moving forward. Delivery on our local government mandate, the affordability of municipal services for our residents as well as our funding limitations are realities and we will have to work smarter with less.

The IDP was reviewed in consultation with community stakeholders and the sector departments of governments. The IDP should guide how the provincial and national sector departments allocate resources at local government level. Simultaneously, municipalities should consider the sector departments' policies and programmes when developing its own policies and strategies. It is in the interest of the sector departments to participate in the IDP process to ensure that its programmes and those of municipalities are aligned.

My sincere appreciation to Council, the administration and all external role-players for your valued contribution to this 2017/18 IDP development.

THEMBEKILE MACHELESI
ACTING MUNICIPAL MANAGER

25 May 2017

CHAPTER I PREPARATION PHASE

1. Process of Developing the IDP

The municipality has produced an integrated timetable of activities which include the IDP, Budget, Performance Management and annual reporting. The extract below is relevant to the IDP process, the full integrated timetable is attached as an annexure. A detailed table of activities for developing the 2017/18 IDP, associated legislation, responsibility for each activity and the associated budget is as follows.

ISSUES TO BE CONSIDERED FOR THE IDP DEVELOPMENT

- Comments received from assessment of the 2016/17 IDPs
- Consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans
- Alignment of the district and local municipalities' priorities and plans and budgets
- Alignment of budgets and sector specific plans and programmes of provincial sector departments government with district and local municipality plans
- Back to Basics

ORGANISATIONAL ARRANGEMENTS

The SRVM IDP Process will be guided by the following structures:

IDP Steering Committee

IDP Representative Forum

- **IDP STEERING COMMITTEE**

The IDP Steering Committee is the internal support structure which guides the IDP review process throughout the review of the IDP. It is comprised of management and the executive committee of councillors. The IDP Steering is chaired by the Mayor. The main function of this committee is to consider inputs and comments from the various role-players and stakeholders make recommendations on the content of the IDP as well as provide terms of reference for various planning activities.

- **IDP REPRESENTATIVE FORUM**

The IDP Representative Forum will function throughout the review of the IDP. The structure is chaired by the Mayor. The composition of the IDP representative Forum is as follows:

Councillors, National and Provincial Departments, the District Municipality, Parastatals, Municipal Management officials, Non-Governmental Organisations and Communities.

MECHANISMS FOR PARTICIPATION

Chapter 4 of the Municipal Systems act requires municipalities to involve communities and stakeholders in the IDP Review process. The SRVM will use the media (local newspaper), flyers, emails communication, loud-hailing and word-of-mouth to inform stakeholders about the IDP Review.

IDP REPRESENTATIVE FORUM

The IDP Representative Forum will be as inclusive as possible to accommodate stakeholders. In an effort to ensure maximum engagement, the SRVM has earmarked a series of meetings for stakeholder engagement.

IDP/Budget Road-shows

The Mayor of the Municipality will embark on road-shows in the eight (8) wards of the municipality to consult communities on the IDP and Budget of the Municipality.

Media

Notice will be placed on local newspapers to keep stakeholders informed on the approval and adoption of the IDP and Budget

Council approval

The draft reviewed IDP and Budget is earmarked to be submitted to Council for approval in May 2017.

MONTH	DETAILS	LEGISLATION	RESPONSIBILITY
JULY 2016	Consultation with SBDM on draft framework plan	MSA 29(1) & (2)	MMO
	Submit draft 2017/18 process plan to Council for noting		

MONTH	DETAILS	LEGISLATION	RESPONSIBILITY
	Submit 2017/18 process plan to COGTA		
	Advertise process plan 2017/18		
AUGUST 2016	Audit committee meeting		MMO
	MPAC		
SEPTEMBER 2016	IDP steering committee - This will serve as the induction meeting to the new Council especially to the councillors that serve on the IDP portfolio	MSA 29 (1)(b)	MM
	Draft participation plan for internal and external stakeholders with relevant service units		Strategic Services Manager
	Present participation strategy to EXCO		MM & Strategic Services Manager
	Ordinary Council meeting (14 September 2016)		
	MPAC		MM
OCTOBER 2016	Strategic planning workshop (Council and management)	MSA (35) (1)(a)	MM and Mayor
	IDP REP Forum		Mayor

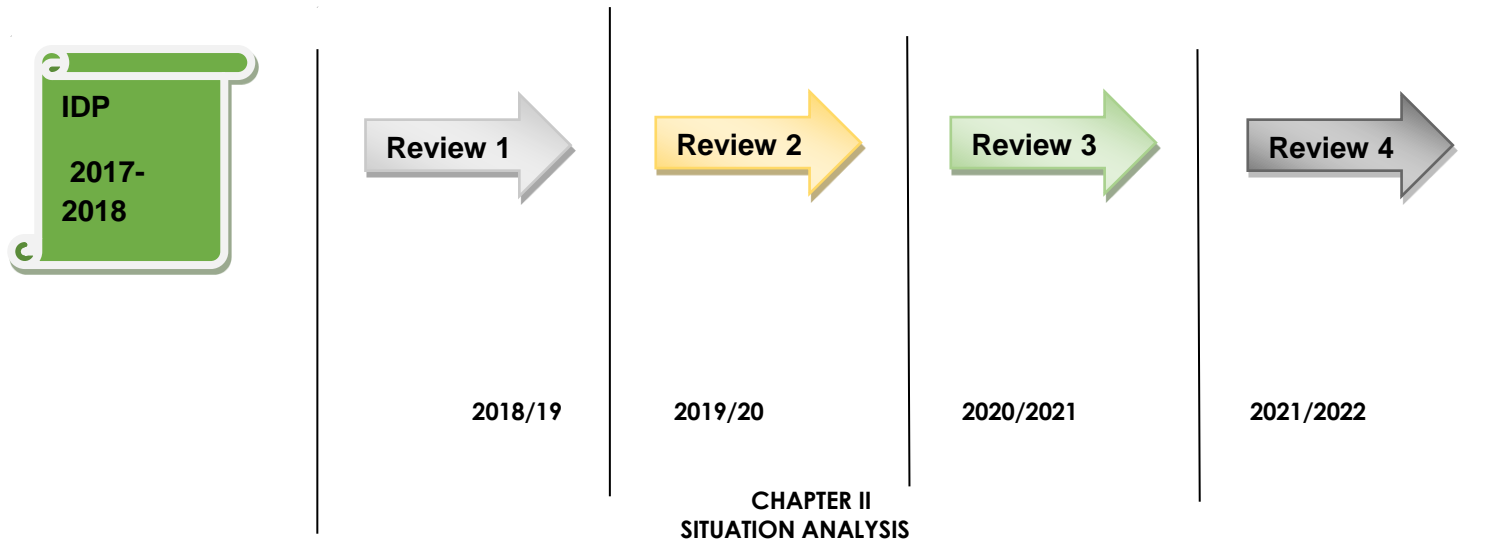
MONTH	DETAILS	LEGISLATION	RESPONSIBILITY
	EXCO (12 OCTOBER 2016)		MM
	AUDIT COMMITTEE (17 OCTOBER 2016)		
	MPAC (21 OCTOBER 2016)		
	CONSULTATION WITH THE DISTRICT MUNICIPALITY (27 OCTOBER 2016)	MSA 29(2)(c)	STRATEGIC SERVICES MANAGER AND MM
NOVEMBER 2016	COMMUNITY BASED PLANNING ROLL OUT	MSA 29(1)(b)	Strategic Services Manager & MM
	Situational analysis (municipal wide analysis)		
	IDP Steering committee meeting		MM
	Review of objectives and strategies (planning session)		
	EXCO (23 November 2016)		
DECEMBER 2016	Identification and compilation of draft projects	MSA 29(1)(c)	MM
	Audit Committee (special) & MPAC (Joint meeting) (5 December)		

MONTH	DETAILS	LEGISLATION	RESPONSIBILITY
	2016)		
	Ordinary Council (7 December 2016)		Speaker
JANUARY 2017	Audit Committee (20 January 2017)	MSA (35) (1)(a)	MM
	MPAC (23 January 2017)		MM
	Special Council meeting (25 January 2017)		Speaker
	IDP steering Committee meeting (26 January)		MM
FEBRUARY 2017	Consultation with sector departments and external stakeholders for alignment of programmes	MSA 29(1)(b)	MM, CFO & Mayor
	Finalization of draft projects/alignment with budget		
	Special Council Meeting (21 February 2017)	Speaker	
	Draft Division of Revenue – to update CIP and MTEF based on draft DORA allocation		CFO & MM
MARCH 2017	MPAC (8 March 2017)	MSA 29(1)	MM

MONTH	DETAILS	LEGISLATION	RESPONSIBILITY
	EXCO (16 March 2017)	MSA 29(2)(c)	MM
	IDP REP Forum	MSA 29(1)(b)	Mayor
	Consultation with SBDM		Strategic Services Manager and MM
	Tabling of draft IDP to Council (22 March 2017)		MM
	Advertise draft 2017/2018 IDP in press for public comment		Strategic services manager
APRIL 2017	IDP Budget roadshow	MSA 29	Mayor and MM
	Audit Committee (18 April 2017)		
	Special Council meeting (20 th April 2017)		Speaker
	MPAC (21 April 2017)		MM
MAY 2017	EXCO (2 May 2017)	MSA 29	MM
	MPAC (16 May 2017)		
	Council adopts and budget (23 May 2016)		Council
	Publication of approved IDP/budget on the website and local newspaper		

MONTH	DETAILS	LEGISLATION	RESPONSIBILITY
JUNE 2017	MPAC (6 June 2017)		MM
	EXCO		
	Ordinary Council (21 June 2017)		Speaker

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



2.1 Demographic Profile

2.1.1 Introduction

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

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

In order to properly plan for the development of the SRVM, it is critical to understand the needs of the Sunday's River Valley population, its relevant demographics as well as the anticipated trends in development for the 2017/18 financial year.

2.1.2 Description of the municipal area

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

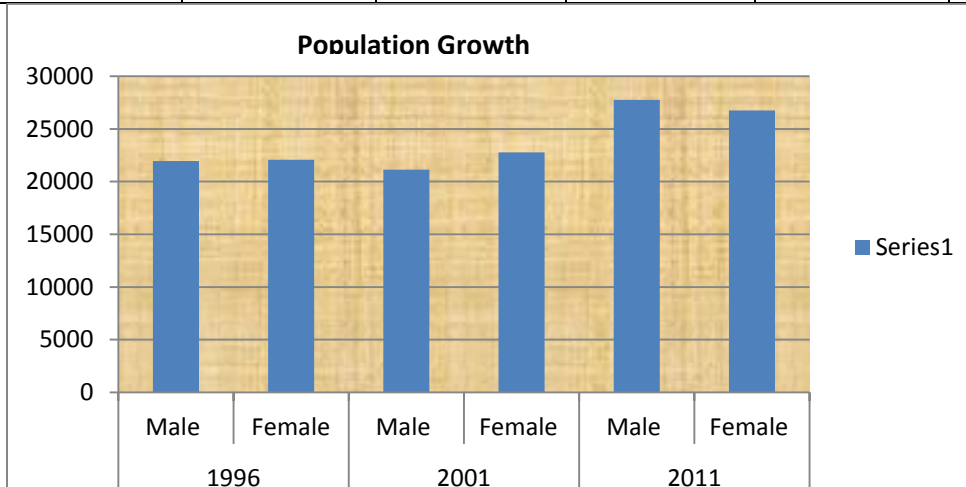
It is approximately 50km from Coega Industrial Zone in Nelson Mandela Bay Metro. The municipality can boast its ecotourism and agricultural potential. The Addo Elephant National Park and its citrus production are two important drivers in the Sundays River Valley Municipality. The valley is characterised by harsh climate conditions, with summer temperatures rising in excess of 40°C. Rainfall is spread over the year and is between 250-500mm per annum. The valley is characterised by wide, fertile flood plains and is associated with low-lying land and steep, less fertile soil. The area outside the Sundays River includes the Paterson area, the coastal belt, and the west of Alexandria.

2.1.3 Population Profile

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

1996	2001	2011
------	------	------

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



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

Table 3: Gender by Population group

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

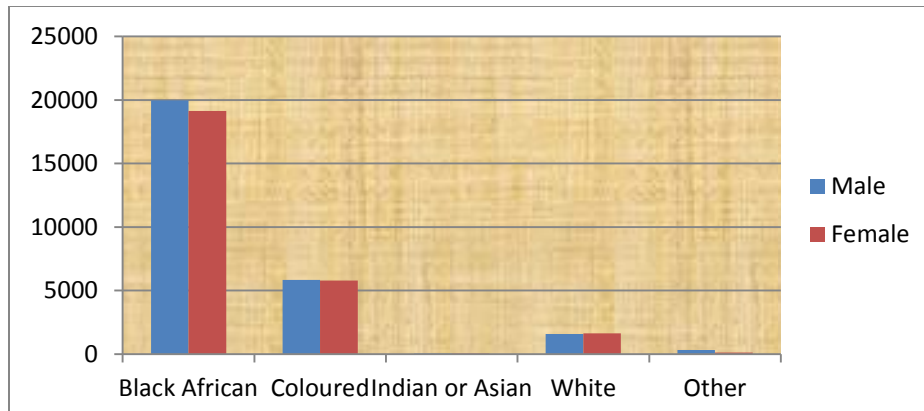
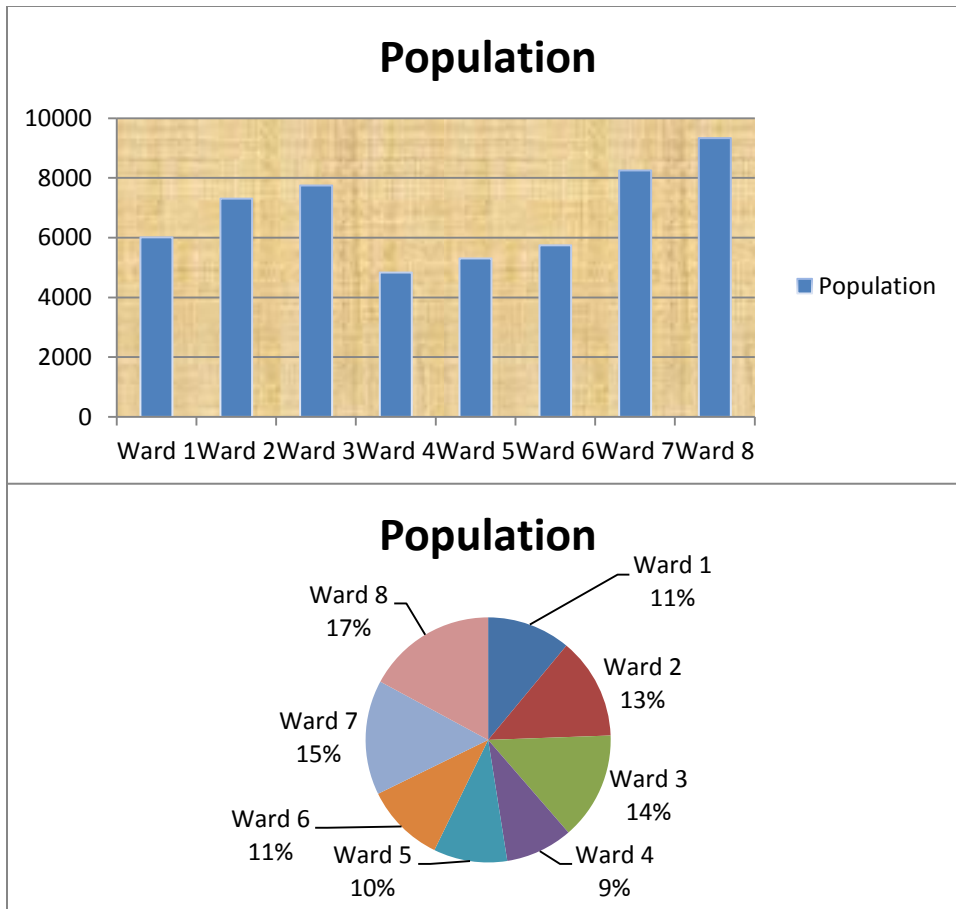


Table 4: Geography by Population group

	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Ward 1	5 849	103	6	3	47	6 008
Ward 2	3 396	3 180	21	655	53	7 305
Ward 3	4 773	2 615	18	268	70	7 743
Ward 4	4 660	66	10	63	33	4 832
Ward 5	5 069	49	3	130	52	5 303
Ward 6	5 102	313	2	276	46	5 739
Ward 7	4 331	2 463	26	1 350	76	8 247
Ward 8	5 936	2 854	10	465	62	9 328
Grand Total	39 116	11 644	96	3 209	439	54 504



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

Table 5: Age in completed years by Population group

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

Age Structure

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

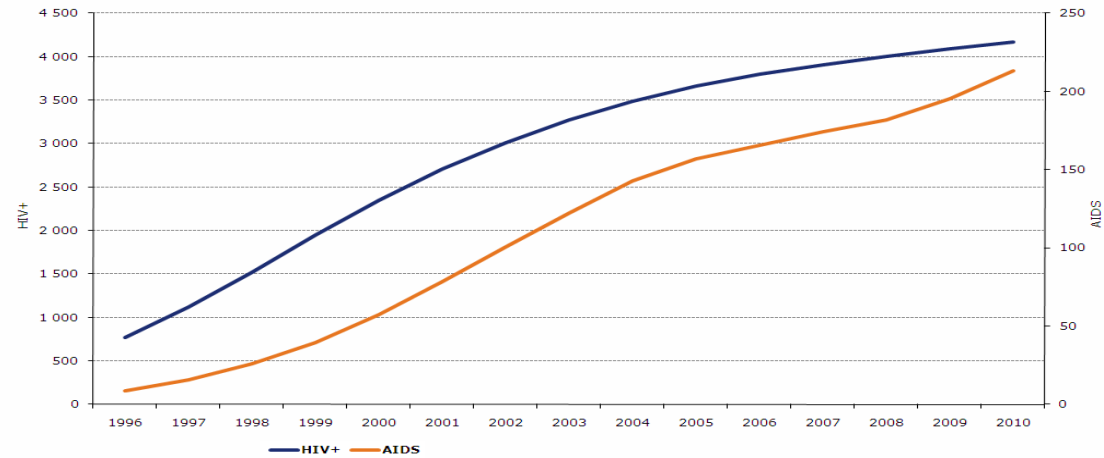
- A relative decrease of males aged 40 to 65, possibly indicating out migration
- A relative increase of men and women aged 25-35, possibly as a result of relatively rapid population growth in the late 1980's and low levels of out migration
- A relative decrease of boys and girls aged 5-20, possibly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

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

2.1.4 HIV/AIDS Profile

HIV/AIDS pandemic has an impact on labour supply, through increased mortality and morbidity. This is compounded by loss of skills in key sectors of the labour market. The long period of illness associated with AIDS reduces labour productivity. One review reported that the annual costs associated with sickness and reduced productivity as a result of HIV/AIDS. These costs reduce competitiveness and profits. Government incomes also decline, as tax revenues fall, and governments are pressured to increase their spending, to deal with the rising prevalence of AIDS, thereby creating the potential for fiscal crises

HIV+ /AIDS profile
EC106: Sunday's River Valley Local Municipality



Source: IHS Global Insight Regional eXplorer version 574

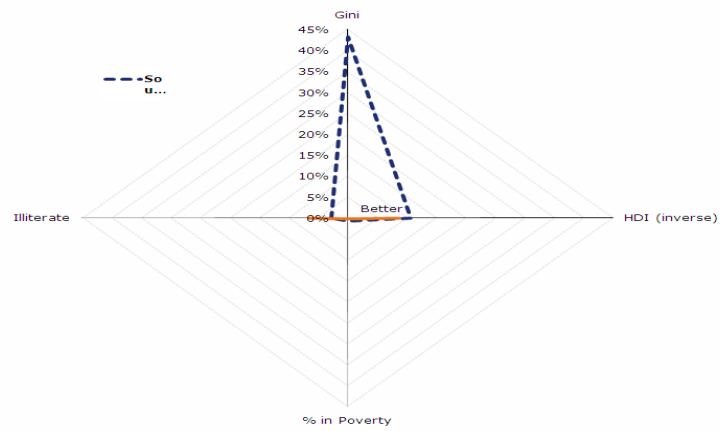
The profile above indicates that the epidemic is reaching a plateau, with some 4 200 people or 9% of the population infected with HIV and some 200-300 AIDS sufferers. The in-migration of job seekers during the citrus season may be viewed as one of the contributory factors for the spread of the virus.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

2.1.5. The Development Diamond

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

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

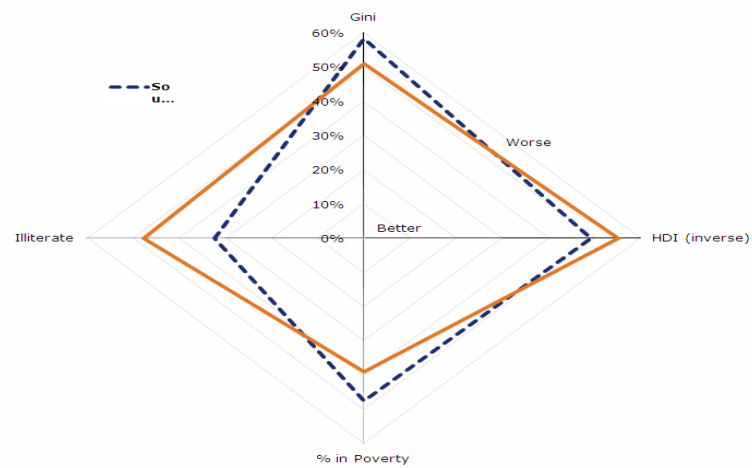
White Development Diamond
 EC106: Sunday's River Valley Local Municipality, 2010



Source: IHS Global Insight Regional eXplorer version 574

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

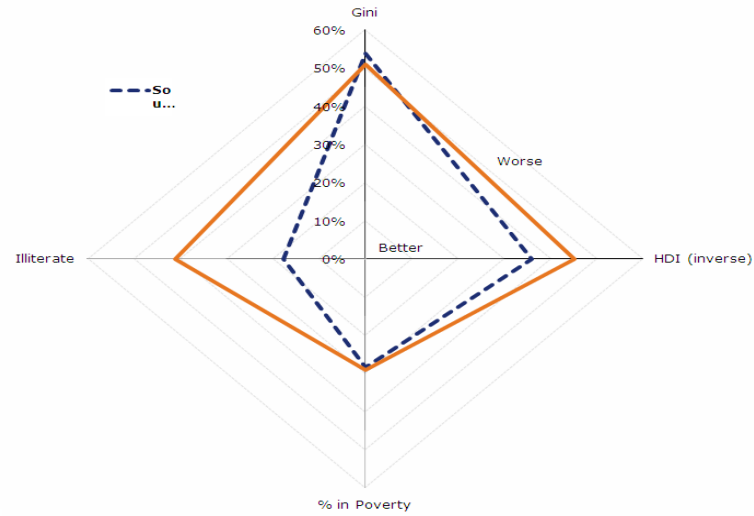
African Development Diamond
 EC106: Sunday's River Valley Local Municipality, 2010



Source: IHS Global Insight Regional eXplorer version 574

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

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



Source: IHS Global Insight Regional eXplorer version 574

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

2.2. KEY PERFORMANCE AREA: Infrastructure and Basic Services

2.2.1 Water

The Sundays River Valley Local Municipality (herein after referred to as SRVM) currently faces challenges with respect to the sustainable provision of water services. Sustainability is affected by:

- Increased water demands through higher levels of services;
- High population growth;
- Expansion of the citrus sector;
- Infrastructure backlogs; and
- New RDP housing developments.

The following residential areas form part of this study:

- Kirkwood
- Moses Mabida
- Bergsig
- Aqua Park
- Msengeni

Kirkwood and surrounding areas currently experience water supply interruptions caused by scheduled maintenance of the irrigation canal which is the source of raw water supply.

A feasibility study was conducted during 2013/2014 and was completed on 28 November 2014. The study investigated several options, including the associated costs, and recommended the most beneficial bulk water supply solution for Kirkwood and its surrounding areas.

The recommendation from the Technical Feasibility was accepted by the concerning parties and GILGAL Newground JV was appointed to implement Phase 2B (Preliminary design and research) and Phase 3 (Implementation Readiness Study).

This report focusses on the Preliminary Design which forms part of Phase 2B.

Objectives of the Appointment:

The objectives of the appointment will be reached through the planning and development of a bulk water supply infrastructure system that can meet the current and future demands of the area in terms of adequate quantity and at the required quality. The following infrastructure systems are being designed to meet these objectives.

- Construction of additional clear water reservoirs;
- Upgrading of pump house and pipeline from Kirkwood to Bontrug (Moses Mabida and Msengeni);
- Installation of Pressure reducing valves at some locations in the water reticulation network in Bontrug (Moses Mabida and Msengeni); and
- Construction of a new raw water dam.

Initial Scope of Work:

The following forms the initial Scope of Works for the project in terms of the construction phase:

Boreholes:

- Drill and test new borehole,
- Construct the pump houses at the borehole,
- Install the borehole pump and associated infrastructure
- Install the rising main from the new boreholes to the Kirkwood WTW.

Additional Water Storage

- Construct a new 3.0 MI reservoir at Kirkwood Town Reservoirs.
- Construct a new 3.0 MI reservoir at Bontrug (Moses Mabida) Reservoirs.

Final Scope of Work:

The final scope of work includes the following:

Additional Clear Water Storage -

- Construct a new 2.0 MI reservoir at Kirkwood Town (Kirkwood, Aqua Park, Bergsig) Reservoirs; and
- Construct a new 3.0 MI reservoir at Bontrug (Moses Mabida, Msengeni) Reservoirs.

Additional Raw Water Storage -

- Construct an additional raw water storage dam; and
- Supply and install associated infrastructure.

Upgrading pipeline -

- Replace some section of the pipeline from Kirkwood town to Bontrug (Moses Mabida); and
- Upgrade pumps that pumps water from Kirkwood to Bontrug (Moses Mabida).

Pressure reduction -

- Install Proportional Pressure Reducing Valves at some locations of high pressure in the water reticulation network in Bontrug (Moses Mabida).

Elevated tank -

- Construct a 40 kl elevated tank in Bontrug (Moses Mabida).

2.2.2 Sanitation

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

- (a) 2,2% of consumer units are served with buckets
- (b) 23,4% of consumer units are served with pit latrines
- (c) 0,2% of consumer units are served with septic tanks
- (d) 7,4% of consumer units are served with VIP's
- (e) 66,9% of consumer units are served with waterborne sewer system

The National Urban Reconstruction Agency (Nurcha) in association with the Sunday River Valley Municipality (SRVM) has identified households within the Paterson area which was using the bucket sanitation system. This type of sanitation technology is considered inhumane and present possible hygiene and health risks to the community. In an effort to eradicate the bucket system, sanitation projects are being implemented to provide all households with waterborne sewerage facilities. However, due to the lack of adequate Municipal bulk water and sewer infrastructures, the services infrastructure provided to the housing settlements are resulting in non-functional systems.

Project Location

The Paterson Town is located approximately 80km North East of Port Elizabeth. The town is accessed off the N10 towards Cradock. The project area being investigated falls within the Paterson Town and is accessed from either sides of the Provincial Road R342 approximately 1.15km east of the N10.

The project area consists of the following housing settlements:

- Moresone
- Riemvasmaak
- Manqindini
- Kwazenzele
- Ntakazilali
- Mandela village
- Zinyoka

Scope of Works

The following items describe the scope works that were identified by Nurcha at the time of tender:

- Gather and analyse existing project related information (i.e. original designs, as built drawings etc.)
- Conduct investigations that would assist NURCHA to make an informed decision about the adequacy of the existing water and sewer reticulation networks. The investigation would have to provide a concise response to the following questions:
 - Does the water and sewer reticulation infrastructure to 1245 erven actually exist?
 - If the network does exist, is it connected to all the 1245 erven?
 - Does the design of the network conform to acceptable engineering design standards?
 - Has the network been constructed in accordance with acceptable construction standards?
 - Has the material that has been used acceptable for a project of this nature?
 - If the network were to be commissioned tomorrow, would it be able to function properly?
 - If not, what modifications would be required to bring the network to an acceptable working standard?
 - Conduct tennis ball, pressure and alignment tests to the network.

Subsequently EE's investigation has revealed additional housing units i.e. increasing from 1245 to 1566 erven which are covered within this report. To date 1245 units have been completed.

Table 6: Water Infrastructure

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

Source: SRVM WSDP 2011/12

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

Existing Water Allocation:

The raw water source for Kirkwood is the irrigation canal from the Korhaansdrif Weir.

The Municipality has an existing lawful use of 1.3 Mm³/year for domestic use which must be licensed.

A further 189 hectares of agricultural water has been allocated to the municipality. This is not part of the so-called 3000 ha allocated by Kader Asmal.

The 189 ha x 9000 m³/ha/year = 1.701 Mm³/year of irrigation water plus the 1.3 Mm³/year are both charged by the irrigation board and paid by the municipality at the domestic rate. This amounts to 3.46 Mm³/year at domestic rates.

The application is for domestic use of 2.2 Mm³/year which is reflected in the All Towns strategy of DWS. This leaves 3.46 minus 2.2 = 1.26 Mm³/year for agricultural use by the municipality.

Increasing the level of assurance of supply from 80% for agricultural use to 98% for domestic use will be achieved by the installation of a dedicated raw water pipeline from the Korhaansdrif Weir to compensate for canal down-time during the maintenance periods. This is provided for by this project.

The current water abstraction entitlement is 3,420 kl/d (1.25 Mm³/a).

With reference to the above, the SRVM has an authorised water use, but for other purposes. To “buy time” to explore alternative sources, the SRVM applied for a Section 25(1) transfer in terms of the National Water Act 36 of 1998. This application is dated 3 February 2016.

