



**2018/19 REVIEWED
INTEGRATED DEVELOPMENT
PLAN (IDP)**

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THE HONORABLE MAYOR'S FOREWORD



It gives a great honor to present 2018/19 Integrated Development Plan (IDP). As the sphere of government close to the people, Amahlathi Local Municipality will always be evaluated as to the ability to meet the growing needs of its residents through rendering quality services, promoting economic development, fiscal discipline, ensuring that it governs effectively and facilitating the growth of the municipality. The IDP can be regarded as a tool that enables the municipality to align its financial and institutional resources. As a result the IDP and Budget are inevitably linked to one another. The process is done within the dictates of the law. Section 21 (1) of the Local Government Municipal Finance Management Act, 56 of 2003 stipulates that:

The mayor of a municipality must-

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

Section 34 of the Municipal Systems Act requires a municipal council to annually review the IDP in accordance with an assessment of its performance and to the extent that changing circumstance so demand.

As the sphere of government close to the people, Amahlathi Local Municipality will always be evaluated as to the ability to meet the growing needs of its residents through rendering quality services, promoting economic development, fiscal discipline, ensuring that it governs effectively and facilitating the growth of the municipality.

The IDP is a principal planning instrument which outlines how the municipality will take up the challenge to develop and grow the Amahlathi, to effectively engage our community and develop partnerships with business sector. It sketches how the collective efforts of the political and administrative arms of the Municipality must progressively address the ever increasing expectations of our people.

It is therefore my pleasure to present this IDP of Amahlathi Local Municipality for the period 2018/19 to Council, the Amahlathi community, the National and Provincial Treasury, the Local Government and other stakeholders.

Thank you



CLLR P. QABA, MAYOR

MUNICIPAL MANAGERS MESSAGE

The Local government: Municipal Systems Act, 32 of 2000 mandates municipalities to review Integrated Development Plans annually in accordance with an assessment of its performance measurements. The review process for 2018/19 Integrated Development Plan was conducted in accordance with section 34 of the Municipal Systems Act. This review aims to provide a feedback on planned projects and programmes in terms of progress made, challenges encountered, and the remedial measures to embark on.

The Integrated Development plan is the principal strategic planning instrument which guides and informs all planning, budgeting, development and decision-making processes in Amahlathi Local Municipality. The Municipality has made significant progress to ensure that proper alignment and consistency has been established between strategic processes such as the IDP, Budget, Service Delivery and Budget Implementation Plan (SDBIP) and the annual report.

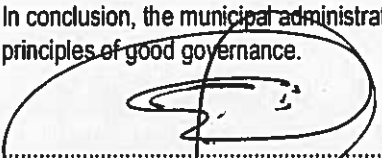
Amahlathi Local Municipality is aware of the socio-economic and financial realities of the area and will have to employ innovative strategies to address those socio-economic and infrastructure challenges without compromising the financial viability of the institution. Sound financial management remains at the core to execute service delivery priorities. The municipality is proud of the unqualified audit opinion achieved for the 3 (three) consecutive financial years since 2014.

The future financial sustainability of the municipality is a key priority and the cost saving measures already instituted will be intensified moving forward. The delivery on 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.

In reviewing the IDP the Municipality in its Strategic Planning Session took note of the National Development Plan, Provincial Development Plan and the Amathole District-Wide vision 2058. The Integrated Development Plan was also reviewed in consultation with community stakeholders and the provincial and national government.

The IDP is a strategic plan that will only find meaning if all role players are committed to its implementation. The Council must account to the Community on the successes and failures on the implementation of the SDBIP through the appropriate structures and mechanisms that have been put in place on an annual basis. The plan will be subject to ongoing monitoring and evaluation involving key stakeholders. The process will inform any necessary changes and the period for attending those changes.

In conclusion, the municipal administration is committed to deliver objects of the local government with pride and uphold principles of good governance.


MUNICIPAL MANAGER
I SIKHULU-NQWENA

BACKGROUND TO THIS DOCUMENT

i. Legislative background

This document represents the 2017/22 Integrated Development Plan (IDP) as prepared and adopted by the Amahlathi Local Municipality. It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 25 of the Local Government: Municipal Systems Act 32 of 2000.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act 32 of 2000 also requires that:

- the IDP be implemented;
- the Municipality monitors and evaluates its performance with regards to the IDP's implementation;
- the IDP be reviewed annually to effect necessary changes and improvements.

Section 34 further states that:

"A municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand."

ii. The IDP Review Process

This is a 2017/22 Integrated Development Plan (IDP) that was tabled to Council on the 31st May 2017, this IDP is reviewed annually for a five-year period from 2017/18 until 2022. Therefore this means this is the first review to be implemented during 2018/19 financial year. This document is substantially based on the format and layout of its predecessor. This Integrated Development Plan will guide the Municipality in its strategic planning and project prioritization for the period ending in 2022.

This IDP is aligned to the National Development Plan and the Provincial Growth. It is informed by community needs. It contributes to the country's commitments to universal access as per the Millennium Development Goals and Sustainable Development Goals. The Amahlathi IDP is aligned to the Budget and the Performance Management System for its implementation, monitoring and evaluation, hence the subsequent plan would be the Service Delivery and Budget Implementation Plan (SDBIP), a year plan. The predetermined strategic objectives on the IDP have been translated into an SDBIP-performance management induced tool. Council will play an oversight role and the administration will play the implementation and reporting role.

On 31st August 2017, the Amahlathi Local Municipality adopted the IDP/Budget Process Plan. This plan was adopted in accordance with the relevant legal prescripts and have dictated the process to be followed for the development of the IDP and the Budget. The Amathole District IDP Framework served as a guide and for purposes of alignment in the preparation of the Process Plan. The IDP and Budget Process Plans outline in detail, the way in which the Amahlathi Municipality embarked on its IDP and Budget processes from its commencement in July 2017 to its completion in June 2018. Both these plans are attached to this document.

Organizational arrangements were put in place as per the IDP/Budget Process Plan and all legislative prescripts were adhered to, of particular note, have been the operations of structures, such as IDP/Budget Representative Forum, IDP and Budget Steering Committee, Intergovernmental Relations (IGR), and Cluster Teams. These structures have executed their mandates in terms of the adopted IDP/Budget Process Plan and ensured the achievements of key milestones and deliverables.

In the process of developing the IDP and the Budget, an institutional strategic planning session was held on 07th -09th February 2018. The session was intended to facilitate provision of a framework that will guide the municipality's strategic direction. Furthermore, as part of the IDP process, an analysis was conducted in respect of various sector plans attached to the Amahlathi IDP. Some were found to be still relevant and required minor update done in-house, others required a major review. Amahlathi

Local Municipality's approval of the IDP and Budget for 2018-2019 is scheduled for the 30th May 2018. In order to ensure the IDP is fully compliant, comments received from the MEC, were forwarded to the management as a basis for improving the credibility of the IDP.

The IDP was formulated based on an assessment of a number of new inputs into the IDP Planning Cycle of the Amahlathi Municipality. These inputs included the following: -

- ♦ Strategic direction and proposals on programmes and projects emanating from a number of Sector Plans formulated by the Amathole District Municipality and sector departments as part of that institution's IDP formulation. These include: -
 - The Amathole District Land Reform & Settlement Plan
 - The Amahlathi Integrated Waste Management Plan
 - The Amathole District Integrated Environmental Management Strategy
 - The Amathole District Integrated Transport Plan
 - Amahlathi Housing Integrated sector Plan.
 - Amathole District Integrated water sector Plan
- ♦ Clarity on Powers and Functions assigned to the Amahlathi Municipality by the MEC for Local Government & Traditional Affairs, in terms of Section 85 of the Municipal Structures Act (Act No 117 of 1998, as amended).
- ♦ The Amahlathi Municipality's own review of progress achieved in implementing the proposals, in respect of project implementation as well as further completion of work on strategic elements of the IDP relating to the Institutional Plan for the Municipality, and key developmental programmes such as the Poverty Alleviation programme, the HIV/AIDS programme, and work towards an integrated LED Programme.

The Process followed by the Amahlathi Municipality has been guided and informed by the coordinating Framework and guidelines provided by Department of Local Government as well as direction provided by the Amathole District Municipal Managers and Mayors Forum (DIMAFO).

Based on an updated review of the Analysis completed in 2001/2002, which was largely informed by work done in terms of the Amathole District Municipality's Sector Plans and a Study of LED in the Amahlathi Municipal area that was commissioned in 2002 by the Eastern Cape Premier's Office, the following broad conclusions remain applicable in Amahlathi:

Local Economic Development

The Amahlathi Municipal area has a resident population whose main challenges are in countering the effects of endemic poverty and under-development. This translates into a need to focus great efforts on the expansion of local economic development in the area. In this regard, focus areas include facilitating sectoral growth in tourism, local manufacturing, agriculture and forestry.

Poverty relief and food security are also seen as important areas within this cluster, as is a strategic focus on the support of local enterprise development.

Infrastructure Development

The Amahlathi Municipal area has numerous local areas where significant backlogs continue to exist in the provision of basic services such as water, sanitation, electricity and solid waste disposal.

In addition, much of the road network in the area continues to require urgent maintenance and/or re-construction, whilst there are some areas where new access roads and bridges need to be constructed simply to afford residents ease of mobility. The addressing of these infrastructure needs is accepted as one of the key focus areas for the Amahlathi Municipality.

Social Needs

The key areas of need in this cluster remain RDP houses, improvement in education infrastructure across the range of pre-school facilities to adult education, better access to welfare support institutions and facilities for the aged, the disabled and the sick, and the provision of sports fields, community halls and minor works such as fencing.

Socio-Spatial Development

It remains vitally important for Amahlathi Municipality to follow a structured approach in focusing development and capital investment in the settlements that make up its area in order to counter further fragmentation in the settlement patterns both at a local and at a municipal-wide level.

Careful land use management and the conservation and appropriate use of existing natural and cultural heritage resources is of great importance for the area and can result in the enhancement of local economic development initiatives. It is also important to ensure that the provision of infrastructure is carried out in a more sustainable manner than has occurred in the past.

Moreover, an important consideration for the municipality in this regard is the need to support land reform processes in its area of jurisdiction, most notably (but not exclusively) in the Keiskammahoek area, where land restitution processes are rapidly approaching settlement and in the Yellowwoods/Kei Road Zone, where detailed planning processes have identified priority project actions required.

iii. Community Involvement

There is an emphasis on an implementable IDP that responds to changing circumstances and has a strategic thrust, it is in this spirit that a public participation process was undertaken as means to allow citizens to play an active role in the affairs of the municipality.

Below is an outline of the public participation events undertaken by the municipality, where communities were engaged to compile this document:

PURPOSE	WARD	DATE	VENUE	TIME
Priority needs identification	4 and 5	11-10-2017	Cathcart (Town hall)	10H00
	6, 13, 14 & 15	12-10-2017	Stutterheim (MCCP)	10H00
	1, 2, 3, 10 & 11	17-10-2017	Keiskammahoek (Springbok Hall)	10H00
	7, 8, 9 & 12	18-10-2017	King Kei (Frankfort Community Hall)	10H00
	6,9,13,14 & 15	03/04/2018	Stutterheim (MCCP)	10H00

Solicit inputs on 2018/19 Draft IDP and Budget	4 & 5	04/04/2018	Cathcart (Toise Community hall)	10H00
	7, 8,&12	05/04/2018	King Kei (Frankfort Community Hall)	10H00
IDP/BUDGET & PMS REP FORUM MEETINGS (Convened quarterly for stakeholder participation on all IDP phases).	All wards (1-15)	21/09/2017	Stutterheim (Lutheran hall)	10H00
		21/11/2017	Stutterheim (MCCP)	10H00
		08/03/2018	Stutterheim (MCCP)	10H00

iv. Back to Basics (B2B)

There is a clear mandate for local government to deliver on key priorities that must ensure that visible, tangible and positive changes are felt in all our rural and urban communities. Whilst all of the support programmes have assisted in specific ways, it is still clear that a number of stubborn service delivery and governance problems have been identified, hence B2B approach has been introduced as a way of an intervention programme for municipalities in order to improve public services and strengthen democratic institutions.

The goal of B2B is to improve the functioning of municipalities to better serve communities by getting the basics right.

B2B has five pillar areas that will ensure that municipalities set the proper standards for municipal performance, the pillars are reflected below:

- Putting people and their concerns first;
- Demonstrating good governance and administration;
- Delivering municipal services;
- Sound financial management and accounting; and
- Sound institutional and administrative capabilities.

DEVELOPMENT PROPOSALS

The Amahlathi Municipality has amended the arrangement set out in its first IDP where development projects and programmes were focused in five Development Sector Clusters. The revised clusters identified are:

DEVELOPMENT SECTOR CLUSTER	SECTORS OR AREAS OF INTERVENTION INCLUDED
Basic Service Delivery and Infrastructure	Roads & Storm-water, Electricity, Housing, Land Reform, Spatial Planning, Land Use Management, Community Facilities etc.
Local Economic Development and Environment	Tourism, Agriculture & Forestry, Food Security, Small Business and Local Enterprise Development, Environment, small towns regeneration etc.

Good Governance and Public Participation	Education, Disaster Management, Fire Services, Protection Services, Internal Audit, etc.
Municipal Financial Viability and Management	Administrative and Financial Management matters etc.
Municipal Transformation and Institutional Development	<input type="checkbox"/> Plan for the future <input type="checkbox"/> Manage through information <input type="checkbox"/> Develop, retain skilled and capacitate workforce <input type="checkbox"/> Create an informed community

RELEVANT DOCUMENTS

The following documentations should be read with the IDP:

- Municipal Systems Act and relevant regulations
- IDP Guide Pack, with specific reference to Guide 3 and Guide 6
- District IDP Framework Plan
- Amahlathi IDP/Budget Process Plan
- Various sector plans and programmes
- Amahlathi Performance Management Framework
- Amahlathi Spatial Development Framework (SDF)
- Provincial Growth and Development Plan
- Provincial Spatial Development Plans (PSDP)
- National Spatial Development Plan (NSDP)
- National Development Plan (NDP)
- Sustainable Development Goals

ALIGNMENT WITH NATIONAL AND PROVINCIAL PROGRAMS

The following National programs informed the IDP process:

- State of the Nation Address (SONA)
- Green Paper on National Planning Commission (revised).
- State of Local Government in South Africa
- Municipal Demarcation Board Reports
- COGTA: Local Government Turnaround Strategy (LGTAS)
- COGTA: Operation Clean Audit 2014
- Powers & Functions:

- ANC Manifesto
- ANC January 8th Statement
- King III Report & Code on Good Governance for South Africa
- 12 Outcomes of Government – Role of Local Government

SUSTAINABLE DEVELOPMENT GOALS (SDG'S)

The Amahlathi Local Municipality is committed to the SDG's:

- Eradication of extreme poverty and hunger
- Achieve universal primary education partnering with relevant Government Department and Institution
- Promote gender equality and empowerment of women through implementation of enabling Policies
- Combat HIV/AIDS, Malaria and other diseases through collaboration with stakeholders and implementation of own strategy
- Develop a global partnership for development

Developmentally, the table below shows the alignment between the National, Provincial and Amahlathi local Municipality's priorities and the SDG's

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

KEY PERFORMANCE AREAS	10 NATIONAL PRIORITIES	8 PROVINCIAL PRIORITIES	14 OUTCOMES	NDP (Vision 2030) Pillars	SUSTAINABLE DEVELOPMENT GOALS
Good Governance and Public Participation	Intensifying the fight against crime and corruption	Intensify the fight against crime and corruption	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Encourage citizens to be active in their own development, in strengthening democracy and holding their government accountable	Peace and Justice (#16) Energy (#7) Partnership (#17) Economic growth (#8)
	Build cohesive, caring and sustainable communities	Building cohesive and sustainable communities	9. Responsive, accountable, effective and efficient Local Government system	Raising economic growth, promoting exports and making the economy more labor absorbing	Partnership (#17)
	Pursuing African advancement and enhanced international co-operation		12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship		
	Building a developmental state including improvement of public services and strengthening democratic institutions		11. Create a better South Africa, better Africa and a better world		
Municipal Financial Viability and Management	Intensifying the fight against crime and corruption	Intensify the fight against crime and corruption	9. Responsive, accountable, effective and efficient Local Government system		
Municipal Transformation and	Strengthen skills and human resource base	Strengthen education, skills and human resource base	1. Quality basic education	Quality basic education (Chapter 9)	

Institutional Development	Pursuing African advancement and enhanced international co-operation	5. Skilled and capable workforce to support an inclusive growth path (Chapter 9) Decent employment through inclusive economic growth (Chapter 3)	Skilled and capable workforce to support an inclusive growth path (Chapter 9) Decent employment through inclusive economic growth (Chapter 3)	
	Building a developmental state including improvement of public services and strengthening democratic institutions	3. All people in SA are and feel safe 9. Responsive, accountable, effective and efficient Local Government system 12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Social protection (Chapter 11) Create a better South Africa, a better Africa and a better world (Chapter 7)	
Basic Service Delivery and Infrastructure Investment	Improve health profile of the nation	6. An efficient, competitive and responsive economic infrastructure network	Provide basic services to all citizens wherever they reside	Health (#3) Infrastructure Industrialization (#9) Partnership (#17)
	Comprehensive rural development strategy linked to land and agrarian reform & food security	2. A long and healthy life for all South Africans	Raising economic growth, promoting exports and making the economy more labor intensive	Economic growth (#8) Partnership (#17)

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

Local Economic Development	Massive programme to build economic and social infrastructure	Massive programme to build social and economic and infrastructure	8. Sustainable human settlements and improved quality of household life	Provide basic services to all citizens wherever they reside	Infrastructure , Industrialization (#9)	
	Sustainable resource management and use	Building a developmental state	10.Protect and enhance our environmental assets and natural resources	Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality	Climate change (#13) Poverty (#1)	
	Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods	Speeding up growth & transforming the economy to create decent work and sustainable livelihoods	4.Decent employment through inclusive economic growth	Raising economic growth, promoting exports and making the economy more labor intensive	Economic growth (#8) Partnership (# 17)	
	Comprehensive rural development strategy linked to land and agrarian reform & food security	Rural development, land and agrarian transformation, and food security	6.An efficient, competitive and responsive economic infrastructure network			
		Massive programme to build social and economic and infrastructure	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all			
		Building cohesive and sustainable communities	8. Sustainable human settlements and improved quality of household life		Government spending on fixed investment should be focused on localities of economic growth	Infrastructure, Industrialization (#9) Partnership (#17) Economic growth (#8)
		Building a developmental state	10.Protect and enhance our environmental assets and natural resources			

THE STRUCTURE OF THE 2018- 19 IDP IS AS FOLLOWS:

Chapter 1: The VISION

Chapter one of the IDP provides a concise summary of the municipal vision, mission and values.

Chapter 2: DEMOGRAPHIC PROFILE OF THE DISTRICT

This chapter provides a detailed profile of the District.

Chapter 3: STATUS QUO ASSESSMENT

This chapter provides the situational analysis of the district in relation to the 5 Key Performance Areas of Local Government, together with the district-wide community priorities and needs.

CHAPTER 4: DEVELOPMENT OBJECTIVES, STRATEGIES, PROGRAMMES AND PROJECTS

This chapter provides a detailed breakdown of objectives that indicate what the Municipality can reasonably achieve within the 5 year period and within the available resources, as well as strategies and programmes that provide the concrete interventions that the local municipality will implement to attain its objectives.

CHAPTER 5: PROJECTS

This chapter list the projects the current projects, status and the planned projects

Chapter 6: PERFORMANCE MANAGEMENT

This chapter outlines the system the Municipality used for performance management.

CHAPTER 7: SECTOR PLANS

This chapter provides a list of all sector plans and their status, with executive summaries of the newly developed sector plans. The sector plans contain strategic interventions that respond to the status quo assessment.

CHAPTER 8: FINANCIAL PLAN

This chapter provides the Municipality's financial strategies, medium term expenditure, proposed budget for the 2018/19 financial year as well as the 3 Year Capital Plan.

CHAPTER 9: MAPS/ DEVELOPMENT PLANS

CHAPTER 10: IDP PROCESS PLAN

CHAPTER 1: THE VISION

VISION

A model municipality in partnership with its community through excellent service delivery, local economic development and public participation.

MISSION

Building a caring, responsive, accountable and economic viable municipality.

CORE VALUES

In implementing the above, the Amahlathi Municipality subscribes to the following values

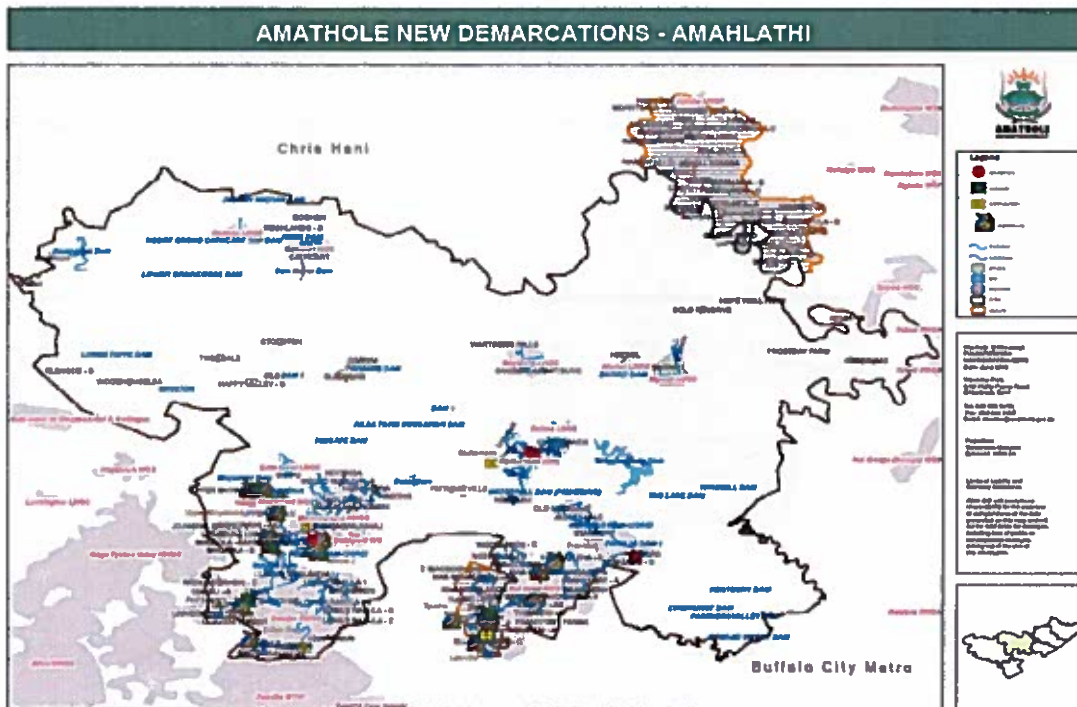
- ♦ Team work
- ♦ Trust
- ♦ Honesty
- ♦ Responsibility
- ♦ Dedication
- ♦ Value and acknowledgement of the individual.
- ♦ Integrity
- ♦ Work Ethics.
- ♦ Transparent and Clean Government.
- ♦ Tolerance
- ♦ Understanding
- ♦ Good Leadership.
- ♦ Accountability
- ♦ Value for Money
- ♦ Efficiency and Affordability; and
- ♦ Developmental Local Government striving for effectiveness and Performance.

CHAPTER 2: DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

2.1 DEFINING THE MUNICIPAL AREA – AN OVERVIEW

2.1.1 Geographic Locality

Situated in the Northern part of the Amathole District Municipality, Amahlathi is 4266.21km² in extent, the municipality's jurisdiction comprises of Stutterheim, Cathcart, Keiskammahoek and Kei Road. Strategically placed both Stutterheim and Cathcart are located along the N6 road with access to the rail and road network. Keiskammahoek is the agricultural hub with a majority of the population active within the agricultural sector. The main municipal offices are situated in Stutterheim where the Council is accommodated and, the satellite offices are at Cathcart, Kei road and Keiskammahoek. The satellite offices in Keiskammahoek and Cathcart have Satellite Managers to ensure smooth operations and monitoring of various functions performed by various departments. In Kei Road there is only one official that is a Cashier and reports to Budget and Treasury department. The main economic sectors are community services, finance, manufacturing, trade, agriculture, construction and transport.



The Amahlathi Municipality comprises of 15 wards and is characterized by a range of settlement patterns and associated land uses, including formal urban areas, formal and informal rural settlement areas, and extensive, privately owned farmland.

2.2. SOCIO-ECONOMIC INDICATORS

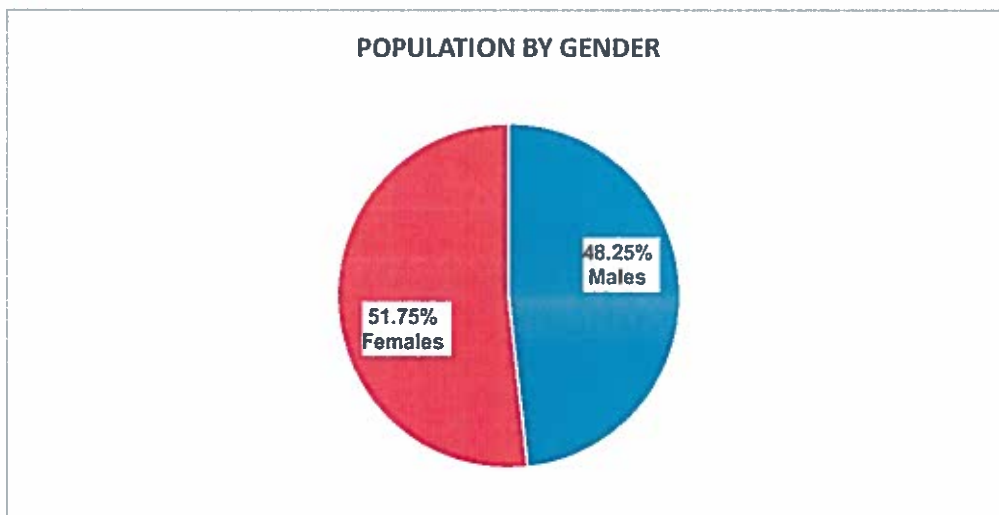
2.2.1 DEMOGRAPHIC PROFILE

Population

The population of Amahlathi has decreased from 122 778 to 101 826 based on the new boundaries as per the 2016 Community survey done by Statistics SA, this came as a result of the number of wards that have been reduced from 20 to 15 by the Demarcation board. About 13 villages have been moved to Buffalo City Metro Municipality and 10 villages to Intsika Yethu Municipality. The 2016 Community Survey also shows a decrease in the households from 34 159 to 29 994 households. The population is unevenly distributed among the 15 wards.

Population Characteristics | Population by Gender

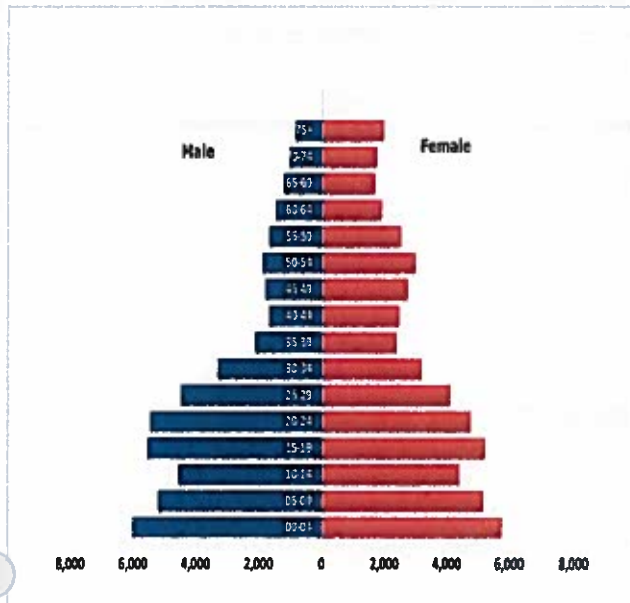
The population's sexual distribution reflects the following composition;



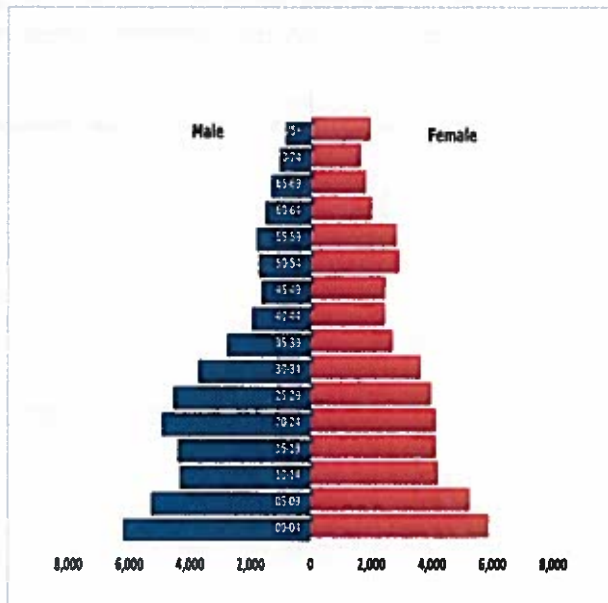
Source: Community Survey 2016

The Amahlathi population is predominantly female dominated by 51.75% with males constituting 48.25% of the population as shown in the graph above. There is a universal consensus that women have a longer life expectancy than males, therefore given the current male to female ratio, various programmes and campaigns need to be put in place in order to empower women in the short to medium term.