Addo	<p>Raw water is supplied from the LSRWUA canal (Orange River water) to the Caesar's Dam. Raw water is pumped from the dam to the water treatment works (WTW) from where it is pumped to three storage reservoirs.</p> <p>Ceasars Dam WTW is currently underway.</p>	<p>The internal sewerage reticulation consists of fibre cement and PVC pipelines and drains to the Waste water treatment works.</p> <p>The WWTW is an oxidation pond system and it has insufficient capacity to meet Addo's future wastewater demand.</p> <p>The scheme is being upgraded at the moment (Currently under Phase 3. Contractor is currently on site.</p>
Enon-Bersheba	<p>Raw water is supplied from the LSRWUA canal (Orange River water) and pumped to a balancing dam next to the water treatment works (WTW).</p> <p>Raw water gravitates from the dam to the WTW from where it is pumped to two storage reservoirs. Enon – Bersheba has sufficient capacity to meet its current water demand. The project for the upgrade of the Enon Bersheba bulk water supply has augmented the capacity. A reservoir was built and commissioned in January 2012</p>	<p>The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the Wastewater treatment works (WWTW).</p> <p>The WWTW is an oxidation pond system and it has insufficient capacity to meet Enon-Bersheba's future wastewater demand.</p> <p>Project was completed in 2011</p>
Kirkwood	<p>Raw water is supplied from the LSRWUA canal (Orange River water) into three concrete balancing dams. Raw water is pumped from the dams to the water treatment works from where it is pumped to the storage reservoirs.</p> <p>The storage reservoir capacity can only last for two days. Hence the needs to be increased. To this end the municipality has applied for funding from RBIG to</p>	<p>The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the Wastewater treatment works (WWTW).</p> <p>The Wastewater Treatment Works has a capacity of 2.0 MI/d. Due to inefficient water conservation and demand management the WWTW is currently unable to cope with the current load.</p> <p>The wastewater projections based on the above assumptions of a 2% population growth. Depicts the following:</p>

	<p>upgrade the ponds as well as the treatment works</p> <p>Kirkwood has insufficient capacity to meet its current water demand.</p>	<p>The WWTW treatment capacity is to be increased as follows:</p> <ul style="list-style-type: none"> • from 2.0 – 4.3 MI/d immediately (adequate until 2031); and • from 4.3 – 5.8 MI/d by 2031 (adequate until 2046, see graph hereunder).
Paterson	<p>The Paterson bulk Water Reticulation Project has now been completed Phase 1-5:</p> <p>Status:</p> <ul style="list-style-type: none"> • Phase 1: 100% completed • Phase 2: 100% completed • Phase 3: 100% completed • Phase 4: 100% completed • Phase 5A: 100% completed • Phase6: 0% (No budget available to award contract to a value of R25m) 	<p>A total of 1245 out of the 1566 buckets have been eradicated during the 16/17 MTEF.</p> <p>Project Scope:</p> <p>Addo</p> <ul style="list-style-type: none"> • New 2 X 2ML clear water reservoirs in Addo – 100% Complete • Upgrade Caesars Dam WTW from 3ML/Day to 6ML/Day – 100% Complete • New 200mm dia rising main pipeline from Caesars Dam WTW to Booster Pump Station (22,6km) – 100% Complete • New Pump Station at Caesars Dam and Booster Pump Station along the Rising Main – 100% Complete <p>Paterson - 100% Complete</p> <ul style="list-style-type: none"> • New 1,3ML clear water reservoir in Paterson • New 200mm dia rising main pipeline from Booster Pump Station to Paterson (12,4km) • New Pump Station and 200kl header tank in Paterson

Table 7: Service levels (Households)

Table 1. MFMA Section 71 Report				
Capital Budget (Conditional Grants and Others)		Quarterly Grant Performance 2015/16		
		2016/17 Allocation (R'000)	2016/17 End Sept Expenditure	2016/17 End Sept Exp. %
Expanded Public Works Programme Integrated Grant (Municipality)	EPWPG	R 1 000	R 36	4%
Regional Bulk Infrastructure Grant	RBIG	R 13 997	R 0	0%
Municipal Water Infrastructure Grant (Schedule 5B)	MWIG	R 0	R 0	
Bucket Eradication Programme Grant	BEPG	R 0	R 0	
Rural Households Infrastructure Grant (Schedule 5B)	RHIG	R 0	R 0	
Municipal Infrastructure Grant	MIG	R 24 446	R 947	4%
Integrated National Electrification Programme Grant	INEP	R 9 000	R 5 310	59%
TOTAL		R 48 443	R 6 293	13%

Table2. Non-Financial Annual Sector Backlogs Data					
Infrastructure Sector Category	Total Units	2016/17 Served Units	2016/17 Served %	2016/17 Backlog Baseline	2016/17 Backlog %
Water (hh)	11529	11250	98%	279	2%
Sanitation (hh)	11529	10284	89%	1245	11%
Electricity (hh)	11529	11529	100%	0	0%
Refuse Collection (hh)	11529	10952	95%	577	5%
Landfill Sites (LFS)	11529	0	0%	11529	100%
Roads (Km)	160	152	95%	8	5%
Community Halls (CH)	8	8	100%	0	0%
Sports Facilities (SF)	10	7	70%	3	30%

Table3. Non-Financial Quarterly Performance Backlogs Eradication					
Infrastructure Sector Category	2015/16 Backlog Baseline	Current Quarter Targeted Units	Current Quarter Actual Performance	Current Quarter Reduced Backlog	Current Quarter Reduced Backlog %
Water (hh)	279	50	50	229	2%
Sanitation (hh)	1245	40	40	1205	10%
Electricity (hh)	0	0	0	0	0%
Refuse Collection (hh)	577	1000	1000	-423	-4%
Landfill Sites (LFS)	11529	0	0	11529	100%
Roads (Km)	148	2	2	146	91%
Community Halls (CH)	0	0	0	0	0%
Sports Facilities (SF)	3	2	2	1	10%

Extract from the DWIF Quarterly Report October 2016

2.2.3 Electricity

- Census 2011 reveals that 75% of households have access to electricity. This is a reduction to 95% previously reported. This could be attributed to the increase in the number of households from 12050 to 14 578.
- The supply of electricity by Eskom is linked to approved housing developments and the submission of settlement design plans
- 5% of households are without electricity; this includes those in un-demarcated informal areas.
- All erven falling within the municipal supply have connections with a minimum of 40 ampere and those falling under Eskom have a minimum supply of 10 ampere.
- Eskom services the biggest area in SRVM and the municipality only services Kirkwood, Aqua Park and Bergsig. The Municipality is licensed to serve the above mentioned areas and the total meter points is 1112.

The electricity network in Kirkwood was built in 1962. Under the Alternative approach towards the stabilisation & electrification of the Greater Kirkwood & surrounding areas, the 2.5 MVA has been upgraded to 5MVA as of the 16th of October 2016, under the R9million allocation. The contractor is currently busy with the following scope of works:

- Upgrading of MV overhead lines from Main Street to Cnr Whytes Street for approx. 3km,
- Installation of 120mm X 3 Core CU XLPE PVC SWA PVC from Cnr Whytes, Angle Street, Middle Street, Meiring Street and Mark Street for

- approx. 1,4km
- Installation of 11kV Safeplus Outdoor Switchgear – RMU
- Removal of streetlights and re-installation of existing luminaires.

The Municipality has secured R13million for the 17/18 MTEF and a R1,75 million during the regazetting (16/17). A total of 16 high mast lights were erected and connections paid for in June 2016 and the LM is currently awaiting Eskom to connect the High Mast Lights. The payment for Street light was also effected during the 16/17 MTEF.

2.2.3.2 Alternative sources of energy

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

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

2.2.4 Agricultural Infrastructure

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

2.2.6. Community Works Programme

Site name	Sundays River Site
Implementation Period	2 Years
Site Age (how long has CWP been implemented in this site)	17 Months
Local Municipality	Sundays River Valley Municipality
Province	Eastern Cape
Total Participants allocated per budget	500 participants
Total budget allocation for period	R 6 712 027

IA Management contact details	<p>Siyakholwa Development Foundation</p> <p>Suite 1, Sherwood House, Batting Road, Beacon Bay, East London, 5241</p> <p>EL Office Tel No: 043-7482-446</p> <p>KK Hoek Office Tel No : 040 658 0112</p>
Site staff contact details	Sibonile Sibaca Cel no: 079 436 0221/ 042 230 0177
LRC Municipal champion contact details	Tel No: 042 230 0078
Reference committee secretariat contact details	Sibonile Sibaca cel no: 076 436 0221/ 042 230 0177

<p>CWP Site</p>	<p>Stats SA 2011 reflects that poverty levels are high with 46.1% of the population not receiving any income, and a further 10.8% earn less than R801 per month, therefore technically falling under the poverty line. This is exacerbated by the fact that 65.7% of the potential labour force are not working. The population lack buying power which makes it difficult to exploit local economic development opportunities and the situation implies a high dependency on social grants. Interventions must be created and expedited to support poor communities.</p> <p>The potential economic active labour force accounts for 60.2% of the total population which reinforces the need to boost the economy and stimulate job growth</p> <p>The agricultural industry, centering mainly around citrus fruit, dairy and chicory farming, plays a major role in the economy and functioning of the region; it alone counts for 31.2% of the GGP and 47.7% of employment.</p> <p>Approximately 25% of South Africa's navel oranges and 50% of the country's lemons are produced in the Sunday's River Valley. The area exports million of cartons of navel oranges per year, earning more than R1 billion in foreign exchange for the country. Other agricultural products include vegetables, potatoes, maize, wheat, chicory, flowers and rye grass.</p> <p>Ecotourism is another driving force of the local economy, thanks to the presence of vast unspoiled wilderness areas. Addo receives about 115 000 visitors each year, of which 50% are foreign, and this figure is on the increase.</p>	<p>The program will be relevant to the area as it bring an opportunity of employment to the unemployed and under-employed, To grow and develop them in preparing for working industry and business world.</p>
<p>District Municipality</p>	<p>The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and Chris Hani and Amatole District Municipalities in the Eastern Cape. Nine local municipalities have been established within the jurisdiction of Cacadu DM</p>	<p>It is a great contribution to the high poverty and unemployment communities as the site accounts for 8% of the district and is one biggest of the informal settlements</p>

Local municipality	<p>The Sundays River Valley Municipality (SRVM) is one of the developing local municipalities within the Sarah Baartman District Municipality (Western Region). It is in the Eastern Cape approximately 80km north and east of the Nelson Mandela Bay Municipality.</p> <p>The municipal area covers 3507.59 km² (6% of Sarah Baartman total area). It can be accessed through the N10 and N2 national roads. Per Census 2011, the population of SRV was approximately 54 504 people of whom 72% are Black African, 21% Coloured and 6% White. But speculation would decide that these figures do not reflect the influx of migrant workers that compete for jobs and services with indigenous citizen</p>	The population has increased because of casual workers from other towns who end up residing there.
Municipal code	EC106	
Main urban centre	Kirkwood, Patterson and Addo. With Kirkwood boasting better infrastructure than the other two	The town has enough banking facilities and there is 1 FNB branch in Addo and there are ATMs and Mini ATM in both Addo and Paterson.
Number of wards in local municipality	8 Wards	The wards are well demarcated and it's easy to divide the 1000 participants into all wards.
Population	<p>According to Census 2011, the population of SRV was approximately 54 504 people of whom 72% are Black African, 21% Coloured and 6% White. Between the years of 1996 and 2001, the population showed a slight decrease of 0.29% (127 of the population). However, during the years</p> <p>of 2001 and 2011, the population had increased by 19% (10590 of the population).</p>	Ward 8 as having the highest percentage of 17%, followed by Ward 7 which sits on 15% of the total population. These two ward depend on citrus seasonal employment as a source of economic activity. Ward 4 has the lowest population size of 9% but with the highest unemployment rate or inequality. For ward 4 many of the citizens have to migrate closer to citrus farms to access employment during the months of April to September
Number of households	The housing backlog in the Sunday River Municipality is estimated to be 5543 with the largest demand being in Wards 3 and Wards 4.	This was caused by the high rate single mothers of they depend more on child grants to feed their family. With the program the participants are now be more on work.

Languages	Majority of the population speaks Afrikaans and Xhosa	No implications to the program as everyone are used in communicating with all their languages.
Area		No implications as the locations are not too far apart in each town. The only problem is that other towns have no bank facilities.
Race groups	Black South Africans account for 59% of the population, followed by 33% Coloured South Africans. Stats 2011 also indicates that 95.5% of the population were born in South Africa.	All races get along easy as they are used in working together
Age distribution	<p>The age structure depicted below suggests that Sundays River Valley Municipality has a population is relatively youthful. The age structure mapped in the pyramid below is very similar to that of South Africa as a whole, but with certain notable exceptions:</p> <ul style="list-style-type: none"> □ A relative decrease of males aged 40 to 65, possibly indicating out migration □ A relative increase of men and women aged 25-35, possibly as a result of relatively rapid population growth in the late 1980's and low levels of out migration □ A relative decrease of boys and girls aged 5-20, possibly indicating that they are being raised and educated in areas with better education opportunities. 	The youthful population suggests a need for prioritization of skills development and employment creation initiatives for youth.
Education and skills levels	Suggested unemployment rate figures range from 20% to 44%. In 2001, among persons older than 20 years, 5461 had had no schooling, 7642 had had some primary education, 2487 had completed primary school, another 6594 had had some secondary education, 2363 had finished Grade 12, and 827 had gone on to some higher level of schooling. ^[8]	

<p>Economy, employment and unemployment</p>	<p>The agricultural industry, centering mainly around citrus fruit, dairy and chicory farming, plays a major role in the economy and functioning of the region; it alone counts for 31.2% of the GGP and 47.7% of employment.</p> <p>Approximately 25% of South Africa's navel oranges and 50% of the country's lemons are produced in the Sunday's River Valley. The area exports million of cartons of navel oranges per year, earning more than R1 billion in foreign exchange for the country. Other agricultural products include vegetables, potatoes, maize, wheat, chicory, flowers and rye grass.</p> <p>Ecotourism is another driving force of the local economy, thanks to the presence of vast unspoiled wilderness areas. Addo receives about 115 000 visitors each year, of which 50% are foreign, and this figure is on the increase.^[8]</p>	<p>The program will play a role in decreasing the rate of unemployment</p>
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<p>Housing</p>	<p>Around 1 749 households in Sundays River Valley presently live within traditional, rental, or informal structures and earn below R6 400.00 per month per household. Of these 1 556 households (or 88.9%) earn below R3 200.00 per month, representing the number of households that qualify for the full subsidy amount available from the Department of Human Settlement.</p> <p>· The majority – being 8 000 households (or 81%) reside in brick structures, followed by 766 (7.8%) in traditional dwellings.</p> <p>Of the 4281 households that reside on farms / rural areas, it is estimated that at least 65% are low-income earners and therefore likely to be farm worker families. Based on this, it is estimated that there are approximately 2 782 farmworker families in the municipality. It is however not clear how many of these households live in inadequate shelter.</p> <p>The presence of 263 households presently residing in “informal” flats and / or rooms in backyards and 27 households that presently reside in informal settlements clearly indicate a demand for informal settlement upgrade or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless). However, a dot-count reflects a total of 744 informal structures counted in Addo, Kirkwood and Paterson.</p>	
<p>Roads</p>	<p>In 2007, the National Department of Transport compiled an assessment of the municipal road network throughout the entire country. It is of great concern to note that more than 20% of the surfaced road network is in a poor or very poor condition. It is a generally accepted norm that a good road network should not have more than 5% of the surfaced roads below a fair condition, which means that the provincial road network is in dire need of rehabilitation and maintenance</p>	

<p>Electricity</p>	<p>At least 10 952 out of 11 529 households have access to electricity (94.5%). The Municipalities area of jurisdiction is the following areas: Kirkwood, Bersig, Moses Mabida and Aqua Park for electrical infrastructures. The outlining areas are serviced by ESKOM. A fully costed master plan is in place and requires the following funding:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Short term – R4,123,147 <input type="checkbox"/> Medium Term – R28,857,573 <input type="checkbox"/> Long term - R14,242,838 <p>SRV is in the process of rolling out its street lighting project to avert among other things the increase of crime in dark areas. This project is however negatively influenced by cash flow problems.</p>	
<p>Waste</p>	<p>The municipality is challenged with illegal dumping and random dumping. Measures to control and eliminate this challenge are in place with little reported success.</p>	

<p>Water</p>	<p>The extent of challenge in access to water is:</p> <ul style="list-style-type: none"> • Shortfall of 4,9ML Capacity of shortage of Portable Water • Additional Storage of Raw Water Dams & Water Loses • Ageing Infrastructure (Enon, Kleinpoort, Glencorner. <p>The cost estimate for water is:</p> <ul style="list-style-type: none"> • Kirkwood Bulk WTW is R24,172,515.83 • Surrounding Areas is R 34,755,034.83 <p>At least 11 310 out of 11 529 households have access to water (98%). SRVM need to accelerate the implementation of RBIG Programme and lobby for funding</p>	
<p>Sanitation</p>	<p>At least 10 284 out of 11 529 households have access to waterborne sanitation services(89%). The extent of the challenge for sanitation include:</p> <ul style="list-style-type: none"> • Paterson Sewer Network • Zuney VIP Toilets • Aqua Park, Moses Mabida & Langbos blockages 	

<p>Education</p>	<p>The functional area is not the competency of the Sundays River Valley Municipality; however SRVM plays a role of lobbying for the required services by the community. Through IGR structures an integrated approach to development is facilitated. The municipality cannot plan a new housing development without understanding the need and plans of education, for example a new housing development may need a school and a reserved site where such school could be built. Developments issues that emanated from IDP community consultation are not different from the ones identified in 2011/12 are reflected below:</p> <ul style="list-style-type: none"> · Skills training centres are needed in the municipal area · Learner transport is very critical especially for remote rural areas such as Zuney · Back to school campaign has to be revived and support for needy children prioritised · Renovation of all schools is required in the Sunday's River Valley, including provision of retention and retraining of teachers; · Education support services are needed for children with learning disabilities; · It is required to introduce skills development for Municipal staff, the community, and especially emerging farmers. Emerging farmers mentorship programme is started and facilitated by the District 	<p>ECD program to encourage and train the children at lower grade so that they will be encouraged to study and see the value of the education. Teacher assistance and LSA program. Abet is also one of the program that makes a lot of difference as lot of people did not go to school.</p>
<p>Health services</p>		<p>HBC, Support Groups and Learner support Agent program can be implemented.</p>

Sports and recreation		There could be sports coach and mentors from the participants
Cemeteries	There are 12 cemeteries and 6 have reached capacity.	

2.2.6 Water and Reticulation Level

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

Table 10: Nature of water services at household level

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

Source: *Cacadu District Municipality Backlog Study 2005*

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

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

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

Table 11: Geographical areas facing below standard water supply

AREA	SUBURB	ERVEN	STANDARD: 5
ADDO	Informal settlement	200	3

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

Source: *Cacadu District Municipality Backlog Study 2005*

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

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

Table 12: Bulk water supply requirements

SETTLEMENTS	UPGRADING BULK STORAGE			UPGRADING WASTE WATER TREATMENT			UPGRADING BULK PIPELINE INFRASTRUCTURE		
	Current	Required	Cost ¹ 'Mil	Current (Ml)	Required	Cost	Current (L / S)	Required	Cost
ADDO	4.0ML	6.9ML	R5.2	2.4	3.3	R1.5	37.0	52.5	R1.2
ENON/BERSHEBA	1.1ML	1.0ML	R 0	0.5	0.5	R0	9.4	7.1	R0.75
KIRKWOOD	5.1ML	7.8ML	R4.8	1.5	3.8	R3.0	59.7	59.3	0
PATERSON	1.3ML	2.5ML	R2.2	0.5	1.2	R1.2	21.2	18.8	R 7

Source: *Cacadu District Municipality Backlog Study 2005*

Table 13: Upgrading of raw water supply

SETTLEMENTS	UPGRADING RAW WATER SUPPLY				
	CURRENT	REQUIRED	MAX	SHORTFALL	COST
ADDO	14.8	52.5	37.0	15.5	R1 800 000
ENON/BERSHEBA	8.1	7.1	8.1	0	R3,200,00
KIRKWOOD	20.9	59.3	59.3	0	R3 100 000
PATERSON ²	4.5	18.8	17.3	1.5	R1 000 000

Source: *Cacadu District Municipality Backlog Study 2005*

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

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

Source: *Cacadu District Municipality Backlog Study 2005*

2.2.7 Sanitation & Reticulation Level

Table 15: Nature of current sanitation services at household level

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

Source: Cacadu District Municipality Backlog Study 2005

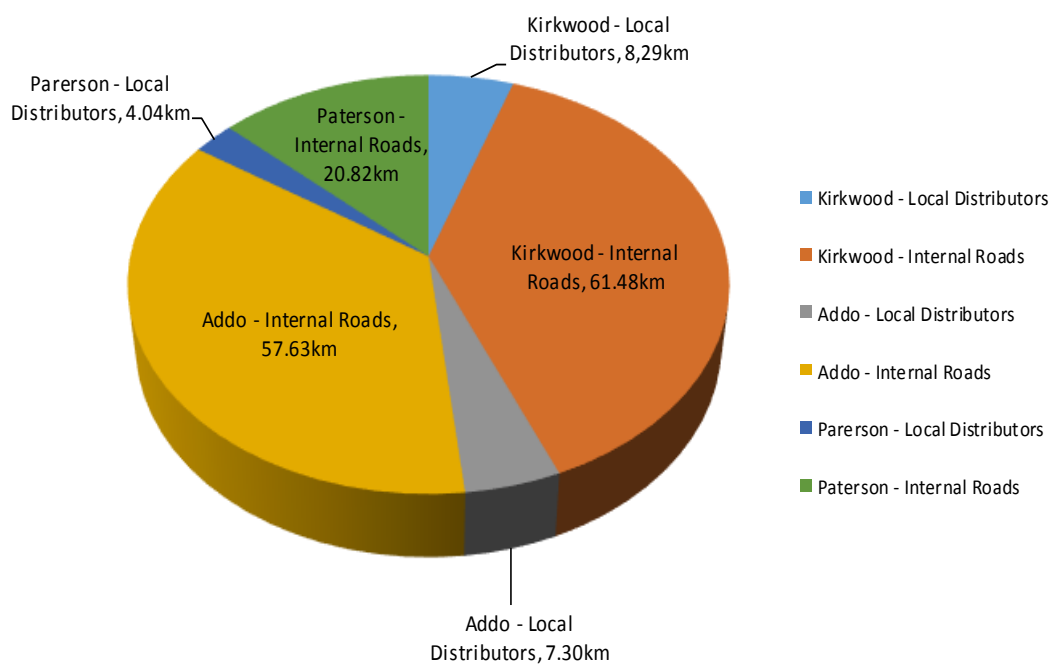
Table 16: Geographical areas facing below standard services

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

Source: Cacadu District Municipality Backlog Study 2005

2.2.8 Roads and Storm-Water

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



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

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

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

AREA	LENGTH OF BULK ROADS(m)	LENGTH OF INTERN	WIDTH BULK ROADS(WIDTH INTERNA L	AREA OF BULK ROADS	AREA OF INTERNAL ROADS(m	NO. OF SITES
GREATER							
MosesMabhida	2283.44	18402.0	6	3	13928.98	62566.83	1320
Emsengeni	2091.96	9073.9	6	3	12760.96	30851.5	808
KirkwoodTown	0	16023.7	6	5	0	88130.85	494

AquaPark	1458.09	3336.4	6	3	8894.35	11343.86	414
Bersig	800.21	3160.5	6	3	4881.28	10745.73	261
Enon	1659.18	11487.7	6	3	10121	39058.42	781
SUBTOTAL	8292.88	61484.4			50586.57	242697.19	4078
GREATERADDO AREA							
Langbos	4228.34	35264.5	6	3	25792.87	119899.5	1600
Addo	0	5178.9	6	3	0	17608.4	234
Valencia	3071.07	17182.9	6	3	18733.53	58422.13	1581
SUBTOTAL	7299.41	57626.4			44526.4	195930.03	3415
GREATER PATERSONAREA							
Patterson	4037.98	20815.8	6	3	24631.68	70773.89	1479
SUBTOTAL	4037.98	20815.8			24631.68	70773.89	1479
TOTALS	19630.27	139926.			119744.6	509401.11	8972

A number of projects that are listed in this regard are influenced by various factors:

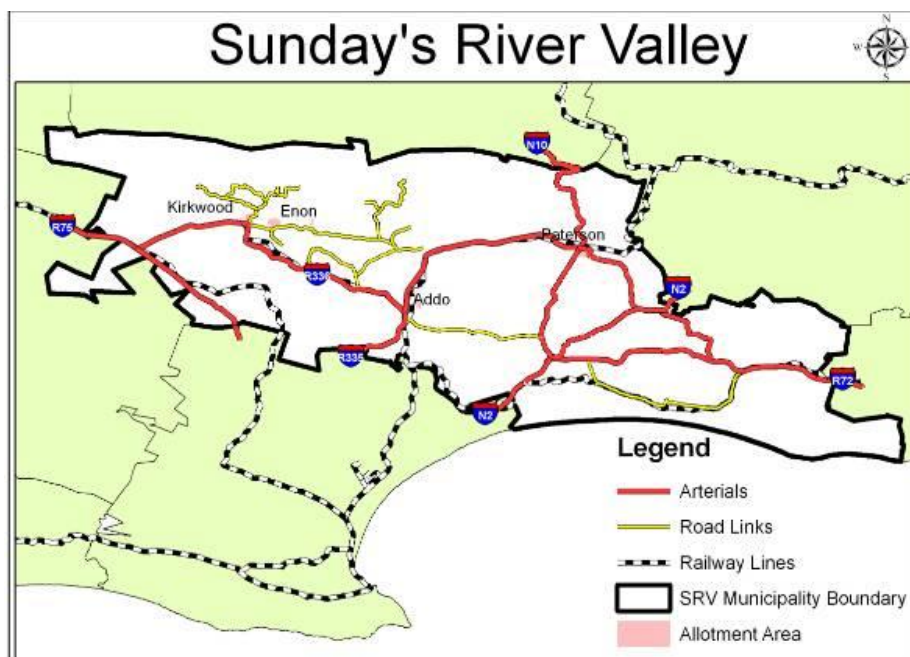
- The key source of funding for infrastructure, namely the Municipal Infrastructure Grant (MIG), first and foremost needs to serve the eradication of backlogs in basic services.
- The expected standard of communities (namely tarred surfaces) reduces the possibility of generating sufficient funding for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

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

Area	Length of Bulk Roads (m)	Length of Internal Roads (m)	TOTALS
Moses Mabhida	2,283.44	18,402.01	R 50 565 330.48
Emsengeni	2,091.96	9,073.97	R 28 473 555.19
Kirkwood Town	0	16,023.79	R 57 278 184.76

Aqua Park	1,458.09	3,336.43	R 13 331 030.75
Bersig	800.21	3,160.51	R 10 373 351.74
Enon	1,659.18	11,487.77	R 32 294 270.14
Langbos / Nomathamsanga	4,228.34	35,264.56	R 94 948 834.43
Addo	0	5,178.94	R 11 694 239.06
Valencia	3,071.07	17,182.98	R 51 988 566.19
Patterson	4,037.98	20,815.85	R 62 444 277.46
SUB TOTAL	19,630.27	139,926.81	R 413 391 640.21
ADD PROFESSIONAL FEES		14%	R 62 008 746
SUB TOTAL			R 475 400 386
ADD VAT @ 14%		14%	R 66 556 054
TOTAL PROGRAMME COST			R 541 956 440

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



SUNDAYS RIVER VALLEY MUNICIPALITY RURAL TOWN REVITALISATION PROGRAMME

Objectives

- To improve the level of service of infrastructure in Kirkwood and surrounds. Namely: Roads,

- Micro Stormwater, aging water and sewer infrastructure
- To facilitate growth through stimulation of local economy.
- To facilitate the skills base of local SMME contractors through training and inclusion of identified packages of works
- To create employment and inject direct capital back into local communities.

Works have been identified to cover the three year MFT Capital plan. Summarised in table form below and graphically illustrated for Kirkwood and surrounds.

PROJECT TITLE	START DATE	COMPLETION DATE	BUDGET - 2017/18	BUDGET - 2018/19	BUDGET - 2019/20
PLANNING BUDGET	01-Jan-17	31-Mar-17	R 2 000 000,00		
1. UPGRADING OF KIRKWOOD TOWN INTERNAL ROADS & STORMWATER - PHASE 1	01-May-17	31-Mar-18	R 29 940 000,00		
2. UPGRADING OF AQUA PARK TOWNSHIP INTERNAL ROADS AND STORMWATER - PHASE 1	01-May-17	31-Mar-18	R 9 928 000,00		
3. UPGRADING OF BERGSIG TOWNSHIP INTERNAL ROADS AND STORMWATER - PHASE 1	01-May-17	31-Mar-18	R 10 132 000,00		
4. UPGRADING OF KIRKWOOD TOWN INTERNAL ROADS & STORMWATER - PHASE 2	01-Oct-18	30-Sep-18		R 15 340 000,00	R 18 095 000,00
5. UPGRADING OF MOSES MABIDA TOWNSHIP INTERNAL ROADS AND STORMWATER PHASE 1	01-Oct-18	31-Aug-19		R 15 477 000,00	R 11 110 000,00
6. UPGRADING OF BERGSIG TOWNSHIP INTERNAL ROADS AND STORMWATER - PHASE 2	01-Apr-18	15-Dec-18		R 8 855 000,00	
7. UPGRADING OF ENON SEWER PUMPSTATION AND OUTFALL	01-Apr-18	31-Aug-18		R 2 600 000,00	
8. UPGRADING OF AQUA PARK TOWNSHIP INTERNAL ROADS AND STORMWATER - PHASE 2	01-Oct-18	31-Jul-19		R 7 728 000,00	R 7 892 000,00
8. REHABILITATION OF ASBESTOS PIPES IN KIRKWOOD - PHASE 1	01-Apr-19	31-Oct-19			R 12 903 000,00
			R 52 000 000,00	R 50 000 000,00	R 50 000 000,00

2.2.9 Spatial Development Framework

The Spatial Development Framework was reviewed by service providers (Rural Urban Dynamics) that were procured by the National Department of Rural Development and Land Reform. An inception meeting was held on the 8 February 2012 and an SDF steering committee and Technical committee were set up. The revised SDF has addressed the gaps that were identified in the 2010/11 SDF. Public Consultations were held and the draft SDF was advertised for comments. Comments were effected in the draft SDF and the final SDF were presented to Council on the 30 May 2013 together with IDP and budget. The IDP must be read in conjunction with the SDF as one planning document. It is due for review again in the 2017/18 financial period as its lifespan is a period of 5 years.