Population pyramid 2011



Population pyramid 2016



Source: Municipal Barometer 1996-2016, REX Global Insight 2016

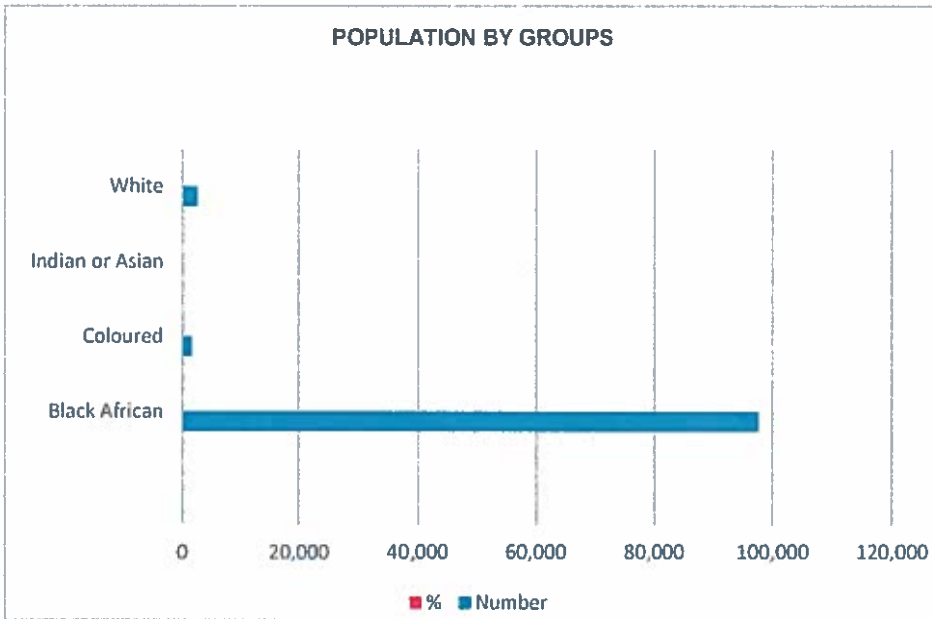
The population pyramids above provide a breakdown of the population estimates in the municipality by age, group and gender for 2011 and makes a comparison with 2016 population estimates. The population of the municipality shows a typical age structure of a very young population distribution. The economically active population (15-64) who are willing and able to work account for 60%. Those in the age group 15-34 account 31% however by 2016, the structure changed and the population in those age cohorts grew to 60.6% and those in the 15-34 age cohort declined to 29.1%. The decline in the youth category could indicate the out-migration impact where the youth would typically seek better working and living conditions elsewhere in the region.

POPULATION GROUP

Group	Number	%
Black African	97 591	95.8
Colored	1 575	1.5
Indian or Asian	116	0.1
White	2 543	2.5
Total	101 825	100%

Source: Stats Community Survey 2016

Population Characteristics | Population by Groups

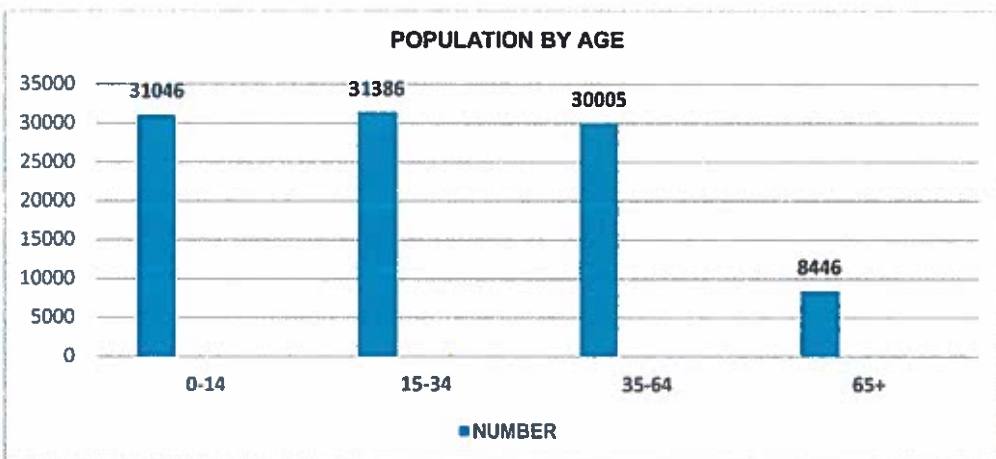


Source: Stats Community Survey 2016

The majority of the population of Amahlathi are Black Africans (95.8%) followed by whites South Africans (2.5%), then Colored (1.8%) and Indians/Asia (0.1%).

Population Characteristics | Population by Age

The Amahlathi Municipality currently has a population of children from age 0-14 constituting 31.48% while it has a teen and early adult-hood population of age group between 15-34 constituting 40.85% of the total population in all its demographic forms. The working population of age group between 35- 64 constitutes 19.43% whilst the older population of 65 and above constitutes 8.24% of the population. This therefore means in the municipality the demand for expenditure on schooling as percentage of total budget within Amahlathi Local Municipality is therefore higher.



Source: Stats Community Survey 2016

NUMBER OF HIV+ PEOPLE - AMAHLATHI, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER AND PERCENTAGE]

Year	Amahlathi	Amatole	Eastern Cape	National Total	Amahlathi as % of district municipality	Amahlathi as % of province	Amahlathi as % of national
2006	11,100	84,400	622,000	5,320,000	13.2%	1.79%	0.21%
2007	11,000	84,400	626,000	5,370,000	13.0%	1.76%	0.20%
2008	10,800	83,700	631,000	5,400,000	12.9%	1.71%	0.20%
2009	10,600	83,800	643,000	5,480,000	12.7%	1.65%	0.19%
2010	10,700	84,800	660,000	5,590,000	12.6%	1.62%	0.19%
2011	11,000	87,800	676,000	5,680,000	12.5%	1.62%	0.19%
2012	11,200	90,500	691,000	5,760,000	12.4%	1.63%	0.20%
2013	11,600	93,600	712,000	5,880,000	12.4%	1.63%	0.20%
2014	11,900	96,100	736,000	6,010,000	12.3%	1.61%	0.20%
2015	12,100	98,700	760,000	6,130,000	12.3%	1.59%	0.20%
2016	12,400	101,000	786,000	6,280,000	12.3%	1.58%	0.20%

Source: IHS Markit Regional eXplorer version

In 2016, 12 400 people in the Amahlathi Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.13% since 2006, and in 2016 represented 12.50% of the local municipality's total population. Amatole District Municipality had an average annual growth rate of 1.85% from 2006 to 2016 in the number of people infected with HIV, which is higher than that of the Amahlathi Local Municipality. The number of infections in Eastern Cape Province increased from 622,000 in 2006 to 786,000 in 2016. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2006 to 2016 with an average annual growth rate of 1.67%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease

2.2.2 ECONOMY

A. GROSS DOMESTIC PRODUCT (GDP) - AMAHLATHI, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

Year	Amahlathi	Amatole	Eastern Cape	National Total	Amahlathi as % of district municipality	Amahlathi as % of province	Amahlathi as % of national
2006	1.8	12.7	142.2	1,839.4	14.3%	1.27%	0.10%
2007	2.1	14.9	168.2	2,109.5	14.3%	1.26%	0.10%
2008	2.2	15.4	174.1	2,369.1	14.3%	1.26%	0.09%
2009	2.4	16.9	191.2	2,507.7	14.2%	1.26%	0.10%
2010	2.6	18.6	211.6	2,748.0	14.1%	1.24%	0.10%
2011	2.8	19.8	226.1	3,023.7	13.9%	1.22%	0.09%
2012	3.0	21.7	252.2	3,253.9	13.9%	1.20%	0.09%
2013	3.2	23.1	273.2	3,539.8	14.0%	1.18%	0.09%
2014	3.5	24.5	293.9	3,807.7	14.1%	1.18%	0.09%
2015	3.7	26.2	315.6	4,049.8	14.1%	1.17%	0.09%
2016	3.9	27.9	337.8	4,338.9	14.0%	1.16%	0.09%

Source: IHS Markit Regional eXplorer version 1156

With a GDP of R 3.92 billion in 2016 (up from R 1.81 billion in 2006), the Amahlathi Local Municipality contributed 14.03% to the Amatole District Municipality GDP of R 27.9 billion in 2016 increasing in the share of the Amatole from 14.29% in 2006. The Amahlathi Local Municipality contributes 1.16% to the GDP of Eastern Cape Province and 0.09% the GDP of South Africa which had a total GDP of R 4.34 trillion in 2016 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2006 when it contributed 0.10% to South Africa, but it is lower than the peak of 0.10% in 2007.

In 2021, Amahlathi's forecasted GDP will be an estimated R 2.81 billion (constant 2010 prices) or 13.9% of the total GDP of Amatole District Municipality. The ranking in terms of size of the Amahlathi Local Municipality will remain the same between 2016 and 2021, with a contribution to the Amatole District Municipality GDP of 13.9% in 2021 compared to the 14.1% in 2016. At a 1.07% average annual GDP growth rate between 2016 and 2021, Amahlathi ranked the lowest compared to the other regional economies.

ECONOMIC GROWTH FORECAST

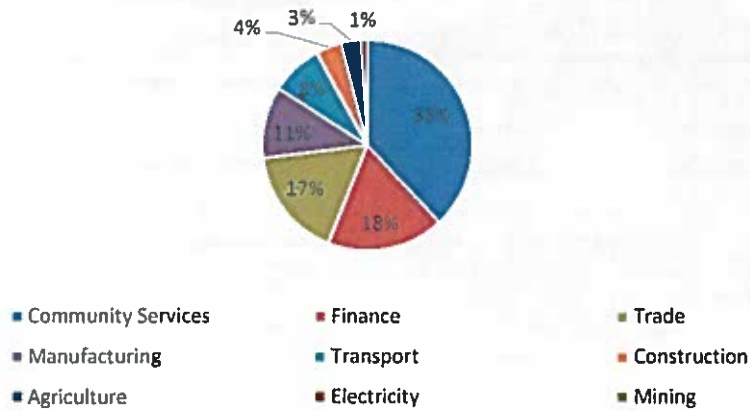
It is expected that Amahlathi Local Municipality will grow at an average annual rate of 1.07% from 2016 to 2021. The average annual growth rate in the GDP of Amatole District Municipality and Eastern Cape Province is expected to be 1.39% and 1.62% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.61%, which is higher than that of the Amahlathi Local Municipality.

B. GROSS VALUE ADDED BY REGION (GVA-R)

C. Sector	Amahlathi	Amatole	Eastern Cape	National Total	Amahlathi as % of district municipality	Amahlathi as % of province	Amahlathi as % of national
Agriculture	0.1	0.7	5.9	94.4	14.9%	1.75%	0.11%
Mining	0.0	0.0	0.5	306.2	9.4%	0.97%	0.00%
Manufacturing	0.4	2.0	36.3	517.4	18.9%	1.03%	0.07%
Electricity	0.0	0.5	6.2	144.1	7.5%	0.58%	0.02%
Construction	0.2	0.9	13.2	154.3	17.9%	1.24%	0.11%
Trade	0.6	5.5	61.5	589.7	10.8%	0.97%	0.10%
Transport	0.3	1.7	27.5	389.2	16.0%	0.97%	0.07%
Finance	0.6	4.7	60.5	781.7	13.5%	1.05%	0.08%
Community services	1.3	9.1	89.7	894.1	14.5%	1.47%	0.15%
Total Industries	3.5	25.1	301.2	3,871.2	13.9%	1.16%	0.09%

Source: IHS Markit Regional Explorer version 115

**GVA CONTRIBUTION BY BROAD ECONOMIC SECTOR SURVEY
2016**

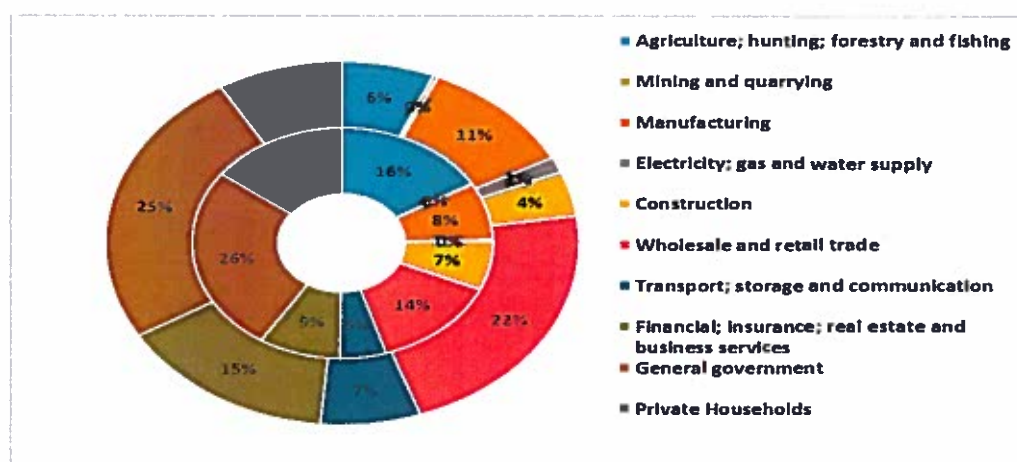


Source: IHS Markit Regional Explorer version 1156

In 2016, the community services sector is the largest within Amahlathi Local Municipality accounting for R 1.32 billion or 37.7% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Amahlathi Local Municipality is the finance sector at 18.1%, followed by the trade sector with 17.1%. The sector that contributes the least to the economy of Amahlathi Local Municipality is the mining sector with a contribution of R4.39 million or 0.13% of the total GVA.

A positive relationship between the sectors driving the economy as measured by the Gross Value Added (GVA) and employment is depicted below. This indicates the influence economic activity has in the generation of jobs. The success of Local Economic Development (LED) policies are key in the creation of conditions that enable people to develop their own livelihoods within a supportive local business environment which will stimulate economic growth in the municipality. Therefore as depicted by the figure below much focus should be directed towards stimulating potential sectors such as manufacturing, construction, wholesale trade and the financial services sectors.

Employment and economic activity relationship



Source: Municipal Barometer 1996- 2016

About 25% of the informal jobs in Amahlathi municipality are from General government followed by Wholesale and retail trade, Financial, insurance and business services, Manufacturing, Private Households, Transport Agriculture, Electricity and Construction.

- 1) The economy of Amahlathi is dominated by the Government Sector which contributes 25% to the GDP.
- 2) The second most important sector is the Wholesale and retail trade which contributed 22% to the GGP.
- 3) The Third most important contributor to the GGP of the Amahlathi Municipality is the Financial, Insurance, real estate and business service sector, which accounts for 15% of the GGP in 2016.
- 4) The Manufacturing sector contributes 11% to the GGP and is fourth contributor to the economy, the contribution of Private households is 9%, Agriculture is 6%, Transport is 7%, Construction at 4% and Electricity at 1% each to the GGP of the municipality.

SECTOR GROWTH FORECAST

Sector	2016	2017	2018	2019	2020	2021	Average Annual growth
Agriculture	67.2	71.7	72.8	74.3	76.3	78.1	3.07%
Mining	4.9	5.0	5.0	5.1	5.1	5.2	1.28%
Manufacturing	279.8	275.3	276.1	277.9	283.3	290.1	0.73%
Electricity	13.8	13.5	13.4	13.5	13.8	14.2	0.55%
Construction	101.7	102.2	103.5	105.2	107.8	111.8	1.90%
Trade	401.8	400.8	404.7	411.5	422.9	435.9	1.64%
Transport	169.6	169.7	171.3	173.4	177.8	183.0	1.53%
Finance	449.8	446.2	450.0	457.4	467.8	480.0	1.31%
Community services	927.8	929.8	922.3	926.2	935.5	950.7	0.49%
Total Industries	2,416.4	2,414.1	2,419.1	2,444.4	2,490.4	2,548.9	1.07%

Source: IHS Markit Regional eXplorer version 1156

The agriculture sector is expected to grow fastest at an average of 3.07% annually from R 67.2 million in Amahlathi Local Municipality to R 78.1 million in 2021. The community services sector is estimated to be the largest sector within the Amahlathi Local Municipality in 2021, with a total share of 37.3% of the total GVA (as measured in current prices), growing at an average annual rate of 0.5%. The sector that is estimated to grow the slowest is the community services sector with an average annual growth rate of 0.49%.

C. LABOUR

WORKING AGE POPULATION IN AMAHLATHI, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2006 AND 2016 [NUMBER]

Age	Amahlathi		Amatole		Eastern Cape		National Total	
	2006	2016	2006	2016	2006	2016	2006	2016
15-19	13,500	8,320	120,000	82,400	803,000	634,000	5,290,000	4,550,000
20-24	11,300	8,640	90,900	80,500	701,000	694,000	5,260,000	5,000,000
25-29	8,330	8,400	61,300	71,600	530,000	684,000	4,550,000	5,620,000
30-34	5,600	7,430	39,700	61,300	355,000	589,000	3,570,000	5,300,000
35-39	4,870	5,800	33,200	47,800	288,000	438,000	2,930,000	4,240,000
40-44	5,100	4,570	35,900	32,900	286,000	298,000	2,610,000	3,120,000
45-49	5,490	4,030	38,300	29,300	286,000	247,000	2,290,000	2,530,000
50-54	4,390	4,510	33,500	32,300	241,000	249,000	1,880,000	2,260,000
55-59	3,810	4,630	30,500	34,000	205,000	249,000	1,520,000	1,990,000
60-64	3,490	3,540	28,500	29,800	171,000	207,000	1,170,000	1,610,000
Total	65,885	8,320	512,147	502,023	3,866,790	4,289,261	31,071,485	36,220,290

Source: IHS Markit Regional eXplorer version

The working age population in Amahlathi in 2016 was 59 900, decreasing at an average annual rate of -0.95% since 2006. For the same period the working age population for Amatole District Municipality decreased at -0.20% annually, while that of Eastern Cape Province increased at 1.04% annually. South Africa's working age population has increased annually by 1.55% from 31.1 million in 2006 to 36.2 million in 2016.

a. ECONOMICALLY ACTIVE POPULATION (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labor market of a region. If a person is economically active, he or she forms part of the labor force.

Year	Amahlathi	Amatole	Eastern Cape	National Total	Amahlathi as % of district municipality	Amahlathi as % of province	Amahlathi as % of national
2006	29,500	184,000	1,840,000	17,500,000	16.1%	1.61%	0.17%
2007	28,800	182,000	1,850,000	18,000,000	15.9%	1.56%	0.16%
2008	27,600	177,000	1,840,000	18,400,000	15.6%	1.50%	0.15%
2009	25,800	168,000	1,790,000	18,300,000	15.4%	1.44%	0.14%
2010	24,000	158,000	1,730,000	18,100,000	15.2%	1.38%	0.13%
2011	23,200	155,000	1,740,000	18,300,000	15.0%	1.33%	0.13%
2012	23,400	157,000	1,770,000	18,700,000	14.9%	1.32%	0.12%
2013	24,500	166,000	1,840,000	19,300,000	14.8%	1.33%	0.13%
2014	26,000	177,000	1,940,000	20,100,000	14.7%	1.34%	0.13%
2015	27,000	184,000	2,000,000	20,800,000	14.7%	1.35%	0.13%
2016	27,700	190,000	2,060,000	21,300,000	14.6%	1.35%	0.13

Source: IHS Markit Regional eXplorer version 1156

Average Annual growth
 2006-2016 -0.64% 0.30% 1.12% 1.97%

Amahlathi Local Municipality's EAP was 27 700 in 2016, which is 27.85% of its total population of 99 500, and roughly 14.61% of the total EAP of the Amatole District Municipality. From 2006 to 2016, the average annual decrease in the EAP in the Amahlathi Local Municipality was -0.64%, which is 0.94 percentage points lower than the growth in the EAP of Amatole's for the same period.

b. TOTAL EMPLOYMENT

I. TOTAL EMPLOYMENT - AMAHLATHI, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBERS]

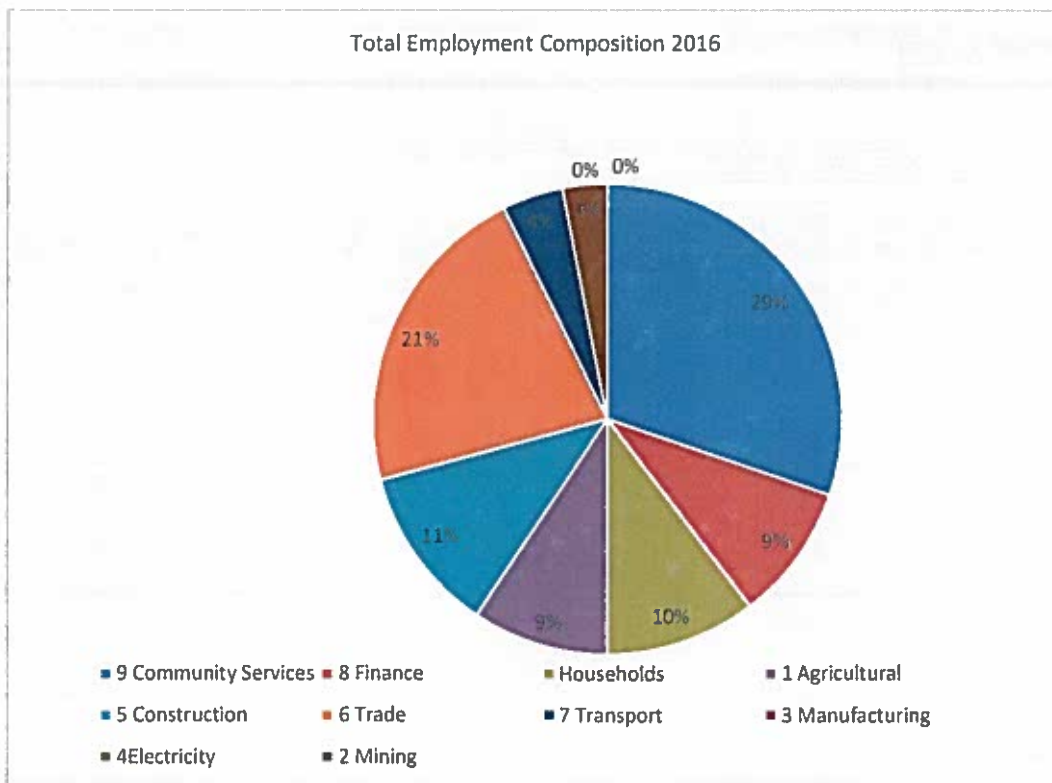
Year	Amahlathi	Amatole	Eastern Cape	National Total
2006	24,700	134,000	1,330,000	13,000,000
2007	24,800	135,000	1,350,000	13,500,000
2008	24,600	134,000	1,350,000	14,100,000
2009	23,600	129,000	1,320,000	14,000,000
2010	22,300	121,000	1,260,000	13,600,000
2011	22,100	120,000	1,260,000	13,800,000
2012	21,900	118,000	1,270,000	14,000,000
2013	22,700	122,000	1,310,000	14,500,000
2014	24,300	130,000	1,370,000	15,100,000
2015	25,500	137,000	1,430,000	15,500,000
2016	26,100	141,000	1,460,000	15,700,000
Average Annual growth				
2006-2016	0.53%	0.51%	0.91%	1.89%

Source: IHS Markit Regional eXplorer version 1156

In 2016, Amahlathi employed 26 100 people which is 18.55% of the total employment in Amatole District Municipality (141 000), 1.79% of total employment in Eastern Cape Province (1.46 million), and 0.17% of the total employment of 15.7 million in South Africa. Employment within Amahlathi increased annually at an average rate of 0.53% from 2006 to 2016. The Amahlathi Local Municipality average annual employment growth rate of 0.53% exceeds the average annual labor force growth rate of -0.64% resulting in unemployment decreasing from 32.15% in 2006 to 29.89% in 2016 in the local municipality.

II. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR

In Amahlathi Local Municipality the economic sectors that recorded the largest number of employment in 2016 were the community services sector with a total of 7 410 employed people or 28.4% of total employment in the local municipality. The trade sector with a total of 5 430 (20.8%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 16 (0.1%) is the sector that employs the least number of people in Amahlathi Local Municipality, followed by the electricity sector with 70.1 (0.3%) people employed.



Source: IHS Markit Regional eXplorer version 1156

III. FORMAL AND INFORMAL EMPLOYMENT

The number of formally employed people in Amahlathi Local Municipality counted 19 400 in 2016, which is about 74.30% of total employment, while the number of people employed in the informal sector counted 6 700 or 25.70% of the total employment. Informal employment in Amahlathi decreased from 6 920 in 2006 to an estimated 6 700 in 2016.

In 2016 the Trade sector recorded the highest number of informally employed, with a total of 2 410 employees or 35.95% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Finance sector has the lowest informal employment with 445 and only contributes 6.64% to total informal employment.

Sector	Formal employment	Informal employment
Agriculture	2,440	N/A
Mining	16	N/A
Manufacturing	1,360	486
Electricity	70	N/A
Construction	1,540	1,300
Trade	3,020	2,410
Transport	448	683
Finance	1,930	445
Community services	6,030	1,380
Households	2,530	N/A

Source: IHS Markit Regional eXplorer version 1156

c. UNEMPLOYMENTUNEMPLOYMENT (OFFICIAL DEFINITION) - AMAHLATHI, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [NUMBER PERCENTAGE]

Year	Amahlathi	Amatole	Eastern Cape	National Total	Amahlathi as % of district municipality	Amahlathi as % of province	Amahlathi as % of national
2006	9,500	65,600	512,000	4,510,000	14.5%	1.86%	0.21%
2007	8,970	63,000	503,000	4,460,000	14.2%	1.78%	0.20%
2008	8,200	59,300	488,000	4,350,000	13.8%	1.68%	0.19%
2009	7,590	56,400	483,000	4,370,000	13.4%	1.57%	0.17%
2010	7,050	53,800	480,000	4,490,000	13.1%	1.47%	0.16%
2011	6,610	52,000	485,000	4,570,000	12.7%	1.36%	0.14%
2012	7,070	55,800	508,000	4,690,000	12.7%	1.39%	0.15%
2013	7,520	60,500	542,000	4,850,000	12.4%	1.39%	0.16%
2014	7,850	63,900	569,000	5,060,000	12.3%	1.38%	0.16%
2015	7,980	65,400	583,000	5,290,000	12.2%	1.37%	0.15%
2016	8,280	68,200	603,000	5,600,000	12.1%	1.37%	0.15%

Source: IHS Markit Regional eXplorer version 1156

Average Annual growth

2006-2016 -1.36% 0.39% 1.65% 2.19%

In 2016, there were a total number of 8 280 people unemployed in Amahlathi, which is a decrease of -1 220 from 9 500 in 2006. The total number of unemployed people within Amahlathi constitutes 12.14% of the total number of unemployed people in Amatole District Municipality. The Amahlathi Local Municipality experienced an average annual decrease of -1.36% in the number of unemployed people, which is better than that of the Amatole District Municipality which had an average annual increase in unemployment of 0.39%.

UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - AMAHLATHI, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [PERCENTAGE]

Year	Amahlathi	Amatole	Eastern Cape	National Total
2006	32.2%	35.6%	27.8%	25.8%
2007	31.1%	34.6%	27.2%	24.8%
2008	29.7%	33.5%	26.6%	23.6%
2009	29.4%	33.5%	26.9%	23.8%
2010	29.4%	34.0%	27.7%	24.8%
2011	28.5%	33.5%	27.9%	24.9%
2012	30.2%	35.4%	28.7%	25.0%
2013	30.7%	36.6%	29.4%	25.1%
2014	30.1%	36.2%	29.4%	25.1%
2015	29.5%	35.5%	29.1%	25.5%
2016	29.9%	36.0%	29.3%	26.3%

Source: IHS Markit Regional eXplorer version 1156

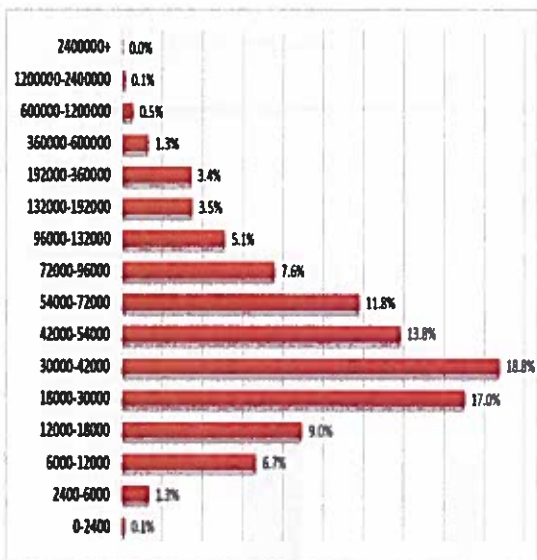
In 2016, the unemployment rate in Amahlathi Local Municipality (based on the official definition of unemployment) was 29.89%, which is a decrease of -2.27 percentage points. The unemployment rate in Amahlathi Local Municipality is lower than that of Amatole. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Amahlathi Local Municipality was higher than that of Eastern Cape which was 29.34%. The unemployment rate for South Africa was 26.33% in 2016, which is an increase of -0.563 percentage points from 25.77% in 2006.

D. DISTRIBUTION OF HOUSEHOLD INCOME

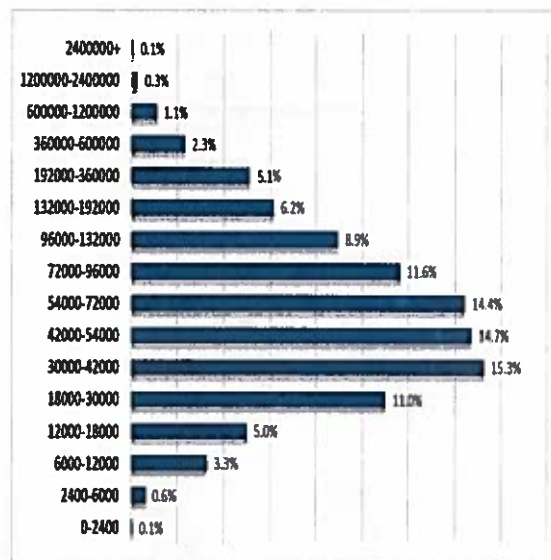
The ability to meet basic needs, such as for adequate food, clothing, shelter and basic amenities, is largely determined by the level of income earned by the households.

The two figures below suggests a cumulative 61.4% of households in Amahlathi earn between R30 000 to R72 000 per annum. The households with the highest income brackets falls between R30 000 – R42 000 and R18 000 – R30 000 accounting for about 18.9% and 17.0% of households respectively. In 2016, there was a significant shift in the income breakdown where certain income brackets grew while others declined. Figure with both years depicts a clear picture of the changes between the two periods. Households in the income categories of R0 to R42 000 experienced a cumulative decline of about 18% while significant increases in the categories of R42 000 upwards were experienced with those between R72 000 to R132 000 leading.