The Spatial Development Plan presents the following outcomes:

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

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

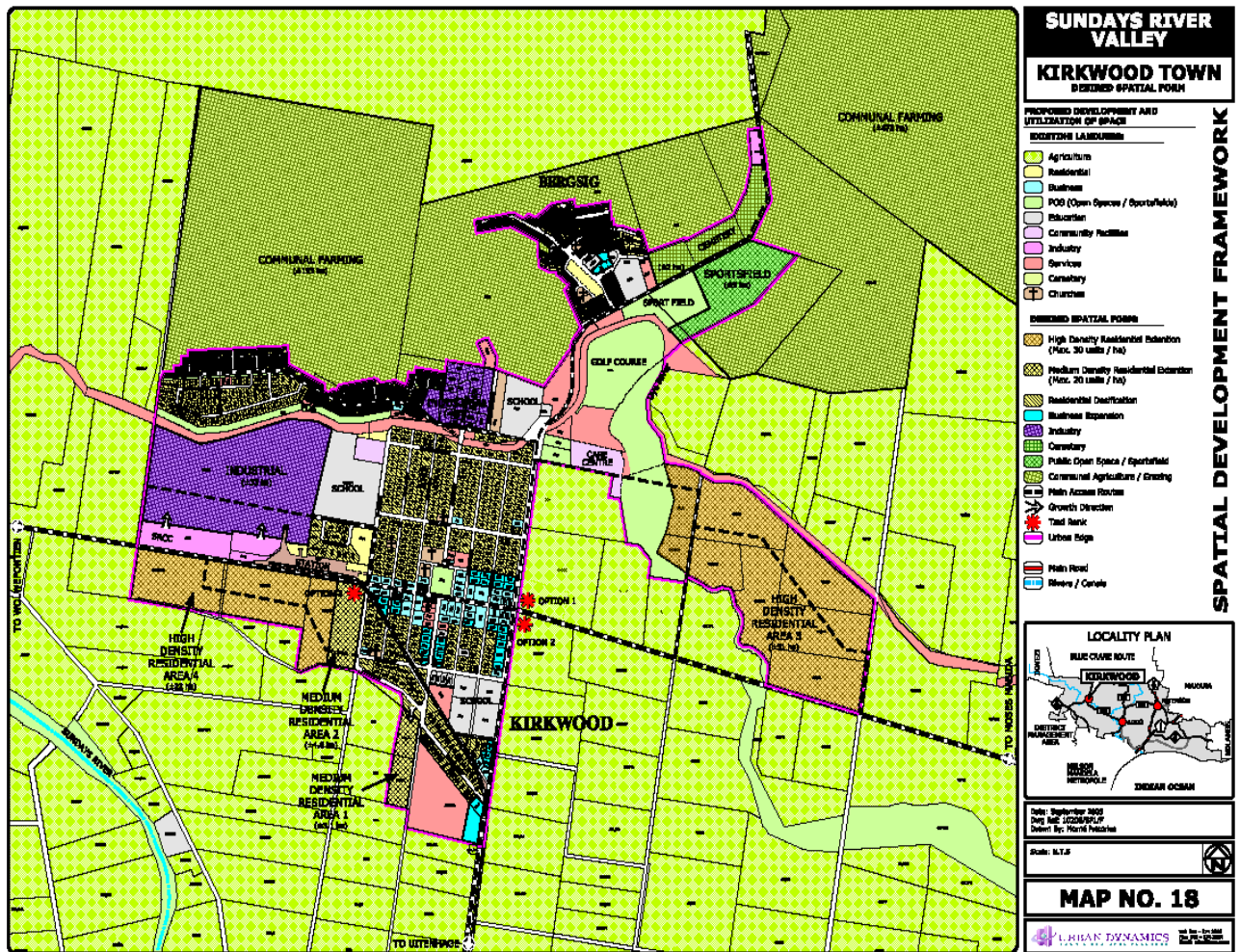
- Settlement Hierarchy and Nodal Development
- Conservation

- Tourism and Recreation
- Agriculture and Rural
- Urban Development

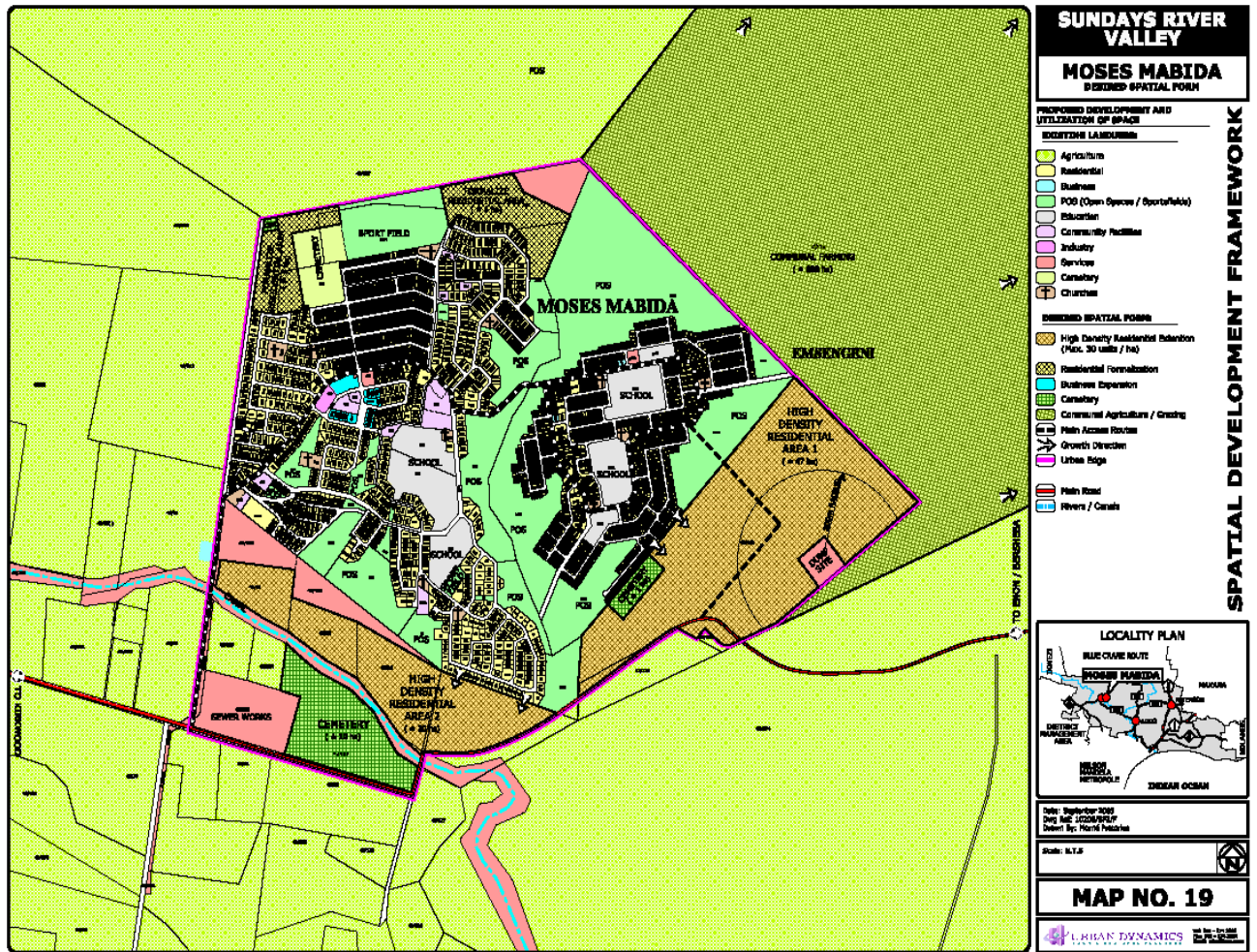
The SDF provides visual representation or maps of the desired spatial form of the Municipality which include:

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

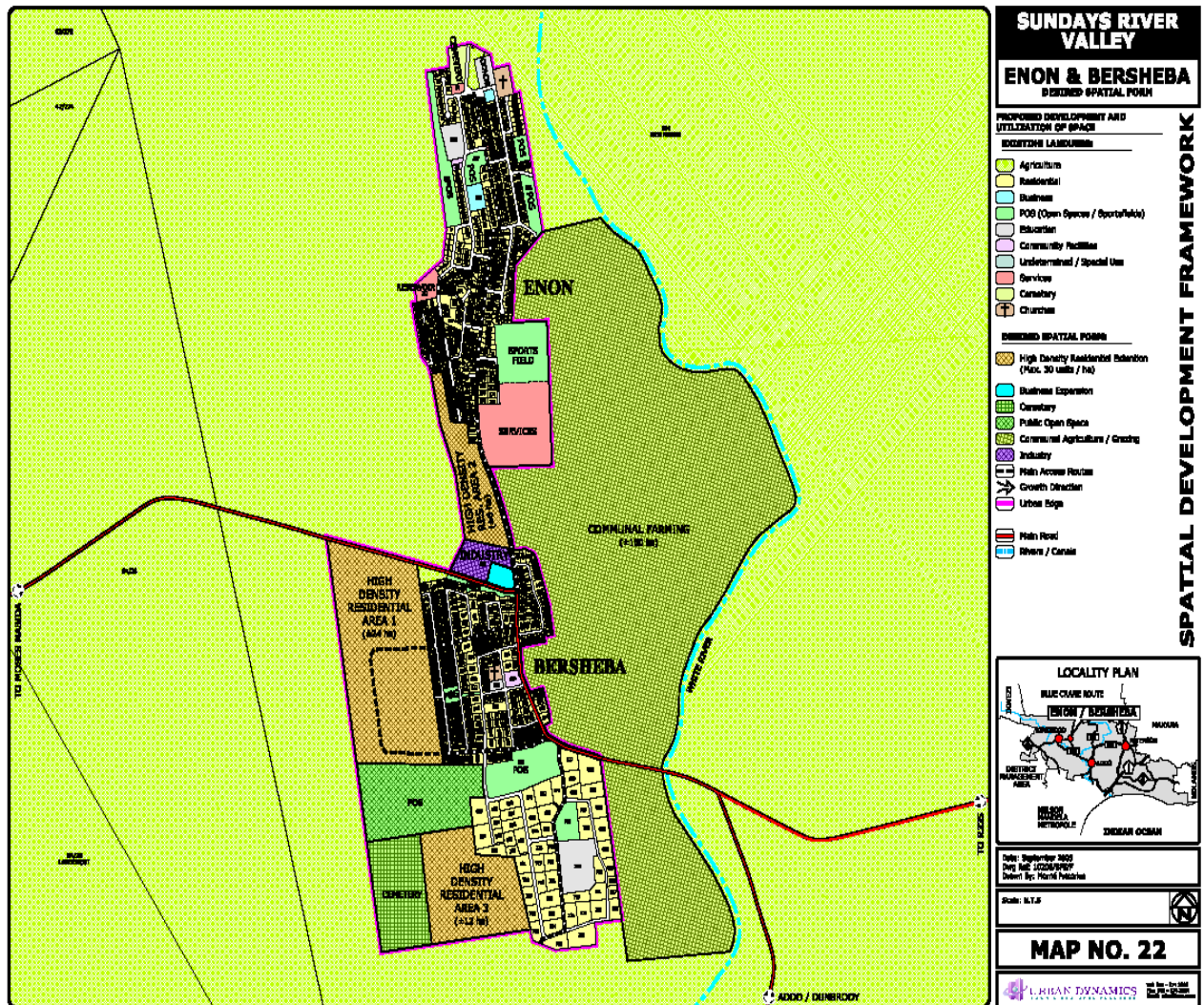
Kirkwood Spatial Form



Moses Mabida Spatial Form



Enon Bersheba Spatial Form



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

2.2.9.1. Vacant Public and Private Land Required

2.2.9.1.1 ADDO AREA (Addo CBD, Valencia AND Nomathamsanqa)

(Note areas is accordingly to the Spatial Development Plan)

2.2.9.1.2 High Density Residential

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

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

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

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

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

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

2.2.9.1.3 Communal Farming

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

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

2.2.9.1.4 Addo Cemetery

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

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

2.2.9.2 PATERSON AREA

2.2.9.2.2 Communal Farming

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

2.2.9.3 **KIRKWOOD AREA (Include Aqua Park and Bersig)**

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

2.2.9.3.2 Industrial

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

2.2.9.4 MOSES MABIDA AREA (Including Emsengeni)

2.2.9.4.2 High Density Residential

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

2.2.9.4.3 Communal Farming

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

The issue of land cannot be separated from a range of other development challenges, for example housing developments and agricultural initiatives. With the completion of the land audit, the Municipality will be in a much better position to use and manage land in line with its strategic direction. To this effect, CDM and Port Elizabeth Land Reform office of the Department of

Agriculture and Land Reform have conducted an Area Based Plan and Land availability audit in 2008 to identify appropriate land to implement:

- o Decisions on the optimal placement of settlements in space based on concepts of sustainable development, i.e. how to determine where certain developments (e.g. housing) and support services should be placed regardless of the status of land ownership.
- o The expansion of agricultural development within the District in conjunction with the Redistribution Programs as managed by the Department of Land Affairs (DLA), where portions of land with current or future potential are targeted as possible acquisitions in terms of land reform policy.

Unfortunately, key challenges still need to be addressed:

- a. The Spatial Development Framework (SRV) indicates that a total of 82 ha³ are required for housing developments. This has since tripled but the revised SDF will be able to inform development officials the extent of the land required and specific location.
- b. The LED situation analysis highlights the challenge of the availability of affordable land. The cost of serviced land is estimated at R60 000 – R90 000 per ha. Access to agricultural land includes:
 - ❖ Commonage for livestock
 - ❖ Food security
 - ❖ Unlocking irrigation potential

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

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

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

Table 18: Land acquired

Program	Ha Distributed	% Distributed	Beneficiaries	Rand Value
PLAS	1,278	12	50	27,765,000

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

SLAG	1,410	25	162	2,016,000
Commonage	0	0	0	0
LRAD	1 719	5	384	32,205,850

Communities have requested the following:

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

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

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

Table 19: Land Demand for Housing

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

The Current SDF is due for review in the 17/18 MTEF and funding requests have submitted to MISA within the 16/17 MTEF.

Source: DHLG &TA & LM SDF

2.2.10 Housing Delivery

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

2.2.10.1 Housing Demand Profile

The housing backlog in the Sunday River Municipality is estimated to be 5543 with the largest demand being in Ward 3 and Ward 4 and a section of ward 2 (Bergsig area).

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

- Around 1 749 households in Sundays River Valley presently live within traditional, rental, or informal structures and earn below R6 400.00 per month per household. Of these 1 556 households (or 88.9%) earn below R3 200.00 per month, representing the number of households that qualify for the full subsidy amount available from the Department of Human Settlement.
- The majority – being 8 000 households (or 81%) reside in brick structures, followed by 766 (7.8%) in traditional dwellings.
- Of the 4281 households that reside on farms / rural areas, it is estimated that at least 65% are low-income earners and therefore likely to be farm worker families. Based on this, it is estimated that there are approximately 2 782 farmworker families in the municipality. It is however not clear how many of these households live in inadequate shelter.
- The presence of 263 households presently residing in "informal" flats and / or rooms in backyards and 27 households that presently reside in informal settlements clearly indicate a demand for informal settlement upgrade or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless). However, a dot-count reflects a total of 744 informal structures counted in Addo, Kirkwood and Paterson.

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

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

2.2.10.2 Land Requirement for Future Development

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

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

Housing Sector Plan 2011-2016

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

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

2.2.10.3 Housing Status Quo

PROJECT	STATUS/COMMENT
Moses Mabida 198	This was a rectification project. The project has since been stopped.
Moses Mabida 250	This was a rectification project. The project has since been stopped.
Emsengeni 766	This was a rectification project. The project has since been stopped.
Moses Mabida 750	Project was never finished
Aqua Park 277	This was a rectification project. The project has since been stopped.
Nomathamsanqa 369	This was a rectification project. The project has

	since been stopped.
Nomathamsanqa 91	This was a rectification project. The project has since been stopped.
Nomathamsanqa 801	Phase 2 to begin in April 2017. The contractor has been approved.
Langboss 300	Will begin in the 2017/18 financial period. This is a construction of 300 units.
Paterson 155	Completed
Paterson 600	This was a rectification project. The project has since been stopped.
Paterson 450	This was a rectification project. The project has since been stopped.
MoresonKwazenzele Mandela 269	Completed
Emanqindini 450	This was a rectification project. The project has since been stopped.
Paterson 500	New Project - has not been started.
Bersheba 500	New Project - has not been started.
Emsengeni Extension 1500	New Project – has not been started.
Bersheba Enon 450	Completed.
Foramalization of informal settlements	Moses Mabida (ward 1), Aqua park and Bergsig (ward 2), Valencia (ward 3), Molly Blackburn (ward 6) and Paterson Emanqindini (ward 4). Project is at initial stages; the baseline has been established.

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

OUTCOME OF THE STRATEGIC SESSION

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Large external funding - Stable political leadership - Booming citrus industry - Cordial relations with business in the area - Sound relationship between politicians and administration - 	<ul style="list-style-type: none"> - Critical vacant posts (senior electrician, building control, spatial planner, PMU, Water Manager) - Office space - Equipment and tools - Storage - Limited communication of municipal information aging infrastructure - Performance management limited to higher positions - Inability to attract qualified personnel in critical posts
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Sector department - Partnerships support - Integrate CWP to roads Repairs programme - Citrus industry investment - AgriPark to be hosted in Addo and surrounding areas 	<ul style="list-style-type: none"> - Acts of vandalism (pump stations) - Deviations (cold mix for Tar) - Crime - High inequality - Migration into the municipal jurisdiction during citrus season - Influx of job seekers

<ul style="list-style-type: none"> - Upgraded tourist information centre - Small town beautification - Sand mining in Paterson 	
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INFORMATION BREAKDOWN

Issues	Objectives & Strategies	Indicator	Measurement Source	Frequency	Projects	FUNDING SOURCE
Roads	Upgrade of Gravel Roads to surface roads & serviced Roads. Maintenance of internal Streets	Number of Kilometers of Gravel Roads Upgraded to surface roads Number of Internal Streets maintained	Progress Reports Payment Certificates Engineering Standing Reports	Monthly 6 weeks	OTP – Small Towns Revitalisation Programme (R52mil) SANRAL (R30mil) EPWP – R3mil SBDM – R1,2mil MIG – R9mil	OTP – Small Towns Revitalisation Programme (R52mil) SANRAL (R30mil) EPWP – R3mil SBDM – R1,2mil MIG – R9mil
Electricity	Upgrading of the Kirkwood Bulk Electrical Network Electrification of Langbos (300 Units)	Upgrading of the Bulk Electrical Network	Progress Reports Payment Certificates Engineering Standing Reports	Monthly 6 weeks	Upgrading of the Kirkwood Bulk Electrical Network	R13mil R935'k
Water	Upgrading of the Kirkwood Water Treatment Works	Upgrading of the Kirkwood Water Treatment Works	Progress Reports Payment Certificates Engineering Standing	Monthly 6 weeks	Upgrading of the Kirkwood Water Treatment Works	R6mil

			Reports			
Sanitation	Upgrading of the Paterson WWTW Upgrading of the Addo WWTW	Upgrading of the Paterson WWTW Upgrading of the Addo WWTW	Progress Reports Payment Certificates Engineering Standing Reports	Monthly 6 weeks	Upgrading of the Paterson WWTW Upgrading of the Addo WWTW	R9mil R4mil Internal
Housing	Noluthando 516	Noluthando 516	Progress Reports Payment Certificates Engineering Standing Reports	Monthly 6 weeks	Noluthando 516	R57mil

Recommendations

- All Vacant Critical Posts to be filled.
- CWP to be in-cooperated into the Roads repair programme.
- SMME to be assisted to take over bush clearing on Roads programmes.
- Glencorner Electricity Rate is too high (R50 > 12units).
- Housing Readiness & land availability LM to lead this process(MPU Post).
- Unblocking Existing Projects
- New Projects 1500 Emsengeni, Green Fields – Enon, Paterson, Langbos, Molly Blackburn.
- Land use Scheme Funded under the Opex Budget.
- SDF & all Master Plans to be revised.

2.3 KEY PERFORMANCE AREA: Community and Social Services Function

2.3.1 Community Facilities

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

- **Greater Kirkwood/Upper Valley**

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

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

- **Lower Valley Addo**

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

- **Paterson and Zuney**

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

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

Phase 1 in Addo sportfield has been finished. Phase 2 will commence soon. Phase 2 for Nomathamsanqa sport field will also commence soon. Moses Mabida sport-field is in the process of

completing phase 2. Paterson sport-field has been completed. Valencia sport-field is in phase 2. Sport-field in Enon is in phase 2, as well as the sportfield in Bergsig.

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

2.3.2 Health Services

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

Health Care Infrastructure

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

Achievements

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

Challenges

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

2.3.3. Education

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

- Skills training centres are needed in the municipal area
- Learner transport is very critical especially for remote rural areas such as Zuney
- Education support services are needed for children with learning disabilities;
- It is required to introduce skills development for Municipal staff, the community, and especially emerging farmers. Emerging farmers mentorship programme is started and facilitated by the District
- General access to farm schools is problematic and restricts learners from attending school on a regular basis. The Zuney school is an example

- Crèches are needed in Aqua Park, Dunbrody, Midtskraal and West Bank. The Sakhuxolo preschool has since its establishment been sending several correspondences to the Department of Social development complaining about non-recognition of the number of learners despite proofs. That has impacted on the allocation of grants and supervisors suffer consequences. The municipality has in the past tried to intervene but to no avail.
- Langbos has Multipurpose Centre which include a crèche.
- Through Municipal involvement a crèche for Aqua Park is temporary housed at Aqua Park municipal hall.
- School Governing Councils are important institutions that should play a role in municipal planning activities and in ensuring that the quality of education is upheld. These engagements will take place through IGR structures.

School enrolment

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

Libraries

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

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

2.3.4. Safety and Security

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

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

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

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

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

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

Traffic Services

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

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

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

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

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

2.3.5. Disaster Management Plan

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

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

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

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

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

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

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

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

2.3.6. Environmental Health Services (Municipal Health Services)

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

- Water quality monitor
- Communicable disease
- Waste Management
- Disposal of Dead.

- Food control
- Food premises licenses
- Health surveillance of premises

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

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

a) Waste Management

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

There are three landfill sites in the Sundays River Valley Municipal area of jurisdiction, with all three fully operational. Two landfill sites (namely Kirkwood and Sunland) which in the past were a challenge as they were illegal (without an operating license) are currently licensed and the only challenge is in the poor management of the sites; hence funds will be sought from the National Department of Environmental Affairs (DEA) through their Environmental Protection Infrastructure Programme (EPIP) and any other funders in the coming financial period. This is to improve the status of the landfill Sites and to ensure compliance with the License Condition and the requirements of the Waste Act. The current Integrated Waste Management Plan (IWMP) was done in 2008 with the assistance of the then Cacadu District Municipality and the IWMP is outdated and needs to be reviewed. In the 2016/17 SBDM set to assist a number of municipalities in the district with the review of the IWMP and SRVM is one of those municipalities. A service provider has been appointed and is meeting the different Municipalities that are going to benefit from the review. In the 2017/18 financial year SRVM will focus on ensuring that all three Landfill Sites comply with License Conditions and all legislative requirements are complied with. Another focus will be on Waste Recycling/Re-use and Recovery through the investment in Waste Recycling Plants and Waste Recovery Facilities and the funding for these initiatives would be sources mainly from DEA and DEDEAT. SRVM would also call for proposals from potential service providers to manage its land fill sites and undertake job creation initiatives including recycling.

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

b) Water Quality Monitoring

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

- Kirkwood Town Clinic
- Kirkwood Water Purification Plant
- Bergsig Clinic
- Moses Mabida Community Hall
- Enon Post Office
- Bersheba Water Purification Plant

- Bersheba Albert Stores
- Addo Water Purification Plant
- Nomathamsanqa Communal Tap
- Sonwabo Street
- Valencia Apolis Street
- Moreson Stand Pipe
- KwaZenzele Communal Tap
- Glenconner
- Kleinpoort

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

2.3.7. Environment

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

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

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

Key environmental legislation requires that the IDP is aligned with:

- The National Environmental Management (107 of 1998): The Municipality must provide services sustainably, encourage cooperative environmental governance and ensure that EIAs and Basic Assessments are implemented where required.
- The National Environmental Management: Biodiversity Act (10 of 2004): The Municipality should compile an alien plant management plan for municipal owned land, and must consider threatened ecosystems (the Endangered Albany Alluvial Vegetation as integrated into the Biodiversity Sector Plan & SDF), while aligning with the National Biodiversity Framework (NBF), 2009 (gazetted in terms of this Act). The NBF requires municipalities, with other lead agents (e.g. Eastern Cape Parks), to assist with establishing provincial stewardship programmes, including managing alien invasive plants.
- The National Water Act (36 of 1998): The Municipality should not undertake activities that cause pollution of water resources, ensure that township developments include a 1:100 flood line on proposed layout plans, and it gives effect to the purpose of the Act (i.e. water resource protection)

- The National Environmental Management: Integrated Coastal Management Act (24 of 2008): The Municipality should develop a coastal management programme. In the case of the SRVM, the majority of the coastline is designated as a formal Protected Area and managed by South African National, apart from a small stretch south of Springmount.
- The National Environmental Management: Waste Act (54 of 2008): The Municipality must integrate its waste management plans with its IDP to secure ecologically sustainable development.
- The National Forest Act (84 of 1998): The Municipality should not remove forest without an authorisation from the Department of Forestry.

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

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

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

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



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

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

- Addo Elephant National Park including Kuzuko Game Reserve, Woody Cape Nature Reserve, Alexandria Coast Reserve, Alexandria State Forest, San Soucie, Boschhoek, Boxwood and Congos Kraal
- Inthaba Lodge
- Goodhope Reserve
- Voetpadskloof/Citruslandgoed

- Scotia Safaris
- Shamwari Game Reserve
- Amakhala Game Reserve

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

Greater Addo Elephant National Park Project

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

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

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

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

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

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

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

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

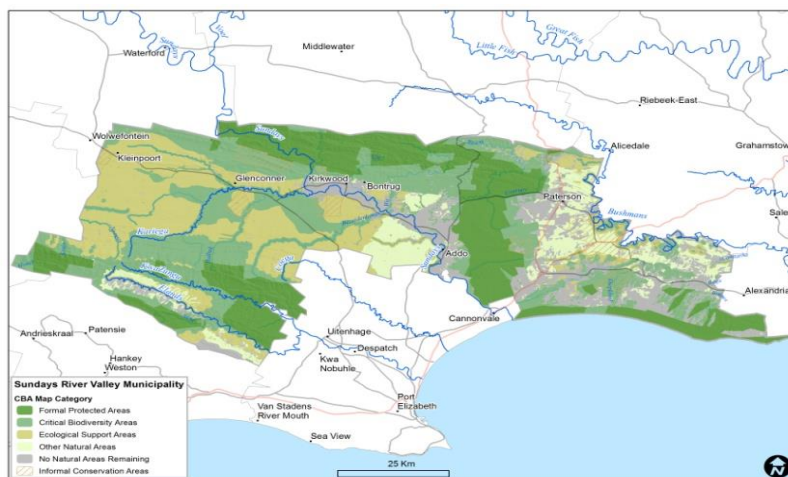
People and Parks Project

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

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

The Biodiversity Sector Plan (BSP) for the SRVM represents the biodiversity informant for all multi-sectoral planning procedures, such as the Integrated Development Plan and Spatial Development Framework. It is intended to support land-use planning and decision-making in order to achieve the sustainable development agenda. The BSP is comprised of a relatively fine-scale Critical Biodiversity Areas (CBA) Map, mapped at a scale of 1:20 000 (Skowno and Holness, 2012) (Refer Figure 1). Associated with the CBA Map is a set of biodiversity-compatible land-use guidelines, including a series of land and water use management guidelines. The BSP also includes an explanatory handbook (with a biodiversity profile) and the various maps used to prepare the CBA Map (e.g. vegetation, rivers, wetlands and land cover)⁴.

The CBA Map has refined the spatial accuracy of the Eastern Cape Biodiversity Conservation Plan's (ECBCP) CBA Map (Berliner and Desmet, 2007⁵), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling *et al.*, 2003⁶). In other words, it is a more accurate spatial representation of important biodiversity areas in the SRVM and therefore supersedes the aforementioned maps. The CBA Map divides the landscape into formal Protected Areas, Critical Biodiversity Areas, Ecological Support Areas, Other Natural Areas and No Natural Areas Remaining. The first three categories represent the biodiversity priority areas, which should be maintained in a natural to near-natural state, with low intensity developments possible. The remaining two categories are not considered biodiversity priority areas, and can be targeted for sustainable development. The land use guidelines are specified for Critical Biodiversity Areas and Ecological Support Areas, while the general land use management guidelines are specified for Critical Biodiversity Areas, Ecological Support Areas and Other Natural Areas.



⁴The production of the Biodiversity Sector Plan was funded by the French Global Environmental Facility and implemented by South African National Parks (Park Planning and Implementation: Conservation Services).

⁵Berliner, D. and Desmet, P. 2007. Eastern Cape Biodiversity Conservation Plan: Technical Report. Department of Water Affairs and Forestry Project No 2005-012, Pretoria. 1 August 2007.

⁶Cowling R.M., Lombard A.T., Rouget M., Kerley G.I.H., Wolf T., Sims-Castley R., Knight A., Vlok J.H.J., Pierce S.M., Boshoff A.F. and Wilson S.L. 2003. A conservation assessment for the Subtropical Thicket Biome. Terrestrial Ecology Research Unit Report No.43, University of Port Elizabeth.

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

OUTCOME OF STRATEGIC SESSION

SWOT Analysis

- Strengths
 - Community Support – providing the following services of to the community:
 - Library services
 - Sport, arts and culture
 - Environmental health services
 - Cleansing and parks
 - Fire services and'
 - Traffic services
 - Public have access to the above mentioned services
- Weaknesses
 - Externally funded by DSRAC (Libraries) & SBDM (Environmental Health and Fire Services)- SRVM might not have full control of budget
 - Shortage of staff in different section of department
 - Limited budget for operational and capital
 - Shortage of transport for fire services
- Opportunity
 - Availability of Library services to the community of Paterson
 - Revenue enhancement strategy – more revenue for the municipality
 - Library services – reach more public and bring services close to the community
- Threats
 - Theft and break in
 - Vandalism
 - Corruption
 - HIV/Aids

1. LIBRARY SERVICES – KWAZENZELE, PATERSON

Objective 1	To bring Library Services closer to the community of Paterson
Strategy	<ul style="list-style-type: none"> • Identify the piece of land where library will be relocated. • Solicit funding from DSRAC • Develop building plans/designs for the library • Implement project
Project Name	Relocating, upgrading and customising of Paterson library
Budget	Funding from DSRAC
Time Line	2017/2018- Planning and design 2018/2019- Starting Project
Annual Target	<ul style="list-style-type: none"> • Planning & Design phase completed year 1 • Year 2- Project Advertised • Year 3- Building of library

2. LIBRARY SERVICES – NOMATHAMSANQA, ADDO

Objective 2	To bring Library Services closer to the community of Nomathamsanqa
Strategy	<ul style="list-style-type: none"> • Apply for access to the land/ site opposite the Masizakhe Community hall where a permanent structure for the library will be erected. • Provide an interim Library Services using the mobile book wagon
Project Name	Establishing Library Services to Nomathamsanqa Communities
Budget	Funding from DSRAC
Time Line	<p>2017/2018- Submit application/report to Council in order to get permission for the project</p> <p>2017/2018 Mobile Library (book wagon) made available</p> <p>2018/2019- Starting Long term Project</p>
Annual Target	<ul style="list-style-type: none"> • 2017/2018 – Mobile Library available • 2018/2019 – Develop Plans/ Designs for structure • 2019/2020 – Project Implementation

3. SPORTS, ARTS AND CULTURE – COMMUNITY HALLS

Objective 1	To provide safe facilities for the Community
Strategy	<ul style="list-style-type: none"> • Conduct a technical analysis of the status core ALL the community halls within SRVM • Submit a detailed report of the analysis to the Standing Community. • Submit a request for soliciting to services to repair the facilities to the Finance Department. • Conduct Community Awareness programs to sensitize them on better taking care of their own facilities
Project Name	Refurbishing & Upgrading of ALL Community Halls within the SRVM area of jurisdiction
Budget	Funding from DSRAC
Time Line	<p>2017/2018- Detailed report submitted to Standing Committee</p> <p>2017/2018 – Start minor repairs</p> <p>2018/2019- Apply for funding from SRVM for major repairs and maintenance</p>
Annual Target	<ul style="list-style-type: none"> • Two (2) Community Halls per year

4. CEMETERIES

Objective 2	To Fence Municipal Cemeteries and to ensure access control
Strategy	<ul style="list-style-type: none"> • Establish a cost analysis for the project • Submit a report to the Standing Committee • Request funding from SRVM budget • Implement project
Project Name	Fencing of Bergsig, Sunland and Valencia Cemeteries
Budget	Internal Funding/ SRVM

Time Line	2017/2018- Cost analysis report submitted to Standing Committee 2018/2019 – Request for funding 2018/2019- Starting Project
Annual Target	<ul style="list-style-type: none"> Fencing projects completed in 6 months (2018/2019)

5. MUNICIPAL HEALTH SERVICES – ENVIRONMENTAL HEALTH

Objective 1	To help communities understand and develop good hygiene practices (Prevent Communicable Diseases)
Strategy	<ul style="list-style-type: none"> Conduct Health & Hygiene Workshop and Trainings Provide educational/promotional materials.
Project Name	Health and Hygiene Awareness & Campaigns
Budget	SRVM EHS Grant
Time Line	Quarterly and as when needed
Annual Target	<ul style="list-style-type: none"> 4 Campaigns a year

Objective 2	Ensure food & water safety through monitoring
Strategy	<ul style="list-style-type: none"> Collecting Water Samples Collecting Food Sampling Submitting samples to accredited laboratories for analysis
Project Name	Food & Water Safety Monitoring
Budget	SRVM EHS Grant
Time Line	Water Quality monitoring- Monthly & as when needed Food Sample monitoring- Quarterly& as when needed
Annual Target	<ul style="list-style-type: none"> All Wards/ Communities

6. CLEANSING AND PARKS – LANDFILL SITES

Objective 2	To improve and sustain the condition of landfill sites.
Strategy	<ul style="list-style-type: none"> Solicit service providers for the maintenance and fencing of landfill sites Seek funding from DEDEA for the upgrading of landfill sites. Clearing and Converting illegal dumping sites into recreational parks
Project Name	Upgrading & Maintenance of Landfill Sites
Budget	Internal/ SRVM Funding from DEDEA

Time Line	<p>2017/2018 – 1st July appointment of service provider(s) for the maintenance and fencing of landfill sites</p> <p>2017/2018 – Submitt report to Standing Committee on the status core of the landfill sites</p> <p>2017/2018 – Apply for funding to DEDEA</p> <p>2017/2018 – Implement project (Site Office, Water and Sanitation Connections)</p>
Annual Target	<ul style="list-style-type: none"> • Maintanance of landfill sites done quarterly • Upgrading of all three (3) landfill sites 2018/2019

7. FIRE SERVICES – PURCHASE FIRE VEHICLES

Objective 1	To save lives and property and render a humanitarian services
Strategy	<ul style="list-style-type: none"> • Safe response & being on time • Purchasing new and suitable fire response vehicles
Project Name	Purchasing Fire Vehicles
Budget	SRVM
Time Line	<p>2017/2018- Submit status core report to Standing Committee</p> <p>2017/2018 – Submit request to purchase vehicles to Finance Department.</p>
Annual Target	<ul style="list-style-type: none"> • 2018/2019 – 3 Vehicles to have been purchased.

8. FIRE SERVICES – RENOVATION OF FIRE STATIONS

Objective 2	To safe keep municipal assets (vehicles), protection of communities during disasters
Strategy	<ul style="list-style-type: none"> • Renovation of the Kirkwood Fire Station • Building of satellite Stations (Addo and Paterson)
Project Name	Renovation and Establishment of Fire Stations
Budget	SRVM
Time Line	<p>2017/2018- Developing building plans</p> <p>2018/2019- Starting Project</p>
Annual Target	<ul style="list-style-type: none"> • 2018/2019 – Project Implementation

9. TRAFFIC SERVICES – BUILDING OF LAW ENFORCEMENT OFFICES

Objective 1	To have an operational centre from where Law Enforcement Officers will
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	operate
Strategy	<ul style="list-style-type: none"> • Identify land for the offices/building • Develop plans
Project Name	Building of Law Enforcement Offices
Budget	DBSA Loan
Time Line	2017/2018- Develop building plans 2017/2018 – Apply for DBSA loan 2018/2019 – Start Project
Annual Target	<ul style="list-style-type: none"> • 2019/2020 – Project Implementation

10. TRAFFIC SERVICES – REVENUE ENHANCEMENT

Objective 1	To increase revenue for the municipality to subsidise the services.
Strategy	<ul style="list-style-type: none"> • Appoint service provider to run a call centre • Establishment of warrant arrest section • Recover the outstanding fines that is due to the municipality
Project Name	Revenue enhancement
Budget	Funded by the project
Time Line	2017/18
Annual Target	<ul style="list-style-type: none"> • To generate R700 000 per year.

2.4. KEY PERFORMANCE AREA: Local Economic Development

Local economic development is a legislative requirement that all municipalities must promote socio-economic development within limited resources available at their disposal and through partnerships with public and private entities. LED involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents. It is important to realise that Local Economic Development is an ongoing process rather than an event, or a series of steps to follow. It encompasses all stakeholders in a community involved in a variety of initiatives aimed at addressing different socioeconomic needs of that community. The emphasis in LED has grown beyond pre-occupation with self-sufficiency towards understanding, developing and exploiting economic linkages from district, provincial and national through to a global level.

The vision of LED as developed and approved in the LED Strategy is “

“A dynamic municipality that creates a conducive environment for investment, entrepreneurial and employment opportunities”

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

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

An overarching and critical factor influencing economic development within Sundays River Valley Municipality is the timely development of bulk infrastructure to support economic development, necessitating quantification and a co-ordinated lobbying initiative on the basis of economic growth and development potential and imminent needs to harness this potential. Some of the programmes that are planned are the Kirkwood Revitalization project including town beatification, Addo Agri-hub development, Addo Business gateway, Roads upgrade and comprehensive Waste Management. These are crucial exercises for the promotion of investment attraction and retention for the area.

- **Institutional and Human Capital Development:**

Sundays River Valley commercial agriculture and tourism competes with other regions in South Africa and with the global world and must ensure that it has the right mix of skills, programmes and systems aligned to these priority sectors in order to ensure sustainable economic growth and development. SRVM is looking at the development of a citrus academy or a community college that will provide capacities around agriculture, tourism and technical education.

- **Agriculture, Forestry and Fisheries:**

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

Of the well-developed commercial sector, **citrus** is the dominant form and whilst sporadic **crop farming** is evident, this is not yet an overly significant economic contributor. **Dairy farming** and stock **farming** is also visible, but are lesser economic contributors.

Environmental and commercial considerations encouraged some farmers in the area to switch into **game farming** for the dual purposes of investment and tourism. The development of the Agri-Park hub at Addo will provide the necessary economic leverage for the emerging farmers in the valley.

Transformation of this key sector constitutes the key focus for the municipality in ensuring greater participation, skills development and poverty alleviation.

- **Manufacturing and Value Addition:**

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

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

Potential support programmes are the establishment of Tourism Information offices in the major urban areas, a museum, and local authentic arts and crafts. The renovation of the Moravian Church in Enon-Bersheba adds up to heritage development project in Zuurberg. This sector will certainly improve social cohesion among locals and also integrate the foreigners to limit xenophobia. A plan to address xenophobia is most critical considering the recent xenophobic attacks throughout South Africa.

- **SMME Development:**

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

The current programmes that are being facilitated in support and growth for SMMEs in the area are as follows:

Support programme	Description
SMME and Co-operative Promotion and Awareness programme	Support initiatives designed to increase the promotion of the SMMEs including Co-operatives
Education and Training	Promotion of education and training on SMMEs and Co-operatives
SMME and Co-operative Research and database	Research plays an important role in informing government policy and strategy on collective entrepreneurship and SMMEs promotion.
Business Support Services	Registering of new businesses via the website of CIPC. Registration of businesses under the Central Database System. Referrals and Advise.
Products for Targeted Procurement from Small Enterprises	30% of local procurement be secured from local SMMEs including co-operatives.
SMME Outreach and Training programmes	To bring close the services of small business development e.g. SEDA, ECDC, DTI
Business infrastructure support	Focus will be given to the provision of facilities for use by small businesses in specialised manufacturing and service industries, as well as strengthening of hubs for rural small businesses Renovation of old buildings for use by small businesses will also be considered.

COMPARATIVE AND COMPETITIVE ADVANTAGE

The analysis of the economic profile and trends in Sundays River Valley Local Municipality (SRVLM) forms the basis of identifying comparative and competitive advantages and economic potential opportunities that may be exploited by the municipality for the benefit of local residents. Sundays River Valley is the leading region in citrus production in South Africa. SRVM has access to a constant supply of irrigation water through the canal and that makes production more favourable to areas that depend on rain water. The rationale for successful economic revitalization of SRVM lies in some of the following salient comparative and competitive features:

- Proximity of SRVM to the Nelson Mandela Bay Metro presents a readily available market for this rural community.
- Proximity of local business to the Coega harbour for cheaper export costs
- Land availability for new development that is already identified for future development initiatives
- Established local commercial farming and tourism infrastructure
- Possibility of relocation of District municipality and other Provincial Government Departments' offices to Kirkwood
- Established road and rail infrastructure
- Natural resources as portrayed by the local landscape and warm climate that sustains the key agriculture and tourism sectors
- SRVM is identified and funded by the Premier for town revitalization project.

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

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

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

FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
Enon-Besheba land Asset (10 200ha)	<p>A draft business plan for six-pronged project has been completed and presented to various stakeholders (Municipal Council, Ministers Hanekom and Nkwinti, the Witrivier Communal Property Association and the Enon-Bersheba community). The six facets of this development programme are:</p> <ul style="list-style-type: none"> • 220 hectares of Citrus development that will be in three phases • 120 hectares of crop and grass farming • 14 hectares of food security programme • 1000 hectares for livestock farming • Addo Elephant Park conservation and lodge development or Game Ranch with combination of Game and Nguni cattle • A community College <p>SRVM is embarking on funding mobilization for this lucrative programme. CWP is also targeted to provide support on some of these projects, especially the food security one.</p>
Portion 307 of site kk1 13	<p>The development model is designed to develop citrus and crop for the benefit of the agri-park. The potential beneficiaries are ward 3, 5 & 6 and a community trust will be established</p>

Addo Gateway	Tourism business development opportunities are earmarked through the Cacadu Development Agency and a budget of about R150million rand will be spent on this development
ERF 943	<p>Erf 943 is situated at the junction of the main road from Addo, turning towards Kirkwood; this site is "home" to the newly unveiled "heritage" mark for the Municipality.</p> <p>A combination of middle-income housing development and commercial site development will attract the necessary investment and enhance tourism in the area.</p> <p>To enhance the "heritage" aspect of the site, it is envisioned that the development concept may include a Museum, to capture the diverse historical narratives of the area, and a Tourism Information office. Included in the development will be commercial shops of varied offerings.</p> <p>The development model for this piece of land is envisioned to be a "partnership" between a private developer and the Municipality.</p>
Bio-energy solutions	The Development Agency intends to roll out this project at SRVM for approximately R100 million. The bio-energy sector is growing at a rapid pace throughout the globe, South African enterprises are providing more and more practical solutions to alternate energy; these applications must be evaluated for possible implementation in the region. Municipal waste and bio-mass are natural feed-stocks for such application. Smaller applications for industrial and commercial application must be considered for spatial heating and thermal power.
Bee-keeping	<p>Research has revealed the rising demand for natural honey, the Sunday River Valley area with its rich Citrus environment, is an ideal place to invest in larger scale bee-keeping projects.</p> <p>This relatively low capital scale project, with established market opportunities, is ideal for "emergent" farmers to exploit.</p> <p>The placement of beehives could take place throughout the region, to take advantage of the various natural honey feedstocks.</p>
Aqua-Culture and marine development	<p>It is of great advantage that the Sundays River Valley municipal area stretches to the Indian Ocean, this allows the potential establishment of both fresh water and salt water aquaculture enterprises.</p> <p>The advantage to be exploited is the proximity of the area to the Coega harbour for exports, being the dominant market for most salt water aquaculture forms. Fresh water fish products could contribute to local food security.</p>
Rail Revitalization	<p>Rail infrastructure is already established, but significantly underutilized. Three focal areas of development are envisioned in carving the Developmental Strategy for the revitalization of the Rail Transport, and these are;</p> <ul style="list-style-type: none"> • Moving goods to the markets • Transporting people • Tourism experience
Infrastructure Development	The underlying regional development needs are directly linked to improved and expanded infrastructure provision.

	<p>Energy: The current Eskom supply capacity is dramatically improved from 2,5MVA to 5MVA to provide sufficient power requirements for expanding commercial and residential demand.</p> <p>Water: Existing water infrastructure requires maintenance and expansion into new development areas.</p> <p>Sewerage: Under-capacity of sewerage processing facilities is limiting provision of basic services and will not allow for economic expansion.</p> <p>Road: Road transport is an important sector of economic activity, especially in developing countries, where it plays an essential role in marketing agricultural products and providing access to health, education and agricultural inputs and extension services. Conversely, lack of accessibility or poor road conditions are barriers to agriculture, industry and trade, and may hinder the entire development effort.</p>
Nursery and Pruning operation	Demand for citrus trees is overwhelming as a result new operations have a waiting period of 3-5 years to get trees for planting. This is an investment identified for development at municipal owned lands.
Small towns revitalization	The municipality has developed a Small Town revitalization Strategy and an implementation plan for the three major towns in SRVM (ie. Paterson Addo and Kirkwood). The Department of Roads and Public works is in the process of development a long term plan for the revitalization of Kirkwood town.
Orchard Development	The private sector intends to transform some of the orchards into retail business development precinct around the Kirkwood area.

The Sundays River Valley Municipality's local economic development strategy is due for review this financial year together with the spatial development Plan. The situation analysis report for the development of long term development plan for Kirkwood town was developed in March 2017 and is undergoing a consultation process.

Our LED Strategy had undergone a process which ran concurrently with the review of the Spatial Development Framework, where you find congruency in the spaces that are earmarked for economic development. Both documents clearly flag out areas of potential to enhance major development precincts.

SRVM has established an EPWP committee and it comprises of Sector and Enterprise development practitioner, Supply Chain Management Practitioner and PMU Manager. This is one mechanism to enhance the implementation of EPWP. The municipality is expected to receive in 2017/18 MIG allocation and R1 million which will be ring-fenced for EPWP. EPWP policy was adopted by council.

An environment for Public Participation is sectoral based where you find different fora for every sector identifiable in the valley. There is a business chamber, SMME forum, Cooperatives forum and collaboration with the district we serve in the district LED forum.

Council has adopted an SMME Development Strategy and SMME development terms of reference to enhance beneficiation of local enterprises in the procurement processes of council. There are however problems encountered with local SMMEs when Council tries to enforce the provisions of the terms of reference.

The District municipality has established a District Business Forum and two of our local business chamber representatives are serving in this forum.

The municipality has the following policies and by-laws that promote economic development:

- Street trading by-law
- Food control by-law
- Animal control by-law
- Co-operative Development policy
- SMME Development policy
- Informal Trading policy
- Draft Commonage Management policy
- Tourism Sector Plan
- LED Strategy 2013
- Spatial Development Framework
- EPWP Policy
- Supply Chain Management Policy
- Small Town Revitalization Strategy 2014
- Water Safety Plan 2014

OUTCOME OF STRATEGIC SESSION

SWOT ANALYSIS

<u>STRENGTH</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"> • Strong citrus industry that is globally oriented, vast prime and serviced agriculture land • Successful farming ventures and equity schemes (SRCC, Luthando and various others) • Addo Elephant Park, Shamwari Game Reserve and other Game Reserves and the rise in the Sundays River Valley Tourism Sector • Developed communication system (Roads, Irrigation Water Etc) • Excellent climate • Rapid Growing Economy • Participation of local SMMEs on local infrastructural projects • SMME Support Structure • Job creation through EPWP and CWP programmes 	<ul style="list-style-type: none"> • No LED Manager • Lack of township tourism programmes • Over dependency of the economy on citrus; no diversification. • Poor skills base to support agriculture and tourism growth (no agricultural tourism colleges) • Inability of SMMEs to develop themselves further. • Absence of trading facilities in most of the towns e.g. Addo area. • Lack of SLA with NMBM around Coega IDZ.
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> • SBDM relocation and Agri-park development • Agro-tourism development • Local Game farming • Opportunities for agro processing industry • Promotion of value chain for citrus • Economic opportunities for Enon-Bersheba Communal land and KK113 • Arts and craft potential • The annual Kirkwood Wildlife Festival • Access to trading facilities in Kirkwood and 	<ul style="list-style-type: none"> • Unresolved land use and land ownership matters • Relatively high crime rates • Dilapidated infrastructure • High level of illiteracy perpetuating a vicious cycle of poverty • Global price fluctuations of agricultural products as well as global financial instability • High cost of fuel and food including

<p>Paterson.</p> <ul style="list-style-type: none">• Mining opportunity - Sand available in Paterson• Kirkwood town revitalization	<p>power</p> <ul style="list-style-type: none">• Seasonal nature of the citrus industry – high employment only during the six months of the citrus season• HIV & AIDS• Junk status of the country
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OBJECTIVE	STRATEGY	KEY PERFORMANCE AREA	ACTIVITY/PROJECT	KEY PERFORMANCE INDICATOR	ANNUAL TARGETS	BUDGET AMOUNT	2017/18	2018/19	2019/20	2020/21	2021/22
To provide and invest in the economic infrastructure development in all wards by 2022	Town Revitalization Strategy	Town Revitalization	Kirkwood Town Revitalization	Oversight on implementation of the Kirkwood revitalization project	Progress reports from PSC submitted to standing committee and Council	R150 million	x	x	x		
To facilitate meaningful partnerships between government, business, community and labour sectors	Access to land for development	Property lease	KK 113 Development	Lease agreement signed btw Council and developing entity	1 lease agreement signed	R45M	x	x	x	x	x
	Public Private Partnership	Investment	Addo Mall	number of PPP established	1 PPP signed	N/A	x	x	x	x	x
	Integrated infrastructure development	Addo Agri-hub	Infrastructure Development for the Agri-Park hub	Oversight reports on progress on infrastructure development of the Agri-Park	Reports from DAMC and DAPOTT	R37.5M	x	x	x	x	x

To strengthen the institutional capacity of SMMEs & Cooperatives to Increase the number of viable & sustainable emerging businesses	SMME & Cooperatives development strategy	SMME & Cooperatives development	SMME & Cooperatives outreach	No of business development services brought closer to the SMMEs	4 business development services brought closer to the SMMEs	R 12,000	x				
	SMME & Cooperatives development strategy	Capacity development	Skills and business training	% of SMMEs in our data base who benefited from skills and business development training	60% of the registered 80 SMMEs	28,200	x				
Establishment of policy framework for LED	LED Strategies	Development Strategies review and development	Led Strategy Review	No of development strategies reviewed and developed	3 development strategies (LED strategy, SMME strategy, Comprehensive agricultural development strategy)	R 50,000	x				

Create conducive environment to attract investment	Poverty alleviation and job creation	Employment creation	EPWP, MIG, SANRAL projects, Private Sector projects, RBIG projects	The number of jobs created through municipality's local economic development initiatives including capital projects	280 jobs created through municipality's local economic development initiatives including capital projects	-	x	x	x	x	x
Promotion of at least 5 community development programmes	Community Development Strategies	No of community development programmes promoted	Food Security Programme	No of households benefitting from food security programme	20 households benefitting from food security programme						
			Community Works Programme	No of beneficiaries and level of implementation of various types of community works programmes	500 job opportunities in 8 wards						
			Health and Environmental management programme	No of beneficiaries from various waste management services	6 people benefitting from recycling initiative and at least 1 Co. benefitting from waste management of land fill sites						

			Tourism development programme	No of tourism and heritage programmes branded, marketed and promoted	1 local festival; R335 Heritage route						
			Agricultural diversification programme	No of green economy and bio-energy initiatives explored	1 green economy and bio-energy initiative explored						

2.4.1. Education

Improvement in educational attainment is showing rapid and sustained progress. Key dimension that directly influences the potential employability of community members is their educational background and level of skills that they possess. The level of education and skills within a region impacts on many factors, including: the productive efficiency of investments (e.g. health and capital), employment potential, the gender gap and productivity and income levels. Education is therefore acknowledged as being inextricably linked to the economic development of an area and to a growing middle class.

Table 20: Geography by Highest educational level

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

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

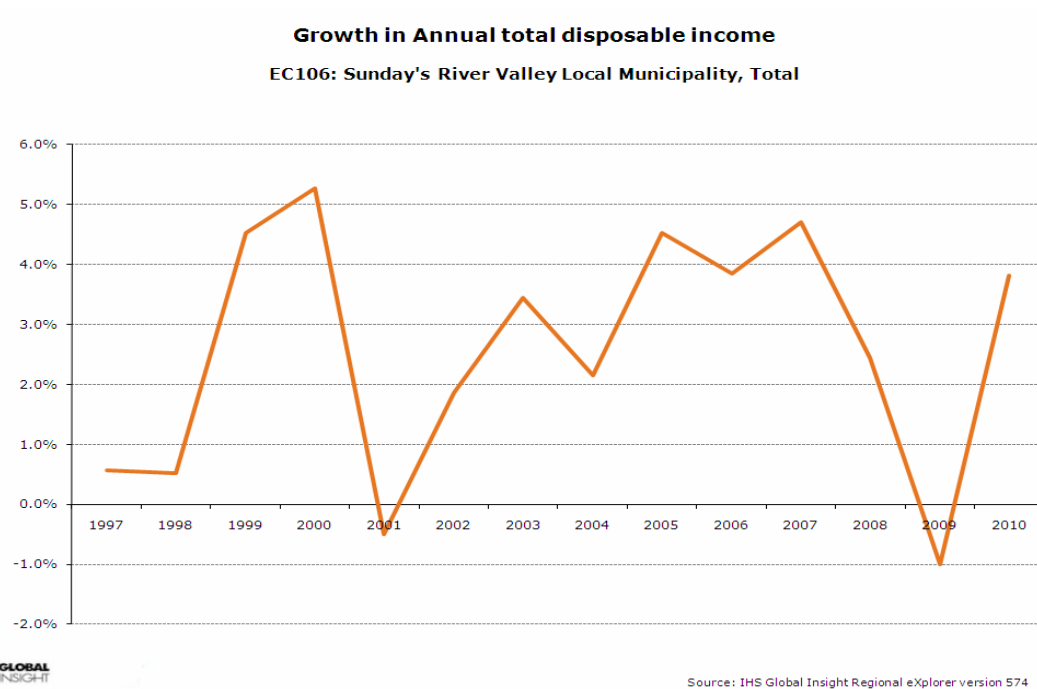
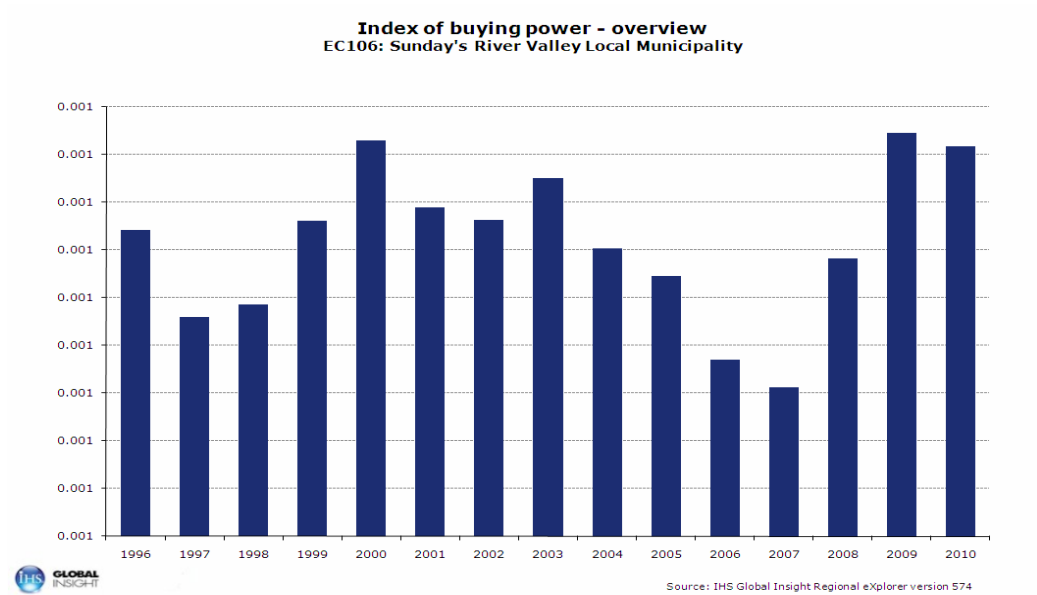
Findings

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

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

2.4.2. Income

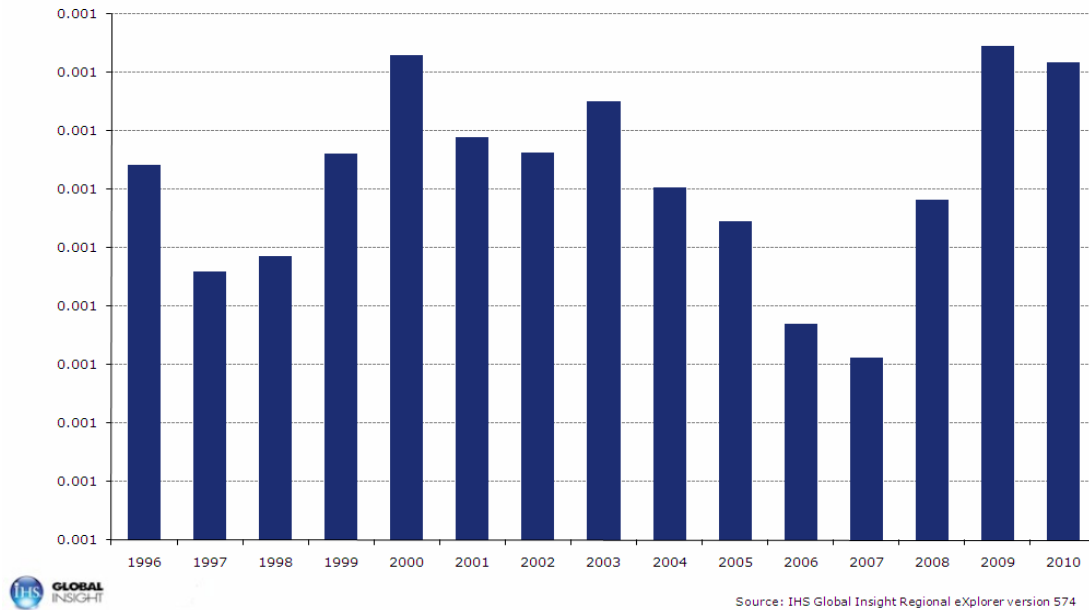
Household income is showing a steady and sustained increase, with disposable income showing strong growth after the 2008 recession



2.4.3. Index of Buying Power

Buying power is indicating rapid post recessionary growth.

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



2.4.4. Labour and Unemployment

Table 21: Labour Force: Geography by Official employment status

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Age less than 15 years	Not applicable	Grand Total
Ward 1	1 233	537	145	2 179	-	1 913	6 008
Ward 2	1 778	319	98	2 635	-	2 475	7 305
Ward 3	2 397	273	82	2 329	-	2 662	7 743
Ward 4	1 201	693	161	1 119	-	1 658	4 832
Ward 5	1 386	216	93	1 834	-	1 775	5 303
Ward 6	2 087	196	82	1 643	-	1 731	5 739
Ward 7	2 848	257	175	2 670	-	2 296	8 247
Ward 8	3 155	353	308	2 605	-	2 905	9 328
Grand Total	16 085	2 845	1 145	17 014	-	17 415	54 504

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

2.4.5. Type of Sector

Table 22: Labour Force: Geography by Type of sector

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

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

2.4.6. Dependency Ratio

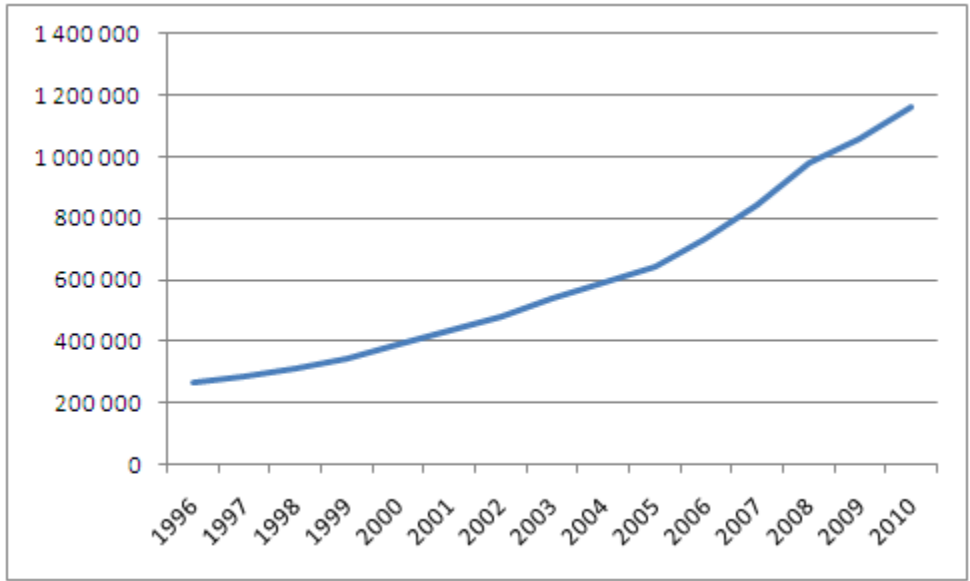
0-4			15-64			65+		
1996	2001	2011	1996	2001	2011	1996	2001	2011
13388	12469	14578	28107	28916	37089	2545	2529	2837

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

2.4.7. Economic Structure and Growth

2.4.7.1. GROSS DOMESTIC PRODUCT (GDP)

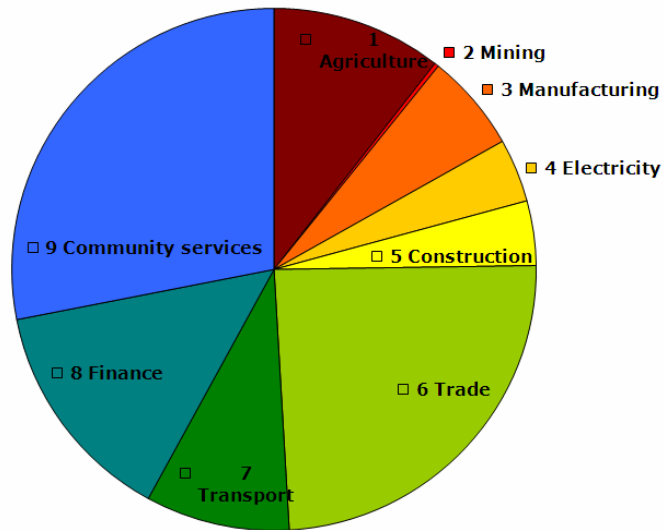
GDP in 2010 was estimated to be R 1 162 billion and has been steadily increasing.