Household by Income category per annum, 2011

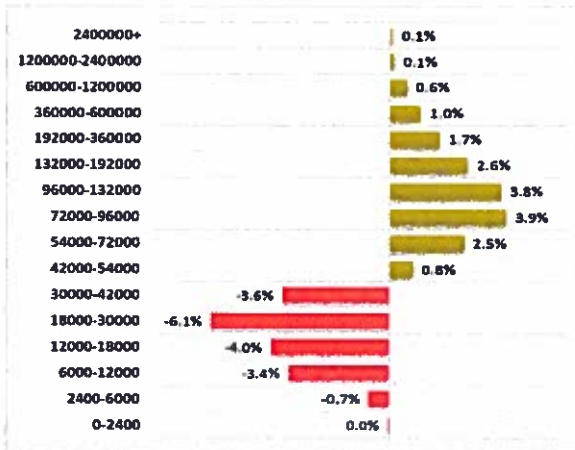


Household by Income category per annum, 2016



Source: Stats SA Census Municipal Report 2011, REX Global Insight 2016

Household by income category between 2011 and 2016



Source: REX Global Insight 2016

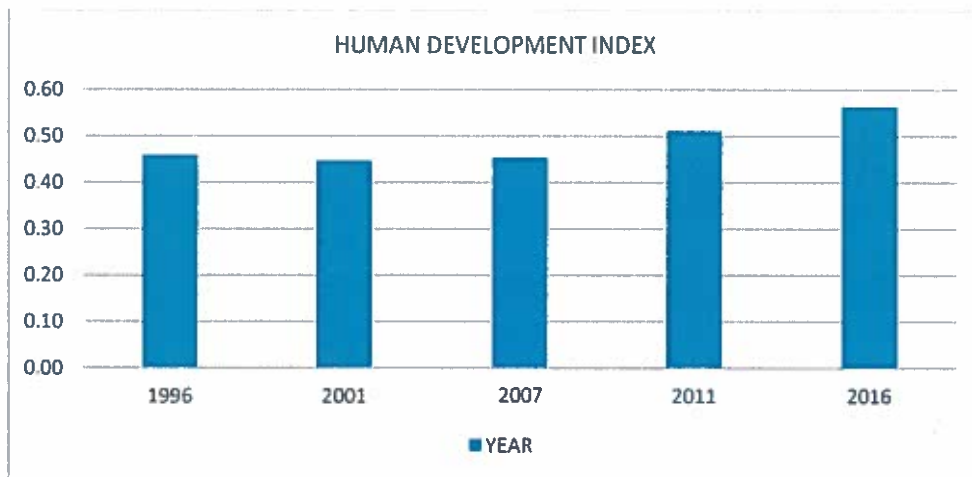
E. DEVELOPMENT

A. Human Development Indicator (HDI)

The HDI attempts to rank the population development on a scale of 0 (lowest human development) to 1.0 (highest human development) based on the following human development goals;

- Longevity as measured by life expectancy at birth;
- Knowledge as measured by a weighted average of adult literacy and means of schooling;
- Standard of living as measured by real gross per capita gross domestic product.

The more the HDI is close to 1(one), the better is the human development in the area.



Source: IHS Markit Regional Explorer version

The HDI in Amahlathi municipality was 0.47 in 1996 decreased to 0.45 in 2007, increased to 0.51 in 2011 and 0.54 2013, which is a medium HDI by international standards. This shows that there's been an improvement in the Human Development Index. The above diagram indicates there has been a decrease

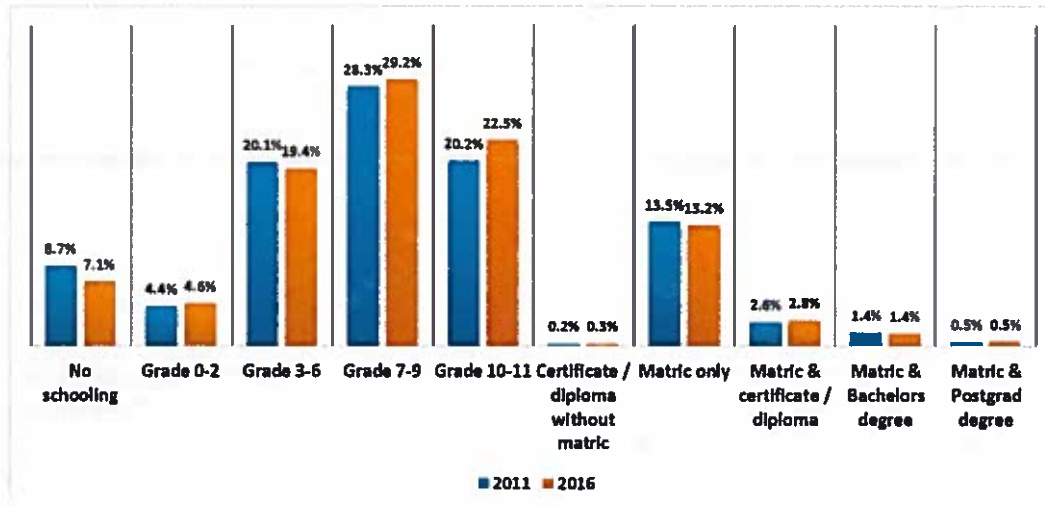
in unemployment rate between 1996 and 2011, however from 2011 to 2013 the unemployment rate has increased.

In 2016 Amahlathi Local Municipality had an HDI of 0.564 compared to the Amatole with a HDI of 0.551, 0.596 of Eastern Cape and 0.653 of National Total as a whole.

F. EDUCATION LEVELS

According to the figures below, education levels in Amahlathi indicate a need by the municipality to intervene in encouraging interest in attaining higher education beyond having a matric certificate. The municipality has an added advantage as 40% of the population is relatively young. The quality of the labor force largely relies on the educational profile of an economically active population. Therefore Amahlathi should make every effort to invest in education and training that will provide the necessary skills required in the various economic sectors that are driving the economy while creating jobs where employment opportunities exist. This will help sustain and accelerate overall development in the municipality over time.

Education Levels



Source: Municipal Barometer 1996-2016

G. KEY ECONOMIC SECTORS

Sectoral employment data taken from the 2011 Census and aggregated to Ward level suggests that, at the Municipal level, the Community, Social & Personal Services sector is the key economic sector, accounting for 27% of employment in the Municipal area. This is followed by the Agriculture, Forestry, Fishing and Hunting sector (accounting for 22% of employment).

Unfortunately, the data available do not distinguish Tourism as a separate sector.

As per local economic development: locally, the manufacturing sector is identified as one of significant potential, especially where local produce is being processed for other markets. Tourism, too, is noted as being a potential growth sector, particularly given the many areas of beauty and historical interest in Amahlathi.

From the perspective of local access to business opportunities, Stutterheim is the largest service node in the municipality; however, services and markets are also sought in East London and King William's Town. It is likely that the above trend will continue.

Participatory Needs Analysis

Participants in the Participatory Needs Analysis identified the following key issues: -

- Untapped tourism potential / poor access to tourist sites
- Limited external investment
- Limited market facilities for communities to market local produce and goods
- Insufficient training and skills development opportunities
- Lack of regulation of hawkers
- Poor commonage management
- Untapped potential of irrigation schemes
- Large scale poverty and consequences thereof, including increased crime levels
- Limited impact of emerging farmers
- Lack of knowledge of/sources of financing of SMME's
- Inadequate access of subsistence/emerging farmers to agricultural implements
- Lack of formal tenure/ tenure security

These and other aspects are to be taken up in a Local Economic Development Strategy, which the Municipality will be reviewing. The outcomes of this strategic exercise will provide invaluable input for subsequent revisions of the IDP and should be incorporated therein.

There is, consequently, a critical need to implement strategies and support mechanisms to engage currently economically unproductive residents in productive economic activities. Strategies to alleviate poverty are also of great importance. Overall, it is deemed critical that all efforts be undertaken to facilitate local economic development in the Municipal area.

CHAPTER 3: STATUS QUO ASSESSMENT

3.1 KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

3.1.1 Access to Basic Infrastructure

According to data below as presented by Statistics South Africa in their 2016 Community Survey, over 80% of households in the past 15 years have access to water and electricity. However during the two periods, access to water declined slightly although at high levels while significant increase in the provision of electricity was observed as more than 90% of households in the municipality. Access to electricity is reliant on infrastructure above ground with cables that are able to cover significant land area compared to services that are provided by infrastructure underground.

Toilet facilities remain at low levels. Challenges in providing sanitation services in most municipalities include in-ground factors and the soil type. The service is influenced also by the type of infrastructure the municipality should provide taking into consideration the topography of the municipality in terms of identifying of landmark features and vegetative land cover.

With regards to access to refuse removal much focus is required as levels are low and declining which is indication of high backlog levels. This could likely be a result of the sparsely distributed households including the access to the various wards in the municipality for the collection of the refuse. The high levels of refuse removal to a communal service indicates refuse being disposed in a central place by households as opposed to removal by the municipality or a service provider.

Table: Access to service delivery

Access to Basic Infrastructure	2011		2016	
	Households	% of households with access	Households	% of households with access
Main source of drinking water				
Access to piped water	26 269	92.0%	22 041	89.7%
No access to piped water	2 278	8%	2 535	10.3%
Access to Sanitation				
Flush Toilets	7 640	27.5%	6 040	24.6%
Chemicals	415	1.5%	1512	6.2%
Pit Toilets	18 263	65.7%	15 235	62.0%
Buckets	67	0.2%	48	0.2%
None	1403	5.0%	1 460	5.9%
Energy for lighting				
Electricity	24 919	87.4%	22 610	92.7%
Other	3 590	12.6%	1 781	7.3%
Energy for Cooking				
Electricity	20 577	72.3%	20 840	85.9%
Other	7 880	27.7%	3 429	14.1%
Access to refuse removal				

Removed by local authority at least once a week	7 113	24.9%	3 438	14.0%
Removed by local authority less often	96	0.3%	256	1.0%
Communal refuse dump	316	1.1%	2 637	10.7%
Own refuse dump	19 789	69.3%	17 323	70.5%
No rubbish disposal	1 150	4.0%	231	0.9%

Source: Stats SA Community Survey 2016, own calculations

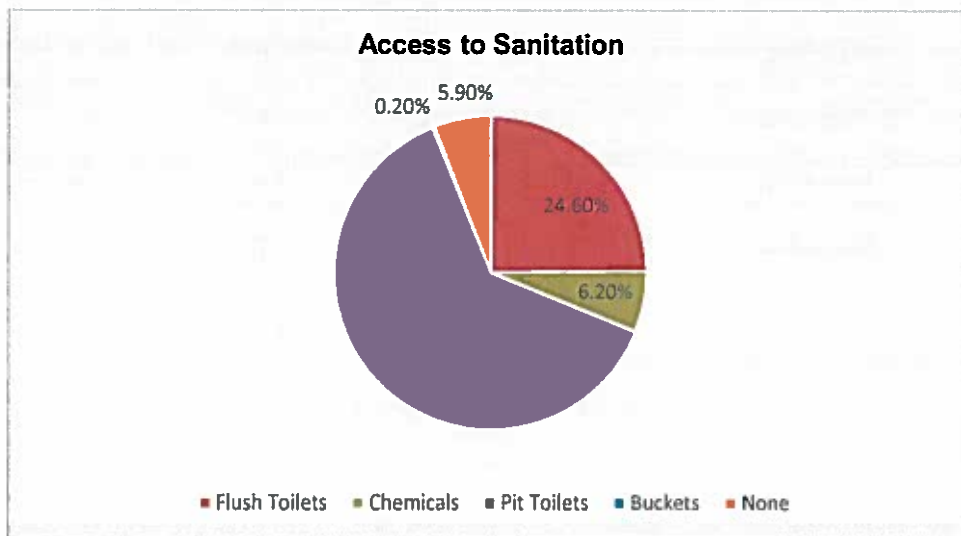
According to Community Survey 2016 about 89.7% of the households in Amahlathi area access water from regional/ local water scheme operated by the municipality or other water service provider and only 10.3% that does not have access to piped water.

Electricity – 2016 Community Survey as per the table above indicates that 92.7% of households at Amahlathi uses electricity for lighting compared to 87.4% calculated in the Census 2011 meaning there is a great improvement of about 5.3%. The municipality has operating license with NERSA to distribute Electricity for Stutterheim and Cath Town, Eskom has operating licences to distribute Electricity in all Amahlathi villages including KKH. The municipality has 3800 households' distribution of electricity, and is responsible for maintenance of electricity network at Stutterheim and Cathcart. According to NMD (Notified Maximum Demand) the municipality has agreement with Eskom to have 3000KVA for Stutterheim while capacity needed is 3500KVA excluding Spare capacity. The municipal manager has written application to request capacity of 5000KVA and the Memorandum has been signed by the Municipality and Eskom for the adjustment. The adjustment will have impact on tariffs

Roads - The municipality has a 3 year capital plan that has been approved and includes planning from 2018 until 2021. The plan is reviewed annually in line with IDP and Budget processes. The capital plan has also budget projections for the three years that is aligned with the municipal budget. The municipality has Road Maintenance Plan and budget allocated for road maintenance and was approved by Council. There is Rural Road Management System that is fully utilised. There is no storm water management plan the Municipality is using Road Maintenance Plan. The municipality has Road maintenance Forum that sits quarterly to discuss road maintenance issues.

Refuse removal - The statistics above indicate that about 70.5% of Amahlathi households uses their own refuse dump as compared to 69.32% in 2011 and only 14.0% that have access to refuse removal at least weekly. This shows that there is still huge backlog on refuse removal.

Access to Sanitation



Source: Community Survey 2016

Sanitation - Community Survey 2016 indicates that 62 % of Amahlathi households still use pit toilets ventilation, 24.6 % use flush toilets with sewerage system, 5.9 % do not have any toilets, 6.2% uses chemical toilets and only 0.2% uses bucket system.

The statistics merely indicates there's a great need for flush toilets with sewerage system in Amahlathi.

3.1.2 ACCESS TO COMMUNITY HALLS & CLINICS

There are 14 halls that have been audited and confirmed which are under Amahlathi area and are listed below:

Access to community halls and clinics

NUMBER	HALL	WARD
1.	Amatolaville	6
2.	Mlungisi Community Hall	15
3.	Cenyu Hall	15
4.	Cenyu Lands Hall	15
5.	Ndakana Hall	9
6.	Kei Road Hall	8
7.	Frank Fort Hall	12
8.	Springbok Hall (KKH)	2
9.	Cathcart Town Hall	4
10.	Kati Kati Hall	5

11.	Daliwe Hall	4
12.	Goshen Hall	4
13.	Mgwali Hall	9
14.	Kologa Hall	13

There is a project of 9 Villages in Keiskammahoek that was completed in 2015 for constructing Community Halls and the halls are being utilized.

Amahlathi has 21 Clinics and 3 Hospitals (SS Gida, Keiskammahoek and Stutterheim) in the Amahlathi Municipality.

3.1.3 DISASTER MANAGEMENT

All-hazards contingency plan is in place, it was developed with the support from Amathole District Municipality it was tabled to the Council. The Municipal Manager of the Amathole District Municipality, in consultation with the Municipal Manager of the Amahlathi Local Municipality, activates the contingency plan and emergency procedures of the local municipality and convenes the establishment of a Joint Operations Centre (JOC) at a mutually agreed upon and suitable location in the area of the Amahlathi Local Municipality. The JOC is established and operates in accordance with the Standard Operating Procedures contained in the All Hazards Contingency Plan of the Amathole District Municipality.

The Amathole District municipality coordinates the development and maintenance of plans and procedures by organs of state in the Amahlathi Local Municipality to ensure the protection of municipal archives and the continuity of municipal business during disasters and response operations. On receipt of an Alert and on the instruction of the JOC Coordinator, the municipality proceeds directly to the Local Joint Operations Centre and executes responsibilities for the coordination of municipal business continuity operations. The Disaster management is the function of the District the municipality only facilitates the process there is no unit.

Frequent hazard experience in the area:

- The occurrence of hazards is season.
- Types of hazards are as follows:
 - Floods
 - Severe storms
 - Domestic fires
 - Veld and forest fires
 - Strong wind
 - Heavy rains

a) Community Safety

There is a community safety plan that was developed with the support from Amathole District Municipality and it was adopted by Council in 2011. Community safety forums are held on a quarterly basis to prepare a plan to be implemented including awareness campaigns which are conducted in all the clusters.

3.1.4 TRAFFIC & LAW ENFORCEMENT

There is a functional traffic department at Amahlathi Local Municipality with 26 staff members, 12 traffic officers and 14 office support staff. There are currently 9 vehicles, 3 speed trap cameras and 5 alcohol testers. Compliance and non-compliance issues varies from month to month. During the closing and opening of schools there are more people on the public road as well as during the festive season which causes increase of vehicles on our public roads. It is noticeable that during this period above, our Law Enforcement statistics get increased. The number of vehicle compared to the ratio of the available Traffic Officers on the public road cannot be detected due to shortage of manpower.

Driving license testing Center

Only one driving station is available at the moment which is centralized at Stutterheim, all 4 clusters of Amahlathi Municipality are depending on driving license testing station which is in the Stutterheim cluster for driving license as well as learners' license. There are 6 Examiners responsible for the Driving License Testing Centre.

Vehicle testing Center

The vehicle testing centre is also situated in the Sutterheim cluster, with 3 Examiners responsible for testing vehicles. Testing facilities such as an A-Grade Vehicle Testing Station was opened in 2006/7 and a Weigh Bridge is now required to assist the Municipality in the efficient administration of vehicular traffic and licensing.

Both the driving license testing center & the vehicle testing station are guided by the Act i.e. **National Road Traffic Act of 1993.**

Vehicle Pound

The Municipality has constructed a vehicle pound which will be operational in the 2018/2019 Financial Year. The Vehicle Pound is situated in Stutterheim

3.1.5 FIRE SERVICES

There are fire services tariffs that were developed, adopted, implemented and they are periodically reviewed. There is a full time fire service operating and a chief fire officer that has been appointed. The municipality has signed Service Level Agreements with the adjacent municipalities, the Greater Stutterheim Fire Association and Amathole District Municipality. The municipality is convening fire awareness campaign in all clusters, and striving for a two hour turnaround time in responding to fire outbreaks. The municipality is in the process of establishing fire stations in Amahlathi service areas, there is ongoing project on construction of Keiskammahoe fire station.

3.1.6 LAND ADMINISTRATION

In terms of land ownership statistics and ownership information, the municipality did a comprehensive land audit with the assistance of Amathole District Municipality in 2015. The exercise that was done reflected different types of land under the Amahlathi space. A report produced reflected private land, land owned by the municipality, land owned by Department of Land Affairs and that owned by the public. A report was then prepared and sent to council in 2016/17 with the list of sites that were identified which belongs to the municipality where the council took a resolution to sell the sites.

All laws, policies and administrative practices affecting land development should:

Facilitate the development of both new formal and existing informal settlements; there is therefore no bias in favour of any one sort of development and no individual community or group in an area can claim preferential treatment without a good reason.

Discourage land invasions without ignoring the reality and history of informal land development processes.

Promote efficient and integrated land development that, among other things: integrates rural and urban areas, integrates poor and rich, black and white areas in towns and cities, and integrates different land uses rather than keeping them strictly separate.

Discourage urban sprawl and contribute to more compact cities.

Make maximum use of all available resources and avoid duplicating existing infrastructure and services.

Promote the development of housing and work opportunities near to each other, and encourage environmentally sustainable practices and processes.

Be clear and easily understood – they should also provide guidance and information to people affected by the land development process, rather than simply trying to control the process and the people.

Promote sustainable development that:

- *Is within the fiscal, institutional and administrative means of the country.*
- *Establishes viable communities.*
- *Protects the environment.*
- *Meets the basic needs of all citizens in a viable way.*
- *Ensures the safe use of land*

In terms of land administration the municipality attends to land ownership identification, land disposals and land leasing. These functions are governed by the following pieces of legislation:

- Municipal Finance Management Act, Act 56 of 2003.

The Amahlathi municipality in conjunction with the Amathole district Municipality is attending to land reform projects such as the Keiskammahoek 9 villages land restitution project.

Land Restitution and Land Reform

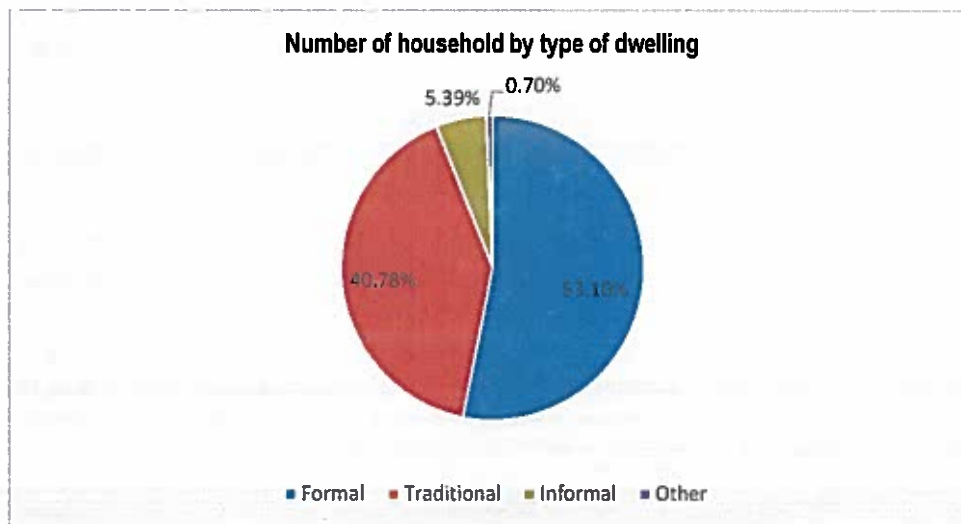
Land dispossession and removal of black people in South Africa was formalized through the Land Act of 1913 and the Group Area Act which resulted in black citizens owning only 13% of land and white counterparts owning 87% of land in South African by 1994.

As redress to this challenge the South African government developed the Restitution of Land Rights Act 22 of 1994 and the Policy on Land Redistribution for agricultural development (2000). The aforementioned legislation saw the establishment of the Land Claims court and commission.

The document includes criteria for qualification for land restitution and it was underpinned by key desired outcomes which included:

- Provide equitable redress to victims of racial land dispossession;
- Provide access to rights in land, including land ownership and sustainable development;
- Foster national reconciliation and stability; and,
- Improve household welfare, underpinning economic growth, contributing to poverty alleviation and improved quality of life.

3.1.7 HOUSING



Source: Community Survey 2016

The municipality has developed a housing sector plan and a spatial development framework which clearly indicate Greenfield areas where human settlement projects are proposed.

The housing sector plan also indicates land parcels that are under claim, but at present none of these land parcels shall hinder the planned human settlement projects. The plan also makes acknowledgement of the household socio-economic standing of the ALM population in that the majority of residents depend

highly on state grants and similarly in terms of housing demand the majority of housing demand is on the RDP programme. It is perceived that should there be growth in economic development of the towns and the household incomes and social standings improve then the housing product that is required would differ accordingly and the municipality together with the department of human settlements would have to acknowledge such and seeks to implement programmes that would cater for that demand type such as social housing, community residential units and possibly site and service stands.

In terms of housing development the municipality is guided by the following policies and legislation:

- Housing Act, Act 107 of 1997 as amended;
- Rental Housing Act, Act 50 of 1999;
- Social Housing Act, Act 16 of 2008;
- Spatial Planning and Land Use Management Bill 2011;
- By-Law relating to the use and hire of municipal buildings.

The housing act defines the roles and responsibilities for local authorities and the following may be highlighted:

Every municipality must as part of the municipality's process of integrated development planning take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to *inter alia*:

- set housing delivery goals in respect of its area of jurisdiction;
- identify and designate land for housing development;
- create and maintain a public environment conducive to housing development which is financially and socially viable;
- promote the resolution of conflicts arising in the housing development process;
- initiate, plan, co-ordinate, facilitate promote and enable appropriate housing development in its area of jurisdiction:

The municipality has adhered to a number of the above mentioned steps through the formulation and approval of the Amahlathi municipality spatial development framework and housing sector plan. The latter document has identified the housing need within the municipality as well as identifies current and proposed housing projects as well as projecting these spatially. By undertaking the afore-mentioned functions the municipality thereby facilitates the implementation of housing projects within its area of jurisdiction. The municipality compiles housing needs register and submit it to the department of Human Settlements for considerations.

The municipality is currently being assisted by the department of human settlements for attending to the readiness studies of housing projects as well as the actual implementation of the housing projects (top structure).

The Amathole District Municipality is also undertaking the project readiness studies of some of the proposed human settlement projects within Amahlathi municipality.

3.1.8 LAND USE MANAGEMENT

The municipality is responsible for land use management within its area of jurisdiction. At present the municipality does not have a wall to wall scheme but has land use management legislation applicable in its areas including the former Ciskei Homeland, Former Transkei Homeland and former Cape Provincial Administration area.

The specific legislation applicable in Amahlathi Municipality includes:

- Ciskei Land Use Regulations Act 15 of 1987
- Transkei Townships Ordinance 33 of 1933
- Land Use Planning Ordinance 15 of 1985

Land Invasion

In terms of dealing with land invasions, the municipality by-law and policy are in place to address the matter. This occurrence is addressed through the prevention of illegal eviction and unlawful occupation of land act, act 19 of 1998. It generally specifies the remedy the municipality possesses to address the challenge.

Land register

As part of the land asset register compilation exercise the land and housing unit needs to verify the identified properties by way of deeds office searches. The created lists as mentioned above need verification.

The Amathole District Municipality has assisted in undertaking a land audit for the Amahlathi Municipality in 2015. The land audit was intended in verifying ownership of all properties within the Amahlathi Municipality and is available on a user friendly database format as well as on the Amathole Geographic Information System Website.

The municipality has in July 2013 received access to the Amathole District Municipality Geographic Information System Unit web service which has land ownership information. The bookmark is <http://www.amatholegis.gov.za/>. The land and housing unit is in process of requesting the ADM GIS unit to make formal presentation to the municipality.

3.1.9 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The municipality also undertakes spatial planning in terms of the legislation especially the Municipal Systems Act 32 of 2000 section 26 (e) which mentions the specific core components of an Integrated Development Plan.

The Amahlathi municipality with the assistance of the COGTA department has developed a Spatial Development Framework in line with the guidelines for the formulation of Spatial Development

Frameworks that has been developed by the Department of Rural Development and Land Reform and was adopted in 2006 and it was last reviewed in February 2013.

The SDF can be regarded as a spatial representation of the municipal integrated development plan. It shows the areas of desired aims, the SDF act as a guide for future development to ensure that the municipality maximizes co-ordination of planned activities within its area of jurisdiction.

In order to ensure that the SDF represents the IDP, the municipality had to consider the municipal vision as stated in the IDP as well as the main development priority clusters of infrastructure, local economic development and environment, social development, institution and finance.

In order to guide the formulation of the Amahlathi Spatial Development Framework, the spatial implications of the Amahlathi Municipality's IDP Development Goals are interpreted as follows: -

IDP Goals	Spatial Implications
A. Infrastructure	(i) Basic Needs Considerations (ii) Managing Land Development & Settlement Trends
B. Local Economic Development & Environment	(i) Basic Needs Considerations (roads and infrastructure) (ii) Need for focus on Land Use Management (to ensure orderly development) (iii) Need for focus on environmental management to enhance environmental qualities and ensure attractive environment for tourism development
C. Social Development	(i) Need to manage investment by identifying spatial structure of settlement pattern and strategic nodes for development of facilities and public-funded housing (Spatial Structuring Elements)
D. Institution and Finance	(i) Managing Land Development & Settlement Trends (ii) Focus on Land Use Management (iii) Commitment to Environmental Management

Related to the implications of spatial planning that have been drawn from the Amahlathi Municipality's IDP, the following are noted as fundamental concepts guiding the spatial planning approach adopted for the Amahlathi Spatial Development Framework.

Spatial Structuring Elements

Spatial Structuring Elements are concepts or "planning tools" that are used to identify areas or special features of areas that enable the Amahlathi Municipality to carry out spatial planning and land use management in an ordered or structured manner that is, in line with the identified spatial objectives and

associated strategies, these spatial structuring elements enable the Municipality to identify areas where different types of land uses would be permitted and/or discouraged and thus form the building blocks that guide future planning in the Amahlathi area.

The Amahlathi Spatial Development Framework proposes to make use of four spatial structuring elements, as follows: -

- The concept of **Development Nodes**
- The concept of **Development Corridors**
- The concept of **Urban Edges**
- Areas where **Environmental Constraints** apply.

In order to provide the IDP Objectives related to infrastructure, roads, housing and facilities development with a clear mechanism to guide investment in geographic localities, spatial structuring elements within the settlement pattern in Amahlathi need to be identified so that: -

- The continuity of development, as opposed to fragmentation, functionally integrate development areas.
- Land development and investment in infrastructure and facilities can be programmed in an integrated manner, to ensure that development does not occur in an un-managed and inefficient way and that adequate services capacities are in place to ensure sustainable development;
- Scarce (higher order) resources such as hospitals, community health centers and secondary schools are situated where there will be optimum usage and accessibility. Duplication of these resources must be avoided;
- Environmental factors and constraints are taken into account in the development of land and the delivery of services.
- The conservation and appropriate use of existing natural and cultural heritage resources is considered.
- The support of the Land Reform Process is maintained.

The ALM SDF has sought both horizontal as well as vertical alignment in terms of higher order development plans (e.g. National Spatial Development Perspective, Eastern Cape Provincial Spatial Development Plan, ADM SDF) as well as local municipality development plans (e.g. neighboring municipality spatial development frameworks that including Buffalo City, Lukhanji LM, Nkonkobe LM, Great Kei LM, Mnquma LM, Intsika Yethu LM).

In summary the following informants to the formulation of proposals of the Spatial Development Framework are stated below: -

- A conceptual approach to spatial development and associated key concepts have been identified, based on the guidance of the Amahlathi Municipality's Integrated Development Plan;

- Further strategic guidance is taken from the National Spatial Development Perspective and the Draft Provincial Spatial Development Plan in regard to the categorization of areas for different levels of investment in development goods;
- The Amathole District Municipality's Spatial Development Framework has been utilized to ensure that Spatial Development Framework proposals for the Amahlathi area are in alignment with the district's strategies; and
- The Neighboring Local Municipalities Spatial Development Framework and associated Spatial Plans — have been consulted to ensure alignment in the approach adopted by the Amahlathi Spatial Development Framework.