2.4.7.2. SECTOR BREAKDOWN

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

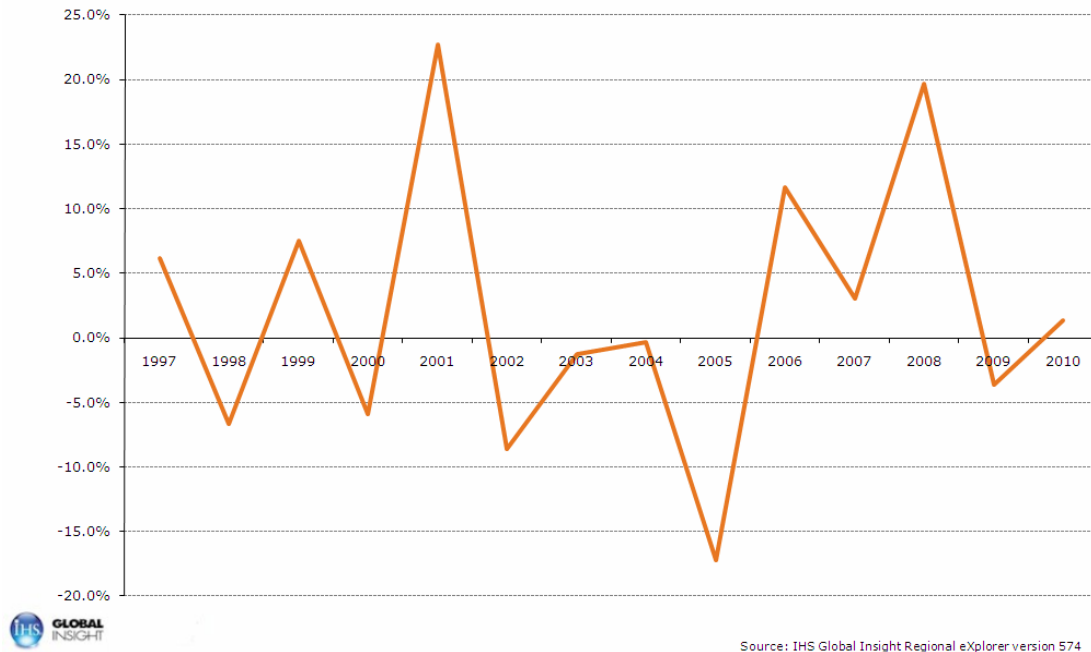
GVA-R Sectoral composition
 EC106: Sunday's River Valley Local Municipality, 2010



2.4.7.3. GROWTH RATES OF KEY SECTORS

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

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



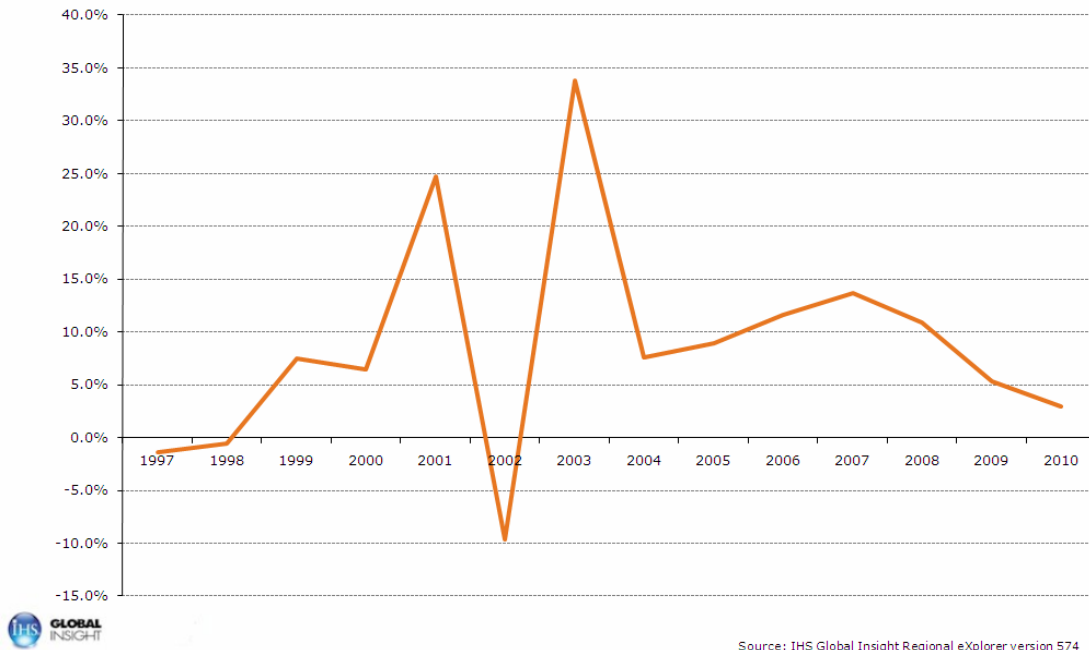
Manufacturing has been showing relatively weak growth over the past seven years and appears to have been hard hit by the recession.

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



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

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



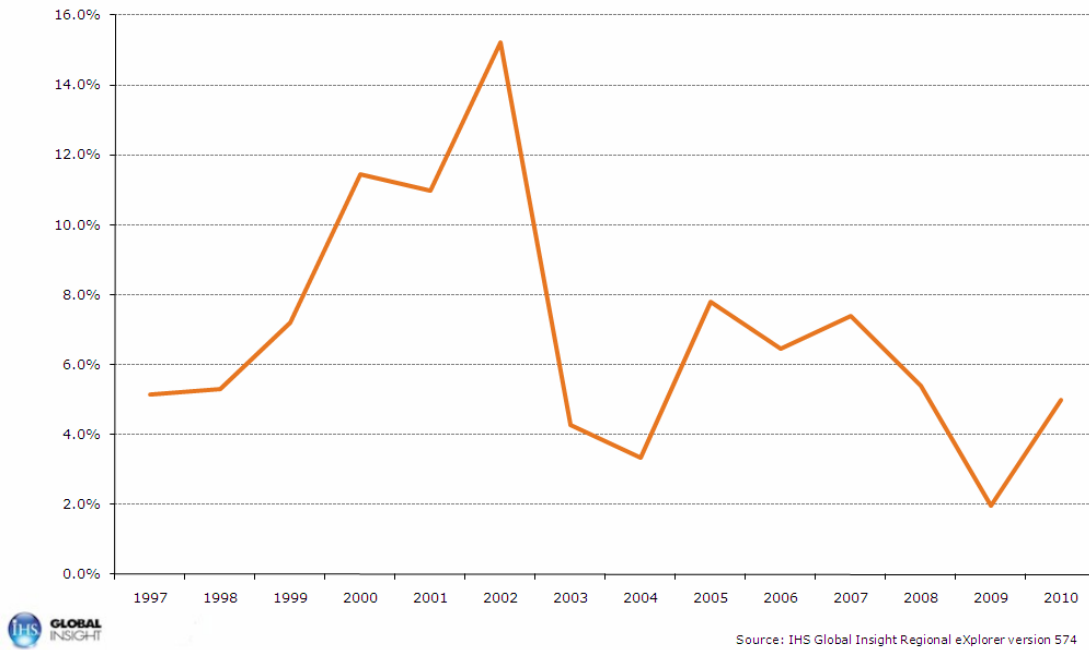
Trade has shown consistently positive growth since 2011 and appears to have recovered rapidly after the recession.

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



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

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



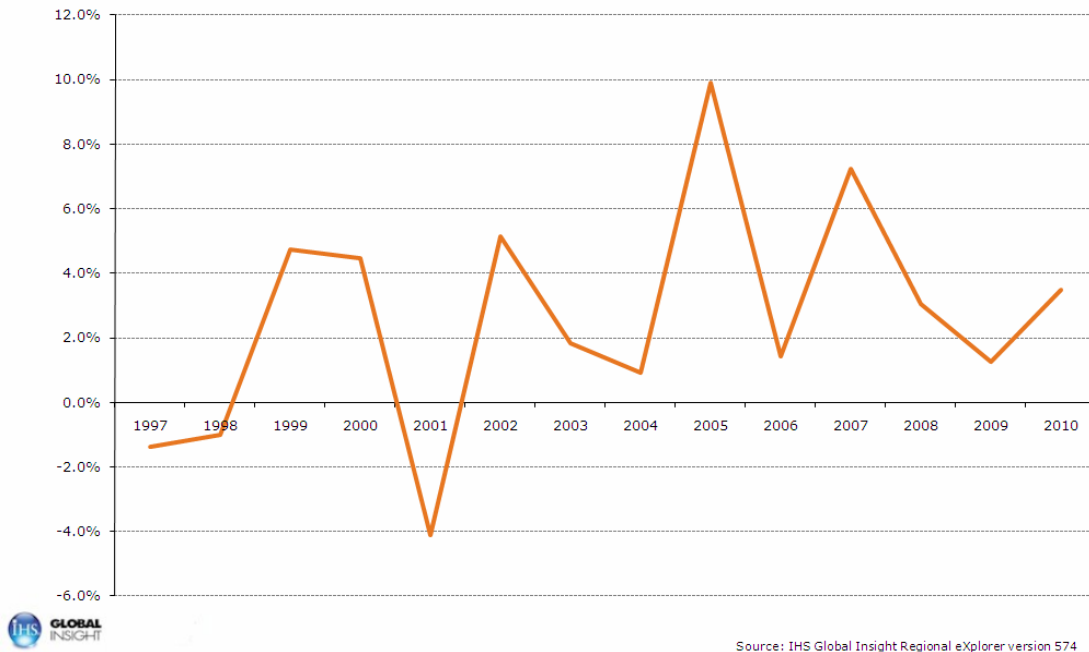
After a notable pre-recession property boom, finance is indicating positive growth once more.

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



Community Services has shown consistently positive growth since 2002.

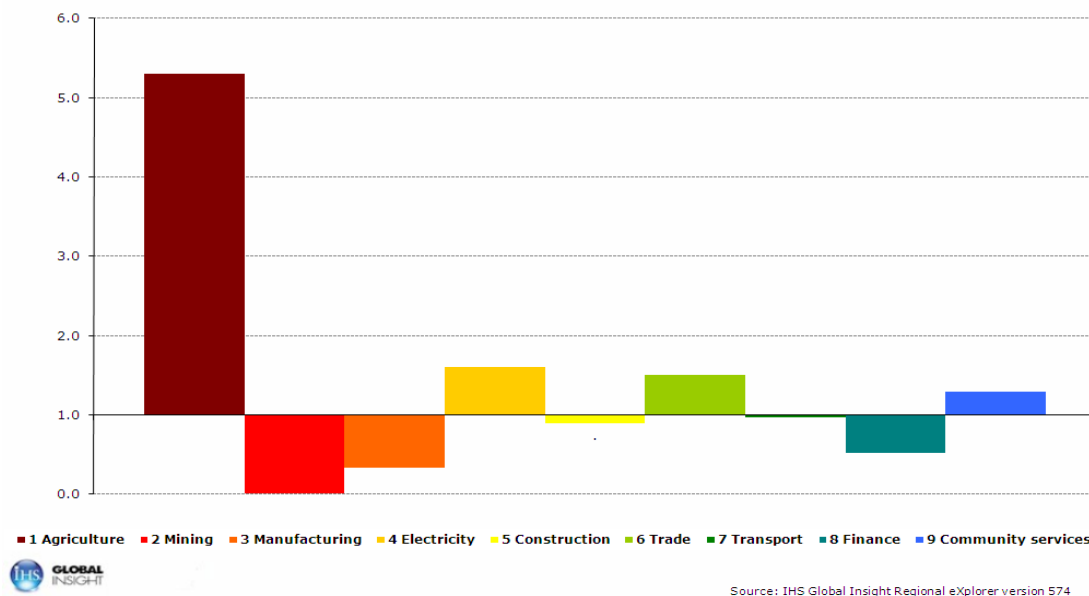
9 Community services Annual growth
EC106: Sunday's River Valley Local Municipality (% , Constant 2005 prices)



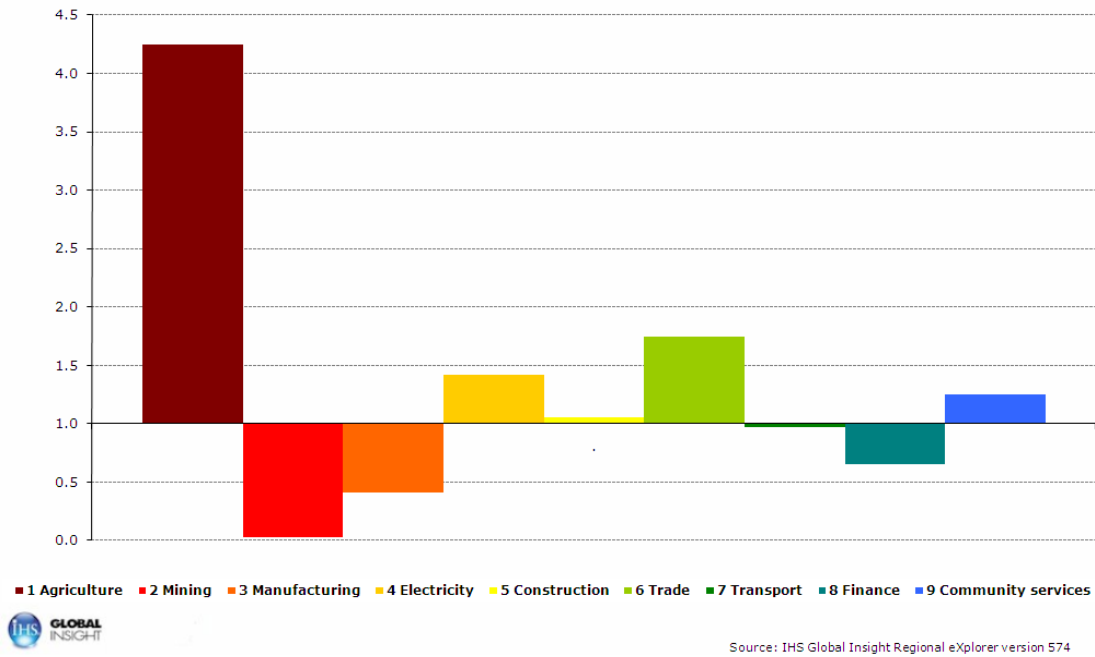
2.4.8. Location Quotient

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

Location quotient
EC106: Sunday's River Valley Local Municipality, 2000



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



2.4.9. Tress Index 1996 -2010

The Tress index indicates greater diversification of the economy.

Tress index
EC106: Sunday's River Valley Local Municipality

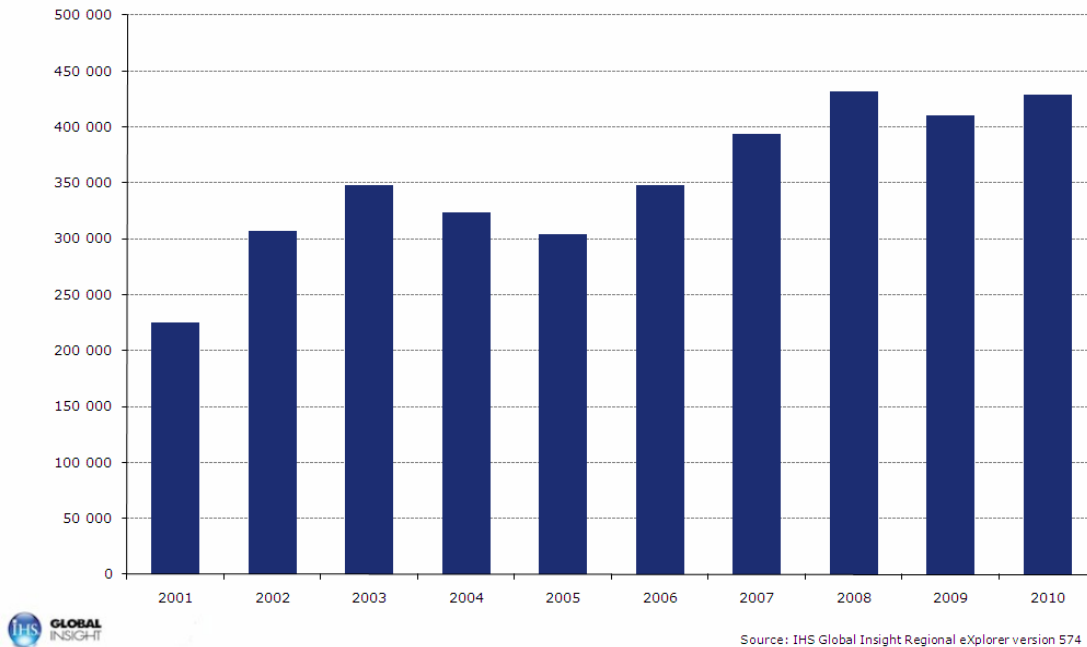


2.4.10. Tourism

2.4.10.1. TOURISM SPEND

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

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



2.4.10.2. VISITOR NUMBERS

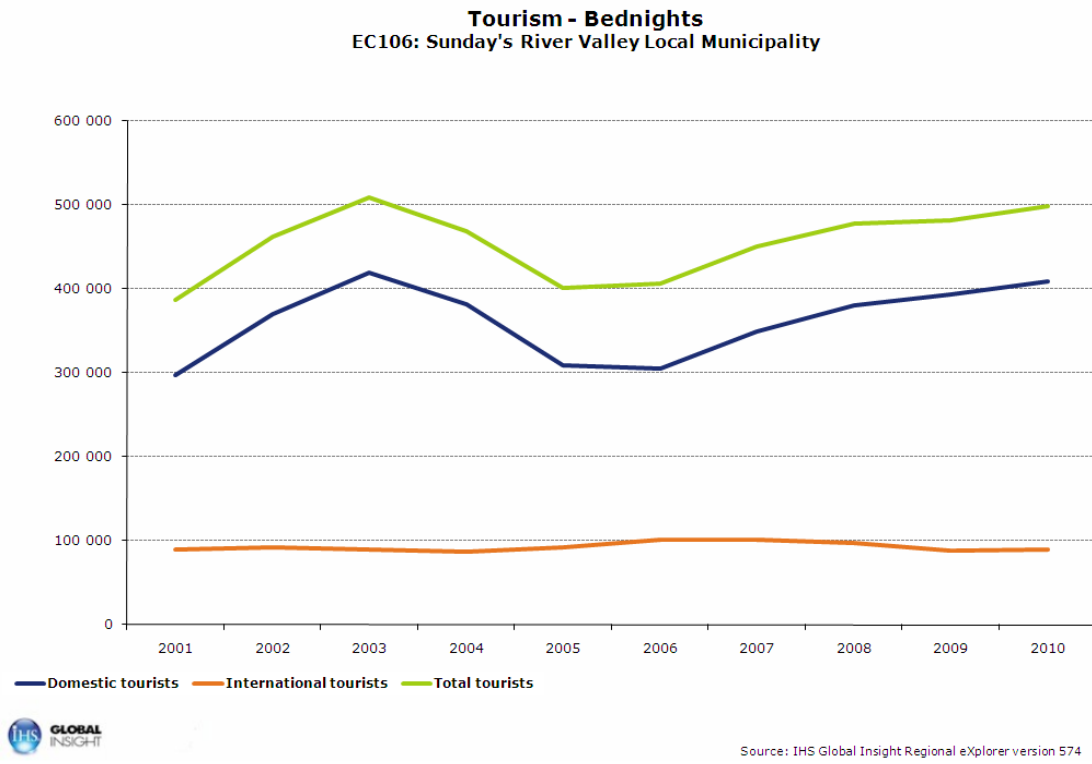
After a sharp decline, international tourism is rising again with domestic tourism remaining buoyant.

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



2.4.10.3. BED NIGHTS SOLD

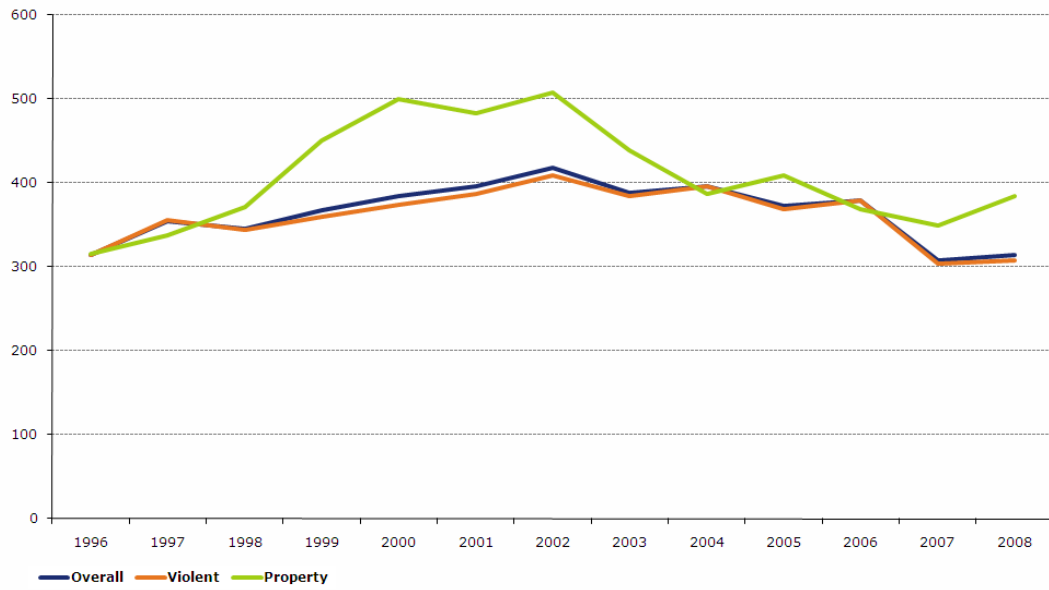
Bed nights sold to foreign tourists are staying relatively constant at about 100 000 per annum whilst bed-nights sold to domestic tourists are edging past the 400 000 mark.



2.4.11. Crime

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

Crime Overview EC106: Sunday's River Valley Local Municipality



Source: IHS Global Insight Regional Explorer version 574

2.5. KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

2.5.1 Ward Committees

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

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

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

2.5.2 Public participation

A public participation framework plan was work shopped and adopted by Council in March 2014. The plan included an implementation plan. The consultation process is done through Council Outreach Programmes, Mayoral Imbizo`s, Ward Committees, IDP formulation consultation and review process and IDP & Budget road shows.

The office of the Speaker is currently responsible for public participation and the public participation vacancy was filled on 01 August 2016. There is a readily available stakeholders' register that specifies the contact details of stakeholder representatives. To promote social cohesion within the communities the following activities are honored:

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

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

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

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

2.5.3 Community Development Workers

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

It is to be noted that not all wards have CDWs dedicated and designated in their respective wards. Positions were advertised to fill vacancies where there were no CDWs, the filling of these positions is at an advanced stage.

2.5.4 Communication Strategy

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

ITEM	SUPPORTING INFORMATION	BUDGET	PERIOD
Signage for Municipal Buildings	These Items will include Notice boards, Sign posts, signage in our Dams, Land fill site and in the canal. The importance of these Items is to make sure that our municipality is visible enough and safety message in all the dangerous areas in SRVM is communicated.		September 2017
Signage for Municipal Vehicles	The rational of marking signage to our motor vehicle is for the purpose of tracing them and protecting them from internal abuse and reckless use by employees and the public.		September 2017
Marketing of the Town Revitalization Concept	SRVM has been listed as amongst the towns in the Province that will be benefiting from Township Revitalization Concept as a Provincial Concept of the Office of the Premier for the financial year of 2017-2018. This massive infrastructural boost will need to be marketed so that SRVM can be able to unleash its outmost potential and be a tourism destination center in the District of Sarah Baartman		May 2017
Mayoral Imbizo's for Masiphathisane Service Delivery Model x 2	As SRVM we are expected to report and communicate decisions of the council to our community and all the stakeholders of SRVM. It is then through Mayoral Imbizos that we will achieve this in a bigger magnitude. The targeted group will be Old people, youth in all sectors, Business, Farmers association and etc. Targeted area will be ADDO and KIRKWOOD		July and November 2017
Radio Space on Local Radio Station	The essence of buying space in Radio stations is to reach out the bigger audience of SRVM. The aim is also account to our populace in a bigger and interactive platform.		July 2017 – June 2018
Marketing Material	The importance of having marketing material is for branding purposes of our Municipality.		August 2017
IRG Meetings	Inter-governmental Meetings are legislated meetings which coordinates stakeholders for the purpose of main streaming service delivery and priorities services for our community.	10 000	July 2017- June 2018

2.5.5 Special Programmes Unit (SPU)

Special Programmes Unit (SPU) has been established which is charged with the responsibility of coordination and facilitation of designated (vulnerable) groups sectors development and empowerment. The unit is located in the office of the Mayor politically and the Municipal Manager administratively. Special Programmes Officer (SPO) is heading the unit assisted by the HIV/AIDS coordinator on HIV/AIDS programmes and two focal persons (Youth Coordinators). The unit has developed vulnerable groups' mainstream policy and Youth Development Strategy.

As per the Sundays River Valley Municipality (SRVM), designated groups are:

- a) Women
- b) Youth
- c) Disable
- d) Elderly and
- e) Children

The above mentioned policy and the Youth Development Strategy focus on the integration of programmes and services targeting the identified groups. These policies seek to respond in a progressive manner to the issues and challenges faced by the identified groups within the local government mandate and policy framework.

The Unit has established a number of structures that respond to the needs of the vulnerable groups. These include but are not limited to; Women's, Youth, Disability, and Elderly Forums. The primary purpose of these structures has been to mainstream the agenda of vulnerable groups into the everyday workings of the municipality. Youth Forums are established in all wards however, what is still outstanding the establishment of the Sundays River Valley Youth Council.

Women's, Disability and Elderly Forums are established but not in all wards due to constrains of the unit.

2.5.5.1 HIV/AIDS

The HIV/AIDS section is located in the Special Programme Unit which is responsible for the coordination and facilitation of HIV/AIDS awareness programmes for communities and external stakeholders. The coordinator is also responsible for wellness programmes focusing to all employees and staff of the municipality. The Sundays River Valley Municipality Local AIDS Council was established as a mechanism to coordinate all stakeholders such as; NGOs, CBOs, Support Groups, Sector Department, Labour and Private Sector into one common programme in the fight against the HIV/AIDS Pandemic. The SRVM Local Aids Council works in line with the District, Provincial and National AIDS Councils.

2.5.5.2 Youth Focal Persons

The two Youth Coordinators which are focal persons are within the Special Programmes Unit and are responsible for coordination and facilitation of Youth and Children empowerment programmes. During the formulation of the SRVM Youth Development Strategy, coordinators had embarked on the youth outreach consultation process to solicit their inputs and views on how they see youth development. Their inputs and views were incorporated in the strategy and the implementation plan is informed by the young people submissions.

2.5.6 Intergovernmental Relations

An IGR Structure was launched by the MEC for Local Government on the 13th of April 2013. The Terms of Reference for the IGR were approved by Council. The IGR is functional with the consistent adherence to the legislative guidelines of convening IGR at least once quarterly. In the IGR meetings held in the previous term the following issues that were raised by communities were presented and need to be addressed by sector departments.

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

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

1. The strategy to make IGR responsibilities effective is to hold separate meetings with specific few sectors at a time and address all pertinent issues.

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

4. Assistance is required in the development of IGR policy framework for a local municipality.
5. SRVM participates in the initiatives for inter-municipal planning around the Performance Management Systems. The District has established a district PMS forum. SRVM receives support from the District in respect to the use of their e-PMS tool.