Principles Contained in the EC Spatial Development Plan

The Amahlathi Municipality has sought direction to guide its strategies on the management of development and the prioritization of capital investment within the context of the spatial arrangement of different forms of land uses and settlement types in the area. Following the lead of the Amathole District Municipality, the Municipality has adopted the direction given by the Eastern Cape Provincial Spatial Development Plan (October 2010). The following applies: -

Guidelines to Direct the Management of Socio-Spatial Development

- There is a need to **focus on rationalizing the rural economy;**
- There is a need to **properly conceptualize the hierarchical position, relative importance and sustainability of settlements,** and their **inter-relationships** amongst each other and with their hinterlands;
- There is a need to **focus on what is achievable in developmental terms** and how this relates to spatial development proposals (the Spatial Development Framework);

The Preferred Approach to Management of Socio-Spatial Development

At the outset, it is accepted that it is every South African Citizen's constitutional right to receive basic services and to have their developmental needs met within the limits of available resources. Therefore, the preferred approach to manage spatial development and the direction of capital investment needs to be a compromise, which recognises the limits of available resources but proposes targeted and phased development in an effort to address basic needs and create the environment for local economic development (whether in a rural or urban context).

This strategy is termed an **Integrated Spatial Development Strategy;** as follows:

- Focus investment and upgrade existing rural settlements, villages and towns on a phased basis according to available resources and development priorities;

- ❑ Reinforce development nodes and development areas through building on strengths and bulk infrastructure; and
- ❑ Focus on economic upliftment and employment creation through LED, Agriculture, SMME's and industrial programmes.

One of the fundamental principles of this strategic approach is the need to set criteria for investment in services, infrastructure and housing, based on a choice amongst differential levels of services. Such criteria would result in focused investment in areas where settlement could be encouraged and less investment in areas where settlement should be discouraged.

Proposed Spatial Development Policies and Principles

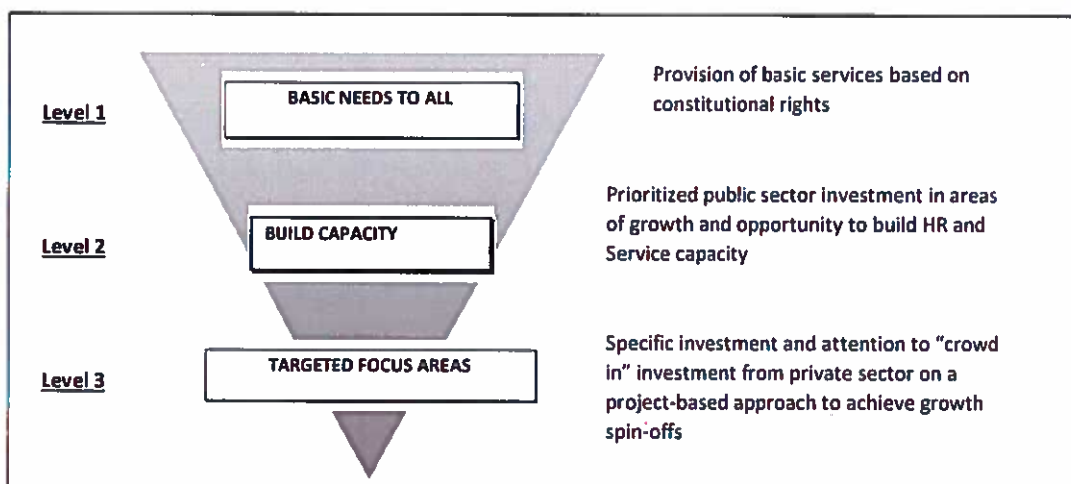
The adoption of the above philosophy and strategic approach means that the Amahlathi Municipality falls in line with the Provincial direction on these matters and will apply policies of investment and development facilitation at three levels to achieve the most significant results.

Level 1 would fulfil basic human rights in the provision of basic services to both urban and rural areas, at a minimum level, according to available resources. This would be guided by backlogs in these areas, the proximity of existing bulk services and special priorities identified in the IDP.

Level 2 will ensure the managed investment of public sector funding in urban and rural areas in order to strengthen current local capacity, build on the strengths and opportunities which exist and to maximize potential from the existing infrastructure and settlement system. Capacity building would also include institution building, training, and skills transfer and community empowerment.

Level 3 would involve the provision of adequate funding to strategically targeted development zones, which have development potential. These will represent areas, nodes or areas of opportunity, where a special focus of effort and investment will attract interest from the private sector to invest; either in joint ventures with Government or independently, in order to develop economic growth opportunities and potential which already exists.

The above principles and strategic approach is illustrated below: -



Adapted from the draft Eastern Cape Provincial Spatial Development Plan (Nov 2001)

These principles are, together with the General Principles contained in Chapter I of the DFA, taken as the primary informants in the formulation of the Spatial Development Framework to guide socio-spatial development and land use management in the Amahlathi Municipal area.

The above strategic framework for level of services and investment type is interpreted in the Amahlathi Municipality's context as follows: -

- A) **Level 1: Basic Needs to All** – means the provision of municipal infrastructure at a basic level that is at least in line with the minimum acceptable level of service adopted by the Amathole District IDP Framework Committee.
- B) **Level 2: Build Capacity** – implies investment at a higher level in middle order services, infrastructure and needs (secondary schools, market places, taxi ranks, capacity training etc.).
- C) **Level 3: Targeted Focus Areas** – implies investment at a still higher level in higher order services and infrastructure and this includes "non-essential" needs, including sports stadiums, tertiary and specialized education facilities, as well as the facilitation of investment that is likely to generate significant socio-economic developmental spin-offs.

ELEMENTS OF THE SPATIAL DEVELOPMENT FRAMEWORK

The following elements make up the forward planning component of the Amahlathi SDF:

Spatial Development Issues, Objectives & Strategies

These purify the key issues to be dealt with by the Spatial Development Framework, and set out objectives and strategies in relation to these issues.

A) Spatial Structuring Elements

These are concepts or “planning tools” that are used to identify areas or special features of areas that enable the Amahlathi Municipality to carry out spatial planning and land use management in an ordered or structured manner. That is, in line with the identified spatial objectives and associated strategies, these spatial structuring elements enable the Municipality to identify areas where different types of land uses would be permitted and/or discouraged and thus form the building blocks that guide future planning in the Amahlathi area.

The Amahlathi Spatial Development Framework proposes to make use of four spatial structuring elements, as follows: -

- i. The concept of **Development Nodes**
- ii. The concept of **Development Corridors**
- iii. The concept of **Urban Edges**
- iv. Areas where Environmental Constraints apply

B) Special Development Areas

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

SPATIAL DEVELOPMENT ISSUES, OBJECTIVES & STRATEGIES

This section sets out the spatial development issues that are seen to be the main challenges to the Amahlathi Municipality in practicing wise spatial planning and land use management. Related to these, a number of spatial development objectives and strategies are proposed to enable the Municipality to better focus its resources when dealing with land development and spatial planning, in general.

A) Key Spatial Development Issues

The following are identified as the Key Spatial Development Issues to be addressed by the Amahlathi Spatial Development Framework: -

Key Spatial Development Issues

Spatial Fragmentation vs Basic Needs	This issue highlights the problems inherent in attempting to provide housing and a basic level of service to all residents, whilst dealing with the reality of a spatially fragmented settlement and economic development pattern. The challenge to sustainability is significant.
Land Development Trends & Urbanization	This refers to the current problem of informal settlement formation in both urban and in peripheral or rural settlement areas. The challenge here is to manage spatial development so as to permit development at scale in areas where services and facilities can be delivered on a more sustainable basis, and implies focusing on a coherent service policy in tandem with an applied land use management approach.
Environmental Management	This refers to the sustainable use of the natural environment and the protection/conservation of environmentally sensitive areas.
Land Use Management	This issue highlights the need to ensure that the policies and institutional structures are set in place to allow the Amahlathi Municipality to practice wise land use management in both the urban and rural areas under its jurisdiction.

B) Spatial Development Objectives

The following objectives are proposed in response to the key Spatial Development Issues

Key Spatial Development Issues	Proposed Spatial Development Objectives
Spatial Fragmentation vs Basic Needs	To fulfil basic needs obligations and address spatial integration within available means
Land Development Trends & Urbanization	To manage land development in line with a structured approach to ensure sustainability
Environmental Management	To adhere to environmental law and protect environmentally sensitive areas
Land Use Management	To manage land development in line with the General Principles of the Development Facilitation Act and the provisions of the Land Use Planning Ordinance (15 of 1985)

C) Spatial Development Strategies

The following spatial development strategies are proposed to correspond with the spatial development objectives outlined above.

Key Spatial Development Objectives	Proposed Spatial Development Strategies
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<p>1. To fulfil basic needs obligations and address spatial integration within available means</p>	<ul style="list-style-type: none"> ▪ Ensure efficiency and sustainability of basic services, by promoting the integration of sprawling settlements in both urban and rural areas, and the consolidation of larger settlements at nodal points. ▪ Consolidate and integrate spatial development by developing land in proximity to public transport routes and existing services. ▪ Develop infill areas within fragmented settlement areas, where appropriate.
<p>2. To manage land development in line with a structured approach to ensure sustainability</p>	<ul style="list-style-type: none"> ▪ Manage land development in line with land use management guidelines related to identified spatial structuring elements and special development areas within Amahlathi ▪ Support a land reform and settlement development programme by identifying zones of opportunity for land development
<p>3. To adhere to environmental law and protect environmentally sensitive areas</p>	<ul style="list-style-type: none"> ▪ Implement the principles of Integrated Environment Management (IEM).
<p>4. To manage land development in line with the General Principles of the Development Facilitation Act and the provisions of the Land Use Planning Ordinance (15 of 1985)</p>	<ul style="list-style-type: none"> ▪ Implement the provisions of the Section 8 Zoning Scheme Regulations in terms of the Land Use Planning Ordinance (15 of 1985). ▪ Apply for funding for a programme to develop an appropriate new Zoning Scheme for Urban and Rural areas, in line with the direction of new legislation, when promulgated.

SPATIAL STRUCTURING ELEMENTS

This section focuses on the four basic **Spatial Structuring Elements** that guide spatial development decision-making in the Amahlathi area: these elements are used to manage and guide development into certain patterns or arrangements, which are intended to promote more efficient future development.

A) Development Nodes of Importance

Development nodes are categorized as those towns or places where a significant number of functions commonly deemed to be urban are found. These functions would include public administration facilities/institutions, business activities, social and recreational facilities and other existing or potential economic enterprises (including tourism-related enterprises). Such nodes are often located on main transport routes to provide maximum access and act as catalysts for new growth and development. As such, they are areas where the following should be prioritized: -

- Appropriate levels of development investment in infrastructure.
- Appropriate land use management to promote preferred development outcomes.

The following classes of node have been identified and/or are proposed for Amahlathi:

NODE TYPE	AREA/LOCALITY	DESCRIPTION
URBAN NODES		
Level 3 Primary Node	Stutterheim	<p>As the main Administrative, Service and Industrial Centre of Amahlathi Municipality as well as an important place of residence for approximately 60% of the Urban Municipal population, Stutterheim should be targeted for the following: -</p> <ul style="list-style-type: none"> ▪ Investment in infrastructure to increase services capacity; ▪ Development of public-funded housing areas; ▪ Development of regional social goods and facilities, including educational institutions, and sports and recreational facilities ▪ Land use management that focuses on the integration of disparate settlement elements in the town.
Level 2 Secondary Nodes	Keiskammahoek	<p>As a secondary Administrative Centre and Service Centre to a large number of surrounding peri-urban and rural settlements as well as an area with eco-tourism and agricultural potential, Keiskammahoek should be targeted for: -</p> <ul style="list-style-type: none"> ▪ Investment in infrastructure to services capacity; ▪ Appropriate Land use management and, infrastructural support to develop the Agricultural sector in the area.
	Cathcart	<p>As a service center of Amahlathi Municipality as well as an area with tourism development potential, Cathcart should be targeted for: -</p> <ul style="list-style-type: none"> ▪ Investment in infrastructure to increase services capacity; ▪ Appropriate development of new residential and public-funded housing to meet local demand; ▪ Land use management that focuses on the improvement of the aesthetic character of the town.
Level 1 Tertiary Node	Kei Road	<p>As a minor service center, Kei Road should be targeted for:</p> <ul style="list-style-type: none"> ▪ Extension of public-funded housing area to meet local demand; as proposed in the Yellowwoods Kei Road Settlement Project ▪ Investment in Infrastructure
RURAL NODES		

Rural Development Nodes	Frankfort	Proposed as a rural nodal settlement with prioritization of higher order facilities development.
No other rural nodes are specifically proposed at present. The rural areas of Keiskammahoek sub-district (Ward No's 1, 2, 3, 10 and 11) designated as Special Development Areas due to their unique opportunities and/or special development needs.		
In the course of more detailed spatial planning in these areas, it is anticipated that consensus with local communities is important to identify nodal settlements.		

B) Development Corridors of Importance

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

Different categories of Development Corridors can be described as follows (adapted from the Buffalo City Spatial Development Framework: SETPLAN et al, 2003):

- **Mobility Route:** is a road with limited access that principally carries traffic between major nodes.
- **Activity Corridor:** Is a band of high-density urban development up to 800m wide along a public transportation route. Typically, activity corridors link areas of greater intensity of land use (nodes) and are usually found in larger urban areas.
- **Activity Street:** is usually defined as a local street that is located within the sphere of influence of an activity corridor and reinforces it. To be classified as an activity street, vehicle and pedestrian access to a mix of land uses is a priority.

In addition to the above types of development corridor commonly defined, the particular circumstances within Amahlathi warrant the identification of **Special Routes**, which are, in this instance, related to tourism development.

The following corridors are identified within the municipality: -

TYPE	AREA/DESCRIPTION OF LOCALITY	FUNCTION
Mobility Routes – Municipal level	II N6 - East London-Queenstown	These routes carry passing traffic and provide access between local areas in Amahlathi and centers further afield
	II R63 - Komga – Kei Road - KWT	

Special Routes – Tourism Focus	☐ Sandile Heritage Route	These routes relate to tourism destinations. In the case of the Sandile Heritage Route, a number of Heritage Sites are identified
	☐ R345 - Cathcart - Hogback	

C) Urban Edges (Refer to Plan 5.1 Nodes and Routes)

D) Environmental Elements

As spatial planning has come to appreciate the fundamental importance of environmental management and the conservation and protection of environmentally sensitive areas, so the identification of environmental constraints has become a key structuring element in forward planning. Accordingly, the Amahlathi Spatial Development Framework has incorporated a number of inputs from a variety of sources in order to identify environmental constraints. The following applies: -

- The Strategic Environmental Assessment (SEA) undertaken together with the Spatial Development Framework has identified conservation-worthy areas as well as constraints and opportunities to development. These include
 - The Thomas River Conservancy
 - The Amathole Complex
- Using a digital terrain model based on available 20m contour intervals, an indicative slope analysis was undertaken to illustrate areas where steep sloping landforms are likely to represent constraints to land development.
- Finally, a key consideration and structuring element has been the data and accompanying documentation provided by the Sub-Tropical Thicket Ecosystem Planning (STEP) Programme. The most important STEP categories regarded as being indicative potential constraints to land development incorporated in the SDF as structuring elements include:
 - Protected Areas, which include proclaimed state-owned nature reserves and forest reserves (e.g. Kubusi Indigenous Forest, Driebos, Umfulane Forest, Quacu Nature Reserve);
 - Critically Endangered Areas, which denote areas where indigenous fauna and/or flora are coming under increasing pressure and are under threat of extinction (Cape Parrot Conservancy);
 - Process Areas, which denote areas where ecological processes occur that are essential to the survival of natural ecosystems; and
 - Conservancy Networks, which are defined as areas contain systems of natural pathways for conservation-worthy plants and animals that ensure these species survival.

With regard to the above structuring elements, it is important to note that all elements, including the STEP data are regarded as indicative and not definitive in nature. That means that their illustration is not meant to indicate a clear and definite restriction to development as illustrated but merely to highlight the probability that environmental factors could represent a constraint to development in the areas illustrated.

SPECIAL DEVELOPMENT AREAS

In order to give a focus for the organizational activities of the Municipality as it strives to achieve its developmental goals, several specific areas (or geographic localities) have been identified as Special Development Areas (SDAs). These are: -

A) New Public-Funded Housing Development Areas

Stutterheim

There are seven proposed areas for future public housing development. These are listed below.

No.	Description
HD1	West of Town (Undeveloped portion of the Golf Course Camp)
HD2	South of the Keiskammahoek road and west of Amatolaville
HD3	Infill development around Amatolaville
HD4	North of the Keiskammahoek road and west of Kologha Township
HD5	Extension to Mlungisi/ Mzamomhle south of the existing development
HD6 &7	An extension North and West of Cenyu

Cathcart

In the short-term future, the demand for housing in Cathcart can be absorbed by the vacant surveyed erven in Daliwe and South of Cathcart. The number of vacant erven is listed below.

No.	Description
HD1	South of Cathcart
HD2	NW Extension of Daliwe
HD3	South Extension of Daliwe

Keiskammahoek

The vacant erven within the Keiskammahoek town meets the current short-term housing demands. Should the demand for housing increase the area described below has been identified to accommodate this demand.

No.	Description
HD1	Northern section of Keiskammahoek (Between the Cata River and Intensive Agriculture lots)

Should the areas planned within the urban edge of Keiskammahoek reach capacity and further residential extension is needed, then the township settlement of Masincedane (Elukhanyweni) should be considered. This is due to the infrastructure already in place and ease of resolving land issues.

B) Rural Development Areas

Rural Settlement Upgrade Areas

The Yellowwoods Kei Road Zone

This Zone Plan was completed in 2001 and set out clear spatial proposals for further settlement development (Model 2) as well as development of local farming projects (Model 3). This process should be supported with LED programmes and the upgrading of infrastructure and facilities in the settlements, as well as road access within the areas themselves.

C) Land Reform Zone

Keiskammahoek Land Restitution Zone

As proposed in the Amathole District Municipality's LR&SP, the Keiskammahoek Development Support Zone comprises of a number of successful land claims. These processes are of significant because of the financial resources flows that they generate to local areas. Further this area boasts extensive eco-tourism and forestry potential, which may require that appropriate land management systems and land reform be implemented in the area.

D) Priority Basic Needs

Tourism Zones

The areas with potential for tourism growth have been divided into 5 Zones listed below.

- Tourism Zone 1
Kologha Forest and Escarpment (Eco and Nature Tourism Potential)
- Tourism Zone 2
Keiskammahoek and surrounding area (Cultural and Heritage Tourism Potential)
- Tourism Zone 3
Elukhanyisweni and surrounding area (Cultural and Historical Tourism Potential)
- Tourism Zone 4
South Eastern section of Amahlathi LM (Eco-Tourism Potential)
- Tourism Zone 5
Thomas River Conservancy (Eco and Nature Tourism Potential)

E) Agricultural Zones

Irrigation Schemes

- Zanyokwe
- Horseshoe
- Keiskammahoek

Forestry Potential

The forestry potential surrounds the existing plantations which were previously established and managed by DWAF and SAFCOL, but are now being managed under concession by Amathole Timber Holdings. There are 8 102 ha of 'good' and 26 396 ha of 'moderate' commercial forestry potential, with a total of 34 498 ha. Reducing further by 85% to allow for subsistence livelihoods and a range of forestry specific considerations such as slope and terrain features, the total commercial forestry potential is between 5 175 ha (15%) and 10 349 ha (30%).

Land Use Management System Guidelines

In terms of the draft Land Use Management Bill, it is anticipated that the Amahlathi Municipality will be required to formulate an integrated Land Use Management System within the next 5-year planning period.

For the purpose of the SDF, the Municipality has established Land Use Management Guidelines in respect of:

- o Urban Nodes (so-called GO-BUT Zones)
- o Limited (Managed) Development Areas (also GO-BUT)
- o Restricted Development Areas (NO-BUT Zones)

Table: Macro-zoning categories for Amahlathi Local Municipality

Urban Nodes (GO-BUT)	Limited Development Areas (GO-BUT)	No Development Areas (NO-BUT)
<ul style="list-style-type: none"> ▪ Existing urban areas within the urban edge. ▪ Identified tourism nodes. 	<ul style="list-style-type: none"> ▪ All land not classified as a No Development Area and Development node (Urban Edge) ▪ Existing areas of degraded/modified agricultural land. ▪ Areas where development could ensure future environmental benefits 	<ul style="list-style-type: none"> ▪ Proclaimed nature reserves ▪ STEP Protected, Process and Critically Endangered areas ▪ Rivers, estuaries and undisturbed riparian zones of rivers ▪ Diverse montane grassland and afro-

	<ul style="list-style-type: none"> ▪ Transitional Zone areas adjacent to defined Urban Edges. 	montane forest vegetation types
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3.1.10 ENVIRONMENTAL MANAGEMENT FRAMEWORK

In the light of the Amathole District Municipality's Integrated Environmental Strategy (2003), it is proposed that the Amahlathi Municipality engage with the Amathole District Municipality in defining the relevant responsibilities of each in relation to current environmental legislation and the powers and functions of local government authorities.

Amahlathi Local Municipality is in the process of developing Amahlathi Environmental Management Strategy and Amahlathi Environmental Management Plan in the 2017/ 2018 Financial Year.

The review of institutional capacity in this regard forms part of the present Institutional Plan process.

In the interim, the following legislative framework is applicable (as guided by the Amathole District Municipality's Integrated Environmental Strategy).

KEY LEGISLATIVE FRAMEWORK

The following is the key legislative framework in which the Amahlathi Municipality is to perform its functions.

In terms of the Constitution:

Local authorities are responsible for administering various town planning instruments, protected areas and nuisance laws.

Local authorities are responsible for providing all citizens with a safe and healthy environment.

In terms of the National Environmental Management Act:

The Amahlathi Municipality is responsible for applying national environmental management principles in performing all activities that may significantly affect the environment.

In terms of Section 28, Municipalities have a general duty of care related to activities that detrimentally affect the environment.

In terms of the Local Government: Municipal Structures Act:

The Amahlathi Municipality must ensure environmental sustainability in delivery of all municipal services.

In terms of the Environmental Conservation Act:

The Amahlathi Municipality has a general duty of care related to activities that detrimentally affect the environment.

In terms of the EIA Regulations of the Environmental Conservation Act:

The Amahlathi Municipality is required to ensure that all projects, development proposals and actions (such as land development rezoning etc.) that it is responsible for implementing and/or approving, are subject to an EIA, should they fall within the listed activities provided in these regulations.

In terms of the Conservation of Agricultural Resources Act:

The Amahlathi Municipality must ensure that weeds and invasive plants on municipal-owned land or inland waters are eradicated and controlled.

In terms of the National Heritage Resources Act:

Heritage sites must be incorporated into town-planning schemes, where applicable.

The Amahlathi Municipality must draw up by-laws where necessary.

The Amahlathi Municipality must ensure Municipal compliance with NHRA.

5.11 ENVIRONMENTAL MANAGEMENT

The municipal area is situated at the foothills of the Amathole and Kologha mountains. As a result there are considerable temperature variations between summer and winter. The area is subject to frost and hail conditions. The area lies in the summer rainfall region with over 70 % of the mean annual rainfall experienced in the summer months (October to March). Mean Annual Precipitation (MAP) varies across the region from a low of 400 mm in the northwest (leeward side of the Amathole Mountain) increasing to the east. The highest rain-fall (approx. 1000mm/ annum) is experienced on the windward side of the Amathole Mountains. Vegetation types represent an integration of the climate, soil and biological factors in a region, and as such, are a useful basis for land-use and conservation planning. There are twelve vegetation types found in the Amahlathi LM, highlighting the diversity of environmental conditions experienced in the Municipality. The distribution of these vegetation types is illustrated in the map and table below. Amathole Montane Grassland covers 44% of the Municipality.

BIODIVERSITY

The following plans illustrate the dominant characteristics of the natural endowments of the Amahlathi area. They outline the following: -

- Indigenous Forests in the Toise area and, most notably, the forests stretching from north-west of Stutterheim into the Keiskammahoek area. The latter stretch of forest accommodates the Amathole Hiking Trail, which is a potentially significant local tourism attraction. These forest areas are noted as conservation-worthy and must be managed accordingly, to ensure sensitive development of tourism assets and the sustainable use of the available resources.
- The indigenous forests fall within an area demarcated as the Amathole Complex. The Amathole Complex has been identified as a center of endemism and includes the escarpment forests and Winterberg grasslands.
- Wartburg falls in the Toise (Wartburg) area. This is a potential scenic tourist attraction and needs to be developed to its potential in an environmentally sensitive manner.

- There are various sites where rock paintings have been discovered. These include sites in the Cathcart vicinity and on the farms Cowsmead and Bulls Run in the Lujillo local area.
- The Keiskammahoek area has long been noted for its agricultural potential, based on its natural assets of favorable soils and adequate water supply for intensive irrigated crop production. However, full development of these assets has been hampered by historically inequitable land management practices, and complex land tenure arrangements in the area.
- Similarly, the area located in the southern sector of the Amahlathi Municipal area, the Elukhanyisweni local area, has also previously been identified as having good potential for irrigated crop production. Again, the full development of this potential has been hampered by lack of infrastructure and adequate land tenure arrangements.
- The areas around Cathcart and to the East of the Municipal area have identified potential for Game Farming.

RENEWABLE ENERGY

The municipality encourages the use of alternative energy sources in line with the overarching national government objectives of reducing South Africa's overall dependence on greenhouse gas emitting energy sources. These may include:

- ▣ Solar Energy such as solar energy water geysers;
- ▣ Wind Energy such as wind farms;
- ▣ Biofuel and Biogas Energy; and,
- ▣ Hydro Energy.

By reducing the household dependence on conventional energy forms, it is believed that this will also have a positive effect on the general household monthly spend on energy purchases. Therefore initiatives such as the solar energy high pressure water geysers programme being run by the Department of Energy and the Light Bulb Retrofitting programme being implemented by Eskom, inter alia, are considered as of paramount. These would have a significant impact in the case of the semi-rural Amahlathi Municipality where the average household incomes are generally low.

3.2 KPA 2: MUNICIPAL FINANCE VIABILITY

3.2. COMPLIANCE

3.2.1 Policies

All finance related policies are reviewed and adopted annually. The municipality has the following policies:-

3.2.1.1 Indigent policy

The objective of this policy is to ensure the following:-

- The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council.
- The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidization.
- Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy.
- Co-operative governance with other spheres of government.

There is an indigent register in place that is updated on an ongoing basis. R8.5 million has been allocated for free basic services in the 2018/2019 budget. The Municipality has dedicated personnel for Free Basic Services. The Indigent Register is in place and updated annually to maintain its credibility. The budget for free basic services for the past two financial years was R9 000 000 (2017/18) and R10 000 000 (2016/17) respectively. The indigent Steering Committee was established and carries out the indigent campaigns and awareness's; however there are no integration plans between the district and the municipality.

3.2.1.2 Tariff Policy

The tariff policy has been compiled taking into account, where applicable, the guidelines set out in Section 74 of the Municipal Systems Act No. 32 of 2000. In setting annual tariffs the council shall at all times take due cognizance of the tariffs applicable elsewhere in the economic region, and the impact which tariffs may have on local economic development.

3.2.1.3 Rates Policy

In developing and adopting the rates policy, the Council has sought to give effect to the sentiments expressed in the preamble of the Property Rates. The Council shall as part of each annual operating budget component impose a rate in the rand on the market value of all rateable property as recorded in the municipality's valuation roll and supplementary valuation roll. Rateable property shall include any rights registered against such property, with the exception of a mortgage bond. The Council pledges itself to limit each annual increase as far as practicable to the increase in the consumer price index over the period preceding the financial year to which the increase relates, except when the approved Integrated Development Plan of the municipality provides for a greater increase.

3.2.1.4 Debt Write -off Policy

This policy aims to set down procedures and principles to be carried out when all debt deemed irrecoverable is to be written off. It is set to identify all bad debts during the course of the financial year.

3.2.1.5 Cash management and Investment Policy

The Council of the municipality is the trustee of the public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently. The objectives of the Cash Management and Investment Policy of the Amahlathi Local Municipality are as follows:

- Ensuring that cash resources are managed efficiently and effectively,
- Ensuring that investments are placed with reputable institutions, for the purpose of safety of capital investment, and diversification of the investment Portfolio,
- Ensuring that adequate liquidity is maintained at all times, for management of cash flows,
- Ensuring that the municipality receives optimal yield / interest on its investments with financial institutions, at minimal risk,
- Striving for reasonable growth on capital investments in addition to interest earned on investments,
- Ensuring that monies due to Council are collected and banked appropriately as soon as they are received, and
- Ensuring that payments to creditors are made by due dates.

3.2.1.6 Asset Management Policy

The Municipality believes that an Asset Management Policy is essential to ensure effective and efficient utilization of public monies and accountability thereof is heavily dependent on accurate recoding and accounting for those assets with the compilation of the Asset Register that is GRAP compliant. The policy is deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The prime objectives of the policy is to ensure that the assets of Amahlathi Municipality are properly managed and accounted for by:-

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict control over all assets
- Providing correct and meaningful management information
- Ensuring adequate insurance of all assets

- Maintenance of Council's Assets

The municipality make use of asset management system which allows for more regular updates of the register as well as ensuring that the audit process is completed in a shorter time frame. The municipality conducts an assessment of its infrastructure assets and develops a repairs and maintenance plan. During the planning period the municipality prioritize which assets to be maintained through allocation of budget in line with circular 51 norms and standards.

3.2.1.7 Petty Cash Policy

The use of a petty cash float (a float may not exceed R600-00) is strictly confined to individual cash purchases of up to a maximum of R100-00, unless authorized by the Chief Financial Officer; The expenditure with regard to petty cash purchases shall not be deliberately split into more than one transaction to avoid the said limit.

3.2.1.8 Budget Policy

The objective of this policy is to secure sound and sustainable, management of the budgeting and reporting practices of the municipality by establishing requirements for ensuring transparency, accountability and appropriate lines of responsibility in the budgeting and reporting processes and other relevant matters as required by Municipal Finance Management Act 56 of 2003. The objectives of the policy are set out on the foundation of the following legislative prescripts:

- Constitution of 1996
- MFMA Circulars;
- MFMA Act 56 of 2003; and
- Municipal Budget and Reporting Regulations, Government Gazette no. 32141 dated 17 April 2009

3.2.1.9 Customer Care Policy

Customer Care Policy was developed and adopted by council with the following objectives:-

- To provide quality service to all stakeholders interacting with the Municipality, i.e. public service providers, contractors, fellow staff members in every department and other Government agencies.
- To ensure that customers are provided with relevant information as and when is needed in the appropriate format.
- To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client.

- To ensure that customers, both internal and external to the Municipality receive consistent and fair treatment at all times.
- To reduce the financial and time cost incurred arising from poor customer service due to repeat calls from and to customers.
- To equip municipal staff with knowledge and competencies to continually enhance the service standards according to changing customer needs.

3.2.2. Revenue Enhancement Strategy

The municipality is in a process of developing a Strategy to ensure that all possible avenues are explored to maximize the receipt of monies available to Council by way of assessment rates, service charges, intergovernmental transfers and grants and donations and to ensure that monies owed to the municipality are duly collected. There is an urgent need by the municipality to look at other revenue generating strategies as in the past years there has been a constant decrease in equitable share as well as a decline in own revenue. This is in contrast to the significant increase in employee related costs, operating costs and contracted services which will have a negative effect in the provision of basic services by the municipality in the near future.

3.2.3 Annual Financial Statements and GRAP Asset Register

The 2016/17 Annual Financial Statements and Asset Register were prepared in accordance with Generally Recognized Accounting Practice Standards, National Treasury formats. It is the responsibility of the accounting officer to make sure that the Annual Financial Statements and Asset Register are prepared based on the prescribed format and submitted to Auditor General on time as prescribed by the MFMA. An Annual Financial Statement Preparation Plan has been developed to guide the process.

3.2.4 Bank Accounts

The Municipal Finance Management Act Section 7 and 8 requires that the municipalities must open and maintain at least one primary bank account in the name of the municipality and that all money received by a municipality must be paid into its primary bank account. The municipality has one primary bank account and uses that account to receive allocations paid to the municipality; receive investments paid to the municipality and all other monies flowing in and out of the main account. There is a separate bank account for Municipal Infrastructure Conditional Grant.

3.3 EXPENDITURE MANAGEMENT

3.3.1 Subsidies and Grants

The municipality manages and reports on conditional grants in line with division of revenue act requirements. The table below reflects the percentage expenditure spent on grants gazetted in the

Division of Revenue Act (Dora) for 2016/17 financial year. The reports are prepared monthly and quarterly and submitted to the transferring officers in line with Dora requirements.

Grant	Percentage
Municipal Infrastructure Grant	100%
Finance Management Grant	100%
Expanded Public Works Grant	100%
Library Grant	100%
Integrated National Electrification Grant	95%

3.3.2 Payment of Creditors

The Municipality strives to pay its creditors within 30 days; however there are some delays are experienced when the procurement process is not adequately followed.

3.4 REVENUE MANAGEMENT

3.4.1 Billing and Credit Collection System

The implementation of mSCOA Regulations from 01 July 2017 posed some challenges which are being addressed on an ongoing basis. The municipality bills its debtors on a monthly basis and procedures are in place to regularly update and monitor the correctness of debtor’s information. Council has adopted a debt collection and credit control policy which outlines procedures for the collection of arrear debt. The municipality has established a unit to assist in the implementation of the policy. The average collection rate inclusive of long outstanding debt was about 90% in 2016/17 financial year.

3.5 VALUATION ROLL

Valuation roll is in place and maintained for four years and a supplementary valuation is conducted on annual basis. The budget has been set aside for the appointment of a service provider for the new valuation roll and its maintenance. The valuation roll gets published in the website of the municipality. The Rates By-Law is in a process of being promulgated in line with MPRA.

3.6 SUPPLY CHAIN MANAGEMENT

The municipality has established a Supply Chain Management unit. In the preamble of the SCM Policy it is stated that “the Supply Chain Management Policy seeks to encourage socio-economic transformation” within its region. To achieve this, empowerment goals have been set, which aim to redress the skewed distribution of wealth and therefore contribute to the alleviation of poverty. Immediately after the approval of budget; departments are required to prepare procurement plans that guides sittings of the bid committees. In trying to implement the policy the municipality has the following filled positions a Manager; Contract Management Officer; Demand Management Officer and Acquisition Management officer. The functions or duties of the officers includes ensuring that goods and services are procured in line with the SCM regulations and the policy, management of contracts management of stores to mention a few.

3.8 FINANCIAL REPORTING

Municipalities were expected to comply with the MFMA: mSCOA Regulations, (Gazette No.37577) as issued by National Treasury. To fulfill this mandate municipalities were required to submit certain governance documents; to mention a few the following were compiled and submitted:-

- mSCOA Council resolution submitted to treasury.
- mSCOA implementation plan prepared and submitted to treasury.
- mSCOA Champion/Project Manager was appointed.
- mSCOA Committees were established in line with mSCOA Regulation.

The municipality became live on 1 July 2017 and strives to compile and submit financial reports in line with Municipal Finance Management Act section 71; 52d; 72 and yearly.

3.3 KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.3.1 PROCESS FOLLOWED

On 31st August 2017 the Amahlathi Local Municipality Council adopted its IDP and Budget process plan. The IDP/Budget process plan outlines in detail the way in which the municipality embarked on its 2018/19 IDP review from its commencement in July 2017 to its completion June 2018.

ORGANISATIONAL STRUCTURES & PUBLIC PARTICIPATION

The IDP of Amahlathi has been compiled through an interactive process, which has been overseen by a Council and the Amahlathi Representative Forum.

Amahlathi Municipality's IDP Participatory Structure

The Amahlathi IDP Representative Forum, which was convened by the Amahlathi Municipality, served as the primary vehicle for consultation and public participation in the course of the IDP's amendment.

This body comprised of numerous stakeholders; including political parties, ward committees, youth and women's organizations, individuals, Government structures, NGO's and other organizations of civil society.

3.3.2. THE PLANNING PROCESS UNDERTAKEN

Phase 1 – Analysis Update & Review of Progress- the Mayor visited all the clusters in Amahlathi where all wards were represented within that particular cluster with the purpose of reviewing the identified needs and re-prioritize if necessary. This process was conducted to ensure maximum community participation in the IDP processes. The Ward Councillors worked with the ward committees and Traditional Leaders in guiding the process where the communities gathered to update the analysis as well as identifying the priority needs. The needs were therefore presented and discussed in Strategic Services Standing committees, Council and the Rep forum.

Phase 2 – Revised Objectives and Strategies- wherein a participatory process contributed to the formulation of revised development objectives and strategies in relation to the broad priority development issues identified based on the Analysis work and the outputs of a number of Sector Plans undertaken by the Amathole District Municipality and sector departments. Set objectives have been broken down into yearly phases.

These Priority Issues are arranged into revised development clusters, in line with recommendations made by the Amathole District Municipality, which acted in its capacity of setting an appropriate Framework for the IDP Process.

Phase 3 – Project Planning - wherein technical and participatory processes were undertaken to identify priority projects within sectoral clusters, which were identified in Phase 2.

Project Prioritization was undertaken with the overriding objective being to identify Year 1 priority projects to fit within a realistic budget framework.

The prioritization process was informed by identified development needs per sector. Suggested project priorities for Year 1 were compiled and presented to the Representative Forum, Ward structures and civil society stakeholders, and, finally, the Amahlathi Municipal Council.

Phase 4 – Integration - projects were assessed in order to determine their impact on or potential integration within sectoral programmes (e.g. Land Reform Programme etc.).

Phase 5 – Approval, the draft IDP will be publicized for comments, as required in law, following its adoption subject to substantive comment by the Amahlathi Municipal Council on 30th May 2018.

3.3.3. PUBLIC PARTICIPATION

3.3.3.1 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The Municipal Public Account Committee (MPAC) was established on the 27th October 2011, in terms of Section 79 of the Municipal Structures Act and as a committee of Council for the efficient and effective performance of its functions. The MPAC Terms of Reference (TOR's) have been established in 2016 which states the purpose of the committee and its specific responsibilities.

MPAC enables the Council, in respect of financial management, to fulfill its constitutional obligation to scrutinize and oversee executive action with regards to financial administration and non- financial activities.

Members were appointed from Councillors and it was agreed that none of these appointed Councillors should serve in any other committee and standing committee.

The appointed members are as follows:

- Cllr. S. Malawu - Chairperson
- Cllr. D.S. Gxekwa
- Cllr. P. Ntwanambi
- Cllr. N.P. Jikazayo
- Traditional Leader E. X. Zake

The role of MPAC is to serve as an oversight Committee and to review Amahlathi Local Municipality's Annual Report with specific focus on the financial aspects as contained in the Auditor-General's Report and also when instructed by the Council to advise Council in respect of unauthorized, irregular or fruitless and wasteful expenditure in terms of Section 32(2) of the Municipal Financial Management Act (MFMA).

The Committee (MPAC) is a link in the accountability chain and plays accountability role at the local sphere of government. It enhances the accountability process by ensuring that there is objective political oversight in addition to the other governance committees, such as Council Executive, Executive Committee (EXCO), Finance Portfolio and the Audit Committee.

<i>DATE</i>	<i>DESCRIPTION</i>
10/7/2017	SPECIAL MEETING

19/07/2017	SPECIAL MEETING
10/08/2017	SPECIAL MEETING
22/08/2017	ORDINARY MEETING
25/08/2017	SPECIAL MEETING
01/09/2017	SPECIAL MEETING
13/09/2017	SPECIAL MEETING
26/09/2017	SITE VISIT
27/09/2017	SITE VISIT
05/10/2017	WORKSHOP ANALYSIS OF ANNUAL REPORT
06/10/2017	WORKSHOP ANALYSIS OF ANNUAL REPORT
11/10/2017	SPECIAL MEETING
13/10/2017	SPECIAL MEETING
19/10/2017	SITE VISIT
24/10/2017	SPECIAL MEETING
25/10/2017	SPECIAL MEETING
30/10/2017	SPECIAL MEETING
31/10/2017	SPECIAL MEETING
06/11/2017	EVALUATION OF ANNUAL REPORT
08/11/2017	SPECIAL MEETING
29/01/2017	SPECIAL MEETING
09/03/2018	ORDINARY MEETING
14/03/2018	SITE VISIT
26/03/2018	PUBLIC HEARINGS
27/03/2018	WORKSHOP IRREGULAR EXPENDITURE
06/04/2018	INVESTIGATION
09/04/2018	ORDINARY MEETING

3.3.3.2 HUMAN RESOURCES DEVELOPMENT TRAINING COMMITTEE

In terms of the regulations to the Skills Development Act, every organization with more than 50 employees must establish an institutional forum (Training and Employment Equity Committee) for purposes of consultation with regard to skills development. At Amahlathi Municipality, we do have an existing Training and Employment Equity Committee which does sit as and when required composed of the following people:

- Skills Development Facilitator
- Municipal Manager
- Human Resources Manager
- Corporate Services Director
- Chief Financial Officer
- Strategic Services Director

- Human Resources Development Manager
- SPU Manager
- LED Assistant
- Labour Relations Officer
- Legal Manager
- Chief Traffic Officer
- Internal Audit Assistant Manager
- General Worker
- Chairperson Standing Comm.- HR and Admin
- Chairperson Standing Comm. – Finance
- 3 Councillors

Representatives of 2 Trade Unions represented in the Municipality (SAMWU and IMATU)

3.3.3.4 LOCAL LABOUR FORUM

The Local Labour Forum (LLF) is a consultative structure that does not take decisions. The main collective agreement confer to the L.L.F powers and functions of negotiating and or consulting among other things;

- On matters of mutual concern pertaining to the employer which do not form the subject matter of negotiations at the Council or Division
- On such matters as may from time to time be referred to such forum by the Council or its division.
- Concluding of minimum service level agreement

The Local Labour Forum is established with equal representation from trade unions and the employer with the trade union's representation divided in proportion to their respective membership in that individual Local. For Amahlathi, we do have an established Local Labour Forum and it sits on a quarterly basis and when there is a need. The committee representatives are as follows;

NUMBER	SURNAME AND INITIAL	NUMBER	SURNAME AND INITIAL
1.	Cllr M. Mjikelo	9	SAMWU
2.	Cllr N Busika	10	SAMWU
3.	Cllr N Nongqayi	11.	SAMWU
4.	Cllr R. Desi	12.	SAMWU
5.	Cllr C.T Ngxingolo	13.	SAMWU
6.	Ms. N. Mahlati- Nkuhlu	14.	SAMWU

3.3.3.5 WARD COMMITTEES

BACKGROUND

In line with Chapter 4 of the Municipal Structures Act 1998, the Amahlathi Local Municipality is committed to enhance democratic, open, transparent and participatory system of local governance within its area of jurisdiction. Amahlathi Local Municipality is bound by the Municipal Structures Act to elect Ward Committees within 90 days after the local government elections.

The dates of the establishment of ward committees was advertised at a local community radio station the Forte FM. On 30 September 2016 the Speaker had an interview tabling the plan followed by daily notices on the station.

Ward Committee induction was held at Mlungisi Commercial Park on the 28 November 2016 and on the 22 March 2017. During the induction the following areas were dealt with, the municipality structure, legislative framework conducted by COGTA as well as the definition of Public Participation, Ward Operational Plan, Back to Basic Pillars and Operation Masiphathisane (War Rooms). The department of Corporate Governance and Traditional Affairs (COGTA) supported the municipality by training the ward committees in roles and responsibility of ward committees.

Ward committees for thirteen out of fifteen wards of the municipality are fully established. Only ward 04 and ward 05 (Cathcart Cluster) is still facing a challenge of some areas operating without ward committees.

Ward 04-Only four ward committee members are elected in Mandlakapheli, Langdraai and Gosheen.

There are six vacant positions left for Cathcart Town and Daliwe Township.

Ward 05-There are eight ward committee members elected in Toise village areas/sections

There are two vacant positions left for Katikati Location.

The municipality, through its Public Participation and Petitions Committee, had numerous meetings with the coordinators of the protests in the area, practising under the SANCO banner. Amongst others, the issue that there is no ward committee representation for the affected areas was explained to an effect that it brought difficulties when trying to engage the public. It was therefore deliberated that all vacancies be filled by the end of June 2018.

The ward committee are assisting the ward councilors in caring out their mandate in particular with respect to community engagements such as general meetings, steering committees and area meetings. They also attend the municipal programs and give feedback to the community, programs like IDP Roadshows/Mayoral Imbizos, Annual Reports, Public Participation programs, municipal hearings and the door to door campaigns organized by the municipality and other sector departments.

They submit and table the reports addressing the needs and priorities of the ward through the ward councilors to the office of the Speaker. The Speaker submit the reports to the council. There is still a challenge in the reporting of the ward committees, as there is no consistency.

In terms of White Paper on Local Government 1998, ward committees should be given stipend and that has been implemented from November 2011.

Community Development Workers (CDWs)

They attend and provide support and reports to ward committee meetings. CDWs assist in ward profiling and stakeholder mobilization for the municipality. They support the work of councilors where possible. They sit with the Office of the Speaker quarterly, tabling their reports and challenges they face in the wards. The CDW reports are submitted to the Council. They also form part of Operation Masiphathisane (War Room) as secretaries.

Challenge-Not all wards have CDWs, six wards (ward 1, 3, 7,8,14 and 15) out of fifteen are operating without CDWs. There are ten CDWs in our municipality, two are residing in the same ward due to the demarcation.

Traditional Leaders

There are six traditional leaders representing the traditional councils in the jurisdiction of Amahlathi. They give support to the council and advice when necessary. They sit quarterly to table their reports and challenges, and submit to the office of the Speaker. They also form part of departmental standing committees. They also attend all municipal programs and the council meetings to give feedback to their traditional councils. One of the key elements of Councilor welfare is the capacitation of councilors through various programmes. The Traditional leaders also receive the same benefits. They also receive the sitting allowance and tools of trade as the contribution of the municipality, as stated in the policy.

Operation Masiphathisane (War Room)

Amahlathi Municipality consist of 15 Wards and out of those wards 7 War Rooms have been launched in 2017. All these war rooms are using community halls as their sites and due to the vastness of some wards, there will be satellite war rooms to accommodate those who cannot access the main war room. Since the War Room Management Committees have not been inducted yet and also there is no budget allocation for the War Room, it is therefore difficult for the War Room to be fully operational.

3.3.3.6 PERFORMANCE AUDIT COMMITTEE

The functions of the Audit and Performance Committee (hereinafter referred to as the Committee) is primarily to assist the Amahlathi Municipality (hereinafter referred to as the Council) in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of financial reports and statements as well as assisting in performance management systems. The Audit and Performance Committee has 3 members listed hereunder and should meet 4 times per annum as per its approved terms of reference.

NUMBER	SURNAME AND INITIAL
1.	T Mqeta- Chairperson
2.	T Maqwali
3.	C Deliwe

AUDIT COMMITTEE CHARTER

The Audit Committee have charter that sets out the specific responsibilities assigned to the Committee by the Act and the Local Government: Municipal Planning and Performance Management Regulations, 2001 and details the manner in which the Committee will operate

The charter is to ensure that the Audit Committee will consider matters relating to management and the Council in the discharge of its duties to safeguard assets, operate adequate systems and controls, and review Annual Financial Statements, and on matters relating to performance management and performance evaluation.

The Audit Committee Charter was last reviewed in August 2017.

The following meetings were held during the financial year:

10/07/2017
 25/08/2017 - Special
 29/08/2017 – Special
 27/10/2017
 05/12/2017
 23/01/2018 – Special
 27/03/2018

3.3.4 INTERGOVERNMENTAL RELATIONS (IGR)

Chapter 3 of the Constitution Act 108 of 1996 provides for the principles that underlie the relations between the spheres of government. IGR meetings will sit on a quarterly basis and are an information-sharing vehicle where government departments and the municipality give light of their experiences and challenges with regards to service delivery. IGR forum is regarded as a strategic planning body with emphasis and updates on current financial year programs and projects. It therefore serves as a feeder to both the IDP Rep forum & District Communicator's Forum (DCF).

During 2016/17 financial year Amahlathi Local Municipality developed and adopted an IGR Policy Framework. The purpose of this framework is to provide procedures by which mechanisms, processes and procedures should be developed and implemented to ensure sound intergovernmental relations between the Amahlathi Local Municipality (ALM), National and Provincial Governments, Amathole District Municipality, Organized Local Government (SALGA) and other strategic stakeholders.

This framework serves as an Internal Procedure of the Amahlathi Local Municipality IGR Forum giving effect to the recently Reviewed Provincial IGR Strategy as a mechanism to foster coherent, integrated and aligned service delivery in the province.

TERMS OF REFERENCE FOR THE INTERGOVERNMENTAL RELATIONS FORUM AS OUTLINED IN POLICY FRAMEWORK**OBJECTIVES & ROLES OF THE AMAHLATHI LOCAL MUNICIPALITY IGR FORUM****Objectives of the Amahlathi IGR Forum**

The main objective of the Amahlathi Local Municipality IGR Forum is to enhance coordinated, integrated and aligned development and consider priorities in the entire municipal area. Additional objectives include the following:

- a) Development of a Local Government Programme of Action in relation to the National and Provincial Programmes.
- b) To facilitate the coordination, integration and alignment of provincial and municipal strategic planning and to put in place mechanisms and procedures that will ensure that provincial strategic planning informs and is informed by the IDP of the Amahlathi Local Municipality.
- c) To consult on policy issues that materially affects Local Government.
- d) To develop and provide mechanisms to engage Provincial Government and the Office of the Premier on IGR related matters and/or challenges.
- e) To consider such other matters of mutual interest as either party may place on the agenda of a meeting from time to time.
- f) To promote economic growth and development through trade, investment and tourism.
- g) To share knowledge and expertise in local governance generally or in agreed functional areas.

The goal of the Amahlathi Local Municipality IGR Forum is to ensure that the decisions reached are implemented by:

- a) Sharing of information on/and understanding of the respective programmes of all stakeholders.
- b) A clearer understanding of mutual strategic priorities and how these complement each other.
- c) A commitment to collaborate, engage continually and share information on policy implementation, success stories and co-ordinate activities.

Role of Amahlathi Local Municipality in the IGR Forum

The Amahlathi Local Municipality IGR Forum is a consultative forum for Amahlathi Local Municipality to discuss and consult with stakeholders on matters of mutual interest, including:

- a. Coordinating, overseeing and monitoring the implementation of national, provincial and district governance policies and legislations relating to matters affecting local government interests in Amahlathi Local Municipality;
- b. Matters arising in the District Mayors Forum (DIMAFO), Provincial MuniMEC and the Premier's Coordinating Forum affecting Amahlathi Local Municipality;
- c. Mutual support in terms of the section 88 of Local Government Municipal Structures Act 117 of 1998;
- d. The provision of services in Amahlathi Local Municipality as well as the performance of the Amahlathi Local Municipality in the provision of services in order to detect failures and to initiate supportive, preventive or corrective action when necessary;
- e. Coherent planning and development in Amahlathi Local Municipality;
- f. The coordination and alignment of the strategic and performance plans and priorities, objectives and strategies between the Amahlathi Local Municipality, District Municipality and other spheres of government.
- g. Any other matters of strategic importance which affects the interests of Amahlathi Local Municipality
- h. Coordination of IGR cluster forums that are aligned to Key Performance Areas of local government

THE IGR CLUSTERS

It is critical to note the importance of clarity in the allocation of powers and functions to role players and a keen understanding of specific roles and responsibilities within the realm of service delivery. The IGR System functions more effectively when the role players share a very specific objective that needs to be achieved within a non-negotiable period of time.

- a. The Amahlathi Local Municipality IGR Forum established Clusters to assist and advise it in the performance of its functions and exercise of its powers.
- b. The Amahlathi Local Municipality IGR Forum appointed the members of such Clusters.
- c. The members of the Clusters are members of the IGR Forum as well as other partners/stakeholders of the Amahlathi Local Municipality.
- d. The Amahlathi Local Municipality IGR Forum developed the Terms of Reference of Clusters established by it but may not delegate any decision making powers to these Committees.
- e. The composition of clusters internally is determined by the respective functional areas.
- f. Each cluster may establish sub-clusters within the cluster to ensure that details of planning, coordination, implementation, monitoring and evaluation are discussed.

The established Clusters meet quarterly or as determined by the cluster established so as to consolidate reports to the Amahlathi Intergovernmental Relations Forum which also sit quarterly.

Allocation of the clusters is aligned to the five (5) KPAs of Local Government as well as the 5 Pillars of the Back to Basics Approach.

3.3.5 INFORMATION TECHNOLOGY

The IT governance framework was approved by the council in September 2015 and it's being reviewed currently. The purpose of the framework is to institutionalize corporate governance of ICT and governance of ICT as an integral part of corporate governance, within the Amahlathi Local Municipality (ALM). IT master plan was developed with the assistance of the Amathole District Municipality and Ceenex to further strengthen the governance and planning of IT. The recommendations of the IT governance framework and IT master plan are being implemented but due to budget constraints not all recommendations are fully implemented

The IT Unit has approved policies which were adopted by the municipal council and the policies are reviewed annually.

Adopted/Approved IT polices:

- ICT acceptable policy
- IT Governance
- Change Management policy
- Password policy
- Email Acceptable policy
- Software Installation policy
- 3g Data Card policy
- Backup procedure manual
- IT masterplan

In the IT Unit there are two (2) permanent staff members and two (2) interns. All the municipal building including Satellite offices are connected to the Amahlathi network and all have access to internet.

The IT Unit provide support to all the municipal sites in Stutterheim and all satellite offices.

The municipality has an approved disaster recovery plan. Due to budget constraints the municipality does not have a disaster recovery site but is looking at utilizing 3rd party service providers for the function.

Cibecs backup software is deployed in the municipality to be able to back up and restore data of the municipality.

Cibecs backup software is providing sufficient management of the data and the storage of the data.

3.3.6 IDP Previous assessment

Comments from the MEC in the previous years and from the table below shows that the municipality has consistently retained an overall medium rating score for four years in succession. However improvement on five (5) KPA's namely Service Delivery, Financial Viability and Institutional Arrangement was recommended or encouraged.

KPA	RATING 2008/09	RATING 2009/10	RATING 2010/11	RATING 2011/12	RATING 2012/13	RATING 2013/14	RATING 2014/15	RATING 2015/16	RATING 2016/17
Spatial Development Framework	High	Low	Medium	High	High	High	High	High	High
Service Delivery	Medium	High	Medium	Low	Low	Medium	medium	High	High
Financial Viability	High	High	Low	Medium	Medium	Low	High	High	Medium
Local Economic Development	Medium	Low	Low	Medium	Medium	High	High	High	High
Good Governance & Public Participation	Medium	Medium	Low	Medium	High	High	High	High	High
Institutional Arrangements	Medium	Low	Medium	Medium	Low	Medium	High	High	High
Overall Rating	Medium	Medium	Medium	Medium	Medium	Medium	High	High	High

CHALLENGES AND REMEDIAL ACTION

- The results of the assessment were circulated to departments so as to take note of the issues that need to be addressed in the next review of the IDP.
- The Strategic Services department there after held a session looking at the extent in which the assessment result were implemented and further circulated to all departments to attend areas identified as not clearly addressed by departments.

3.3.7 PUBLIC PARTICIPATION

a. Public Participation

The Municipality has a Public Participation Policy that was adopted by Council on 1 September 2015. In accordance with Municipal systems Act 2000, the municipality should hold regular IDP/PMS/ Budget Representative Forum meeting in drafting IDP and Budget. Forum meetings are convened 4 times per year or quarterly in preparation of each phase. The following forms are used in calling the interested parties

- Website to publish our notices
- Community Radio Stations to reach those parts of our community that do not read newspaper
- Daily Dispatch
- Posters, pamphlets, ward councillors and announcements through community gatherings and community based organizations.
- Loud hailing

Other structures used to enhance public participation is through Ward Committee Meetings, LED Forums and SPU Forums and Local Communicator's forum which are convened quarterly.

b. Petition Management

The policy framework has been developed to assist Amahlathi Local Municipality and Office of The Speaker (OOTS) with the Petition process. It is the understanding that a petition is a request, representation, submission or complaint lodged by member/s of the public to Amahlathi Local Municipality about an issue that the petitioner/s would like the OOTS/ municipality to attend to. It is further envisaged to enable communities to actively participate in matters that concern them.

The purpose of this policy framework is:

- To provide for the right to submit petitions to Amahlathi Local Municipality;
- To provide for the general principles and procedures for submission of petitions;
- To provide for consideration of petitions by the Standing Committee of Council assigned to deal with petitions;
- To provide for incidental matters

Received petitions are acknowledged within 2 working days. A petitioner submits a petition in any of the official languages of the Republic of South Africa. After acknowledgement of receipt, the petition is logged on the register. Petitions Committee considers the submission and then the petition is directed to the affected department. The petitioner/s is informed of every progress made till the matter is resolved. A status report on Petitions received is submitted to Council on a quarterly bases. The reports are extended over so as to cover for the preceding quarter. No unformed registration/channelling of Petitions for the institution.

c. COMMUNICATION STRATEGY

The Communication Strategy and Communication Action Plan were approved by Council on February 2015 and is reviewed annually the last review was in May 2017. Communication Action Plan partly implemented due to lack of financial resources.

The purpose of the strategy is to communicate priorities of the IDP to communities, to encourage open, honest and accountable two-way dialogue with all stakeholders, to strengthen and improve internal and external communication, to promote a consistent corporate identity, to build meaningful partnerships with the Farmers Association, Rate Payers and the Business Sector and to bridge information gap between Amahlathi and its stakeholders through the recently established war rooms.

Customer care complaints are received through the Presidential Hotline via the Office of the Premier and received complaints are resolved through liaising with the relevant internal department working together with the complainant. In instances where the complaint cannot be resolved the complainant is advised.

3.3.8 Special Programs

In the municipality we have a unit dealing with special programs with three officials. The unit reviews action plan annually which is presented to all the structures of the targeted groups and is then submitted to Council via a standing committee for noting. Below is the Action plan that details the activities undertaken during 2017/18 financial year and it will be reviewed in June for implementation in 2018/19.