Activities with other Municipalities

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

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

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

Legal Matters

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

Audit

Audit opinions:

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

2010/11 – Qualified audit opinion

2011/12 – Qualified audit opinion

2012/13 – Disclaimer audit opinion

2013/14 – Disclaimer audit opinion

2014/15 – Disclaimer audit opinion

2015/16 – Adverse Opinion

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

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

Below are recurring audit findings:

- Vat treatment
- Irregular expenditure
- Invoices not paid within prescribed timeframe
- Disagreements
- Information not submitted
- Monthly budget statements do not include budgeted amounts
- No clearance of GL accountants

- Incomplete payroll files
- Contingent liability schedule incomplete
- Reconciliations not performed

MPAC:

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

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

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

An audit implementation plan is reviewed at every meeting of MPAC

Audit Committee and Internal Audit Function:

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

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

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

Audit Action Plan

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

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

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

Political Governance Structures

WARD

CLLR MC PAYI	-	WARD 1 (ANC)
CLLR ZA TOM	-	WARD 2 (ANC)
CLLR A DANCEY	-	WARD 3 (ANC)
CLLR LE BAKA		-WARD 4 (ANC)
CLLR SC NODONTI		-WARD 5 (ANC)
CLLR S H RUNE	-	WARD 6 (ANC)
CLLR AM NDAWO		-WARD 7 (DA)
CLLR NG KAUSELE		-WARD 8 (ANC)

PR

CLLR K SMITH		-(DA)
CLLR K MBANGI		(EFF)
CLLR N JACK		-(ANC)
CLLR F ADAMS	-	(ANC)
CLLR P R BLOU	-	(ANC)
CLLR M BOSMAN		-(DA)
CLLR L ERASMUS		-(DA)
CLLR N BIXA		-(ANC)

OUTCOME OF STRATEGIC SESSION

#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS	TIMELINE	BUDGET
1.	Public participation	Timely consultation and public participation	(1) Mayoral imbizo (2) Sector consultations (3) IGR (4) Petitions strategy/policy (5) Ward committees and ward meetings	IDP/Budget consultative meetings War rooms Ward committee meetings Annual report/public hearings	Annual Ward committees sit 6-weekly	400 000
2.	Special programmes	Representation, participation and inclusion of vulnerable groups in the municipal agenda	(1) establishment of forums for each vulnerable sector (2) Each structure must have a strategy/plan of action (3) awareness campaigns (training and skills) (4) advocacy and awareness campaigns for each group	-Awareness campaigns -Advocacy		150 000
3.	Communication	To ensure effective communication and enhanced municipal image	Implementation of communication strategy (both internal and external)	The strategy will detail out the projects to be executed		100 000
4.	PMS	To ensure a fully functional Performance Management System	Cascading performance management system Formulate a project team with clear terms of reference Training of all staff who will take part in the cascading pms (a phased approach)	Piloting of cascading to all managers reporting to section 56 Training of all staff who will take part in the cascading pms (a phased approach)	2017/18 2017/18	50 000
5.	HIV/AIDS	To intensify HIV/AIDS awareness and education in SRVM	-Awareness and advocacy programmes -Engagement with various stakeholders Review of the HIV/AIDS plan	Implementation of the HIV/AIDS plan		62 500
6.	Audit	An improved audit	1. Audit improvement plan	1. Audit improvement		

#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS	TIMELINE	BUDGET
		outcome	(development, implementation and monitoring of the plan). 2.Implementation and monitoring of audit committee recommendations 3. Fraud prevention	plan (development, implementation and monitoring of the plan). 2. Implementation and monitoring of audit committee recommendations 3. implementation of the fraud prevention plan (awareness and institutionalization of the fraud prevention strategy)	2017/18	
7.	Risk management	To institutionalize risk management	Risk assessment and creating awareness on risk management Implementation of the risk management strategy	Implementation of the risk management strategy		
8.	Oversight and compliance	Effective and efficient oversight function	Implementation of Council resolutions	Implementation of Council resolutions		
9.	Administration	Effective and efficient records management system	1. EDMS – electronic document management system 2. implementation of the system	1. Training on the system 2. Awareness		
10.	Recruitment/HR	Filling of vacancies	-Appointment to be made within 3months after the vacancy occurred. -Appointment of qualified and competent staff -There is a need to declare all critical posts -	Appointment to be made within 3months after the vacancy occurred. -Appointment of qualified and competent staff -There is a need to declare all critical posts - Development of the Human Resources Strategy		
11.	Training and capacity building	Capacity building and empowerment	Implementation of Workplace Skills Plan	Implementation of Workplace Skills Plan	On-going	650 00

#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS	TIMELINE	BUDGET
		programmes to ensure skills enhancement of staff and Councillors	-There needs to be an investment in skills training in particular fields that the Municipality is struggling with/lacks -To make available opportunities for internship programmes - We need to capacitate and optimize the functionality of the training and development committee			
12.	Employment equity	To ensure that the municipality has employment equity plan and that targets are met	-Implementation of Employment Equity -Adherence to equity norms as set in the equity plan informed by regional and national norms -To advertise vacant posts as per equity targets	To recruit as per Employment Equity Targets and recommendations of Director General from Department of Labour		
13.	Employee wellness	To establish a culture of good health and safety standards for all the employees of SRVM	To have frequent interactions between general employees, management and Councillors To offer assistance to all employees – financial advice, family related and work related issues Development of a wellness plan to address all worker related issues	Conducting of employee health and safety programs		40 000
14.	ICT	To optimise the information and communications technology (ICT)	-To capacitate the ICT department -To optimize the functionality of the ICT steering	Implementation of the Draft Recovery Plan, back-up system, business continuity plans		580 000

#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS	TIMELINE	BUDGET
		function to support organizational performance	committee -linkage of satellite offices to the municipal network	and ICT policies		
15.	Decentralization of municipal offices	To make municipal services available to all people in the Valley	To decentralize municipal services/departments to all satellite offices To make sure all satellite offices are connected to all ICT servers (ICT/telephone lines etc) To engage all stakeholders (customers, union and employees) on the approach of decentralization of municipal services	Needs assessment of the services needed in the different areas (also an assessment of ICT needs)		

2.6. KEY PERFORMANCE AREA: Institutional Transformation and Development

2.6.1. Organizational structure

- The entire organizational structure was reviewed and approved by Council in May 2016 and it is now being reviewed for 2017/18. It will be submitted to Council for approval together with the IDP on the 31 May 2017.
- The approved staff complement for the Municipality is 249.
- There are currently 202 filled positions which include all section 56 positions;
- All section 56/57 positions are filled (Municipal Manager and Directors of Technical Services, Corporate Services, Community Services and Chief Financial Officer) but the contracts of the Municipal Manager ended on the 3 March 2017.
- The Director Community services resigned in November 2016 but interviews were done for a potential incumbent.
- The contracts of director Technical Services and Director Corporate Services are due to end in June 2017 and August 2017 respectively
- SBDM is assisting the municipality with job evaluation and currently the municipality is busy designing job descriptions of all employees of Sundays River. The job descriptions are available but they are all undergoing a process of review.
- We had 62 contract workers but they were all converted to permanent positions in October 2016.

2.6.2 Municipal Functions

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

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

Staff Complement

DIRECTORATE	POSITIONS ON STRUCTURE	FILLED POSITIONS	VACANT POSITIONS
OFFICE OF THE MAYOR	5	3	2
MUNICIPAL MANAGER	14	13	1
CORPORATE SERVICES	32	26	6
FINANCIAL SERVICES	36	31	5
COMMUNITY SERVICES	89	76	13
TECHNICAL SERVICES	73	53	20
TOTALS	249	202	47

2.6.2. Internal Policies

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

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

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

- Uniform protective clothing

2.6.3. Human Resource Management

The Department Corporate Governance and Traditional Affairs assisted the municipality with the development of an HR Plan in 2010 and was reviewed in 2014. The information reported below is from the 2014 HR Plan unfortunately the fire incident of September 2014 left the archives and computers in ashes (Servers were also burnt and the document could not be retrieved).

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

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

- **REPORT ON VACANCIES**

	TITLE	BUDGETED/NOT BUDGETED	STATUS
OFFICE OF THE MAYOR AND SPEAKER			
2 Vacancies	Cllrs Secretaries x1 Driver (Mayor)	Budgeted Not Budgeted	
MUNICIPAL MANAGER			
2 Vacancies	TITLE	BUDGETED/NOT BUDGETED	STATUS
	LED Manager	Budgeted	
CORPORATE SERVICES			
5 Vacancies	Customer Care Officer	Budgeted	
	General Assistant x 1	Not Budgeted	
	Admin Officer	Not Budgeted	
	ICT Technician	Not Budgeted	
	Manager Human Resources	Budgeted	
	Wellness coordinator	Not budgeted	
FINANCE			
5 vacancies	Manager Financial Services	Budgeted	
	Financial Systems Admin x 1	Budgeted	
	Indigent Coordinator x2	Budgeted	
	Acquisition Officer	Budgeted	
COMMUNITY SERVICES			
13 vacancies			
	1 Traffic Warden	Budgeted	
	Chief Environmental Officer	Not Budgeted	

	Waste Driver	Budgeted	
	2x General Workers Waste	Budgeted	
	1x General Assistant (Traffic)	Budgeted	
	5x Street Sweepers	Not Budgeted	
	2x General Workers Parks	Not Budgeted	
TECHNICAL SERVICES			
20 Vacancies	Manager Water and Sanitation	Not Budgeted	
	2x Superintendents : Water and Sanitation	Not Budgeted	
	2x Assistant Superintendent : Water and Sanitation	Not Budgeted	
	2x Water Operators	Not Budgeted	
	Fleet Officer	Not Budgeted	
	Roads and Storm Water Superintendent	Not Budgeted	
	Land fill Site Supervisor	Not budgeted	
	Spatial Planning and Development Officer	Budgeted	
	Building Control and Maintenance Officer	Budgeted	
	Town Planner	Budgeted	
	6x General Workers Landfill site	Not Budgeted	
	Senior Electrician	Budgeted	

Total number of vacancies is **47**

Budgeted **18**

Not Budgeted **28**

2.6.3.1 Employment Equity Plan

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

The Municipality also reports on the implementation of the previous year's plan. The new plan was developed December 2016 and was presents to equity and training committee on the 12 January 2017. The plan will be submitted to Council on or before the 31 May 2017. The Department of Labour reviewed our plan and the following challenges were identified:

-

The equity and training committee monitors the implementation of the plan on a quarterly basis through meetings. The Head of departments (section 57 managers) shall play a vital role in the implementation of the plan through selection and placement strategies. The Director Corporate Services was appointed as the Employment Equity manager. The implementation will also include monitoring, evaluating, reviewing and renewing the plan and reporting on progress.

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

2.6.3.2. Skills Development Plan

- The Skills Development Act of 1998 requires employers to plan and implement learning that will enable employees to acquire skills and qualifications that will enhance their performance, whilst also optimizing the organization's functioning.
- The Municipality is committed to implementing its IDP and the key to this is ensuring that further learning programs and skills development are informed by the Plan, which is regularly updated in compliance with the Act.
- The Workplace Skills Plan is submitted annually to LGSETA by 30 April as required.
- The Skills Development Plan is in place but its implementation is compromised by the cash flow problem.
- About 35 municipal employees are currently undergoing training
- 3 councillors have completed the diploma in Local Government Law and Public Administration and 9 councillors are currently studying towards National Diploma.
- The Equity and Training committee and Finance and Administration standing committee monitor the implementation of the plan on a quarterly basis through meetings.
- One finance intern was appointed in February 2017, making the total 5 in the whole municipality.

Key issues for 2017/18

- Training of staff to meet National Treasury's minimum competencies (the baseline is 10 for 2016/17 and the target is 15 for 2017/18)
- Learnership programme for FET/TVET graduates
- Training of municipal staff and councillors
- There are currently 10 employees who attend CPMD at University of Fort Hare funded by Finance

It is acknowledged that to achieve diversity in the workplace, the municipality needs to consolidate its training interventions with goals that have been set in respect of Employment Equity Plan and Workplace Skills Plan. Cash-flow problems that the municipality is experiencing, has affected negatively on training of staff.

Our skills development focus is informed by the underlying government programme and the critical skills shortages identified through the District EGDS.

Accelerated Shared Growth Initiative in South Africa (ASGISA)

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

Joint Initiative on Priority Skills Acquisition JIPSA

- ⊕ Acquisition of intermediate artisan and technical skills for the ASGISA infrastructure development programme.
- ⊕ Development of ICT (information and communication technology) skills, which is a priority area for

- ⊕ Expenditure management

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

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

ASGISA.

- ⊕ The recruitment, retraining and employment of unemployed graduates.
- ⊕ Engineering and planning skills
- ⊕ Artisan and technical skills, especially in infrastructure development, housing and energy.
- ⊕ Management capacity in education and health
- ⊕ Mathematics, science, ICT and language competence in public schooling.

2.7 KEY PERFORMANCE AREA: Financial Viability And Management

2.7.1. Overview of Financial Viability

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

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

The National Treasury MFMA Circular 79 provides guidance in terms of core issues of financial management. These are:

- Allocating of resources to core social and economic priorities while containing aggregate expenditure growth
- Eradication of non-priority spending
- Cost reflective tariffs
- Provision for asset renewal and maintenance
- Alignment of the budgets to municipality's plans

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

- Free Basic Services unit has been established
- Asset management tools and procedures have been implemented
- Cash containment measures have been identified and approved
- Payment agreements have been entered into with creditors

The continued dependence on grant allocations make it difficult to make a meaningful impact on service delivery and therefore we cannot expedite responses to backlogs since most of the grants are small and accompanied with conditions on the usage thereof.

However the municipality is taking strides in the right direction insofar as safeguarding its assets. Repair and maintenance plans are being developed and on completion will be implemented so to ensure business continuity and increase in municipal efficiency in-line with the asset renewal capital expenditure investments.

2.7.2 Staffing

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

Department	Number of employees	Function
Revenue	21	Ensure timely billing to generate revenue, Cater for FBS, Ensure implementation of credit control and debt management
Expenditure	3	Ensure proper accounting principles applied to produce

		actual expenditure
Budget	2	Preparation of Budget in line with IDP and SDBIP Compile reports to determine financial status of municipality
Assets	3	Safe guard the assets of the municipality Recording of assets of the municipality
Supply Chain Management	4	Procure all needs of the municipality in terms of approved regulations

2.7.3. Budget Revenue and Expenditure Review

A. Revenue Management

- Date cleansing has been performed to ensure the integrity of billing information and accuracy of customer accounts.
- Acquisition of meter reading equipment to eliminate estimates and inaccuracy
- Updating and re-registering of indigent list to ensure effective targeting and improved systems
- Installation of prepaid meters to monitor losses and improve revenue
- Punitive steps are being instituted against non-payment by customers as is the case with any other financial transaction and institution.
- Revenue enhancement strategy has been developed and is implemented in phases to stabilise financial performance

B. Collection of Outstanding Debt

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

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

C. Under spending on Repairs and Maintenance

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

- Increasing expenditure trend-Cash flow constraints
- Insufficient budget to ensure the continued provision of services
- Lack of repairs and maintenance plans

D. Spending on non-priorities

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

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

However the municipality has responded to the 2017 State of the Nation Address by the President, the cost containment measures announced by the Minister of Finance in 2013 were re-emphasised. The municipality has taken a stand with this regard and has approved cash containment measures in line with national priorities for 2017/18.

2.7.4 Financial Recovery Plan

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

- Payment arrangements to service long outstanding debt
- Network and financial system maintenance
- Establishment of functional FBS unit
- Better implementation of credit and debt policy
- Communication strategies
- Prioritization of service delivery

2.7.5 Policies and By-laws

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

- Asset Management policy,
- Indigent Support policy,
- Rates policy,
- Credit control policy,
- Financial Management Policy,
- Bank & Investment policy,
- Write Off policy,
- Supply Chain Policy, and
- Tariff Policy
- Customer care policy (to be sent adopted in 2016/17)
- Fruitless, wasteful and irregular expenditure
- Policy on usage and safety of assets.

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

2.7.6 Revenue Enhancement Strategy

A comprehensive revenue enhancement strategy is undertaken and it includes:

- Cleaning of the debtor database to ensure that all consumers are levied for all services received at the correct tariff for such service.

- Reviewing and formalising an indigent policy, rates policy and writes off policy and credit control policy for the municipality.
- Ensuring that all consumers that qualify in respect of such approved indigent policy are registered.
- Implementing credit control measures to significantly improve payment levels and ensure that consumers that can pay do so.
- Reviewing Council's tariff policy in respect of the subsidy of free basic services and to ensure that the actual cost of services is recovered through the respective tariffs.
- Restructuring of the operational budget to ensure that the budget is cash funded and that it reflects actual payment levels in respect of bad debt provision.
- Investigating distribution losses in respect of electricity and water to ensure that electricity and water purchased is billed
- Appointment of a debt collection agency to assist in collecting outstanding debt
- Restructuring offices to ensure efficiency in operations

Engagements with service providers are underway to ensure that the best financial recovery plan is in place and implemented, taking into account the organisational and community factors to address cash flow problems of the municipality. It is envisaged that the plan will be implemented effectively in the 2016/17 financial year.

2.7.7 GRAP Compliances-Asset Management Strategy

The municipality completed GRAP 17 implementation during 2014/15 financial year and has now a comprehensive database of all assets within the organisation. An asset management unit has been established and has 3 warm bodies are capacitating the unit. Asset management policy was presented to and adopted by council which clearly identifies the roles & responsibilities of all as well as identifying the need to have an asset maintenance plan. The plan is also being reviewed annually.

The asset register is updated and functional for municipal assets. A service provider has been appointed and works tirelessly to ensure the section attends best to audit findings and improve the unit in its entirety.

2.7.8 Annual Financial Statements

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

Basis used to prepare the municipality's annual financial statements

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

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

The Financial Statements attached relate to the previous 2 years of audited financial information 2014/15 and 15/16 financial years.

The municipality has developed an AFS plan for the 2016/17 financial year to ensure all items are dealt with and the audit file is in place come submission time. Below find high-level AFS preparation plan:

SUNDAY'S RIVER VALLEY LOCAL MUNICIPALITY		REVIEW	
MID-TERM AND ANNUAL FINANCIAL STATEMENT 2016/2017		STAFF RESPONSIBLE FROM LM	First Review
Assignment	Description of assignment		
Planning and Mobilisation	Project Governance (Establish PSC, frequency of meetings)	CFO	CIA / Treasury Support
Planning and Mobilisation	Review and approve project plan	CFO	CIA / Treasury Support
Planning and Mobilisation	Project Steering Committee Meetings	CFO	CIA / Treasury Support
Opening balances	<ul style="list-style-type: none"> Reconcile prior period accounting system TB and ensure that it agrees to the audited prior year financial statements. Reconcile the process for the "roll-forward" of the balances for the year ended 30 June 2016 on Caseware. Confirm balances agree to the final audited financial statements for 2016. 	CFO	CIA/ Treasury Support
AG queries 2016	Addressing all AG queries raised in prior year	Senior accountant.	CFO / Treasury Support
Review of GRAP compliant accounting policies	<ul style="list-style-type: none"> Review the accounting policies that management proposes to include in the 2016/2017 Financial statements based on available best practice. Review procedure manuals,policies and systems discriptions 	CIA & Treasury	Audit Comm
Inventory	<ol style="list-style-type: none"> Perform stock taking and reconcile inventory listing at mid-year and year-end. Ensure stock count documentation in order Obtain water valuation report from expert at mid-year and year-end. 	Assets	CFO

Trade Receivables	<ol style="list-style-type: none"> 1. Perform monthly debtors reconciliations. 2. Perform provision calculations at mid year and year end & obtain council resolution for write off of bad debt 3. Check for creditors with debit balances. 4. Obtain warrant books with warrant duplicates which support fines recognised as receivable. 5. Reconcile warrants issued to GL. 	Income	Treasury Support
Other Receivables	Ensure that there is adequate supporting documentation for Other Receivables.	Income	Treasury Support
Cash & cash equivalents	<ol style="list-style-type: none"> 1. Perform the monthly bank reconciliations. 2. Update and reconcile the investment register. 3. Obtain bank confirmations. 	Susan ,Kosi and Mapukata	CFO
Investment Property	Compare FAR to GL. Check against deeds office for transfers	Assets	CFO
Property, Plant & Equipment (Inc. Intangible Assets & Heritage Assets)	Perform monthly recons and Compare FAR to GL. Ensure supporting documentation on file	Assets	CFO
Borrowings	<ol style="list-style-type: none"> 1. Obtain monthly loan amortisation tables. 2. Obtain loan confirmations at year-end. 	BTO	CFO
Finance lease obligation	<ol style="list-style-type: none"> 1. Update lease register. 2. Prepare lease amortization schedules. 3. Reconcile schedule to TB. 4. File all lease agreements. 	Assets	CFO
Trade payables	<ol style="list-style-type: none"> 1. Perform monthly reconciliation of creditors sub-ledger to the general ledger (control account). 2. Compile the accruals listing. 3. Review suspense accounts. 4. Obtain leave register and calculate the leave gratuity and leave accrual / provision. 5. Perform monthly payroll reconciliations. 6. Ensure that debtors with credit balances are correctly accounted for. 	Expenditure Internal Audit & Income section	CFO
VAT payable	Perform VAT Reconciliations for 2016/17	Expenditure	Treasury Support
Consumer deposits	<ol style="list-style-type: none"> 1. Obtain consumer deposits listing and receipts. 2. Reconcile listing to GL. 	Income	Treasury Support
Current portion of unspent conditional grants and receipts	Perform the conditional grants reconciliations monthly	Grants and Investments	CFO

Employee benefit obligations	Obtain actuarial valuation reports and documents pertaining to fund and scheme rules and ensure that employee benefit obligations are correctly accounted for and disclosed.	BTO	Treasury Support
Provisions	1. Obtain the municipality's estimate of the current costs of restoring the environment surrounding the landfill sites and documentation used to arrive at the estimate.	Assets	Treasury Support
Accumulated Surplus	Review journals and supporting documentation.	BTO & CFO	Treasury Support
Services charges	Reconcile consolidated billing reports to GL.	Income	Joko & Treasury Support
Rental of facilities and equipment	1. Ensure registers of deposits, rentals and all direct income received are prepared.	Income	Joko & Treasury Support
License and permits	Reconcile eNatis reports to the GL.	Income	Treasury Support
Other income	Compile the register of all sundry income.	Income	Joko
Interest earned - external investments	1. Obtain and review the investment register and reconcile to bank statements. 2. Reconcile interest received per the investment register to the GL.	Grants and Investments	CFO
Income from agency services	1. Reperform calculation of income from agency services based on contract. 2. Reconcile calculation to GL.	Income	Treasury Support
Property rates	Perform rates reconciliation between valuation roll per the property valuer and the valuation roll per the accounting system.	Income	Joko
Government grants and subsidies	Recognise grant revenue in GL on monthly basis	Grants and Investments	CFO
Fines	1. Obtain warrant books with warrant duplicates which support fines recognised as revenue. 2. Reconcile warrants issued to GL.	Income	Treasury Support

Personnel	<ol style="list-style-type: none"> 1. Reconcile payroll reports to GL. 2. Obtain evidence that the local bargaining forum has approved general salary increases. 3. Review salary run documentation. 4. For municipal houses, obtain rental agreements entered into between the municipality and the employees. 5. Obtain wage register. 6. Obtain list of promotions. 7. Obtain list of terminations. 	Expenditure	CIA
Remuneration of councillors	Reconcile payroll reports to GL.	Expenditure	CIA
Depreciation and amortisation expense	Ensure that the depreciation per the FAR agrees to the GL and AFS.	Assets	CFO
Impairment losses & Disposals	<ol style="list-style-type: none"> 1. Ensure that the impairment loss per the FAR agrees to the GL and AFS. 2. Perform provision calculations and gains & losses on disposals at year end. 3. Obtain council resolution for disposals and write offs 	Assets	CFO
Finance costs	<ol style="list-style-type: none"> 1. Reconcile finance costs per finance lease amortization schedules to GL. 2. Reconcile finance costs per provision of landfill site estimate to GL. 3. Review the GL for interest charged on overdue accounts. 	Expenditure & Assets	ONO & CFO
Lease rentals on operating leases	<ol style="list-style-type: none"> 1. Lease agreement and straight-lining schedule. 2. Reconcile straight-lining schedule to GL. 	BTO & Expenditure	CFO
Repairs and maintenance	Review repairs & maintenance expense accounts to confirm no assets included.	Expenditure & Assets	CFO
Bulk purchases	<ol style="list-style-type: none"> 1. File all payment vouchers supporting GL. 2. Reconcile payment vouchers to GL. 	Expenditure	CFO
General expenses	<ol style="list-style-type: none"> 1. Auditors fees - reconcile GL to supporting documentation. 2. Consulting fees - reconcile GL to supporting documentation. 3. Ensure totals recorded in the AFS agree with the Trial Balance. 	BTO & Expenditure	CFO
Cash flow Statement	Prepare GRAP compliant cash flow statement.	BTO & CFO	CIA & Treasury Support

Budget vs Actual/ Unauthorised expenditure	1. Compare actual expenditure to the approved annual budget for the 2016/17 financial period. 2. Compare the expenditure to date to the contract amount per the contract register and include instances where expenditure exceeds the contract amount to the unauthorised expenditure register for 2015/16.	BTO	Treasury Support
Irregular Expenditure	1. Review payment vouchers and contracts awarded for irregular expenditure. 2. Update the irregular expenditure register for 2016/2017.	SCM	Treasury Support
Commitments	1. Review the contract register for 2016/17 and confirm commitments, which should be the difference between the contract amount and the expenditure to date. 2. Review the bid adjudication committee reports for 2016/17 to confirm that bids awarded but not contracted are included as part of commitment for 2016/17.	SCM & Grants	Treasury Support
Preparation of AFS 2016/17	Prepare the 2016/17 AFS	CFO ,Accountants & Interns	CIA / Treasury Support
Submission of AFS	Submit AFS to management, Internal Audit		CIA / Treasury Support
	Prepare audit working paper file	CFO ,Accountants & Interns	CIA / Treasury Support
	Submit AFS to MPAC, Audit Committee, Council		
	Submit AFS to the Treasury/AG		
Findings raised by CIA, AC & MPAC	Attend to findings raised by CIA, AC & MPAC	CFO & Accountants	CIA / Treasury Support
Audit support	1. Responding to AG RFIs and COAFs 2. Adjusting AFS with AG queries		

2.7.9 Financial Analysis

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

Description Budget	Budget 2014/15	Actual 2014/15	% Spent	Budget 2015/16	Actual 2015/16	% Spent
Operating Expenditure	142 174	189 015	133%	200 414	167 877	84%
Description Budget	Budget 2014/15	Actual 2014/15	% Spent	Budget 2015/16	Actual 2015/16	% Spent
Capital Expenditure	27 618	44 467	161%	33 848	33 479	99%
Description Budget	Budget 2014/15	Actual 2014/15	% Spent	Budget 2015/16	Actual 2015/16	% Spent
Repairs and Maintenance	2 552	2 014	79%	6 108	3 993	65%
Operating Expenditure	142 174	172 785	122%	200 414	167 877	84%
% of RM to Operating Expenditure	2%	1%	65%	3%	2%	78%
Description Budget	Budget 2014/15	Actual 2014/15	% Spent	Budget 2015/16	Actual 2015/16	% Spent
MIG	34 147	28 702	84%	23 620	30 794	130%
FMG	1 800	1 642	91%	1 875	2 023	108%
MSIG	934	673	72%	802	1 057	132%
INEG	–	–		1 500	1 500	100%
EPWP	1 000	419	42%	1 000	1 585	158%
Description Budget	Budget 2014/15	Actual 2014/15	% Spent	Budget 2015/16	Actual 2015/16	% Spent
Salaries	45 929	41 132	90%	47 326	47 556	100%
Operating Expenditure	142 174	172 785	122%	200 414	167 877	84%
% of Salaries to Operating Expenditure	32%	24%	74%	24%	28%	120%
Description Budget	Budget 2014/15	Actual 2014/15	% Spent	Budget 2015/16	Actual 2015/16	% Spent
Total Income	150 231	210 743	140%	162 096	186 588	115%
Description Budget	Budget 2014/15	Actual 2014/15	% Spent	Budget 2015/16	Actual 2015/16	% Spent
Total Income	150 231	210 743	140%	162 096	186 588	115%
Grants Recognised	77 284	79 924	103%	87 310	95 037	109%
% of grant received to Operating Incom	51%	38%	74%	54%	51%	95%

2.7.10 Free Basic Services

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

Category A- Income less than two state pensions -100% subsidy

Category B- Income above two state pensions below -50% subsidy

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

The following services are subsidized:

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

A FBS section has been established and the staff members dedicate their time and energy only on the allocated accounts as the service provider for debt collection has been allocated certain portfolios, building the necessary relations with the respective debtors and ensuring that the debts are recovered in the shortest possible time.

The unit manages arrangements and extensions through Revco, but no arrangements must be allowed on current accounts, which must be paid monthly. It also prepares notices to debtors notifying them of intention to black list them with the credit bureaus, prepare the summonses and hand over the accounts to attorneys and debt collectors, where internal collection efforts failed. Income accountant monitors the running of both units as to ensure coordination with other departments

2.7.11 Supply Chain Management Strategy

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

- Specification Committee
- Evaluation Committee
- Adjudication Committee

The supply chain management policy has been reviewed.

The turnaround time for procurement is 30 days.

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

The unit has attended various trainings to keep them updated with the changes in regulations and SCM processes. Most important is the centralised supplier database training which has commenced on 1st July 2016 nationally. There are also other trainings that relate to mSCOA that will be effective as at 1st July 2017

2.7.12. Revenue management

The municipality bills its customers on a monthly basis as per norms and standards of revenue management. The municipality billing systems has undergone data cleansing and this has been finalised. This affected the collection rate as billing was performed later in the year but revealed detailed findings which were attended to proactively. Corrections on the billing system that will be guided by the changes on the valuation rolls and also the data cleansing that was done and has already commenced for 2016/17 financial year.

Financial liquidity

Table below reflects percentage of budgeted income realized in the past two year and turnover ratios for the municipality:

REVENUE	2015/16 ACTUAL	2015/16 BUDGET	% REALISED	2014/15 ACTUAL	2014/15 BUDGET	% REALISED
PROPERTY RATES	39 262	35 836	198%	28 830	14 623	134%
SERVICE CHARGES	39 417	20 994	130%	58 856	42 514	163%
INTEREST: DEBTORS	1 382	3 722	151%	11 005	6 977	328%
LICENSES & PERMITS	1 889	1 628	106%	1 359	1 283	164%
FINES	2 869	4 038	611%	3 146	601	76%
AGENCY FEES	2 083	1 728	113%	1 567	1 343	88%
GOVERNMENT GRANTS	95 037	87 310	101%	79 924	53 137	94%
OTHER INCOME	4 649	6 858	294%	26 056	5 274	6%

Liquidity	2015/16	2014/15
Current ratio	1.05	0.82
Turnover	2015/16	2014/15
Creditors turn over period	70 days%	96 days
Debtors collection Period	165 days	97 days

The municipality's current assets do not exceed the current liabilities. The acceptable ratios should be current ratio 2:1. This indicates that financial challenges and probable liquidity problems as the municipality has insufficient cash to meet its short term obligation.

As seen in the above ratios, the municipality is exposed to significant cash flow risk due to challenges in collection of outstanding amounts due to it and inversely affecting ability to meet its long and short term obligations.

2.7.13 Internal Controls

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

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

Risk Assessment

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

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

Financial Filing and Audit File

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

Audit Opinion

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

- 2013/14-Disclaimer Audit Opinion
- 2014/15-Disclaimer Audit Opinion
- 2015/16 – Adverse Opinion

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

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

Below are recurring audit findings:

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

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

- Procedure manuals being developed
- All Reconciliations being performed
- Allocations of receipts and expenditure are done on time
- Investigations performed for instances of UIFW
- System has been modified to attend supplier listing query
- All specifications are now approved
- PPPA system for evaluation and adjudication is now used
- All declaration forms signed accordingly
- Asset tracking systems purchased and utilized

2.7.13 Valuation Roll

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

The interim valuation has been performed in 2015/16 financial year and changes have been updated on the system to ensure linkage of the two documents.