KPA	PROGRAMME	DEPARTMENT RESPONSIBLE	TIME FRAME	BUDGET
Special Programmes events targeting the 7 Groups.	Rugby Top 8 (2018)	SPU	1st Quarter	R149 000.00
	Women's Day Celebrations	SPU	1st Quarter	R83 332.00.
	Cancer Awareness Day	SPU	2 nd Quarter	R83 332.00
	Build up to International Day for Disabled	SPU	2 nd Quarter	R83 332.00
	16 Days of Activism 2018	SPU	2 nd Quarter	R83 332.00
	World Aids Day 2018	SPU	2 nd Quarter	R160 000.00

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	Condom Month and Human Rights (February 2018)	SPU	3 rd Quarter	R160 000.00
	Review of the HIV Strategy (2018)	SPU	3 rd Quarter	
	Amahlathi Local Football and Netball Tournament (2018)	SPU	4 th Quarter	R200 000.00
	Child Protection Month	SPU	4 th Quarter	
	June Celebrations (June 2017)	SPU	4 th Quarter	R200 000.00

3.3.9 AMAHLATHI MUNICIPALITY AUDIT ACTION PLAN 2017 2018 FINANCIAL YEAR

No.	Exc. No.	Coaf	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
1	ISS. 1	2	Non submission of requested information	Non-compliance with section 74(1) of the MFMA	Corporate services is going to have a session to look at all the information usually requested by AG from RFI level to CoAF and ensure it is available, signed and filed for ease of retrieval	None	Accounting Officer/Corporate Services Director	2018/02/28	In Progress
2	ISS.22	8	Incorrect allocation of payables	Overstatement of payables from exchange transactions and understatement of debtors	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct.	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
3	ISS.27	9	The requirement of minimum 16 annual leave days not met	Non-compliance with the requirements of SALBC Main Collective	Leave reports will be analyzed on a monthly basis and correspondence will be sent to affected	None	Director Corp Serv	Monthly	In Progress

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No.	Exg. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
4	ISS.35	12	HR Management Non-compliance	Agreement and the Amahlathi Local Municipality Leave policy. Non-compliance with Disciplinary Regulations for Senior Managers as required by Municipal Systems Act 23 of 2000.	directorates and followed up to ensure compliance to the Main Collective agreement and the municipal policy. Monitoring of leave book and attendance register. To ensure full implementation of Municipal Systems Act and Regulations by developing and sending the reports to the spheres of governance	None	Director Corp Serv	Monthly	In Progress
5			AoPO - Difference between audited and reported values	The Performance information reported as per APR, relating to Service delivery and infrastructure development, is not reliable as the misstated performance indicators/targets are material.	An oversight will be conducted on set indicators immediately the process of compiling the 2017/18 SDBIP starts	Processes are unfolding to develop strategies which will result in the development of indicators and targets	Director Strategic	30-Jun-18	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exg. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
6	ISS.047	17	Operating lease note is not disclosed in the annual financial statements	Non-compliance with the relevant standards.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
7	ISS.48	16	Fruitless and wasteful expenditure understated	Understatement of fruitless and wasteful expenditure with the factual misstatement	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress

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No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
8	ISS.24	8	Understatement of payables	Non-compliance with the MFMA and understatement of payables on the annual financial statements	<p>1. Accruals listing will be prepared to support the interim AFS.</p> <p>2. All cancelled cheques will be followed up to ensure that they are raised as such if not repaid.</p>	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
9	ISS.26	8	Understatement of Commitments	Non-compliance with the MFMA and understatement of commitments on the annual financial statements	<p>1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct</p>	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
10	ISS.46	15	Contingent liabilities - Completeness of contingent liabilities	Non-compliance with applicable GRAP standards	<p>1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial</p>	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
11	ISS.2	12	Employee Cost - Misclassification of Industrial Council Levy	Factual misstatement of R163 112 because of misclassification between the Industrial Council levy and Travel allowances	statements. AFS will be reviewed to ensure that schedule supporting balances are correct Travel allowance to be linked to the correct vote number	This has been rectified through the mSCOA chart	CFO	30-Jun-18	In Progress
12	ISS.7	4	New Appointments: non-compliance with recruitment policy	Non-compliance with policies and procedure.	Management will ensure that policies and procedures are reviewed and fully complied with and implementation thereof monitoring and reporting is done timeously.	None	Director Corp Serv	Monthly	In Progress
13	ISS.8	4	Terminations of employees paid after employment termination	Weak internal controls and non-review of the payroll reports	To ensure that payroll information is scrutinized, reconciled and reviewed to inputs for each month. All payroll input to be submitted to Corporate Services (payroll admin officer) reviewed and	In progress	Director Corp Serv	Monthly	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No. Exe. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
14	Iss.28	9	Leave days capture in an incorrect financial year	Lack of internal controls regarding leave days recorded.	submitted to payroll officer for processing. Leave reports will be analyzed on a monthly basis and correspondence will be sent to affected directorates and followed up to ensure compliance with the Main Collective agreement and the municipal policy	In progress	Monthly	In Progress
15	ISS.49	18	Employee benefits: Misclassification of service costs	A factual difference of R1 436 000 is therefore noted	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS	30-Jun-18	In Progress

No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
16	ISS.42	15	Material Losses - Presentation and disclosure	Non-compliance and/or misstatement of amounts disclosed.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
17	ISS.43	15	Material Losses - Accuracy of the Material Losses Rand Value	Factual understatement of R185 038.64 and the projected understatement is R572 599.25.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct.	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
18	ISS.44	15	Material losses - Amount disclosed is higher than the norm	The electricity distribution losses percentage above the norm will be	1. Meter Audit 2. Data Cleansing 3.Changing of meters 4. AMR (Automated meter	Cable has been laid from the mains to the	Director Engineering	30-Jun-18	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
19	Iss.6	1	Procurement – less than 3 people who are fully conversant with the technical aspects of the requirements	reported as an emphasis of matter paragraph on the audit report as material losses disclosed. Non-compliance with CIDB requirements.	readers) 5. Transformer Zoning 6. Cost to supply electricity. 7. Development of Tariffs. 8. Ring fencing of electricity. Load Flow Study analysis 1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct Implement provisions of section 32 of the MFMA	Bushpig(2x150mm HV - 2x2.7km) The municipality is in the process of appointing preparer of AFS. Compliance with CIDB is ensured on a daily basis	CFO	30-Jun-18	In Progress
20	ISS.45	15	Consequence management - No investigation on UIFW	Non-compliance with the above Act.		Irregular Expenditure has been reported to council and referred to MPAC for investigation	Accounting Officer	30-Jun-18	In Progress

No.	Exe. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
21	ISS.10	4	AFS: High level review	Non-compliance and/or misstatement of amounts disclosed.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
22	ISS.9	4	Internal control deficiencies: Policies and procedures regularly reviewed and approved	The above finding could result in ineffective internal control systems due to the Municipality operating using outdated policies	A register of policies will be developed signed and adopted and kept in a central place (Corporate Services). Policies and procedures review will start of by forming a Committee represented by all departments and Union representatives to look at the policies before a policy workshop is conducted.	None	Director Corp Serv	Q3 and Q4	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exc. No.	Coaf	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
23	ISS.37	11	PPE: Misstatement on Depreciation	Understatement of depreciation and an overstatement in property, plant and equipment.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS, Reviewal of Asset management policy is underway to ensure alignment with the guide, Accounting policy and system set up	CFO	30-Jun-18	In Progress
24	ISS.41	17	Property, plant and equipment	Understatement of depreciation and an overstatement in property, plant and equipment.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct.	The municipality is in the process of appointing preparer of AFS, reviewal of Asset management policy is underway to ensure alignment with the guide, Accounting policy and system set up	CFO	30-Jun-18	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exe. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
25	ISS.21	8	Difference between supplier statements and the creditors listing	Understatement of payables from exchange transactions and understatement of expenditure	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct.	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
26	ISS.25	8	Use of consultant: Misstatement on consultant expenditure	The cause of the above finding is due to the lack of reconciliation of the accrual listing and expenditure balances.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct.	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
27	ISS.29	8	Payables from exchange transactions: understatement of payables	Payables are therefore understated by a projected amount of R6 459 473.01	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct.	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
28	ISS.31	12	Payables: Uncleared suspense account and incorrect accrual raised	Payables are materially overstated	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct.	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress

No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
29	ISS.3	1	AoPO: Key Performance Indicators with no budgeted amount	The performance indicators that are not budgeted for might not be achieved due to unavailability of financial resources	The institution will focus only on indicators that are SMART and budgeted for going forward(2017/18) which focus on the functions of the municipality	The process is unfolding which will culminate in the development of SMART and budgeted Indicators	Director Strategic	30-Jun-18	In Progress
30	ISS.4	1	Key Performance Indicators - Measurability and Relevance	Non-compliance with Local Government: Municipal Planning and Performance Management Regulation 9	The institution will look at the guidance of Legislation and Regulation during the compilation of the Strategic documents and when the SDBIP is compiled	The process is unfolding which will culminate in the development of SMART and budgeted Indicators	Director Strategic	30-Jun-18	In Progress
31		1	Quarterly reviews AoPO: No evidence provided to support achieved targets (Limitation of Scope).	Unable to confirm if the set targets were met as reported.	Evidence relating to set targets will be compiled and collated at the end of every quarter to support the achievement of all targets of the institution	Implemented quarterly	Director Strategic	Continuously	In Progress
32	ISS.11	6	Usefulness of Predetermined Objectives	This will lead to Annual Performance Report that is not useful to the users.	The institution will look at the guidance of Legislation and Regulation during the compilation of the Strategic documents and	The process is unfolding which will culminate in the development of SMART and budgeted Indicators	Director Strategic	30-Jun-18	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exc. No.	Coaf	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
33	ISS.20	5	Incomplete information submitted -Local Economic Development	Limitation of scope should the information not be provided and this will lead to qualification as the indicators are considered as material	when the SDBIP is compiled All evidence will be collected and collated and submitted within the agreed time frame	In progress	Director Plan & Dev	Monthly	In Progress
34	ISS.34	10	AoPO - Local Economic Development - Completeness of Indicators/Targets)	This could lead to inability of growth for small companies due to insufficient support by local municipality.	The institution will include indicators that promote LED, SMME and Co-ops in the next development of the 2018/19 SDBIP and the municipality will review the current 2017/18 SDBIP to accommodate the indicator/targets relating to support to SMMEs	During the adjustment budget the indicators will be accommodated	Director Strategic	Jan-Feb 2018	In Progress
35	ISS.13	7	Procurement: Non-compliance - Bid not advertised in 7 days	Non-compliance with SCM regulations.	Advertised Bids are monitored on a monthly basis to ensure that they are advertised in the municipal website.	In progress	CFO	Monthly	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exc. No.	CoatF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
36		14	Procurement and contract management: Project not finished within the initial planned completion date	The delays of the project could potentially result in additional costs being incurred on the project.	Monitoring of projects, regular siting of site and technical meetings. Establishment of active project steering committees. Process of blacklisting defaulting service providers. Formulation project management procedure manual.	In progress	CFO/Director Engineering	Monthly	In Progress
37	ISS.30	7	SCM: Non-compliance with Municipal Supply Management Regulation 32	Non-compliance of the SCM policy and non-compliance of SCM regulation 32 which resulted to irregular expenditure	Implement provisions of section 32 of the MFMA	Irregular Expenditure has been reported to council and referred to MPAC for investigation	CFO/Accounting Officer	Monthly	In Progress
38	ISS.32	8	Provision: Overstatement of provisions	Overstatement of provisions and understatement of payables on the annual financial statements	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS	CFO	Monthly - Quarterly	In Progress

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
39	ISS.16	3	Debtors: Amounts disclosed in the AFS for debtors do not agree to amounts as per Age analysis	Understatement of receivables and understatement of revenue	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be reviewed to ensure that schedule supporting balances are correct	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress
40	ISS.36	12	SCM-False declarations made by suppliers not followed up	Non-compliance with SCM regulations. This will also result in non-compliance with the requirements of GRAP 20 paragraph 27	1. Before an award DP-SA site will be visited to verify directors. 2. National Treasury CSB database will also be used to verify state employees	In progress	CFO	Monthly	In Progress
41	ISS.18	13	Revenue-Unused electricity not provided	Understatement of liabilities and an overstatement of revenue.	1. The matter was resolved, however the department will be preparing IFS (Q2 and Q3) to ensure authenticity and accuracy of financial information used to prepare Annual Financial statements. AFS will be	The municipality is in the process of appointing preparer of AFS	CFO	30-Jun-18	In Progress

No.	Exc. No.	CoaF	Finding	Impact	Action Plan	Progress	Responsibility	Time Frame	Status
					reviewed to ensure that schedule supporting balances are correct				

3.3.10 FRAUD MANAGEMENT

The Municipality has developed a Fraud Prevention Plan which was adopted by Council. The Fraud Prevention Plan was last reviewed in March 2018. The main objectives of the Fraud Prevention Plan are as follows:

- To create a culture which is ethical and intolerant to fraud and corruption;
- To prevent fraud and corruption which cannot be deterred;
- To ensure that the municipality detects fraud and corruption;
- To ensure that the municipality investigates detected fraud and corruption;
- To ensure that the municipality takes appropriate action in the event of such irregularities, e.g. disciplinary action, recovery of losses, prosecution, etcetera;

The municipality also developed an Anti-Corruption and Fraud Policy which was adopted by the Council in May 2015 and is currently being reviewed and to be adopted by the Council.

The following areas are being addresses by the Fraud Prevention Plan and the Anti-Corruption and Fraud Policy

- Forms of Fraud and Corruption;
- Actions constituting fraud, corruption, theft and maladministration;
- Responsibility to conduct investigations;
- Protection of Whistle Blowers;
- Application of prevention controls and detection mechanisms;
- What should an employee do if he/she suspects fraud;
- Fraud Hotline;
- Media;
- Confidentiality;

The Internal Audit is conducting Fraud Awareness's on quarterly basis and action plans responding to the issues raised at the fraud awareness's are developed as well and are updated quarterly basis.

The municipality is currently using the Presidential Fraud Hotline where members of the communities can report fraud related issues. The Presidential Fraud Hotline number is **0860 701 701**.

RISK MANAGEMENT

The municipality does have a Risk Management committee consisting of Directors and Managers. The Risk Management Committee sits on a quarterly basis and is chaired by the Municipal Manager. Risk Assessments are conducted on an annual basis and the Risk Registers are updated on a quarterly basis.

The municipality does have a Risk Management Policy which was adopted by the Council. The Risk Management Policy has been reviewed in March 2018. Risk Management Policy assists the municipality in the following:

- It provides management with proven risk management tools that support their decisions-making responsibilities and processes, managing key risks impacting on their goals and objectives.
- It also ensures that risk management processes exist in an environment of continuous feedback and improvement.
- It enables the Municipality to effectively deal with uncertainty and associated risk and opportunity to enhance the capacity to build value.

TOP 10 RISKS RELATING TO THE MUNICIPALITY

#	Risk Description	Risk Causes	Consequences	Action to improve management of the risk
1	No standard operating procedures	1.Lack of adequate monitoring	1. Inconsistent implementation of municipal processes.	1. SOP will be developed linked to the SDBIP. 2. A procedure manual will be developed linked to all HR Policies.
2	Exceeding electricity capacity from Eskom(Notified Maximum Demand)	1.Excess demand on electricity	1.Penalties by Eskom 2.Monitorium on new connections	1. Application of additional NMD to Eskom. 2. Awareness campaigns geared at efficient use of electricity by customers.
3	Distribution losses	1.Old infrastructure 2.Theft 3.Non-payment of debts 4.Lack of adequate monitoring on meter boxes and transformers 5.Inaccurate meter readings 6.Inaccurate billing	1.Financial Loss 2.Low revenue collection 3.Community disputes 4.Collapse of infrastructure 5.Loss of life due to illegal connections 6.Litigations to the Municipality	1. Motivate for improved budgeting for upgrading of the old infrastructure 2. Electrification of extensions by Eskom 3. Implementation and consistent review of electricity master plans. 4. Replacement and recalibration of old meters. 5. Use of High-accuracy meters on lager consumers. 6. Use of automated meters. 7. Protection of electricity assets, i.e. provision of protective boxes.

		7.Lack of consequence on identified theft of electricity		
4	Non adherence to SCM policies, procedures and regulations	<ol style="list-style-type: none"> 1. Poor planning 2. Personal interest 3. Political interference 4. Limited buy in on the SCM policy 5. Non implementation of the procurement plan 6. Abrupt change in project implementation option 	<ol style="list-style-type: none"> 1. Compromised Service Delivery 2. Delays in appointment of service providers 3. Negative audit outcomes 4. Increase in irregular expenditure 5. Increase in deviations 6. Litigations 	<ol style="list-style-type: none"> 1. Financial misconduct workshop to be conducted. 2. Development and strict adherence to the procurement plan. 3. SCM awareness's (Supplier Day) 4. Employees are to sign declarations.
5	Going concern of the municipality might be at risk	<ol style="list-style-type: none"> 1. Poor planning 2. Non adherence to relevant legislation 3. Political interference 4. Unfunded mandates 	<ol style="list-style-type: none"> 1. Compromised service delivery 2. Low revenue collection 3. Service delivery protest 4. High employee turnover 5. Low staff morale 6. Dependency on grants 	<ol style="list-style-type: none"> 1. Consumers that are 90 days and above will be cut-off and handed over to the Debt Collectors. 2. Implementation of the revenue enhancement strategy 3. Explore other external revenue sources; 4. Enhancement of the indigent registration.

6	Non-compliance with policies and procedures	<ol style="list-style-type: none"> 1. Non communication of policies to Municipal officials 2. Lack of procedure manual regarding HR operations 3. Political interference 4. Lack of consequence management 5. Recruitment processes not followed 6. HR policy not including abuse of alcohol 	<ol style="list-style-type: none"> 1. Inconsistencies with the implementation of policies and procedures within the municipality. 2. Employer and employee relationship affected negatively 3. Litigations 4. Lack of accountability 	<ol style="list-style-type: none"> 1. Workshop of municipal policies will be conducted on quarterly basis; 2. To develop a procedure manual linked to all HR policies; 3. Recruitment plan will be developed for 2017/2018; 4. Alcohol and subsistence abuse policy will be reviewed; 5. Accountability agreements will be signed by all officials from task 12; 6. Individual performance will be monitored on a quarterly basis.
7	Inconsistency in implementation of the HR policies	<ol style="list-style-type: none"> 1. Poor planning 2. Personal interest 3. Disparity in salaries 4. Non sitting of the departmental meeting. 	<ol style="list-style-type: none"> 1. Standardization 2. Financial Loss 3. Labour unrest 4. Staff shortage 5. Litigations 6. High rate of disciplinary cases 	<ol style="list-style-type: none"> 1. All new positions will be evaluated/benchmarked before advertised; 2. Departmental meetings to sit on a monthly basis; 3. All filled positions will be evaluated to address the standardization. (Pending Budget)

8	Abuse of council resources (Vehicles, Petrol cards, telephone, overtime, time management)	<ol style="list-style-type: none"> 1. Lack of monitoring, evaluation and review over Council Resources. 2. Inconsistent implementation of Municipal Policies 3. Non-compliance the developed municipal policies 4. Consequence management 5. Political Interference 6. Removable Municipal stickers 	<ol style="list-style-type: none"> 1. Financial loss. 2. Litigations 2. Instability in the Municipality 	<ol style="list-style-type: none"> 1. Vehicle tracking device will be installed for all municipal vehicles; 2. Review of daily notifications from Petrol Cards); 3. Vehicle checklist are being done on weekly basis; 4. Report with regard to the driving behaviors will be submitted to the Standing Committee and MANCO; 5. Log books will be monitored on a weekly basis; 6. Trip authorization forms will be issued by the HODs on a weekly basis; 7. Accident investigation committee will be established; 8. Overtime for the drivers will be monitored through the tracking system; 9. Attendance register will be monitored on a monthly basis, 10. Attendance register will be collected every morning by the HODs 11. A new telephone system will be installed for all municipal offices; 12. The new system will have a control of limiting the amount spent on telephone 13. Monthly reports will be printed for the HODs with regard to the telephone costs. 14. Overtime pay-outs will be according to the policy thresholds.
9	Dependency on Eskom infrastructure	<ol style="list-style-type: none"> 1. Lack of authority towards electrification performed by Eskom 	<ol style="list-style-type: none"> 1. Delays 2. Service Delivery protest 3. Lack of economic development 	<ol style="list-style-type: none"> 1. Improving sitting of PSC meetings with all affected stakeholders. 2. Ensure consistent attendance of the IGR by the department. 3. Development of SLA with Eskom

10	Dilapidated Municipal buildings.	<ol style="list-style-type: none"> 1. Lack of adequate capacity in terms of human capital 2. Insufficient Funding 3. Lack of implementation plan 3. Non adherence to building regulations 4. Non-adherence to land use regulations 	<ol style="list-style-type: none"> 1. Loss of life 2. Reduced revenue 3. Reduced economic development 4. Health and safety 5. Dirty buildings 	<ol style="list-style-type: none"> 1. Filling of vacant positions 2. Improvement of Funding 3. Give assistance in the Development of Implementation plan by the Custodian Department (Corporate Services) 4. Promotion of Building Regulations 5. Promotion of Land Use Regulations
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The following meetings were held during the financial year:

- 03/08/2017
- 29/09/2017
- 12/12/2017
- 29/03/2018

INTERNAL AUDIT CHARTER

The purpose of the Charter is to provide the Internal Audit Manager and the management of ALM with a broad framework of understanding which, once approved by the Audit Committee and Municipal Manager, will serve as a mandate for the Internal Audit function.

The objective of Internal Audit Charter is to provide independent, objective assurance and consulting services designed to add value and improve the Municipality's operations. It helps the Municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Internal Audit Charter was last reviewed and approved by the Audit Committee in October 2017.

The Auditor General reports for the previous three years were as follows:

2014/15	2015/16	2016/17
UNQUALIFIED	UNQUALIFIED	UNQUALIFIED

3.3.11 LEGAL SERVICES

The municipality has established a unit that is strategically located within the office of the Municipal Manager. Through its supportive and advisory role, the legal services unit strengthen the capacity of the municipality to fulfill its constitutional and legislative mandate. This is done by providing legal advice, settling documents, support to committees and Council, also to ensure that the municipality adheres to all legislations which govern the municipalities.

Co-functions of the unit

- Provide Legal Advice and guidance to the Council, Mayor, Speaker and Municipal Manager
- Handle all legal matters arising from Directorates
- Manage all legal risk
- Monitor and ensure legal Compliance
- Manage litigations for and against Municipality
- Consult with municipal Attorneys (with approval of MM)
- Attend to Court Orders
- Provide general legal advice

2.9 By Laws

The institution has 19 by laws, 17 are promulgated and the two are still in the process of being promulgated.

3.4 KPA 4: LOCAL ECONOMIC DEVELOPMENT

The strategy on Local Economic Development is currently being reviewed and will be adopted by the Council at the end of May 2018. The Amahlathi LED strategy is aligned with the National, Provincial and District objectives. Economic factors affect the purchasing power of potential customers and the municipality's cost of capital. The following are examples of factors in the macro-economy: economic growth, interest rates, exchange rates, inflation rate. Key investment in the area are the move by ADM to Amahlathi which will have a very positive effect on its economy as the demand for services will be greatly increased. The municipalities should be encouraged to spend locally within the municipality. The lack of economic infrastructure is hampering development and job creation. The achievement of the Small Town Revitalization Project coupled with the Aspire investments in the berry production is commended and should be widened to include other berries as well.

SWOT ANALYSIS

The strategy also outlined that key Strengths to develop the economy lie in the natural resource base within Amahlathi that is the forest (wood related products), the Eco-tourism and the large water masses suitable for water sports (ranging from sports tourism to the manufacture of water craft and accessories). The large water masses also lend themselves to Amahlathi becoming a major national and even international player in aqua farming.

Key weaknesses lie in the lack of high-level skills to actively participate in economic development and manufacturing, lack of a large industrial and population base to generate revenue for the municipality. Climate change possess a threat in the growth of agriculture within Amahlathi Municipality

Key threats lie in the possible inability, given the small staffing size, to capitalize on the opportunities that exist including those from all the various sector departments

The Opportunities are huge within Amahlathi. Naturally any municipality wants to improve the number of visitors to it and also the amount of investment that it receives. Some of the easier and most cost effective ways to grasp these opportunities lie in differentiated tourism. For Amahlathi the key will be in adventure, sport and eco-tourism. By creating a few key sporting events e.g. Municipalities Toughest Men Competition, The Amahlathi Mile (swimming), The Amahlathi Rowing and Cross Country marathon through the forest, it will be possible to attract thousands of weekend visitors. Off road cycling and quad biking and including adventure sports, can easily boost the economy for the smallest possible investment.

In short, development of the tourist potential in eco, sports, adventure, historical tourism will not only attract the local tourist but also appeal to the overseas visitors as well. The link to the German past should be exploited to the maximum.

The above, coupled with the development of sustainable human settlements and the ability of each household to produce food can have a major positive impact on the communities. The municipality should consider supplying all households with a home garden. This includes fencing, soil, fertilizer and seeds.

The provision of driver training and computer training programme will greatly enhance the job opportunities in the short term.

People between 19 – 65 years old should be involved in skills training or community building programmes. The needs of the housing programmes should be supplied by organized primary, secondary and tertiary co-operatives.

RECOMMENDATIONS

- Primary, Secondary and Tertiary co-operatives and small businesses must be established to supply the basic requirements for the housing programme, e.g. from timber : manufacture of doors / door frames, window frames, roofing trusses, concrete products: lintels for above doors and windows, pavement curbing for the roads, concreted reinforced poles and concrete storm water pipes
- Medium size businesses can be given quarrying rights to supply stone for foundations, building blocks and brick making
- The tourism products available must be linked to sporting events that would bring visitors to and past these special historical and cultural stations. The municipality must have sponsored cross country runs (fun, half marathons, marathon runs), mountain biking races. These trails will pass and stop at tourist points allowing for sales by local co-operatives of their goods
- The timber industry owners and the municipality should market and celebrate the following: Arbor Day, International Day of Forests, World Forestry Congress, Amahlathi Lumberjack Championship, Stihl Timbersports Series, Wood chopping championship , and Amahlathi Logging Championship
- The vast dams should also be used for promoting water sports e.g. Amahlathi Mile, sail boat and power boat racing.
- Given the huge forest reserves a conference will need to be held to better understand ownership and how the forest can be used to benefit the economy much better. At face value not all the resources are fully benefited. There could be investments in:
- Given the huge forest reserves a conference will need to be held to better understand ownership and how the forest can be used to benefit the economy much better. At face value not all the resources are fully benefited. There could be investments in:
- **Primary Aquaculture Operations** (Brood stock operations; Seed production operations; Juvenile (spat, fry, fingerling) operations, including hatchery and nursery facilities; On-growing operations, including but not limited to rafts, net closures, net pens, cages, tanks raceways and ponds and
- **Secondary Aquaculture Operations:** Primary processing for aquaculture (post-harvest handling, eviscerating, packing, quick freezing); Secondary processing for aquaculture (filleting, portioning, packaging); Tertiary processing for aquaculture (value adding: such as curing, brining, smoking, further value adding such as terrines, roulades, pates, paters); Waste stream handling for aquaculture (extraction of fish oils, protein beneficiation, organic fertilizers, pet feeds, animal feeds). Ancillary Aquaculture Operations; Aquaculture feed manufacturing operations; Research and Development projects related to aquaculture; Privately-owned aquaculture veterinary services (farm inspections, disease surveillance and control, histopathological analysis, etc. specifically for the aquaculture industry).
- The above could supply the complete protein needs of the entire municipality and could create opportunities for about 500 and 5000 people depending on the scale of the operation

- It is noted that Sports, Adventure and Eco – Tourism be the drivers to get visitors into Amahlathi and then the cultural and historical places can be viewed. Sports Tourism is a huge attraction especially if the municipality initially sponsors a few key events for the next 5 years. It is recommended that a budget of R500,000 be made available for prize money and organizing events;
- It is recommended that a forestry and aqua culture (fisheries) be held to determine how it can maximize and diversify the economy of Amahlathi.

COMPETITIVE AND COMPARATIVE ADVANTAGE

Agriculture:

1. Amahlathi is an agricultural area where forestry is the main sector that has employed many people.
2. Commercial farmers are also contributing to the GDP of the area in areas like poultry farming, there are big businesses like ANCA chicks.
3. There are two big irrigation schemes at Keiskammahoek which are also major players in the economy of Amahlathi and the Eastern Cape Province at large.
4. Forestry sector is also a major player in the economy of the area.
5. Amahlathi is the only area at Amathole where forestry is the major role player in the economy.

Livestock Production

Animal stock numbers	Total at Amahlathi	Programs conducted by DRDAR
Large stock	33215	Dipping Blantax Brucellosis Test for TB and CA
Sheep	19489	Sheep scab Testing of rams from NWGA
Goats	19723	No program except when need attention
Domestic animal	12000	Rabbit vaccine
Horses	878	No program except out breaks Castration Deworming
Animal stock numbers	Total at Amahlathi	Programs conducted by DRDAR

Poultry

Number of poultry project	Current status	Challenges
There are 15 broiler projects at Amahlathi, that is both Stutterheim and Keiskammahoek	The project are still producing broilers and the most broiler farmer is Nolist project that is raising about 750 broilers every 6 week cycle	<ul style="list-style-type: none"> • The challenge is the structure • Market • Abattoir

Piggery

Amahlathi Piggery projects	Current status	Challenges
There is 5 Piggery project at Amahlathi	The projects are raising and sell the pigs to the community	<ul style="list-style-type: none"> • Market price versus communal price • Recommended piggery structure- as swine fever is a threat

Tourism:

1. Amahlathi has beautiful hiking trails at Xholorha and which are well maintained.
2. The greater part Amathole hiking trail is at Keiskammahoek which is part of Amahlathi Local Municipality.
3. There are graves of Xhosa Chiefs and German descendants which are a tourist attraction.
4. Friendly N6 passes through Stutterheim which became an advantage to show case what Amahlathi has to offer.
5. Craft mania annual event is used by the municipality to showcase crafters talent, performing art and other art forms and has changed lives our community because B&B 's and local hotels benefit.
6. Tourism structures are also playing a major role in tourism promotion, structures like Local Tourism Organisation and Community Tourism Organisation.
7. Small town's regeneration has benefited tourism because a larger number of municipalities visit Amahlathi to view the development which has been implemented through the programme.

Small Medium Micro Enterprises:

1. Formation of Timber Co-ops has alleviated exploitation by big timber companies of community members who are harvesting wattle.
2. Training intervention to SMME's and Co-ops to access funding from various institution has improved their opportunities for funding support.
3. Municipality has developed SMME Strategy to coordinate programmes for development of SMME's and have a structured way to respond to needs of SMME's.

Economic Potential:

1. Natural expression of economic zones
2. Agriculture
 - High value crops
 - Fish Farming
 - Honey production
 - Beef Production for export,
 - Feed,
 - Chicken,
 - Deep soils and rainfall reliability in King Kei and area between Keiskammahoe & Stutterheim
3. Manufacturing (i.e. paving)
4. Timber
5. Processing
 - Agro-processing in KKH
 - Medicinal plants and processing
6. Vigorous improvement of MCCP and Renting Out
7. Small Towns with a large number of villages (i.e. Shopping Centers)

STREET TRADING BY-LAW

The Amahlathi has the street trading By-law that was developed and adopted by Council in 2014. The purpose of this by-law is to enforce a single act of selling or offering services in a public place to constitute trading.

3.5 KPA 5: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**3.5.1 FUNCTIONS AND POWERS AS LEGISLATED**

Administration of indigenous forests
Agriculture
Animal control and diseases
Cultural matters
Education at all levels, excluding tertiary education
Environment
Health services
Regional planning and development
Road traffic regulation
Soil conservation
Tourism
Trade
Traditional leadership, subject to Chapter 12 of the Constitution
Urban and rural development
Vehicle licensing
Welfare services
Air pollution
Building regulations
Child care facilities
Electricity and gas reticulation
Firefighting services
Local tourism
Municipal planning
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law
Pontoons, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matters related thereto
Storm water management systems in built-up areas
Trading regulations
Amusement facilities
Billboards and the display of advertisements in public places
Cemeteries, funeral parlors and crematoria
Cleansing
Control of public nuisances
Control of undertakings that sell liquor to the public

Facilities for the accommodation, care and burial of animals
Fencing and fences
Licensing of dogs
Licensing and control of undertakings that sell food to the public
Local amenities
Local sport facilities
Markets
Municipal abattoirs
Municipal parks and recreation
Municipal roads
Noise pollution
Pounds
Public places
Refuse removal, refuse dumps and solid waste disposal
Street trading
Street lighting
Traffic and parking

3.5.2 ORGANIZATIONAL AND ESTABLISHMENT PLAN

Section 66 of the Local government Municipal Systems Act (Act No 32 of 2000) requires a Municipal Manager to develop a policy framework determined by the Municipal council and subject to any applicable legislation, establish a mechanism that will regularly evaluate the staff establishment of a municipality and, if the staff establishment requires amendment the approval of council shall be obtained.

Institutional Structure

The institutional Structure of Amahlathi Municipality is divided into two levels, namely the Political and Administrative Structures. The Administrative Structure is accountable to the Political Structure.

- **Political Structure**

The Principalship of Amahlathi Municipality lies with the council under the chairperson of The Speaker and it operates a number of controls that assist in the realization of the council's mandates. Listed below are the committees that assist Council in carrying out its responsibilities:-

- a) Municipal Public Accounts Committee
- b) Audit & Performance and Audit Committee
- c) Rules Committee

INSTITUTIONAL CALENDAR

The Institutional Calendar that is a guide for Council, EXCO and Standing Committee Meetings is existing. It was adopted by the Council during the Council Meeting held on the 31 May 2017.

MEMBERS OF THE COUNCIL

The Council has got 30 members (PR and Ward Councillors) and 6 Traditional Leaders.

STRUCTURES OF THE COUNCIL

Following are the Standing Committees and their representatives:-

1) BUDGET AND TREASURY

Cllr. N. Nongqayi – Portfolio Head
Cllr. N. Kato – Manyika
Cllr. R.T. Desi
Cllr. R. Pickering
Traditional Leader: Mr. K. Sandile

2) CORPORATE SERVICES

Cllr. N. Busika – Portfolio Head
Cllr. N. Mtati
Cllr. X. Nqata
Cllr. X. Tokwe
Cllr. C.T. Ngxingolo
Traditional Leader Mrs. N. Mekuto

3) COMMUNITY SERVICES

Cllr. T. Balindlela – Portfolio Head
Cllr. G.P. Noxeke
Cllr. M. Mjikelo
Cllr. V.W. Tshaka
Cllr. A. Hobo
Traditional Leader: Mr. S. Mdledle

4) SERVICE DELIVERY

Cllr. N. Monti – Portfolio Head
Cllr. N. Pose
Cllr. G.D. Mxosa
Cllr. S.G. Venkile
Cllr. M. Ngcofe
Traditional Leader: Mr. A.E. Daka

5) DEVELOPMENT AND PLANNING

Cllr. X. Mngxaso – Portfolio Head
 Cllr. M. Nqini
 Cllr. N.E.Brukwe
 Cllr. N. Ngxakangxaka
 Cllr. D. Mzili
 Traditional Leader: Mr. Z. Ngudle

6) STRATEGIC SERVICES

Cllr. N. Busika – Portfolio Head
 Cllr. N. Mtati
 Cllr. X. Nqata
 Cllr. X. Tokwe
 Cllr. C.T. Ngxingolo
 Traditional Leader: Mrs. N. Mekuto

MEETINGS AS SCHEDULED

- All Council Meetings are convened according to the adopted Calendar. Also there are Special Council Meetings that are not on the calendar that were convened during 2017/18 Financial year.

MEETING	DATE CONVENED	COMMENT
Special Council Meeting	07 July 2017	Not on the Calendar
Ordinary Council Meeting	30 August 2017	As per Calendar
Special Council Meeting	12 September	Not on the Calendar
Ordinary Council Meeting	26 October 2017	As per Calendar
Ordinary Council Meeting	08 December 2017	As per Calendar
Special Council Meeting	11 January 2018	Not on the Calendar
Special Council Meeting	25 January 2018	Not on the Calendar
Special Council Meeting	28 February 2018	On the Calendar this meeting reflects as the Ordinary Council Meeting but changed to Special Council Meeting
Ordinary Council meeting	28 March 2018	On the Calendar this meeting reflects as the Council Meeting but changed to Ordinary Council Meeting

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

Executive Committee Meetings are convened once a month to discuss monthly reports that are submitted to the Standing Committees. At the moment 7 Executive Committee Meetings have been convened for 2017/2018 Financial Year

MEETING	DATE CONVENED	COMMENTS
Ordinary Executive Committee Meeting	27 July 2017	As per Calendar
Ordinary Executive Committee Meeting	24 August 2017	As per Calendar
Ordinary Executive Committee Meeting	27 September 2017	The meeting was supposed to be held on the 28 September 2017 but was rescheduled to the 27 September 2017 due to other commitments of the Honourable Mayor.
Ordinary Executive Committee Meeting	24 October 2017	As per Calendar
Ordinary Executive Committee Meeting	23 November 2017	As per Calendar
Ordinary Executive Committee Meeting	31 January 2018	As per Calendar
Ordinary Executive Committee Meeting	22 February 2018	Meeting could not sit due to Community Protest that disrupted the sittings of the Standing Committees
Ordinary Executive Committee Meeting	26 March 2018	As per Calendar.

- All Standing Committee Meetings are convened monthly to discuss monthly reports. Currently each Standing Committee has managed to convene 9 Standing Committees from July 2017 to date.

STANDING COMMITTEE	DATE CONVENED	COMMENTS
Budget and Treasury	25 July 2017	Challenge with BTO, their meetings are not convened according to the calendar. They are experiencing challenges with their system mSCOA hence the non-adherence of the adopted scheduled of meetings.
	04 October 2017	
	24 October 2017	
	01 December 2017	

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

	<p>19 January 2018</p> <p>21 February 2018</p> <p>29 March 2018</p> <p>20 April 2018</p>	
Corporate Services	<p>11 July 2017</p> <p>22 August 2017</p> <p>12 September 2017</p> <p>11 October 2017</p> <p>08 November 2017</p> <p>17 January 2018</p> <p>20 February 2018</p> <p>14 March 2018</p> <p>11 April 2018</p>	<p>All meetings were convened according to the calendar except the meeting of February 2018 which was rescheduled due to the Community Protest.</p>
Community Services	<p>13 July 2017</p> <p>17 August 2017</p> <p>14 September 2017</p> <p>12 October 2017</p> <p>10 November 2017</p> <p>18 January 2018</p> <p>22 February 2018</p> <p>15 March 2018</p> <p>12 April 2018</p>	<p>All meetings were convened according to the calendar except the meeting of February 2018 which was rescheduled due to the Community Protest.</p>
Service Delivery	<p>13 July 2017</p> <p>17 August 2017</p> <p>14 September 2017</p> <p>16 October 2017</p>	<p>All meetings were convened according to the calendar.</p>

	<p>09 November 2017</p> <p>18 January 2018</p> <p>15 February 2018</p> <p>15 March 2018</p> <p>12 April 2018</p>	
Development and Planning	<p>14 July 2017</p> <p>18 August 2017</p> <p>15 September 2017</p> <p>13 October 2017</p> <p>10 November 2017</p> <p>19 January 2018</p> <p>22 February 2018</p> <p>13 April 2018</p>	<p>All meetings were convened according to the calendar except the meeting of February 2018 which was rescheduled due to the Community Protest.</p>
Strategic Services	<p>11 July 2017</p> <p>22 August 2017</p> <p>12 September 2017</p> <p>11 October 2017</p> <p>08 November 2017</p> <p>17 January 2018</p> <p>20 February 2018</p> <p>14 March 2018</p> <p>11 April 2018</p>	<p>All meetings were convened according to the calendar except the meeting of February 2018 which was rescheduled due to the Community Protest.</p>

Other committees

- a) Executive Committee
- b) Intergovernmental Relations Committee

- c) Labour Forum Committee
- d) Affirmative Action/Training Steering Committee
- e) Women Caucus

The committees listed above are established in terms of Sections 79 and 80 of the Local Government: Municipal Structures (Act no 117 of 1998)

- **Administrative Structure**

The head of the Administrative structure is the Municipal Manager with six Section 56 Managers reporting directly to the Municipal Manager who is accountable to the Mayor. The current functions of the Administrator are as follows:-

- The Management of the Municipality;
- The rendering of Engineering Services;
- The rendering of Community Services;
- The rendering of Corporate services;
- The rendering of Financial Management Services;
- The Development and Planning Services;
- The Strategic Services Management

Out of the functions identified, the Council approved the creation of the following six departments:

1. The Engineering Services.
2. The Corporate Services.
3. The Budget and Treasury Office.
4. The Development and Planning.
5. The Community Services
6. The Strategic Services

3.5.3. HUMAN RESOURCES PLAN

HR Planning is an inclusive and dynamic process that involves the identification of both current and future human resources needs as well a potential challenges in order for the municipality to consistently achieve its objectives. An HR Plan entails short term organizational establishment of the Municipality mainly for the effective implementation of the **Service Delivery and Budget Implementation Plan (SDBIP)**. Ordinarily the HR Plan must accompany the IDP and Budget to Council each year since it is the enabler of the ***SDBIP***.

Staffing needs at departmental levels have been discussed and will inform the institutional ***Annual Recruitment Plan*** of the municipality for the 2018/2019 revised IDP.

INSTITUTIONAL COHESION

There has been institutional cohesion resulting in generally improved institutional performance after the appointment of a complete set of section 56 Managers.

SOME INITIATIVES IN SUPPORT OF INSTITUTIONAL COHESION

(a) Improved Policy Regime

A range of new policies have been work-shopped with Councillors and subsequently approved by Council. These have facilitated decision making and smooth running of the municipality.

(b) Sound Employee Relations

Currently there are no sound relations with employees. There is a plan to revive Local Labour Forum and Occupational Health and Safety committees.

(c) Well Established EAP/Wellness Unit

The EAP Unit is well grounded and performs all related functions to promote occupational health and safety of employees, a limited primary health function is also offered as the EAP Practitioner frequently visits all work-places and carries out medical checks and runs health and wellness campaigns for employees. The Unit is well resourced with relevant equipment and basic medical supplies.

(d) Sound Fleet Management

The Municipality is in the process of centralising Fleet Service so that the management of municipal fleet is controlled at Corporate Services and improved controls are being introduced and implemented. Installation of tracker devices on all vehicles is close to completion and regular reports are generated and presented to council from time to time. Control and allocation of vehicles to employees is under strict control and monitoring. Accountability for servicing and maintenance of municipal fleet is done according to schedule and any abuse is reported with related appropriate action taken against unacceptable conduct of drivers.

(e) Employment Equity Plan

The 5 year EEP has been developed and is currently being implemented. Barriers have been identified and they will receive attention. Some of these include challenges faced in recruiting people with disabilities and also ensuring that all municipal premises are user friendly to these categories of people not only in terms of securing employment but also access the municipal buildings for any other business.

(f) Records Management

There is continuous improvement of records and archives management since the approval of the File Plan by the Provincial Archivist in 2016. A process is also under-way for the systematic disposal of documents. Workshops are conducted on quarterly basis and have been approved by council.

(g) Staff Retention

In the past 12 months, the municipality has not experienced any resignations and this is a clear demonstration of the municipality's staff retention capability. A conducive environment has been created

through participation in various sports codes, a well -functioning EAP unit including improved conditions of service and staff benefit structure.

(h) Consistent Attendance of Corporate Services Forums

All forums convened by SALGA and ADM throughout the year were all attended by Councillors and Senior Officials. In these platforms of engagement, cooperative learning and networking has been found empowering for participants particularly on contemporary challenges facing local government.

SOME INSTITUTIONAL CHALLENGES

(a) Cascading of PMS to lower levels

Some assistance has been received from ADM on how to conclude Accountability Agreements and most employees below section 56 Managers have since signed performance agreements. However certain employees within the range of task grade 12 upwards still require assistance. It is anticipated that before the end of 2018 financial year all employees in these categories will have their performance assessed and evaluated as required in the municipality's Performance Management Policy Framework.

(b) Escalating Wage Bill

An observation has been noted that the monthly salary bill is drastically increasing due to a range of reasons including the following:

- Implementation of Standardisation Results
- Large scale promotion of staff during the previous financial year

Some stringent measures such as placing a moratorium on new appointments are to be considered. Organisational re- engineering will also be considered Also any policy with financial implications may only have to be implemented with effect from 1 July each year. A policy on job evaluation will be introduced to guide employees as to when the job descriptions shall be reviewed. It is believed that this will assist in terms of containing ad- hoc salary adjustments.

(c) Inadequate training budget

The available budget each year is not sufficient to cover what is contained in the Workplace Skills Plan (WSP) and skills audit. Training is therefore offered to staff on a prioritised basis as determined by each Department.

Alternative sources of funding for staff training may need to be explored and, if internal capacity is lacking in this regard, services of an external service provider could be solicited to mobilise funding. The external service providers could be appointed at their own risk but may raise their fees in the form of a percentage of funds received through their facilitation. There are funding envelopes in many institutions/government departments which are accessible through carefully structured business plans.

HUMAN RESOURCE DEVELOPMENT STRATEGY

The HRD Strategy was developed and approved by council in the 2015, implementation of the strategy is an ongoing activity and progress reports are to be presented to council via Corporate Services Standing Committee from time to time.

STAFF PROMOTIONS

During 2017/2018 financial year, there were newly created posts on the staff establishment and there were also the opportunity for promotion which was limited to positions which existed as a result of natural attrition. Only three (3) employees were promoted from various departments.

STAFF COMPLEMENT

The following is the breakdown of staff complement per Department:

DEPARTMENT	BREAKDOWN OF POSTS	NO OF POSITIONS
Municipal Manager's Office	Municipal Manager	1 - Filled
	Office Support M.M	27
Total		28

Corporate Services Department	Director	1 - Filled
Total	Support Staff Human Resources	22
		23

Budget and Treasury	Chief Financial Officer	1 - Filled
TOTAL	Support Staff	32
		33

Development and Planning	Director	1 - Filled
TOTAL	Support Staff LED	13
	Support Staff Land and Housing	5
		19

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Strategic Department	Director	1 – Filled
	Support Staff	12
TOTAL		13

Community Services	Director	1 –Contract has ended and in the process of filling the post
	Protection Services	25
	Fire Services	5
	Sports and Recreation	19
	Waste	37
	Other	10
	Community and Social	19
TOTAL		116

Engineering Services	Director	1 - Filled
	Support Staff Electricity	10
	Support Staff Engineering	93
TOTAL		104

TOTAL NO OF PERMANENT EMPLOYEES = 336

TEMPORARY EMPLOYEES/INTERNS/EXPERIENCIAL LEARNING STUDENTS

Strategic Department	Contract Workers	2
Corporate Services	Contract workers	12
Community Services	Data Capturers	4
Council support	Contract Workers	4
Engineering	Contract Workers	5
Finance	Interns	3
Finance	Casual Workers	2
Executive Services	Casual worker	1
TOTAL		33

INSTITUTIONAL ORGANOGRAM

This is a macro organogram indicating clear reporting lines throughout the Municipality and is reviewed in line with the IDP. It is informed by confirmed **task grades** of each created and approved post on the establishment plan. With regard to the issue relating to filled and unfilled posts, we can report that in terms of the **Recruitment Plan** the Department is ahead of schedule when it comes to filling of funded posts which have been prioritized. There are financial constraints and as such even funded posts are not filled. Unfunded posts will remain on the various departmental organograms and filled once funding is made available.

MUNICIPAL PRIORITIES

PRIORITIES	DESIRED OUTCOMES
Roads	<ul style="list-style-type: none"> • Increase infrastructure funding for provinces for the maintenance of provincial roads • Invest in broadband network infrastructure • Improve maintenance of municipal road network
Water and Sanitation	<ul style="list-style-type: none"> • losses • Ensure effective maintenance and rehabilitation of infrastructure. • Run water and energy saving awareness campaigns. • Maintain and expand Develop and implement water management plans to reduce water purification works and waste water treatment works in line with growing demand
Job Creation	<ul style="list-style-type: none"> • Access to decent employment • Strategy to reduce youth unemployment • Support small business and co-operatives
Fencing and bridges	<ul style="list-style-type: none"> • Fence and safe areas • Constructed bridges • Access to villages
Health	<ul style="list-style-type: none"> • Revitalize primary health care • Increase early antenatal visits to 50%. • Increase vaccine coverage.

	<ul style="list-style-type: none"> • Improve hospital and clinic infrastructure • Accredite health facilities
Education	<ul style="list-style-type: none"> • Building of school premises for children
Community Halls	<ul style="list-style-type: none"> • Building of community halls
High Mast Lights	<ul style="list-style-type: none"> • Installation of high mast lights to reduce the high level of crime in communities
Revitalization of Towns	<ul style="list-style-type: none"> • Beautification of Amahlathi small towns
Site allocation	<ul style="list-style-type: none"> • Allocation of sites to reduce land invasion

WARD BASE PLANNING ISSUES

AMATHOLE DISTRICT MUNICIPALITY	
WATER	
WARD	CHALLENGE
13	<ul style="list-style-type: none"> • Water not clean • No water in Village 2
3	<ul style="list-style-type: none"> • Extension of taps in all villages
4	<ul style="list-style-type: none"> • Request for water (Mandlakapheli) • Water not clean
5	<ul style="list-style-type: none"> • Lack of water (Ndlovini, Rawini & Ngqanda-water reseervoir, Keilands-purification of water)
6	<ul style="list-style-type: none"> • Water in Olysson
12	<ul style="list-style-type: none"> • Extension of water in Frankfort
9	<ul style="list-style-type: none"> • Extension of taps in Mgwali Village 4 • Water outages not communicated Mgwali Village 4 • Water in Cemeteries in Mgwali Village 4 • Extension of Taps in Mgwali Village 5 • Water in Lujilo • Water at Lower Amabele • Water outages not communicated in Amabele • Extension of taps in Freshwater • Water taps in Rockdale

	<ul style="list-style-type: none"> • Extension of water taps in Stanhope • Extension of water in Jersey Valley • Extension of Water taps and fixing of leakages in Gasela
10	<ul style="list-style-type: none"> • Taps and water extension
8	<ul style="list-style-type: none"> • Extension of taps in Border Post • Extension of taps in Nonkululeko • Water and taps in Huddon • Taps for all villages in Khayelitsha
SANITATION	
4	<ul style="list-style-type: none"> • Lack of sanitation in Mandlakapheli • Maintenance of toilets in Goshen
5	<ul style="list-style-type: none"> • Lack of sanitation (Ndlovini, Ngqanda)
10	<ul style="list-style-type: none"> • Toilets
13	<ul style="list-style-type: none"> • Toilets in Mgwali new extension
15	<ul style="list-style-type: none"> • Lack of sanitation (Mgwali No. 1, 2, 6 and Heckel) • Toilets in Whitecity and Zanoxolo • Construction of toilets in Bongweni
11	<ul style="list-style-type: none"> • Lack of sanitation (Upper Ngqumeya)
12	<ul style="list-style-type: none"> • Construction of toilets in Upper Izele
9	<ul style="list-style-type: none"> • Toilets in Mgwali Village 3 • Toilets in Mgwali Village 4

	<ul style="list-style-type: none"> • Toilets in Mgwali Village 5 • Toilets in Freshwater • Toilets in Rockdale • Toilets in Stanhope • Toilets in Jersey Valley • Toilets in Gasela • Toilets in Mabele
8	<ul style="list-style-type: none"> • Toilets in Border Post • Sewerage treatment works in Mthonjeni • Public Toilets in Town at Kei Road • Toilets in Nonkululeko • Toilets in Huddon • Toilets in Khayelitsha
DEPARTMENT OF HUMAN SETTLEMENTS	
WARD	
13	<p style="text-align: center;">CHALLENGE</p> <ul style="list-style-type: none"> • There are Houses in Xholbra that are incomplete • No. 1, 2 & 6 Village in Mgwali requests houses • Heckel need houses
14	<ul style="list-style-type: none"> • Request for houses in Mzamomhle
15	<ul style="list-style-type: none"> • Houses in Cenyulands and Cenyu Village

	<ul style="list-style-type: none"> • Houses in Ohlson
9	<ul style="list-style-type: none"> • RDP houses in Mgwali Village 3 • RDP houses for Mgwali village 4 & 5, Lujilo, Amabele, Freshwater, Rockdale, Stanhope, Gasela & Jerseyvalle • RDP houses for Mgwali village 5 • RDP houses for Lujilo • Houses for Amabele • RDP houses for Freshwater • Houses for Rockdale • RDP houses for Stanhope • RDP houses for Jersey Valley • RDP houses for Gasela • Site allocation (Mgwali No. 3, 4, 5, Lujilo, Stanhope, Freshwater and Jerseyvalley)
10	<ul style="list-style-type: none"> • RDP Housing
7	<ul style="list-style-type: none"> • RDP houses
8	<ul style="list-style-type: none"> • Houses for Border Post • Houses for Mthonjeni • Houses for Nonkululeko • Houses for Huddon • Houses for khayelitsha • Site allocation (Mthonjeni and Squashville)
4	<ul style="list-style-type: none"> • Request for Houses in Goshen

5	<ul style="list-style-type: none"> Housing (Toise)
6	<ul style="list-style-type: none"> RDP houses for Olysson Finishing of housing project in Kubusi Site allocation (Amatolaville and Joelands)
12	<ul style="list-style-type: none"> RDP houses in Frankfort RDP houses in Hokwana RDP houses in Malindana RDP houses in Nompumelelo
ESKOM	
WARD	
1	<ul style="list-style-type: none"> High mast light
5	<ul style="list-style-type: none"> High mast light (Bomvana) Electricity (Kei lands) Electrification of informal settlements
4	<ul style="list-style-type: none"> Delayed response by Eskom on power cuts reports
6	<ul style="list-style-type: none"> Fixing of high mast lights in Kubusie
8	<ul style="list-style-type: none"> High mast lights in Border post Electricity in Border Post Repairing of high mast lights in Mthonjeni High mast lights in Nonkululeko High mast lights in Khayellisha

9	<ul style="list-style-type: none"> • Extension of electricity transformer in Mgwali Village and Lujilo • High mast lights (Freshwater, Mgwali No4 & 5, Gasela & repairs in Amabele • Electricity in Lujilo • Repairing of high mast lights in Amabele
10	<ul style="list-style-type: none"> • Electricity extension
11	<ul style="list-style-type: none"> • High mast lights (Tshoxa and Ematolweni)
12	<ul style="list-style-type: none"> • Electricity in Gubevu (Ebhongweni) • Electricity in Frankfort • High mast lights (Nompumelelo, Malindana, Gubevu and Hokwana)
14	<ul style="list-style-type: none"> • High mast lights in Mzamomhle not enough
13	<ul style="list-style-type: none"> • Street lights
15	<ul style="list-style-type: none"> • Maintenance of high mast lights in Bongweni • Maintenance of high mast lights in Khayelitsha • Maintenance of high mast lights in Khanyisa • High mast lights (Next to Hewu funerals and Makhura larven, Zanoxolo, Centulands and between Jongjie Norpondo and White city area)
DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM	
WARD	
5	<ul style="list-style-type: none"> • Need for a bridge between Ndumangeni and Ndllovini
10	<ul style="list-style-type: none"> • Need for a bridge
2	<ul style="list-style-type: none"> • Request for a Tractor in Cata
3	<ul style="list-style-type: none"> • Fencing of all grave yards

15	<ul style="list-style-type: none"> • Deeping tank for livestock • Extension of community stands pipe • Fencing of the grave yards in Cenyu Village • Grazing land for cattle in Cenyu Lands
12	<ul style="list-style-type: none"> • Upgrading of bridges in Malindana • Fencing of mealiefields in all villages • Deeping tank and fencing of graveyard in Frankfort • Bridges in Gubevu • Fencing of grave and dams in Gubevu
6	<ul style="list-style-type: none"> • Fencing of graveyard in Kubusie • Deeping tank in Izidenge Village • Grave yard in Olysson
7	<ul style="list-style-type: none"> • Two Bridges (Egadini) • Bridge needs to be upgraded (Ngesi)
8	<ul style="list-style-type: none"> • Fencing for camps in Border Post • Cleaning of Dams in Border Post • Border Post Farmers Association needs help with funding • Renovation of deep in Mthonjeni • Fencing of camps in Mthonjeni • Tractor and trailer in need of attention in Kei Road Town

	<ul style="list-style-type: none"> • Tractor mower in Kei Road • Weed Eater in Kei Road • Commonage to be managed in Kei Road • Plots to be managed in Kei Road • Renovation of bore hole in Nonkululeko • Deep for animals in Nonkululeko • Fencing of grazing lands in Huddon • A bridge needs attention in Frankfort • A bridge needs attention in Border Post • Fencing of grazing lands in Khayetsha • Cleaning o dams in Khayelishsha • Renovation of deep in Khayetsha
<p>9</p>	<ul style="list-style-type: none"> • Dipping tank in Gasela • Feeding lot in Jersey Valley • Bridge between Jersey Valley and Stanhope • Bridge between Jersey Valley and Nonkululeko • Fencing of grazing land in Mgwali Village 3 • Renovation of dipping tank in Mgwali Village 3 • Building of dams in Mgwali Village 3 • Bridge between Mgwali Village 3 and Village 2 • Fencing of grazing land in Mgwali Village 4

	<ul style="list-style-type: none"> • Fencing of crops yard in Mgwali Village 4 • Feed for cattle needed in Mgwali Village 4 • Fencing for grazing land in Mgwali Village 5 • Cleaning of dams in Mgwali Village 5 • Bridge between Mgwali Village 4 and Village 5 • Cleaning of rivers in Mgwali Village 5 • Space for cultivation at Amabele • Two bridges between Zweilisha and Freshwater and between Freshwater and Empolweni • Fencing of grazing land in Freshwater • Space for grave yard and fencing in Rockdale • Dipping tank in Rockdale • Need for farm assistance in Rockdale • Fencing of camps in Stanhope • Bridge between Stanhope and Freshwater • Renovation of dipping tank in Stanhope • Fencing of grazing land in Jersey Valley
	CHALLENGE
13	<ul style="list-style-type: none"> • Need for clinic
3	<ul style="list-style-type: none"> • Need a Clinic at St Mathew's
4	<ul style="list-style-type: none"> • Clinic not functional in Goshen

DEPARTMENT OF HEALTH

WARD

	<ul style="list-style-type: none"> • Mobile clinic only available sometimes (need permanent structure)
15	<ul style="list-style-type: none"> • Construction of Clinic in Cenyu Lands
9	<ul style="list-style-type: none"> • Clinic must be opened 24/7 in Mgwali village 3 • Clinic needs renovations • Clinic in Freshwater • Mobile clinic in Rockdale • Mobile clinic in Jersey Valley • Mobile Clinic in Gasela • Mobile clinic in Lujilo
8	<ul style="list-style-type: none"> • Construction of Clinic in Border Post • Clinic in Nonkululeko
6	<ul style="list-style-type: none"> • Clinic at Izisenge Village • Mobile Clinic in Joe Lentz
SOCIAL DEVELOPMENT	
WARD	
4	<ul style="list-style-type: none"> • Care givers (Langdraai)
6	<ul style="list-style-type: none"> • Construction of crèche in Amatole Ville
7	<ul style="list-style-type: none"> • Crèches
8	<ul style="list-style-type: none"> • Construction of crèche in Khayelitsha • Border Post old age civil centre
9	<ul style="list-style-type: none"> • Need for crèche in Jersey Valley

	<ul style="list-style-type: none"> • Need for crèche in Rockdale • Need for crèche in Freshwater
10	<ul style="list-style-type: none"> • Old age center • Jobs Hospice Centre
15	<ul style="list-style-type: none"> • Construction of crèche in Cenyu Lands
DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE	
WARD	
4	<ul style="list-style-type: none"> • Sports field in Mandlakaphell • Sports grounds in Langdraai
6	<ul style="list-style-type: none"> • Sports field in Izidenge Village • Sports fields in Kubusie • Fencing of sports ground in Amatola Ville
7	<ul style="list-style-type: none"> • Fencing of sports grounds
8	<ul style="list-style-type: none"> • Sports field in Border Post • Renovation of sports field in Mthonjeni • Sports field in Nonkululeko • Sports field in Huddon • Library in Khayetsha
9	<ul style="list-style-type: none"> • Sports field in Mgwali Village 3 • Sports field in Mgwali Village 4 • Sports field in Amabele

	<ul style="list-style-type: none"> • Sports field for Freshwater
10	<ul style="list-style-type: none"> • Mboloro / Tswani and horse racing • Mgolombane fun run • Sport academy • Stadium • Sport expo
13	<ul style="list-style-type: none"> • Sports ground for all codes • Sport Kits
15	<ul style="list-style-type: none"> • A need for sport facilities
11	<ul style="list-style-type: none"> • Horse race track
DEPARTMENT OF ECONOMIC DEVELOPMENT ENVIRONMENTAL AFFAIRS AND TOURISM (DEDEAT)	
WARD	
13	<ul style="list-style-type: none"> • Wattle eradication in Mgwali village 2
AMAHLATHI LOCAL MUNICIPALITY	
WARD	
All wards	<ul style="list-style-type: none"> • Poor tourism signage and marketing of tourism destinations
All wards	<ul style="list-style-type: none"> • Expansion of yellow maize production
All wards	<ul style="list-style-type: none"> • Construction of mile grain stone
All wards	<ul style="list-style-type: none"> • Wattle eradication
All wards	<ul style="list-style-type: none"> • Livestock improvement
All wards	<ul style="list-style-type: none"> • Removal of noxious weeds

All wards	<ul style="list-style-type: none"> • Lack of machinery and implements for agriculture in ploughing
All wards	<ul style="list-style-type: none"> • Training of emerging contractors
4	<ul style="list-style-type: none"> • Spreading of blue berry (Langdraai) • Community hall in Mandlakapheli • High mast lights • Bad internal roads • Upgrading of Bridge (Langdraai) • School children crossing dangerous highway roads (pedestrian crossing/school patrol needed) • Lack of Youth support from ALM • Graveyards full (Forceful digging without consultation) at Daliwe • Road not in good condition (Mandlakapheli) • Projects left unfinished (Langdraai) • Graveyard full (Goshen) • Unemployment (Goshen) • Creation of employment in Kati-kati • Support of Co-operatives (Daliwe) • Renovation of hall (daliwe) • Fencing of Dams (Daliwe) • Tittle deeds for allocated sites