2.7.14 Grant Allocations

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

SUPPORTING TABLE GOVERNMENT GRANTS AND SUBSIDIES- ALLOCATIONS	Budgeted Year	Budgeted Year	Budgeted Year +1	Budgeted Year +2
	2016/17	2016/17	2017/18	2018/19
	Budgeted	Adjustment	Budgeted	Budgeted
	R'000	R'000	R'000	R'000
National Government				
1. Equitable Share	59 318 000	59 318 000	65 608 000	71 249 000
2. Special Contribution Councilors Remuneration				
3. Municipal Systems Improvement Grant	750 000	750 000	788 000	0
4. Municipal Infrastructure Grant	24 446 000	24 446 000	26 145 000	27 456 000
5. Finance Management Grant	2 010 000	2 010 000	2 345 000	2 600 000
6. EPWP	1 000 000	1 000 000		
7. Integrated National Electrification Programme Grant	9 000 000	10 750 000	15 000 000	20 000 000
Total Grants and Subsidies-National Government	96 524 000	98 274 000	109 886 000	121 305 000
Provincial Government				
Audit Improvement	1 010 000	1 010 000	0	0
Library	1 200 000	1 200 000	1 200 000	1 200 000
Public Works, Roads, Transport	0	2 556 000	0	0
Total Grants and Subsidies-Provincial Government	2 210 000	4 766 000	1 200 000	1 200 000
District Municipality				
1. Environmental Services	1 291 000	1 291 000	1 303 910	1 316 949
2 Fire Subsidy	375 000	375 000	375 000	375 000
3. SMME Subsidy		88 000		
4.Roads		2 383 665		
Total Grants and Subsidies-District Municipalities	1 666 000	4 137 665	1 678 910	1 691 949
Other Subsidies				
LGSETA	101 270	50 000	107 548	113 894
Total Government Grants and Subsidies	101 270	50 000	107 548	113 894
TOTAL GRANT ALLOCATION	100 501 270	107 227 665.00	112 872 458	124 310 843

EC106 Sundays River Valley - Table A1 Budget Summary

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousands										
Financial Performance										
Property rates	13 014	13 933	28 889	12 781	35 836	35 836	35 836	38 201	40 569	42 963
Service charges	38 376	45 230	55 181	34 402	20 994	20 994	20 994	43 804	46 708	49 709
Investment revenue	285	549	470	186	1 439	1 439	1 439	1 533	1 629	1 725
Transfers recognised - operational	42 787	49 077	53 881	61 809	61 190	61 190	61 190	67 055	71 727	76 925
Other own revenue	11 830	12 714	32 718	33 184	16 518	16 518	16 518	20 155	21 184	22 224
Total Revenue (excluding capital transfers and contributions)	106 293	121 503	171 139	142 362	135 976	135 976	135 976	170 748	181 817	193 546
Employee costs	31 682	38 277	41 132	47 294	47 326	47 326	47 326	53 418	57 264	61 215
Remuneration of councillors	4 930	5 165	5 369	5 301	5 953	5 953	5 953	6 310	6 695	7 090
Depreciation & asset impairment	13 797	25 386	28 989	17 500	44 839	44 839	44 839	35 000	35 000	35 000
Finance charges	2 720	2 173	2 849	1 054	3 024	3 024	3 024	2 644	2 808	2 974
Materials and bulk purchases	24 163	21 114	23 612	26 144	25 155	25 155	25 155	26 799	28 733	30 775
Transfers and grants	-	-	-	-	-	-	-	17 970	19 205	20 495
Other expenditure	42 410	80 669	83 627	61 926	74 117	74 117	74 117	74 963	77 288	79 622
Total Expenditure	119 702	172 785	185 576	159 218	200 414	200 414	200 414	217 103	226 992	237 170
Surplus/(Deficit)	(13 409)	(51 282)	(14 438)	(16 856)	(64 439)	(64 439)	(64 439)	(46 355)	(45 174)	(43 624)
Transfers recognised - capital	22 965	22 841	36 377	23 620	26 120	26 120	26 120	33 446	41 145	47 456
Contributions recognised - capital & contributed a	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	9 556	(28 441)	21 939	6 764	(38 319)	(38 319)	(38 319)	(12 909)	(4 029)	3 832
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	9 556	(28 441)	21 939	6 764	(38 319)	(38 319)	(38 319)	(12 909)	(4 029)	3 832
Capital expenditure & funds sources										
Capital expenditure	16 485	28 565	43 421	45 065	33 848	33 848	33 848	52 797	39 838	46 083
Transfers recognised - capital	16 171	7 278	33 950	23 620	26 120	26 120	26 120	33 160	39 838	46 083
Public contributions & donations	-	19 504	-	-	-	-	-	-	-	-
Borrowing	-	1 470	2 582	-	-	-	-	-	-	-
Internally generated funds	314	314	6 889	21 445	7 728	7 728	7 728	19 637	-	-
Total sources of capital funds	16 485	28 565	43 421	45 065	33 848	33 848	33 848	52 797	39 838	46 083
Financial position										
Total current assets	31 125	17 374	43 688	49 929	52 228	52 100	52 100	34 448	38 661	36 931
Total non current assets	399 908	505 061	517 424	370 543	506 493	506 493	506 493	534 210	571 624	588 619
Total current liabilities	31 794	34 147	50 537	23 647	29 851	29 851	29 851	23 323	17 632	18 325
Total non current liabilities	27 091	38 650	38 999	18 429	22 554	22 554	22 554	38 420	33 240	42 120
Community wealth/Equity	372 147	449 637	471 577	378 396	506 316	506 188	506 188	506 915	559 413	565 104
Cash flows										
Net cash from (used) operating	21 312	24 717	67 388	24 417	35 554	35 554	35 554	17 393	29 083	30 686
Net cash from (used) investing	(16 481)	(28 565)	(43 069)	(45 063)	(33 348)	(33 348)	(33 348)	(47 773)	(28 912)	(30 617)
Net cash from (used) financing	(764)	(3 450)	(4 368)	-	(250)	(250)	(250)	-	-	-
Cash/cash equivalents at the year end	6 291	(1 007)	20 512	(13 311)	2 567	2 567	2 567	1 000	1 171	1 240
Cash backing/surplus reconciliation										
Cash and investments available	6 291	562	20 512	2 000	23 657	23 529	23 529	5 562	9 421	7 063
Application of cash and investments	13 946	5 298	22 393	(36 302)	(24 004)	(24 004)	(24 004)	9 256	339	6 286
Balance - surplus (shortfall)	(7 655)	(4 736)	(1 882)	38 302	47 661	47 533	47 533	(3 694)	9 082	777
Asset management										
Asset register summary (WDV)	399 908	505 061	517 424	370 543	506 493	506 493	534 210	534 210	571 624	588 619
Depreciation & asset impairment	13 797	25 386	28 989	17 500	44 839	44 839	35 000	35 000	35 000	35 000
Renewal of Existing Assets	12 587	21 378	33 950	23 620	24 998	24 998	24 998	32 160	39 838	46 083
Repairs and Maintenance	11 843	6 380	2 121	7 097	6 108	6 108	6 304	6 304	6 695	7 090
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	10 958	10 958	10 958	10 958	10 958	2 099	2 229

PROJECT NAME	OBJECTIVES	STRATEGIES	ANNUAL TARGET	BUDGET	TIME LINES
INDIGENT REGISTER	To have an approved Indigent Register	1. Advertise to the community 2. Proper Screening and Verification by ward Councillors 3. Quarterly updates (Indigent Com) 4. Implement the FBS policy	3000 indigents registered and approved		750 every quarter
DEBT COLLECTION	Ensure debt is managed sustainably	1. Implementation of credit control and debt collection policy 2. Capacitate the section 3. Implement Revenue Enhancement Strategy 4. Ensure provision of FBS to all registered Indigent	60% increase from previous collection	1,500,000	15%
Compilation of FAR	To ensure GRAP Compliant Asset Register is in place	1. Safeguarding & Maintenance of FAR 2. Update FAR 3. Ensure accurate asset Verification and Valuation .	100%	1,300,000	Yearly
Compilation of Annual Financial Statement	To produce financial reports which meet the GRAP standards	1. Capacitation of the staff to compile compliant AFS. 2. Address audit findings 3. Compilation inhouse Mid year AFS.	100%	1,500,000	Yearly
UIFW	Reduction of irregular expenditure	1. Tightening of SCM controls 2. Proper implementation and adherence to SCM policy and regulations 3. Consequences management			Quarterly

CHAPTER III

STRATEGIC PERSPECTIVE

3 SUNDAYS ROVER VALLEY MUNICIPALITY STRATEGIC FRAMEWORK

Our vision, mission and values are underpinned by Council vision to see Sundays River Valley Municipality providing first class service delivery by year 2022/23.

3.1 OUR VISION

A people centred Municipality providing efficient and effective services to communities.

3.2 OUR MISSION

To deliver effective, efficient services in an accountable and transparent manner and to create an inclusive, safe, sustainable socio-economic environment for improved quality of life.

3.3 OUR VALUES

Accountability
Transparency
Integrity and honesty
Community oriented

3.4 STRATEGIC DIRECTIONS

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

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

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

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

3.5 THE NATIONAL DEVELOPMENT PLAN – VISION 2030 AND BEYOND

In 2011 the National Planning Commission (NPC) conducted a diagnosis of the challenges facing South Africa. This process culminated to the NPC producing a Diagnostic Report which report highlighted critical challenges facing the people of this country from joblessness, poor education, disease burden health, corruption etc. The situation that the country finds itself has had an effect of leaving the majority of the population trapped in a vicious circle of poverty and a growing gap of the haves and those that have not. See the figure 1 below. To arrest this situation the NPC has developed a 20 year National Development Plan (NDP).

The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This is how the plan proposes we achieve the goal of fighting poverty and reducing inequality:

CREATE JOBS

- Create 11 million more jobs by 2030: Expand the public works programme
- Lower the cost of doing business and costs for households
- Help match unemployed workers to jobs
- Make it possible for very skilled immigrants to work in South Africa
- Reward the setting up of new businesses, including partnering with companies
- Increase value for money for tourists by selling regional packages that meet all pocket sizes. Consider a single visa for SADC visitors

EXPAND INFRASTRUCTURE

- Invest in a new heavy-haul rail corridor to the Waterberg coal field and upgrade the central basin coal network
- Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator
- Closely regulate the electricity maintenance plans of large cities
- Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years
- Fix and build transport links, in these key areas:

TRANSITION TO A LOW-CARBON ECONOMY

- Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards
- Set a target of 5 million solar water heaters by 2030
- Introduce a carbon tax
- Scale up investments and R&D for new technologies

TRANSFORM URBAN AND RURAL SPACES

- Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs
- Improve public transport
- Give businesses incentives to move jobs to townships
- Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes
- Give communal farmers, especially women, security of tenure

EDUCATION AND TRAINING

- Develop a nutrition programme for pregnant women and young children, to be piloted by the Department of Health for two years
- Make sure all children have two years of pre-school
- Get rid of union and political interference in appointments and appoint only qualified people

3.6 LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS)

Due the challenges facing local government in the country the Minister of Cooperative Government and Traditional Affairs has developed a LGTAS to try and arrest this situation. The Strategy was developed after an extensive consultation process throughout the country which culminated in a State of Municipalities Report 2009.

The LGTS provides that an ideal municipality would among other things:

- i. Provide democratic and accountable government for local communities
- ii. Be responsive to the needs of the local community
- iii. Ensure the provision of services to communities in a sustainable manner
- iv. Promote social and economic development
- v. Promote a safe and healthy environment
- vi. Encourage the involvement of communities and community organizations in matters of local government
- vii. Facilitate a culture of public service and accountability amongst its staff
- viii. Assign clear responsibilities for the management and coordination of those administrative units and mechanisms.

The outcomes of meeting these objectives include:

- a) The provision of household infrastructure and services
- b) The creation of liveable, integrated and inclusive cities, towns and rural areas
- c) Local economic development
- d) Community empowerment and distribution

3.7 The Sundays River Municipal Management Charter

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

- Implementation of a credible budget.
- Effective budget monitoring.
- Maintain and implement an effective credit control policy.
- Increase revenue collection with at least 20% to 70%.
- Review Supply Chain management policy and ensure regular reporting on Supply Chain matters.
- Effective monitoring of creditors.
- Effective and up to date billing system.
- Provision of clean, adequate drinking water to all.
- Unqualified audit opinion.
- Develop a credible IDP.
- Fixing of roads in the municipal area.
- Good governance.
- Improved liquidity of the institution and reduction of the debt book (restore the financial viability).

3.8 mSCOA – Municipal Standard Chart of Accounts

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

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

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

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

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

3.9 Community Priorities

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

WARD PRIORITIES AND DESIRED OUTCOMES 2017/18

Ward 1: Cllr Payi

Ward	PRIORITIES
1	<ul style="list-style-type: none"> • Provision of adequate, clean drinking water • High masts lights in Qolweni Extension, Platini and Bontrug • Street lights in the entrance road to be functional • Tarring and paving of internal roads • Speed humps around the Ring road and near the Clinic • Maintenance of storm-water • Dry-blading of gravel roads in Bontrug • Kuyasa Hall to be refurbished as a Multipurpose Sport Centre • Building of a youth centre and FET college • Removal of illegal dump sites (Lolo village) • Housing audit to verify rightful owners • Renaming of municipal properties (stadiums, hall, taxi rank) • Formalizing of informal settlements • Street naming • skills development for the youth • town beautification • Renovation of the Moses Mabida taxi rank • Fencing of the water reservoir • Closure of the small water canal in Bontrug • Provision of refuse bins • Timeous refuse removal and provision of refuse bags • Maintenance of cemeteries and identify site for new cemeteries • Registration of indigents

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Ward 2: Cllr Tom,

WARD	WARD PRIORITIES
2	<ul style="list-style-type: none"> • Provision of water • Fixing water leaks • Provision of high mast lights in Aqua Park • Removal of illegal electrical connections • Sewerage spills near the dumping site are hazardous • Geysers for houses in Msengeni • Playground and sportfield for Aqua Park • Mobile clinic in Msengeni to be resourced and made sure it comes timeously • Maintenance of the dumping site in Msengeni • Provision of refuse bags • Street naming • Focus on skills acquisition for unemployed youth • High mast lights • Upgrading of roads • Sewerage spills in Aqua Park

Ward 3: Cllr Dancey A

WARD	WARD PRIORITIES	Zuney Area
3	<ul style="list-style-type: none"> • Water in Emakhaleni • Informal settlements are without water • Access to proper drinking water for all • No sanitation infrastructure in the informal settlements in Valencia (use of pit latrines) • Sewerage spills leading into Jacaranda street • Upgrading and tarring of roads (Walase and Jacaranda streets prioritized) • High mast lights in Valencia 	<ul style="list-style-type: none"> • Electrification of Rosedale • Land for farming and human settlement in Grotvlei • Provision of resources to the satellite office • Caretaker of the hall • SMME development initiatives • Youth development

	<ul style="list-style-type: none"> • No lights in Greenfields • Land for farming (KK113) • Land for human settlement • Transfer of title deeds to owners • Open space near the library to be used as a playground for children • Regulation of taverns in the area • TB is rife in the area: department of Health to assist • Caretaker for the sport-field and cemetery • Refuse removal and provision of refuse bags in Emakhaleni • Housing rectification • Speed humps • Multipurpose centre in Addo • Development of a suburban residential area for middle income earners • Development of the school 	<p>initiatives</p> <ul style="list-style-type: none"> • Sportfield (use of the land in Langbos) • Illegal evictions and killing of livestock • Mobile clinic with complete resources every two (2) weeks
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Ward 4: Cllr Baka

WARD	WARD PRIORITIES
4	<ul style="list-style-type: none"> • Building of houses • Dry blading of internal gravel roads • Land for farmers • Inspection of spaza shops • A library for Paterson • Electrification of informal settlements near the stadium • Illegal dumping sites • Provision of water • Eradication of the bucket system • High-mast lights • Tarring of roads • Land to safe-keep animals • Decentralization of municipal services (provision of resources to satellite offices) • Street naming

Ward 5: Cllr Nodonti SC

Ward	Ward priorities
5	<ul style="list-style-type: none"> • Tarring of inner roads • Dry-blading of gravel roads that are not to be tarred in the MTEF • Fixing of the community sport-field • Speed humps on the main road • Timeous refuse removal and provision of refuse bags • Houses in Luthando need connection to water and sanitation infrastructure • Cleaning of illegal dumping sites • Decentralization of municipal services (Technical and

	<p>Community Services brought closer to the people)</p> <ul style="list-style-type: none"> • Land for development • Sewerage spills in and around Mandela and Luthando • Land for a cemetery • High mast lights • A library in the ward • School for Mzamomhle disabled children to be situated in the ward • A playground for children • No doctor in the clinic to deal with serious cases • Street naming
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Ward 6: Cllr Rune, SH

WARD	WARD PRIORITIES
6	<ul style="list-style-type: none"> • Land for human settlement, development, farming and cemeteries • Provision of adequate, good quality water • Upgrading, paving and tarring of roads • Closure of the open canal speed humps along the main road • Community hall for the ward • Sewer line leading to the reservoir to be fixed • Sewer spills in the main road to be attended to • Fixing the non-functional high mast lights • Erection of high mast lights in Langbos • Burial register

	<ul style="list-style-type: none"> • Rectification of houses • Land audit • Inspection of spaza shops • Illegal dump site to be removed (Slovo) • Fencing of cemeteries (Langbos & Sunland)
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Ward 7: Cllr Ndawo

WARD	WARD PRIORITIES
7	<ul style="list-style-type: none"> • Access to water • Water tanks for areas without constant supply of water • Repairs to the borehole (Kleinpoort) • Solar panels for the informal settlements • Land for farming • Economic opportunities for the youth • Land ownership (Methodist church willing to sell the land) • Skills development • Access to sport activities and infrastructure • Solution to the school crisis • Refurbishment to the school-field • Repairs to the sanitation infrastructure in the school • Mobile clinic

Ward 8: Cllr Kausele N

WARD	WARD PRIORITIES
8	<ul style="list-style-type: none"> • Provision of water to the Greenfields area • Fixing of sewerage spills in the streets • Bersheba crèche to be connected to the sanitation main line (currently not connected) • Tarring of internal roads • Storm-water installation • Electrification of some RDP houses • Land for farming • Playground for children • Skills training • Street naming • Completion of the rectification project 150 • Potholes to be attended to as a matter of urgency • Mobile clinic is not consistent with its visits (Enon and Bersheba) • Caretaker for the Bersheba hall • Refuse removal in Bersheba • People of Moreson want a playground, multi-purpose centre and a swimming pool as children are swimming in dirty water canals • Upgrade and cleaning of the cemetery in Enon . • In need of a site for a graveyard in Bersheba Area of greenfields is in need of RDP houses, clean water and electricity - Bridges in the area are flat and susceptible to flooding - Halls and libraries in Moreson - Installation of geysers

3.10 Alignment of National plans and Provincial plans with those of SRVM.

National Development Plan	Government Outcome	Provincial Growth and Development Strategy – EC.
Economic growth	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Outcome 11: Output 3: Implementing the Community Work Programme;</p>	<p>Systematic eradication of poverty through a holistic, integrated and multi-dimensional approach to</p> <p>Pro-poor programming.</p>
Rural development	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p>	<p>Agrarian transformation and strengthening of household food security.</p>

National Development Plan	Government Outcome	Provincial Growth and Development Strategy – EC.
Economic growth	Outcome 4: Decent employment through inclusive economic growth	Consolidation, development and diversification of the manufacturing base and tourism potential.
Expand infrastructure	Outcome 11: Output2: Improving access to basic services;	Infrastructure development
Building a capable state	Outcome 5: Skilled capable workforce to support an inclusive growth path	Public sector and institutional transformation.

3.11 Service delivery outlook

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget information	Definite project	Benefiting ward
Basic service delivery and infrastructure development	Water	<ul style="list-style-type: none"> -Provision of water -Water tanks for areas without water -Fixing water leaks Repairs to the borehole in Kleinpoort 	Ensure access and a continuous supply of good quality water and sanitation to each user by 2022	Maintain and upgrade water and sanitation infrastructure	9 860 000 (MIG)	Upgrading of the Valencia bulk water supply	3
	Sanitation	<ul style="list-style-type: none"> -Sewer pipes have burst and leak into the street -Informal settlements without sanitation infrastructure -Eradication of the bucket system in Paterson 			7 237 217 (MIG)	Upgrading of the Paterson Waste water treatment works	4

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget information	Definite project	Benefiting ward
	Roads	<ul style="list-style-type: none"> -Upgrading, paving and tarring of roads -Speed humps around main roads in Moses Mabida and Nomathamsanqa -Maintenance of storm water infrastructure -dry-blading of gravel roads 	To make SRVM Community has access to good quality roads built according to applicable standards.	Repairs and maintenance of surfaced and gravel roads.	<p>6 723 442 (MIG)</p> <p>500 000 (MIG)</p> <p>29 940 000 (OTP)</p>	<p>Upgrading of local distributor roads – phase 4 Enon Bersheba Bulk Taxi Route</p> <p>Upgrading of gravel roads – phase 3 Msengeni bulk taxi route</p> <p>Upgrading of Kirkwood town internal roads & storm-water</p> <p>Upgrading of</p>	<p>8</p> <p>2</p> <p>2</p>

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget information	Definite project	Benefiting ward
					9 928 000 (OTP)	Aqua Park township internal roads and storm water	2
					10 132 000 (MIG)	Upgrading of Bergsig township internal roads and storm-water	2
	Electricity	Provision of high-mast lights Street lights Removal of illegal electrical connections Electrification of RDP houses in Enon and	Upgrade electricity network for future development		13 000 000 (INEP)	Electrification project	

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget information	Definite project	Benefiting ward
		Bersheba Electrification of the Rosedale area in Zunney Fixing of non-functional high-mast and street lights					
	Human settlement	Rectification of RDP houses Provision of houses for people in informal settlements					
Community and social services	Environmental Health	Inspection of spaza shops	To ensure provision of water quality monitoring and food control	Regular inspections to food selling premises	1 300 000 – environmental health grant (SBDM)	Inspections of food-selling premises Water quality testing	All wards
	Waste removal	Timeous waste removal Provision of refuse bags and bins	Communities have sufficient and affordable solid waste disposal options to encourage	Regular refuse removal Targeted campaigns for	8 278 000 – own revenue 1 500 000 – own	Refuse removal services Land fill site	All wards

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget information	Definite project	Benefiting ward
		Illegal dump sites to be removed	clean and healthy environment	illegal dumping	revenue 200 000 – own revenue	maintenance Illegal dumping site maintenance	All wards
	Communal facilities	Land for cemeteries -fencing and general maintenance of cemeteries -Rehabilitation of community halls Construction of sport-fields and playgrounds Care-takers for cemeteries and halls Libraries are needed in Addo and Paterson Communities of	Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities and public amenities.	Development and upgrading of recreational and sport facilities Maintenance of community halls and other public amenities	600 000 – own revenue 250 000 – own revenue 1 200 000 – library grant	Maintenance of halls Maintenance of cemeteries Operations of the library	

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget information	Definite project	Benefiting ward
		SRVM need a pound					
Good governance and public participation	Development	Land for farming, human settlement and development Land audit Street naming Formalizing of informal settlement Decentralization of municipal services Mobile clinics Youth centre Town beautification Moses Mabida taxi rank to be renovated	To ensure a dignified way of life for all citizens of Sundays River Valley	Resource mobilization Engagements with relevant stakeholders	No budget	IGR consultations	All wards

Key Performance Area	Priority Area	Community Priorities	IDP Objective from community consultations	Strategies to realise objectives within available means	Budget information	Definite project	Benefiting ward
Local Economic Development		<p>Skills training for the youth</p> <p>SMME development</p> <p>Preferential procurement policy for local SMMEs</p> <p>Locals to benefit from the thriving citrus industry</p>	<p>To provide and invest in the economic infrastructure development in all wards by 2022</p> <p>To strengthen the capacity of SMMEs and Increase the number of viable emerging businesses</p> <p>To facilitate employment creation</p>	SMME development	100 000 – own revenue	SMME development initiatives	All wards,

ISSUES, PROJECTS AND PROGRAMMES THAT WERE NOT FINISHED (OUTSTANDING) IN THE PREVIOUS TERM

DEPARTMENT	PRIORITY ISSUE
Human Settlements	<p>Rectification programme in all areas.</p> <p>New RDP houses in all areas.</p> <p>Land for housing development.</p> <p>Title deeds.</p> <p>Temporary housing structures</p>
Roads and Public Transport	<p>Tarring entrance roads to townships.</p> <p>Support with potholes within municipal roads.</p> <p>Weigh bridge</p> <p>Transport for learners</p>
Water and Sanitation	<p>Water tanks</p> <p>Service infrastructure for planned middle income housing development in Addo.</p> <p>Bucket System in Paterson and Zuney</p> <p>300ha water rights</p>
Rural Development and Land Reform	<p>Land Audit.</p> <p>Land for stock farming.</p> <p>Land disputes (Evictions, land sales to the detriment of long time occupiers.</p> <p>Research on impact of land transfer/sale to emerging</p>

DEPARTMENT	PRIORITY ISSUE
	farmers. SMME beneficiation on construction of R335 road
Department of Health	Clinic for Enon-Bersheba community. Currently the mobile clinic visits the vast area once a week. Clinic at Valencia situated on outskirts of community Day care hospital at Nomathamsanqa needed and small clinics that cannot cope with the high population figures
SANRAL; TRANSNET	Renewal of railway line/service Transfer of railway houses to the occupants or municipality
Sara Baartman District Municipality	Provision of land for brick production site (R335 road project) Relocation to SRVM Emergency centre in Paterson Land parcels made available for development
Social Development	Proper monitoring of funded projects
SASSA	Coordination of food parcel programmes and proactive interventions
Department of Education	FET College/ Community college Transport for learners

DEPARTMENT	PRIORITY ISSUE
SAPS	Improved patrolling and quicker response time to incidents, especially in Addo. Improve working relations between police forums and the police
Department of Minerals	Illegal mining of sand in Paterson and Enon-Bersheba
CoGTA	Multipurpose facility at Paterson for a start
Department of labour	Department only visits once per week in Kirkwood and many people are not serviced. Appalling farm dwellers working conditions.

CHAPTER IV

PROJECTS

SMALL TOWN REVITALIZATION PROGRAMMES

The following works have been identified to cover the three year MTEF capital plan

PROJECT TITLE	START DATE	COMPLETION DATE	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20
Planning budget	01 January 2017	31 May2017	R2 000 000	-	-
1.Upgrading of Kirkwood Town	01 May 2017	31 March 2018	R29 940 000	-	-

PROJECT TITLE	START DATE	COMPLETION DATE	BUDGET		
			2017/18	2018/19	2019/20
internal roads & storm-water – phase 1					
2.Upgrading of AquaPark township internal roads and storm-water- phase 1	01 May 2017	31 March 2018	R9 928 000	-	-
3.Upgrading of Bergsig township internal roads and storm-water – phase 1	01 May 2017	31 March 2018	R10 132 000		
4.Upgrading of Kirkwood town internal roads and storm-water – phase 2	01 October 2018	30 September 2019		R15 340 000	R18 095 000
5.Upgradin of Moses Mabida township internal roads and storm-water – phase 1	01 October 2018	31 August 2019		R15 477 000	R11 110 000
6.Upgradin of Bergsig township internal roads and storm-water – phase 2	01 April 2018	15 December 2018		R8 855 000	
7.Upgradin of Enon Sewer pump station and outfall	01 April 2018	31 August 018		R2 600 000	
8.Upgradin of Aqua Park township internal	01 October 2018	31 July 2019		R7 728 000	R7 892 000

PROJECT TITLE	START DATE	COMPLETION DATE	BUDGET	BUDGET	BUDGET
			2017/18	2018/19	2019/20
roads and storm-water – phase 2					
9. Rehabilitation of asbestos pipes in Kirkwood – phase	01 April 2019	31 October 2019			R12 903 000

PROJECTS FROM THE IDP OF SARAH BARTMAN DISTRICT MUNICIPALITY FOR THE BENEFIT OF SUNDAYS RIVER VALLEY MUNICIPALITY

Department of Human Settlements

2017/18 YEAR PLANS (SERVICES AND TOP STRUCTURE)

PROJECT	COMMENTS
SUNDAYS RIVER – ADDO NOLUTHANDO 801	The Contractor is appointed (Summerlane Trading). The administrative process (NHBRC enrolment) is underway. The Contractor to commence in quarter 1.
SUNDAYS RIVER – ENON & BERSHEBA 450	The Project is complete.