5	<ul style="list-style-type: none"> • Poor road conditions (Bomvana, Kati-kati and Kei lands) • Public Works not employing local people • No service delivery in ALM (protest in all clusters) • No recreation for children and centers for elderly • Youth Development programme (Ngqanda) • Spreading of blue berry (Toise and Keilands)
6	<ul style="list-style-type: none"> • Job creation in Amatola Ville • Cutting trees around the area in Amatola Ville • Renovation of community hall in Amatola Ville • Internal roads tarred in Amatola Ville, Isidenge, Ohloson and Kubusi • Land for sites and RDP houses in Amatola Ville • Youth Programs in Kubusie • Internal Roads in Kubusie • Funding of Co-ops in Kubusie • Community hall in Kubusie • Fencing of grave yard in Kubusie • Youth skills and internet access (Kubusie) • Internal roads in Olysson • Renovation of community hall in Izidenge Village • Main road in Izidenge Village • Internal road in Izidenge Village

	<ul style="list-style-type: none"> • High mast lights in Izidenge Village • EPWP job creation in Izidenge • Roads in Joe Lentz/Toise Farm • EPWP job creation in Joe Lentz/Toise Farm • Land for Sites in Joe Lentz/Toise Farm • Youth centers • Access to Internet (Youth) • Youth job creation • Skills development (Youth)
7	<ul style="list-style-type: none"> • More High mast lights needed (Mbaxa) • Bridge needs renovation (Nkwa Ngesi) • Fencing of cemeteries • Fencing of grazing land • Community hall in Mbaxa and Thembeni • Creation of employment (EPWP)
13	<ul style="list-style-type: none"> • Community Hall in Xholora • Fencing for camps • Spreading of blue berry (Heckel) • Mgwali Village 2 internal roads • SANRAL (what criteria used for employment)

<p>9</p>	<ul style="list-style-type: none"> • Lower Xholora road not completed for years • Internal roads in Mgwali Village 3 • Spreading of blue berry • Construction of mille grain stone (Central point for massive food programme) • Cemetery space and management (Rockdale and Amabele) • Dipping tank (Gasela, Rockdale) • Site allocation in Mgwali Village 5 • Jobs in Mgwali Village 3 • Sites allocation in Mgwali Village 3 • Renovation of Mgwali cultural village • Youth Skills Development (Mgwali Village 3, 5, Freshwater, Jerseyvale and Stanhope) • Inetmal road in Mgwali Village 4 • Water for animals in Mgwali Village 4 • EPWP jobs in Mgwali Village 4 • Site allocation in Mgwali Village 4 • High mast lights in Mgwali Village 4 • Internal roads in Mgwali Village 5 • EPWP jobs in Mgwali village 5 • Youth development in Mgwali Village 5 • Crèche construction in Mgwali Village 5 • Community hall in Mgwali Village 5
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	<ul style="list-style-type: none"> • Sites allocation in Mgwali Village 5 • High mast lights in Mgwali Village 5 • Sites allocation in Lujilo • Re-gravelling of internal roads in Lujilo • Jobs in Lujilo • Funding of projects in Lujilo • Wattle eradication in Lujilo • Community hall in Amabele • Internal roads at Amabele not completed and must be tarred • Job creation at Amabele • Space for grave yard in Amabele • Waste collection at Amabele • Grass cutting at Amabele • EPWP job creation for Amabele • Internal roads in Phase two, fresh water • Storm water pipes for freshwater • Community hall in Freshwater • EPWP jobs at Freshwater • Youth programs in Freshwater • Graveling of access road joining from N6 to Ndakana area • Fencing of grave yard in Freshwater
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- Funding of project in Freshwater
- Sites allocation in Freshwater
- Internal roads in Rockdale
- Creation of jobs in Rockdale
- Community hall in Rockdale
- Internal roads in Stanhope
- Fencing of graveyard in Stanhope
- Skills development in Stanhope
- Cultivation of land in Stanhope
- Sites allocation in Stanhope
- Need for Library in Stanhope
- High mast lights in Stanhope
- Co-operatives funding and training in Stanhope
- High mast lights in Jersey Valley
- Internal roads phase 2 in Jersey Valley
- Community hall in Jersey Valley
- Fencing of grave yard in Jersey Valley
- Youth skills development and job creation in Jersey Valley
- Signage from N6 to Ndakana villages
- Sites allocation in Jersey Valley
- Collection of waste in Jersey Valley

	<ul style="list-style-type: none"> • Internal roads in Gasela • Fencing of graveyard in Gasela • High mast lights in Gasela • Jobs creation in Gasela • Permanent voting station in Gasela • Renovation of building for project purposes in Gasela • High mast lights in Freshwater • Road from Mgwali to Tsomo to be tarred
<p>10</p>	<ul style="list-style-type: none"> • Community Halls • Cultural center • Skills development • Agrispacial development co-operatives • Tittle deeds • Mbem's cultural centre • Playing grounds • Fencing of Arable land and grazing camps • Library • Internal Roads maintenance and tarring access roads • Land allocation for farmers in vacant land • Tournaments (All sport codes) and music festivals • Business expo

	<ul style="list-style-type: none"> • Career exhibition • Government department exhibition • Mgolombane award banquet • House garden • Scrapping quit rental debt • Rev. Stewart moral regeneration • Ward 10 Jonghianga cultural center (Youth programmes- Beauty Contest for both Males and Females) • Museum • Election registration workshop • Abattoir • Food processing firm • Brick firm • Wire firm • Recycle firm
12	<ul style="list-style-type: none"> • Fencing of grave yard in Nompumelelo • High mast light in Nompumelelo • Community hall in Nompumelelo • Fencing of grave yard in Malindana • High mast light in Malindana • Community hall in Malindana • Bridge in Malindana

	<ul style="list-style-type: none"> • Dipping tank (Hokwana, Frankfort) • Access roads in Hokwana • High mast lights in Hokwana • Community hall in Hokwana • Fencing of grave yard in Frankfort • EPWP jobs in Frankfort • Access roads in Frankfort • Internal in Gubevu • Fencing of grave yard in Gubevu • EPWP job creation in Gubevu • Community hall in Gubevu
<p>14</p>	<ul style="list-style-type: none"> • Fencing in Volweni land • Grazing land in Mzamomhle • Storm water pipe installation opposite MCCP • Fencing of Cemetery • Garbage bins (Gardens) • Tarred road in the location • Dangerous wetlands in Chris Hani

<ul style="list-style-type: none"> • Wattle eradication (Chris Hani) • Mlungisi Sportsfield 	<ul style="list-style-type: none"> • Fencing of old Cemeteries • Tar roads in township are in bad condition (Mlungisi) • Dipping tank • Speed humps • Construction of high mast lights between Jongile and White City areas • Storm water drains • Storm water drains in Khanyisa • Provision of tittle deeds • Maintenance of internal roads for Khayelitsha • Fencing of old grave yard in White City • Maintenance of Mlungisi community hall and provision of furniture • High mast light installation next to Hewu Funeral and Makhura Tavern • Storm water drains • High mast light near grave yard in Zanoxolo • Construction of bus stop/shelter • Construction of speed bump in front of Cenyu public school • Maintenance of internal roads in Zanoxolo • Utilization of old cottage as a heritage site in Cenyu Village
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	<ul style="list-style-type: none"> • Allocation of sites and construction of bus stop shelters in Cenyu Village • High mast lights in Cenyu Village • Construction of bus stop shelters in Cenyu Lands • Allocation of Sites in Cenyu Lands • Provision of furniture in community hall in Cenyu Lands • High mast lights in Cenyu Lands • Maintenance of internal roads in Cenyu Lands • Maintenance of internal roads in Bongweni
13	<ul style="list-style-type: none"> • Land fencing for ploughing in No. 2 Village • Tractor • Speed humps in No. 6 Village • Fencing of Cemeteries in N0 6 Village • Wattle eradication (No.2 Village) • Lack of youth development • Poor internal roads
1	<ul style="list-style-type: none"> • Community hall in Upper Zingcuka • Paving needs to be completed in Town • Highmast lights not in working condition • Training of CTO and LTO • Revitalization of Town
10	<ul style="list-style-type: none"> • Community hall

<ul style="list-style-type: none"> • Internal Roads • Awareness campaigns 	
<ul style="list-style-type: none"> • High mast Lights • Spreading of blue berry • Cleaning of Dams • Fencing of animal camps 	
<ul style="list-style-type: none"> • Poor road conditions (Ngqeqe & St Pete's farm) • Cleaning of dams 	
<ul style="list-style-type: none"> • EPWP job creation in Khayelitsha • Dipping tank (Nonkululeko) • Grave yard in Khayelitsha • Internal Roads in Khayelitsha • Youth development (Huddon, Nonkululeko, Mithonjeni, Border Post and Khayelitsha) • EPWP jobs in Huddon • Fencing of graveyard in Huddon • Playing ground for children in Huddon • Community hall in Huddon • Assistance needed for Co-ops in Nonkululeko • EPWP jobs in Nonkululeko 	

- Youth skills development in Nonkululeko
- Extension of street lights in Kei Road Town
- High charges on Kei Road sports grounds by Amathole and Amahlathi
- Upgrading of municipal buildings in Kei Road Town
- Speed limits on main road in Kei Road Town
- Traffic signs and street names in Kei Road Town
- Playing ground for children in Mthonjeni
- Site for churches in Mthonjeni
- Renovation of community centre in Mthonjeni
- Fencing of community hall in Mthonjeni
- Skills development and job creation for youth in Mthonjeni
- Extending of community hall in Mthonjeni
- Site allocation at Skwashvalley
- New grave yard at Skwashvalley
- Projects in Border Post need assistance
- Internal roads and main roads in Border Post
- EPWP job creation at Border Post
- Fencing of grave yard in Border Post
- Digging of small query inside the village at Border Post
- Caretaker needed at the hall in Border Post
- Youth Centre in Border Post

	<ul style="list-style-type: none"> • Garden tools and seeds at Border Post • Fencing of sports field in Khayelitsha • Youth skills development in Khayelitsha
3	<ul style="list-style-type: none"> • Community halls • Internal roads in all villages • Spreading of blue berry
DEPARTMENT OF HOME AFFAIRS	
WARD	CHALLENGE
14	<ul style="list-style-type: none"> • To be assisted with ID smart cards
DEPARTMENT OF ROADS AND PUBLIC WORKS	
WARD	CHALLENGE
4 & 5	<ul style="list-style-type: none"> • Roads are bad
1	<ul style="list-style-type: none"> • Access roads in Gxulu need attention
9	<ul style="list-style-type: none"> • Access road between Mgwali and Stutterheim town needs major construction (Mgwali No.4)
10	<ul style="list-style-type: none"> • Access road in Ngcamngeni
14 & 15	<ul style="list-style-type: none"> • Access roads
13. EDUCATION	
WARD	CHALLENGE
3	<ul style="list-style-type: none"> • Scholar transport in Gwilligwili • School in Dontsa
4	<ul style="list-style-type: none"> • Classrooms in Sophakama J.S.S. not enough
6	<ul style="list-style-type: none"> • High school in Izidenge Village

8	<ul style="list-style-type: none"> School in Khayelitsha Scholar transport in Khayelitsha
9	<ul style="list-style-type: none"> Renovation of Masiphumle primary school including toilets renovations Transportation of children to school in Gasela
<p style="text-align: center;">WARD</p> <p style="text-align: center;">PUBLIC SAFETY / SAPS</p>	
5	<p style="text-align: center;">CHALLENGE</p> <ul style="list-style-type: none"> Crime rate and use of drugs very high
7	<ul style="list-style-type: none"> Request intervention on functionality of police station (Mbaxa) Poor management of police station result in the high rate in crime
9	<ul style="list-style-type: none"> Mobile police station in Mgwali Village 4 Police station in Lujilo Police station in Freshwater Police station in Stanhope
13	<ul style="list-style-type: none"> A need of a police station

CHAPTER 4: MUNICIPAL DEVELOPMENT OBJECTIVES AND STRATEGIES

This section reports on the work undertaken to address in a strategic manner the key areas of need identified during the Analysis Phase of the IDP process. In this regard, six key components have guided the formulation of the Municipality's development strategies and associated project identification. These are:

4.1 GUIDING PRINCIPLES

In carrying out its functions the Amahlathi Municipality has been committed to:

- Co-ordination with other spheres of government.
- Maximise participation of the community,
- Recognise the social needs of all communities.
- Sustainable Socio-economic, Environmental and Political Development.
- Provide necessary infrastructure within its means.
- Build investor confidence.

4.2 DEVELOPMENT OBJECTIVES

The Municipal Development Objectives are classified in terms of the **revised** Development Sector Clusters established through the mediation of the Amathole District IDP Framework Committee.

The process of identifying objectives was founded on the objectives developed by Amathole District Municipality, and made use of the Representative Forum to ensure that the objectives identified would enable communities to attain the maximum benefit from all subsequent processes. The following objectives, per sector development cluster, were identified:

4.3 Engineering Services

Priority Areas

- Improvement of the Roads Network.
- Electrification.
- IT Infrastructure

National Strategic Objective/Outcome linked to the National Transformation Agenda

Resuscitation and enhancement of the rail and road networks through partnering with custodian departments and agencies

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT									
1.1	To ensure provision of a sustainable road network within Amahlathi by 2022 and beyond	Development, implementation and monitor the Roads Infrastructure Masterplan for both tarred and gravel roads	No. of Kms of gravel roads maintained (Blading)	R1 000 000	100 kms gravel access and internal roads bladed	200 kms gravel access and internal roads bladed	200 kms gravel access and internal roads bladed	200 kms gravel access and internal roads bladed	Director: Engineering Services
1.2			No. of Kms of municipal roads re-gravelled	R500 000	8 kms of municipal roads re-gravelled	16 kms of municipal roads re-gravelled	16 kms of municipal roads re-gravelled	16 kms of municipal roads re-gravelled	Director: Engineering Services
1.3			% of Potholes repaired as per departmental inspections	R526 000	80% Potholes repaired as per departmental inspections	80% Potholes repaired as per departmental inspections	80% Potholes repaired as per departmental inspections	80% Potholes repaired as per departmental inspections	Director: Engineering Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.4			No. of km's of storm water drains unblocked	R 210 600	12 kms of storm water drains unblocked	8 kms of inspected storm water drains unblocked	8 kms of inspected storm water drains unblocked	8 kms of inspected storm water drains unblocked	Director: Engineering Services
1.5			No. of km's of roads constructed (gravelled)	R13 000 000	20 kms of roads constructed (gravelled) (insert coordinates)	16 kms of roads gravelled (insert coordinates)	16 kms of roads gravelled (insert coordinates)	16 kms of roads gravelled (insert coordinates)	Director: Engineering Services
1.6			% of kms of roads surfaced.	R 4 400 000	100% of 1.5 km of roads surfaced at Mlungisi	2 km of roads surfaced.	2 km of roads surfaced.	2 km of roads surfaced.	Director: Engineering Services
1.7	To ensure connection of electricity to all households within the licenced areas by 2022.	Reduce electricity system losses	% of Faulty reported meters repaired per inspection report	Opex	80% of Faulty reported meters repaired as per inspection report	90% of Faulty reported meters repaired as per inspection report	90% of Faulty reported meters repaired as per inspection report	90% of Faulty reported meters repaired as per inspection report	Director: Engineering Services

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.8		Implementation of the electricity masterplan	Upgraded network from 300KVA to 5000KVA in the main substation at Cathcart	R 5 000 000	Upgraded network from 300KVA to 5000KVA in the main substation at Cathcart	Install 9 X 11 Kv switch panels	Install 9 X 11 Kv switch panels	Install 9 X 11 Kv switch panels	Director. Engineering Services
1.9			No of Cost of electricity supply study document developed and submit to Council	Opex	1 cost of electricity supply study document developed and submitted to Council	1 cost of supply study document developed	1 cost of supply study document developed	1 cost of supply study document developed	Director. Engineering Services
1.10	To ensure effective, compliant and efficient disaster management services by 2022 and beyond	Establishment of fire stations in Amahlathi service areas	No. of fire stations constructed	R 3 500 000	1 fire station constructed in KKH	1 fire station constructed	1 fire station constructed	1 fire station constructed	Director. Engineering Services
1.11	To ensure provision of sustainable public facilities	Facilitate maintenance and upgrade of sport,	No of sport fields upgraded. (Mlungisi)	R 4 352 300	1 Sport field upgraded (Fencing, Ablution)	1 Sport field upgraded	1 Sport field upgraded	1 Sport field upgraded	Director. Engineering Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.12	community halls and recreational facilities	community halls and recreational facilities	No of hawker stalls constructed (KKH and Cathcart)	R1 000 000	20 hawker stalls constructed (10 KKH and 10Cathcart)	10 hawker stalls constructed	10 hawker stalls constructed	10 hawker stalls constructed	Director: Engineering Services
1.13			No of Community Halls and Municipal Offices renovated.	R 100 000	1 Community Hall and 1 office building Renovated	2x Community Hall Renovated	2x Community Hall Renovated	2x Community Hall Renovated	Director: Engineering Services
1.14			% of submitted building plans approved	Opex	100% of submitted building plans approved	80% of submitted building plans approved	80% of submitted building plans approved	80% of submitted building plans approved	Director: Engineering Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.15			No of awareness campaign on building regulations conducted	Opex	4 awareness campaign on building regulations conducted	4 awareness campaign on building regulations conducted	4 awareness campaign on building regulations conducted	4 awareness campaign on building regulations conducted	Director: Engineering Services
MUNICIPAL FINANCIAL VIABILITY									
2.4	To ensure 80% expenditure of capital budget by 2022	Monitoring and reporting on the spending of the municipal capital budget by user departments	% expenditure of capital budget	R31 552 300	100% expenditure of capital budget	100% expenditure of capital budget	100% expenditure of capital budget	100% expenditure of capital budget	Director: Engineering Services
LOCAL ECONOMIC DEVELOPMENT									
4.1	To improve implementation of the government intervention programme to eliminate poverty by 2022.	Implementation of EPWP and municipal job creation programme	No of jobs created through public works grant	R 1 400 000	80 jobs created through public works grant	400 jobs created public works grant	400 jobs created public works grant	400 jobs created public works grant	Director: Engineering Services

4.4 Community Services

Priority Areas

- Community Safety.
- Adequate and sustainable Parks, gardens and recreational facilities.
- Waste Management.
- Environmental Management.
- Cemetery Management.
- Disaster Management.
- Road safety
- Effective Library services

National Strategic Objective/Outcome linked to the National Transformation Agenda

- Promote safer communities- Community safety initiatives by strengthening and expanding a variety of community safety platforms.
- Recreation and leisure.
- Clean environment.

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy to Achieve the Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.16	Ensure that solid waste is managed in an integrated environmental friendly and	Review and implementation of the Integrated Waste Management plan	Reviewed Integrated Waste Management plan adopted by Council	Opex	Reviewed Integrated Waste Management plan adopted by Council	Implementation of the Integrated Waste Management plan	Implementation of the Integrated Waste Management plan	Implementation of the Integrated Waste Management plan	Director: Community Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy to Achieve the Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.17	sustainable manner		No of households and businesses with basic waste collection	Opex	6532 households and businesses with access to basic waste collected (ward 1, 4, 5, 6, 8 13,14, 15)	7150 households and businesses within Amahliathi areas	7200 households and businesses within Amahliathi areas	7300 households and businesses within Amahliathi areas	Director: Community Services
1.18		Conduct capacity building initiatives	No of waste awareness campaigns conducted per cluster	Opex	4 waste awareness campaigns conducted (1per cluster)	4 waste awareness campaigns conducted (1per cluster)	4 waste awareness campaigns conducted (1per cluster)	4 waste awareness campaigns conducted (1per cluster)	Director: Community Services
1.19	To protect life, property, environment and economy from hazards	Conduct integrated fire awareness campaigns	No of fire awareness campaigns per prioritization by the Disaster forum	Opex	4 awareness fire campaigns conducted per prioritization by the Disaster forum	4 awareness fire campaigns conducted per prioritization by the Disaster forum	4 awareness fire campaigns conducted per prioritization by the Disaster forum	4 awareness fire campaigns conducted per prioritization by the Disaster forum	Director: Community Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy to Achieve the Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.20		Enhance fire safety compliance by ensuring appropriate responses to fire outbreaks	Turnaround time (hours) in responding to fire outbreaks	Opex	Fire outbreaks responded to within 2hrs	Fire outbreaks responded to within 2hrs	Fire outbreaks responded to within 2hrs	Fire outbreaks responded to within 2hrs	Director: Community Services
1.21	To ensure provision of compliant and efficient community safety by 2022 and beyond	Conduct road blocks	No of road blocks conducted	Opex	12 road blocks conducted	12 road blocks conducted	12 road blocks conducted	12 road blocks conducted	Director: Community Services
1.22	To promote and ensure safety on municipal and public roads	Provision of proper road marking and signage	% of inspected damaged road markings and signs maintained	R80 000	100% of inspected damaged road markings and signs maintained per inspection report	100% of inspected damaged road markings and signs maintained per inspection report	100% of inspected damaged road markings and signs maintained per inspection report	100% of inspected damaged road markings and signs maintained per inspection report	Director: Community Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy to Achieve the Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.23	To promote the culture of reading and effective use of library resources	Conduct library activities that promote the culture of reading and effective use of library resource	No of library awareness campaigns conducted	R50 000	4 library awareness campaigns conducted per cluster	4 library awareness campaigns conducted per cluster	4 library awareness campaigns conducted per cluster	4 library awareness campaigns conducted per cluster	Director: Community Services
MUNICIPAL FINANCIAL VIABILITY									
2.6	Ensure 80% collection of income due from consumer debtors by 2022	Revenue collection	% collection of revenue on motor vehicle registration and licenses	Opex	100% collection of revenue on motor vehicle registration and licenses	100% collection of revenue on motor vehicle registration and licenses	100% collection of revenue on motor vehicle registration and licenses	100% collection of revenue on motor vehicle registration and licenses	Director: Community Services
2.7			% collection of revenue on learners and drivers licenses	Opex	100% collection of revenue on learners and drivers licenses	100% collection of revenue on learners and drivers licenses	100% collection of revenue on learners and drivers licenses	100% collection of revenue on learners and drivers licenses	Director: Community Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy to Achieve the Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
2.8			% collection of revenue on law enforcement	Opex	100% collection of revenue on law enforcement	100% collection of revenue on law enforcement	100% collection of revenue on law enforcement	100% collection of revenue on law enforcement	Director: Community Services
2.9			% collection of revenue on cemetery management	Opex	100% collection of revenue on cemetery management	100% collection of revenue on cemetery management	100% collection of revenue on cemetery management	100% collection of revenue on cemetery management	Director: Community Services
2.10			% collection of revenue hall hiring	Opex	100% collection of revenue hall hiring	100% collection of revenue hall hiring	100% collection of revenue hall hiring	100% collection of revenue hall hiring	Director: Community Services
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
5:5	To ensure promotion of Community safety by 2022 and beyond	Development and implementation of Amahlathi Liquor By-Laws.	Amahlathi Liquor by-Laws developed and adopted by council - Yes/No	Opex	Implementation of Liquor By-Law	Implementation of Liquor By-Law	Implementation of Liquor By-Law	Implementation of Liquor By-Law	Director: Community Services

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy to Achieve the Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
5.6	To ensure effective, efficient and economical management of cemeteries	Review and implementation of Cemetery Management Policy	Review cemetery management policy adopted by council - Yes/No	Opex	Review and implementation of Cemetery Management Policy	Review and implementation of Cemetery Management Policy	Review and implementation of Cemetery Management Policy	Review and implementation of Cemetery Management Policy	Director: Community Services
5.7	To ensure that all disaster incidents are attended	Facilitate review and implementation of Disaster Management Plan	Disaster Management Plan adopted by council - Yes/No	Opex	Disaster Management Plan adopted by council	Disaster Management Plan adopted by council	Disaster Management Plan adopted by council	Disaster Management Plan adopted by council	Director: Community Services
5.8	To ensure effective, efficient and economical management of Fire and that disasters are attended	To ensure the Development and Implementation of an Integrated Fire Management Plan	Development of an Integrated Fire Management Plan	Opex	Review of the Integrated Fire Management Plan	Review of the Integrated Fire Management Plan	Review of the Integrated Fire Management Plan	Review of the Integrated Fire Management Plan	Director: Community Services

4.5 Budget and Treasury Office

Priority Areas

- Effective and compliance Supply Chain Management
- Effective, compliant and credible Asset Management.
- Effective Revenue Management.
- Prudent and credible budget and financial reporting.

National Strategic Objective/Outcome linked to the National Transformation Agenda

- Strengthen procurement systems so that they deliver value for money
- Address weaknesses in procurement systems to ensure a greater focus on value for money.
- Optimize infrastructure investment and services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	Target 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022	CUSTODIAN
MUNICIPAL FINANCIAL VIABILITY									
2:1	To continuously ensure an equitable, economical, transparent, fair and value – add supply chain	Monitoring and reporting on the performance of service providers	No. of quarterly Service Provider performance reports submitted to the Mayor by the 15 th day after the end of the quarter	Opex	4 quarterly Service Provider performance reports submitted to the Mayor by the 15th day after end of the quarter	4 quarterly Service Provider performance reports submitted to the Mayor by the 15th day after end of the quarter	4 quarterly Service Provider performance reports submitted to the Mayor by the 15th day after end of the quarter	4 quarterly Service Provider performance reports submitted to the Mayor by the 15th day after end of the quarter	Director Budget and Treasury Office

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	Target 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022	CUSTODIAN
2.2	management system/function	Strict adherence to SCM Regulations	No. of quarterly reports on (tenders awarded, deviations report, contract management report) submitted to the Mayor by the 15th day after end of the quarter	Opex	4 quarterly reports on (tenders awarded, deviations report, contract management report) submitted to the Mayor by the 15th day after end of the quarter	4 quarterly reports on (tenders awarded, deviations report, contract management report) submitted to the Mayor by the 15th day after end of the quarter	4 quarterly reports on (tenders awarded, deviations report, contract management report) submitted to the Mayor by the 15th day after end of the quarter	4 quarterly reports on (tenders awarded, deviations report, contract management report) submitted to the Mayor by the 15th day after end of the quarter	Director Budget and Treasury Office
2.3	To maintain an accurate and complete fixed asset register that is compliant with GRAP by 2022	Maintain a fixed asset register that comply with GRAP	No. of material audit queries raised on the updated asset register by the AG.	R 1 200 000	Zero material audit queries raised on the updated asset register by the AG.	Zero material audit queries raised on the updated asset register by the AG.	Zero material audit queries raised on the updated asset register by the AG.	Zero material audit queries raised on the updated asset register by the AG.	Director Budget and Treasury Office
2.5	Ensure 80% collection of income due from consumer debtors by 2022	Collect 70% of billed income	% of billed income collected	Opex	70% of billed income collected	75% of billed income collected	75% of billed income collected	80% of billed income collected	Director Budget and Treasury Office

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	Target 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022	CUSTODIAN
2.11	To ensure unqualified audit opinion	Adherence to all applicable financial legislation and regulations	No. of Monthly financial reports (Sec 71 and sec 52 reports) submitted to Mayor and Treasury on the 10th working day of each month	Opex	12 Monthly financial reports submitted to Mayor and Treasury on the 10th working day of each month 4 sec 52 reports within 30 days to Mayor and Treasury)	12 Monthly financial reports submitted to Mayor and Treasury on the 10th working day of each month 4 sec 52 reports within 30 days to Mayor and Treasury)	12 Monthly financial reports submitted to Mayor and Treasury on the 10th working day of each month 4 sec 52 reports within 30 days to Mayor and Treasury)	12 Monthly financial reports submitted to Mayor and Treasury on the 10th working day of each month 4 sec 52 reports within 30 days to Mayor and Treasury)	Director Budget and Treasury Office
2.12		Preparation and submission of credible and GRAP compliant annual financial statements	Date on which GRAP compliant annual financial statements prepared and submitted to the Auditor-General	R 1 200 000	GRAP compliant annual financial statements prepared and submitted to the Auditor-General and Treasury (Provincial & National) by 31 August 18	GRAP compliant annual financial statements prepared and submitted to the Auditor-General and Treasury (Provincial & National) by 31 August 19	GRAP compliant annual financial statements prepared and submitted to the Auditor-General and Treasury (Provincial & National) by 31 August 20	GRAP compliant annual financial statements prepared and submitted to the Auditor-General and Treasury (Provincial & National) by 31 August 21	Director Budget and Treasury Office

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IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	To The	Key Performance Indicator (KPI)	Budget	Target 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022	CUSTODIAN
2.13	To prepare a realistic budget in line with the objectives and strategies in the IDP based on a three-year Medium-Term Revenue and Expenditure Framework (MTREF)	Coordinate and develop Amanhathi municipality's budget in line with developmental imperatives in the IDP		2019/2020 budget prepared and submitted to council for approval on by 31 st May 2019	Opex	2019/2020 budget prepared and submitted to council for approval by 31 st May 2019	2020/2021 budget prepared and submitted to council for approval by 31 st May 2020	2021/2022 budget prepared and submitted to council for approval by 31 st May 2021	2022/2023 budget prepared and submitted to council for approval by 31 st May 2022	Director Budget and Treasury Office
2.14	To ensure effective, compliant and credible financial planning, management and reporting by 2022 and beyond.	Financial Viability as expressed by ratios		% Cost coverage (B+C)+D B represents all available cash at a particular time C represents investments D represents monthly fixed operating expenditure	Opex	To maintain a cost average ratio of 4% by June 2019	To maintain a cost average ratio of 4% by June 2020	To maintain a cost average ratio of 4% by June 2021	To maintain a cost average ratio of 4% by June 2022	Director Budget and Treasury Office
GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
3.25	To ensure compliant, effective and efficient customer	Provide on-going support to users on system related queries		% of resolved system related queries	Opex	95% of resolved system	95% of resolved system	95% of resolved system	95% of resolved system related queries	Director Budget and Treasury Office

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	Target 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022	CUSTODIAN
3.26	To ensure business continuity in the event of a disaster by 2022 and beyond	Implementation and monitoring of controls to ensure security of information and business continuity	Daily backups done on Financial system, Payroll and HR system	Opex	Daily backups done on Financial system, Payroll and HR system	Daily backups done on Financial system, Payroll and HR system	Daily backups