SUNDAYS RIVER – LANGBOS 300	The Planning stage is not yet completed (Bulk Infrastructure upgrading required).
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PROJECTS IN THE PLANNING PHASE 2016-17 RECTIFICATION)

PROJECT	COMMENTS
SUNDAYS RIVER VALLEY – MOSES MABHIDA 96	The Rectification Programme is under review

Department of social Development and Agrarian Reform

Storage and Ablution Facilities R 1,115,000		
MUNICIPALITY	PROJECT NAME	ENTERPRISE
SRVM	NOMZAMO	CITRUS
NMB	EMMANUEL HAVEN	TOMATOES
KOUGA	PETER FAMILY	CITRUS

FOOD SECURITY

COMMODITY	MUNICIPALITY	INDUSTRY/ INSTITUTION	EXPENDITURE ITEM	FUNDING

Citrus	Kouga SRVM	CGA	Development / soil preparation and production inputs	R4 000 000
Deciduous	Koukamma	Hortgro	Development / Uprooting of old trees and production inputs	R5 000 000
Cropping programme	Blue Crane Route	DRDAR	Production inputs for Fodder	R1 280 000
Industrial crop	Ndlambe SRVM	Chicory SA	Production inputs	R500 000

ESKOM PROJECTS 2017-18 PROJECTS

	PROJECT NAME	CATEGORY	Y-E Plan CAPEX	Y-E Plan H/H
	Farm Dweller House	Households	R 146 842.00	12
	Sundays River Extensions	Households	R 207 544.00	43

	PROJECT NAME	CATEGORY	Y-E Plan CAPEX	Y-E Plan H/H
Total Sunday's River valley			R 354 441.00	55

Department of Water & Sanitation

Scheme	District Municipality	Local Municipality	Implementing Agent	Project cost	RBIG Social component Portion commitment	Proposed Budget Allocation 2017/18	Implementation/ Construction/ IRS
Sundays River Bulk Water Supply	Sarah Baartman	Sundays River Valley/ Paterson	Amatola Water	101 714 000	99 214 000	1 000 000	Construction
Kirkwood Water Treatment Works	Sarah Baartman	SRV	Amatola Water	22 186 000	22 186 000	5 000 000	Design/Tender

PROJECTS FROM THE SIYAKHOLWA CWP

Ward 1&2(Msengeni, Bersig & Moses Mabida)

Ward/IDP Plan: Key issue	Planned IDP activities	Anchor sector in bold and key development issue to address by CWP	CWP contribution [useful work]	Verifiable Indicator	Stakeholders
Agriculture	<p>Development of compost heaps and vegetable gardens.</p> <p>Maintenance of homestead gardens.</p>	<p>Community and school garden for food security at Asinethemba Edu-care Centre, Bongolwethu Primary School, Glentana Primary, Masiphathisane Creche gardens.</p> <p>Beatification of Location by planting at entrance. And stone wall construction with location name</p>	<p>Labour</p> <p>Tools and seedlings</p>	<p>Community gardens that contribute to crèches, soap kitchens and schools</p> <p>Stone wall indicating name of location</p>	DoA, IA, training providers & Municipality
Community service and nature conservation	<p>Cleaning of parks, Town, graveyards and community hall</p>	<p>Renovation of community hall, parks. Fencing of graveyards</p> <p>Making recreational park with extra curriculum activities to include indigenous games area for young citizen's</p> <p>Cleaning and maintenance of community swimming pool.</p>	<p>Labour</p> <p>Tools and materials</p>	Cleaner neighbourhood	Municipality, IA, Public Works, Environment, Sundays River Citrus Producers Forum

	repairing road	Closing potholes and clearing next to the road. Fixing road at the graveyard	Labour Stones, material and tools	Lesser potholes on asphalt roads and gravel roads	Municipality, Depart of Public Works
Health & Social	Home based care awareness safety and health	Home based care (strategic partnership with Thembaletu on the Community Care Support Programme and Every-Word-Counts Programme	Labour and material First Aid & HBC training		Thembaletu AIDS and Edu-care Trust, Department of social development, Department of health, Municipality
Education	Crèche's and ECD programs School Support and safety	<ol style="list-style-type: none"> 1. Jungle gym & ECDC at crèches Moses Mabida and Bersig 2. School assistance, LSA and Bright Future 3. Renovation of school and crèche classrooms and toilets. 4. After school programme 	Labour, material and training	<ul style="list-style-type: none"> • Playing amenities at crèches • Productive learning environment • After school curriculum 	Dept. of Education, ECD trainers, Municipality, Social Development and IA, Thembaletu, Mayibuye Indlovu Development Foundation

Economic	Selling of welded frames	<ol style="list-style-type: none"> 1. Create an economic activity where participants have been trained in welding and making window and door security welded frames to include arts and craft concepts. 2. Recycling of domestic waste 	Labour, material and training	<ul style="list-style-type: none"> • Established welding centre that has an economic dimension • Having recycling nodes in the wards where proceeds contribute in community projects by CWP 	Municipality (LED), IA, Training Provider, Mayibuye Indlovu Development Foundation, Private Stakeholders
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Ward 4(Pateron)

the table below is the reflection of previous years

Site Plan and depicts the general and perceived needs for the above wards, the has been a challenge to host public meetings to inform the process of compiling this section, this is due to the conflicting timeframe and scheduling for the Masiphathisane Programme from the Premiers office of EC

Ward/IDP Plan: Key issue	Planned IDP activities	Anchor sector in bold and key development issue to address by CWP	CWP contribution [useful work]	Verifiable Indicator	Stakeholders
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Agriculture	Development of compost heaps and vegetable gardens. Maintenance of homestead gardens.	<ol style="list-style-type: none"> 1. Food Security: Old age centre, School and community gardens at Khayalethu Primary, Morrison Primary School, Masakhane and Bavumeleni Crèche. Planting of shadow trees and flowers. 2. Beatification of Location by planting at entrance. 	Labour Seeds and seedlings Garden tools		DoA, IA, training providers & Municipality
Community service and nature conservation	Cleaning of parks, graveyards and community hall	<ol style="list-style-type: none"> 1. Renovation of Sinako community hall, clinics, parks and graveyards. 2. Painting and repairing of Bonwabisi Old Age Centre 	Labour Tools and materials		Municipality, IA, Public Works, Environment
	Paving and repairing road	<ol style="list-style-type: none"> 1. Closing potholes and clearing next to the road. 	Labour Stones and tools		Department of Education, Municipality, Depart of Works

	Community service	<ol style="list-style-type: none"> 2. Clearing of illegal dumpsite and collecting papers around the location. Cleaning at the hall and park yards. 3. Making recreational park with extra curriculum activities to include indigenous games area for young citizen's 4. Fixing fence at Khayakhulu Primary and Sinako Hall 	Rubbish bins all over Somerset with a same colour. Planting of flowers and trees		Municipality, Department of Work and CWP
Health & Social	Home based care awareness safety and health	<ol style="list-style-type: none"> 1. Home based care (strategic partnership with Thembaletu on the Community Care Support Programme and Every-Word-Counts Programme 	Labour First Aid & HBC training		Thembaletu AIDS and Edu-care Trust, Department of social development, Department of health, Municipality

Education	Crèche's and ECD programs School Support and safety	<ol style="list-style-type: none"> 1. Jungle gym & ECDC at crèches Moses Mabida and Bersig 2. School assistance, LSA and Bright Future 3. Renovation of school and crèche classrooms and toilets. 4. After school programme 	Labour and training		Builders, Education, ECD trainers, Municipality, Social Development and IA
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Ward 3,5& 6 (Valencia, Nomathamsanqa & Langboss)

Ward/IDP Plan: Key issue	Planned IDP activities	Anchor sector in bold and key development issue to address by CWP	CWP contribution [useful work]	Verifiable Indicator	Stakeholders
Agriculture	Development of compost heaps and vegetable gardens. Maintenance of homestead gardens.	Food Security: School and community gardens at Bukani Primary School. Planting of shadow trees and flowers.	Labour Seeds and seedlings Garden tools		DoA, IA, training providers & Municipality

Community service and nature conservation	Cleaning of parks, graveyards and community hall	<p>Doing cleaning campaign of the community.</p> <p>Making recreational park with extra curriculum activities to include indigenous games area for young citizen's</p> <p>Renovation of an offices building and repairing of fence at Nomathamsanqa Location.</p> <p>Renovating a Crèche rooms and toilets at Valencia Location.</p> <p>Installing a Park for kids and jungle gyms at crèche</p>	<p>Labour</p> <p>Tools and materials</p>		Municipality, IA, Public Works, Environment
	Paving and repairing road	<p>Closing potholes and clearing next to the road.</p> <p>Covering a pit holes next to the road and fencing it to protect from kids.</p>	<p>Labour</p> <p>Stones and tools</p>	It is dangerous for children when playing outdoors.	Department of Education, Municipality, Depart of Works

	Community service	Clearing of illegal dumpsite and collecting papers around the location	Rubbish bins all over Somerset with a same colour. Planting of flowers and trees		Municipality, Department of Work and CWP
Health & Social	Home based care awareness safety and health	Home based care	Labour First Aid & HBC training		Department of social development, Department of health, Municipality
Education	Crèche's and ECD programs School Support and safety	Jungle gym & ECDC at School assistance, LSA and Bright Future	Labour and training		Builders, Education, ECD trainers, Municipality, Social Development and Siyakholwa
	Renovations and Maintenance	MSNH Maintenance Preliminaries, Painting, Carpentry, Concrete, Tilling and Plumbing in the place	Labour and Material		Social development, Department of Health and Siyakholwa

Ward 7(Glenconnor)

Ward/IDP Plan: Key issue	Planned IDP activities	Anchor sector in bold and key development issue to address by CWP	CWP contribution [useful work]	Verifiable Indicator	Stakeholders
Agriculture	Development of vegetable gardens. Maintenance of homestead gardens. Planting Trees	<ol style="list-style-type: none"> 1. Food Security: Community gardens. 2. Beatification of Location by planting at entrance. 	Labour Seeds and seedlings Garden tools	Sustaining gardens to benefit homes in location Constructed stone wall to indicate location	DoA, IA, training providers & Municipality
Community service and nature conservation	Water & sanitation provision Repairing access roads and pavements Cleaning of community halls/ schools/ churches	<ol style="list-style-type: none"> 1. Cleaning of Glenconnor Primary School, open spaces and graveyards. 2. Fix potholes in entrance Road 3. Provide toilets for Glenconnor Primary School 4. Cleaning and clearing overgrown shrubs and open spaces 	Labour Tools and materials Hired equipment	New toilets at the Primary school	Municipality, IA, Public Works, Environment
Health & Social	Home based care awareness safety	<ol style="list-style-type: none"> 1. Home based care 2. Having a beading and sewing, also including 	Labour		Department of social development Department of health, Municipality

	and health Arts and crafts Clinic services	pottery target annual Wild Festival 3. Assist in Clinic by creating a shelter for waiting patience	First Aid & HBC training		Themba lethu AIDS and Edu-Care
Education	Assistance with extra-curricular activities Cleaning of school facilities Desk refurbished	Assist in maintaining the sports field and creating a recreation area for learners Partially Renovate school facilities	Labour and training		Builders, Education, Municipality, Social Development and IA
Construction	Renovations and Maintenance	Bus shelter at entrance of Glenconnor Toilets for Glenconnor Primary School Fencing for graveyard Fencing for Glenconnor Primary School	Labour and Material		Social Development, District Department of Education and IA
Economic	Selling of agricultural produce Selling of handcraft and garments Selling of Recycled	By the road stands selling of handcraft and garments Having an economic activity from waste generated by residence Creating a nursery for	Labour and Material	High levels of unemployment are a small community with the majority disadvantaged being women	Wild Festival, SANS Park, SRVM and IA

	waste Selling of Seedlings Small Scale Poultry project	economic action Creating a poultry project to benefit household but breaking even for locals due to their isolation to main settings			
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Ward 8(Beersheba & Moreson Location)

Ward/IDP Plan: Key issue	Planned IDP activities	Anchor sector in bold and key development issue to address by CWP	CWP contribution [useful work]	Verifiable Indicator	Stakeholders
Agriculture	Development of compost heaps and vegetable gardens. Maintenance of homestead gardens.	School and community gardens at Enon and Beshherba Attain a portion of the 14 hectares of food security programme supported by NMMU as cited in IDP	Labour Seeds and seedlings Garden tools		DoA, IA, training providers & Municipality
Community service and nature conservation	Water & sanitation provision Repairing water points & pipes & sanitation facilities	Doing cleaning campaign of the community. Making recreational park with extra curriculum activities to include	Labour Tools and materials		Municipality, IA, Public Works, Environment, SANS Park, Mayibuye Indlovu Development Foundation, Private Sector

	<p>Repairing access roads and pavements</p> <p>Establishment of rubbish pits</p> <p>Cleaning of community halls/ schools/ churches</p> <p>Cleaning of cemeteries</p> <p>Making and maintenance of parks</p>	<p>indigenous games area for young citizen's</p> <p>Renovating of Zinakile Mkaba community hall and Enon doors, gates, and toilets. Cleaning of Clinics, parks and graveyards.</p>			
	Community service	Beautifying of location	Planting of flowers and trees		Municipality, Department of Public Work and CWP

Health & Social	<p>Home based care awareness safety and health</p> <p>Assistance at orphanage, old age home and hospice</p> <p>Arts and crafts</p> <p>Clinic services</p> <p>Preparing/distributing meals</p> <p>Awareness campaigns</p>	Home based care	<p>Labour</p> <p>First Aid & HBC training</p>		<p>Department of social development, Department of health, Municipality, Thembaletu AIDS and Edu-care Trust</p>
Education	<p>Crèche's and ECD programs</p> <p>School Support and safety</p>	<p>Jungle gym & ECDC</p> <p>School assistance, LSA and Bright Future</p> <p>Painting, fixing ceiling, tiling, cupboards at Mhlophekazi Primary School. Park installation at Enon.</p>	<p>Labour, material and training</p>		<p>Builders, Education, ECD trainers, Municipality, Social Development and Siyakholwa</p>
	<p>Renovations and Maintenance</p>	<p>MSNH Maintenance Preliminaries, Painting, Carpentry, Concrete, Tilling and Plumbing in the place</p>	<p>Labour and Material</p>		<p>Social development, Department of Health and Siyakholwa</p>

Economic	Selling of agricultural produce Selling of compost Selling of Fencing services Selling of handcraft and garments Selling of Recycled waste	Create projects with economic benefit and can contribute to communities and CWP work	Labour, Training and Material		LM and District Municipality LED Dept. IA and Private Sector
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#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	Clean-up campaigns for targeted areas	Clean up campaigns – illegal dumping	1; 4; 5; 6;	6	4	200 000	1	1	1	1
2		The percentage of households with access to basic level of solid waste removal	Solid waste removal	All wards	11 462 households	100%	1 428 500	100%	100%	100%	100%
3		Number of landfill sites maintained	Maintenance of landfill sites	1; 3;4 5; 6	New KPI	3 land fill sites maintained	1 500 000	1	1	1	NA
4	To ensure provision of water quality monitoring and food control	Number of water samples tested	Water testing	All wards	184	144	75 600	36	36	36	36
5		Number of inspections conducted at food selling premises.	Inspections of food selling premises	All wards	93	160	40 000	40	40	40	40

6	To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	% progress in the development of the Disaster Management plan	DMF development	-	100%	100%	300 000	30%	60%	100%	NA
7		Number of premises inspected for fire safety compliance	Inspections of premises of fire safety	All wards	30	100	-	25	25	25	25
8	To ensure provision of traffic services including improved revenue enhancement	Number of road traffic law enforcement operations conducted	Road traffic operations	Whole of the municipality	37	12	-	3	3	3	3
9		% improvement in traffic fines revenue from the previous year quarter baseline (comparing quarter to quarter of the same period)	Traffic revenue	Whole of the municipality	R432 745 collected in the year	10%		2.5%	2.5%	2.5%	2.5%
10		% of traffic fines debt	Collection of old traffic	Whole of the municipality	6 435 633	25%		NA	10%	5%	10%

		collected	debts	y							
1 1	Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities as well as public amenities.	Number of cemeteries maintained	Maintenance of cemeteries	All Wards	New KPI	8	250 000	2	2	2	2
1 2		Number of community halls maintained or renovated	Maintenance of community halls	All wards	New KPI	3	600 000	1	1	1	NA
1 3		Number of progress reports for the relocation of Paterson Library	Paterson Library relocation	Ward 4	New KPI	4 quarterly reports	DSRAC	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report

KEY PERFORMANCE AREA: INSTITUTIONAL MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	To ensure the municipality approves the organogram and fills vacancies	% progress in the review of the organizational structure	Review of the organogram	-	100%	100%	-	NA	50%	80%	100%
2		% of existing budgeted vacancies filled	Recruitment	-	7% of existing budgeted vacancies were filled	50% of existing budgeted vacancies are filled		NA	50%	NA	100%
3	Capacity building and empowerment programmes to ensure skills enhancement of staff.	Number of employees trained	Training of employees	-		40	650 000	10	10	10	10
4		% of the municipality's budget actually spent on implementing its workplace skills plan	Expenditure on training	-	100%	100%	650 000 (Same as above)	25%	50%	75%	100%
5	To ensure that the municipality has	The number of people from employment	Employment equity		8 women at middle management and 1 at	8 women at middle management and 2 at	-	2 women at senior management and 8 at	2 women at senior management and 8 at	2 women at senior management and 8 at	2 women at senior management and 8 at

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	employment equity plan and that targets are met	† equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan			senior management	senior management		middle management	middle management	middle management	middle management
6	To ensure effective public participation of ward committees.	Number of ward committees meetings organized (As per schedule)	Ward committee meetings	All wards	16	32 ward committee meetings organized as per schedule	380 000	8	8	8	8
7	To optimise the information and communication	% progress in resolving ICT audit improvement	ICT	-	New KPI	70% progress in resolving ICT audit improvement	580 000	10%	40%	60%	70%

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	ns technology(IC T) function to support organizational performance	† plan				nt plan					
8	To enhance employee wellness through prevention and provision of therapeutic programmes and physical fitness	number of employee health and safety programmes conducted	Employee health and safety	All wards	6	4	50 000	1	1	1	1
9	To ensure effective and efficient records management	% progress in the acquisition of records management system	Records management	-	New KPI	Records management system fully acquired	800 000	50%	100%	NA	NA

KEY PEERFORMANCE AREAS: LOCAL ECONOMIC DEVELOPMENT

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Establishment of policy framework for LED	Number of development strategies developed/reviewed	Development or review of strategic LED documents	All wards	New KPI	3 development strategies reviewed/developed (LED strategy, SMME strategy, Comprehensive agricultural development	50 000	1	1	-	1

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
						strategy, Kirkwood long term revitalization plan, SMME Policy and Terms of Reference)					
	To provide and invest in the economic infrastructure development in all wards by 2022	Number of Progress reports on Kirkwood revitalization plan including upgrading of Bergsig, Aqua Park and Kirkwood internal roads)	Kirkwood Town Revitalization	1&2	Development Plan	4 quarterly Progress reports on Kirkwood revitalization plan including upgrading of Bergsig, Aqua Park and Kirkwood internal roads)	OTP	1 report submitted to standing committee and council	1 report submitted to standing committee and council	1 report submitted to standing committee and council	1 report submitted to standing committee and council
	To facilitate meaningful partnerships between government, business, community and labour sectors	Number of oversight progress reports on infrastructure development for the Addo Agri-Park hub.	Infrastructure development for the Agri-park hub	Ward 3, 5 & 6	Development Plan	4 quarterly oversight progress reports on infrastructure development for the Addo Agri-Park hub.	DAMC	1 report	1 report	1 report	1 report
2	To strengthen	Number of business	SMME and Cooperativ	All war	4	4 business development	12 000	1 business developm	1 business developm	1 business developm	1 business developm

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	the capacity of SMMEs and Increase the number of viable emerging businesses	development services brought closer to the SMMEs.	es outreach	ds		services brought closer to the SMMEs.		ent services brought closer to the SMMEs.	ent services brought closer to the SMMEs.	ent services brought closer to the SMMEs.	ent services brought closer to the SMMEs.
		% of SMMEs in our data base who benefited from skills and business development training			New KPI	60 % of SMMEs in our data base benefited from skills and business development training	R28 000	10%	20%	40%	60%
3	To facilitate employment creation	Number of jobs created through the municipality's local economic development initiatives including capital projects	Job creation through capital projects	All wards	171	280	-	70	70	70	70
	Promotion of at least 5 community development	Number of households benefitting through food security	Food security programme	All wards	New KPI	20 households benefit through food security programme		5	5	5	5

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	programmes	programmes									
		Number of job opportunities created through CWP.	Community Works Programme		400 job opportunities	500 job opportunities through CWP		200	250	400	500
		No of people who benefit from various waste management services	Health and environmental management programme	1, 2, 8, 6	New KPI	6 people benefit from recycling initiatives		3	3	6	6
		Branding, marketing & promotion of tourism & heritage programmes (festivals, heritage route)	Tourism Development Programme	All	Spar Wildlife Festival and R335 heritage route construction	2 Tourism programmes promoted		Web site and other tools as a branding and marketing tool	Web site and other tools as a branding and marketing tool	Web site and other tools as a branding and marketing tool	Web site and other tools as a branding and marketing tool
		Feasibility study for green economy and bio-energy initiatives	Agricultural Diversification Programme	1, 2, 8 & 6	New KPI	1 green economy and bio-energy initiative explored	SBDM	Engagement meeting with SBDM	SLA	Situation analysis	Feasibility Study document
		% expenditure on	Public private	All ward	New KPI	100%	60000	10%	40%	70%	100%

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
		tourism budget	partnership with LTO	ds							

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Annual review and development of IDP/Budget	% progress of IDP review	Review of the IDP	All wards	100%	100%	12 000	25% (desktop situational analysis completed)	50% (strategic direction section reviewed)	70% (draft IDP submitted to Council by 30 th March 2018)	100% (Final IDP submitted to Council for approval by the 31 May 2018)
2	To enhance Council oversight	Number of Council resolutions executed as per	Execution of Council resolutions	All wards	All resolutions executed	All resolutions executed	-	All resolutions executed	All resolutions executed	All resolutions executed	All resolutions executed

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
		council minutes						d			
3		Number of MPAC meetings held and audit committee meetings held	MPAC	-	4 Audit and risk committee meetings	4 Audit and risk committee meetings		1	1	1	1
4		Number of audit and risk committee meetings held	Audit and risk committee meetings	-		4		1	1	1	1
5	Continuously ensure good customer care for SRVM's stakeholders.	% of complaints captured and resolved	Complaint's management	All wards	80%	80%		80%	80%	80%	80%
6		Number of community outreach awareness campaigns conducted	Mayoral outreaches and izimbizo	1; 4; 5 & 8	10	8		2	2	2	2
7	To continuously cooperate in the provision of service delivery initiatives	Number of IGR meetings held	IGR	-	4	4	40 000	1	1	1	1
8	Mainstreaming of vulnerable groups in	Number of Youth programmes convened (Youth				8	100 000	2	2	2	2

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	municipal programmes	council, youth month, SMME support, youth strategy implementation)									
9		Number of women programmes initiated (gender based violence, SMME development)				2 programmes initiated	30 000	Planning	1	1	After care
10		Number of business plans developed for the Elderly and disabled				2 business plans developed for elderly and disabled	3 000	Assessment of potential elderly and disabled projects for business plan development	1 business plan developed	1 business plan developed	Follow-up on the 2 business plans developed
11		Number of programmes for children convened (Back to school, awareness on				4	30 000	1	1	1	1

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
		child abuse, career expo, take a girl child to work)									
12	To ensure a fully functional Performance Management System	number of signed performance agreements	Performance agreements	-	5	5		5	NA	5	NA
13		number of times performance assessments conducted for all section 56 managers	Performance assessments	-	1	20	10 000	5	5	5	5
14		Number of interns employed for the development of annual report	Interns for Annual report development			New KPI	4 interns employed over six months	R200 000			
15	To intensify HIV/AIDS awareness and education in SRVM	Number of HIV/AIDS programmes conducted	HIV awareness programmes	All wards		8	62 500	2	2	2	2
16	To ensure all findings by the Auditors are addressed	% progress towards improving AG audit outcome	Audit action plan	-		80% progress towards improving		N/A	10%	30%	80%

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
						AG audit outcome					
17		Nature of audit opinion	Improvement of the audit opinion	-	adverse	Qualified audit opinion		N/A	Qualified audit opinion	N/A	N/A
18		% of internal audits completed	Internal audits	-	New KPI	100%		15%	30%	75%	100%
19		% of internal audit and audit committee accepted recommendations implemented		-	New KPI	100% of internal audit and audit committee accepted recommendations implemented		100%	100%	100%	100%
20		Level of municipal risk rating	Risk management strategy	-		low		Low	Low	Low	low
21		Level of quality assurance of internal audit obtained	Quality assurance		New KPI	High		N/A	N/A	N/A	High

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
22		Number of reports in respect of responsibilities of MM as per section 62 (1) of the MFMA as included in the performance agreements	Compliance with MFMA	-	New KPI	4 reports in respect of responsibilities of MM as per section 62 (1) of the MFMA as included in the performance agreements		1 report on Section 62 (1) responsibilities	1 report on Section 62 (1) responsibilities	1 report on Section 62 (1) responsibilities	1 report on Section 62 (1) responsibilities

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Ensure access and a continuous supply of good quality water and sanitation to each user by 2022	Upgrading of Valencia Water Supply	3	Number of units with access to water after the completion of the Pump	New Project	300 units in Valencia	R12 629 208	NA	NA	NA	300
2											

#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
				station							
		Feasibility study on the rehabilitation of the bulk pipeline	1;2	% expenditure on rehabilitation of the bulk pipeline feasibility study		100% expenditure		NA	30%	50%	100%
3		Upgrading of the Paterson waste water treatment works	4	% progress in the upgrading of Paterson Waste Water Treatment Works			R4 468 009	15%	50%	70%	100%
4	SRVM Community has access to good quality roads built according to applicable standards.	Upgrading of Local Distributor Roads- Paterson Link Road	4	% progress in the Upgrading of Local Distributor Roads- Paterson Link Road	-	100% progress	R6 723 462	15%	30%	60%	100%
5		Msengeni bulk taxi	2	% progress in the Msengeni		100% progress	R500 000	15%	45%	75%	100%

#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
		route		bulk taxi route							
6	To ensure compliant reporting in all respects of all grants	Capital spending	Whole of municipality	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial period in terms of the municipality's integrated development plan	100%	100%	26 037 000	20%	40%	70%	100%

#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
7	Improved efficiency in municipal water usage	reduction in reticulation water losses (Bersig, Moses Mabhida, Aqua Park, Msengeni and Kirkwood town	1; 2	Number of cisterns replaced	-	1400	650 000	NA	500	1000	1400
8		Availability of water	Whole of municipality	% availability of water services to the consumers	80%	80%	-	80%	80%	80%	80%
9		Rehabilitation of Bulk Pipeline in Kirkwood, Enon, Bersheba, Addo and Paterson	1; 3; 4; 8	% progress in the Rehabilitation of Bulk Pipeline in Kirkwood, Enon, Bersheba, Addo and Paterson		100%	R517 089				
10	Effective Town Planning	Approval of building	Whole of	Timeous approval of	10 weeks	10 weeks	-	10	10	10 weeks	10

#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	administration within SRVM jurisdiction	plans	municipality	building plans				weeks	weeks		weeks
11	Upgrade electricity network for future development	NERSA assessment	Whole of municipality	% compliance with NERSA assessment (D-form)	70%	70%	-	NA	70%	NA	NA
12		Electrification	1;2	% expenditure on the national electrification project		100%	13 000 000	10%	50%	70%	100%
13	To ensure that the poor households access free basic services and that each household has access to a set of basic household services	Access to free basic services	Whole of municipality	The percentage of households earning less than R1100 per month with access to free basic services	3074 indigents receiving services	80%		NA	NA	NA	80%
14		Access to basic services	Whole of municipality	The percentage of households		70%		NA	NA	NA	70%

#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
				with access to basic level of water, sanitation, electricity and solid waste removal							

#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
						Q1	Q2	Q3	Q4
1	To produce financial reports that meet the requirements of National Treasury department	Timely submission of AFS to Council and Auditor General	Submitted before 31 August 2017	Timely submission of AFS to Council and Auditor General on/or before 31 August 2017	1 500 000	On or before 31 August 2017	NA	NA	NA
2		Timely submission of annual and adjustment budget	Both annual and adjustment budget submitted within stipulated time	Timely submission of annual budget on/or before 30 May 2017 & Timely submission of adjustment budget on/or before 28 February 2018	-	NA	NA	Timely submission of adjustment budget on/or before 28 February 2017	Timely submission of annual budget on/or before 30 May 2017
3		Number of statutory reports submitted on time to AO, Mayor, PT and NT	12	12 section 71 reports submitted within 10 working days of each new month to AO, Mayor, PT and NT	-	3	3	3	3

#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
						Q1	Q2	Q3	Q4
4			12	12 grants reports submitted on time to AO, Mayor, PT and NT	-	3	3	3	3
5			4	4 section 52d reports submitted within 30 days of each new quarter	-	1	1	1	1
6	To ensure compliant reporting in all respects of all grants	% expenditure on FMG grant	100%	100%	2 345 000	30%	60%	90%	10%
7	To ensure a sustainable cash flow	Number of days creditors outstanding, excluding long term creditors	New KPI	60	-	60	60	60	60
8	To ensure debt is managed sustainably	% increase in revenue collected		10% increase in revenue collected		2.5%	2.5%	2.5%	2.5%
9		Number of indigents registered	3074	1200		300	300	300	300

#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
						Q1	Q2	Q3	Q4
10	To ensure proper procurement of goods and services in terms of chapter 11 of MFMA	% Irregular expenditure reduced, relative to the previous financial year	New KPI	50% irregular expenditure reduced, relative to the previous financial year		50%	50%	50%	50%
11	To ensure proper asset management	Number of movable asset verifications performed	New KPI	2 movable asset verifications performed		NA	1	NA	1
12		Number of GRAP compliant asset register submitted for external audit	1	1 GRAP compliant asset register submitted for external audit	1 381 988	NA	1	NA	NA
13	Financial viability as expressed by ratios	A = (B-C)/D A - debt coverage B- total operating revenue received C- operating grants D – debt service payments (i.e. interest + redemption) due within the current		45%		45%	45%	45%	45%

#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
						Q1	Q2	Q3	Q4
		financial period							
14		A = B/C A – outstanding service debtors to revenue B – total outstanding service debtors C – annual revenue actually received		30 days		30 days	30 days	30 days	30 days
15		A = (B+ C)/D A – cost coverage B – all available cash at a particular time C – investments D – monthly fixed operating expenditure		1 – 3 months		1 – 3 months	1 – 3 months	1 – 3 months	1 – 3 months

KEY PERFORMANCE AREAS	NUMBER OF KPIS	TENTATIVE BUDGET ALLOCATION
Community and Social Services	13	4 394 100
Institutional Transformation and Organizational Development	9	2 170 000
Local Economic Development	3	98 400
Good Governance and Public Participation	13	124 500
Financial Viability and Management	15	5 226 988
Basic Service Delivery and Infrastructure Development	14	38 481 768
	67	50 495 756

CHAPTER 5: MONITORING AND EVALUATION

5.1 INTRODUCTION

In South Africa, municipal performance management has its policy origins in the White Paper on Local Government. It proposed performance management together with the integrated development planning and public participation, as important tools central to the notion of developmental local government. The White Paper noted that, "Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritize the amount of time it takes a municipality to answer a query, others will prioritize the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is enhanced, and public trust in the local government system is enhanced.

5.2 PERFORMANCE MANAGEMENT SYSTEM IN LEGISLATION

In terms of Chapter 6, Section 38 of the Municipal Systems Act, of 2000, a municipality must (a) establish a performance management system that is:

- i) Commensurate with its resources;
- ii) Best suited to its circumstances; and
- iii) In line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan.

Not only does the Act prescribe that a performance management system must be implemented, it also prescribes in the act on how the performance management system must be developed.

MSA Sec 39 Development of performance management system

The executive committee or executive mayor of the municipality or, if the municipality does not have an executive committee or an executive mayor, a committee of councilors appointed by the municipal council must

- (a) Manage the development of a performance management system;
- (b) Assign responsibility in this regard to the e municipal manager and;
- (c) Submit he proposed system to the municipal council for adoption

MSA Sec 40 Monitoring and review of performance management system.

A Municipality must establish mechanisms to monitor and review its Performance management system.

MSA Sec 41 Core Components

1. A municipality must in terms of its performance management system and accordance with and regulations and guidelines that may be prescribed

1 (a) Set appropriate key performance indicators which are to be used as a yard stick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its integrated development plan

(b) Set measurable performance targets in respect of each of those development priorities and objectives

(c) With regard to each of those development priorities and objectives and against the key performance indicators and targets set in terms of paragraph (a) and (b)

(i) Monitor Performance; and

(ii) Measure and review performance at least once a year;

(d) Take steps to improve performance with regard to those development priorities and objectives where performance targets were not met. (e) Establish a process of regular reporting to

(i) the council, other political structures, political office bearers and staff of the municipality; and

(ii) the public and appropriate organs of the state.

2. The system applied by a municipality in compliance with subsection (10 (c) must be advised to in such a way that it may serve as an early warning indicator of underperformance.

5.3 PERFORMANCE MANAGEMENT AT SUNDAYS RIVER VALLEY MUNICIPALITY

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

5.4 GENERIC LOCAL GOVERNMENT INDICATORS

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

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;

- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios.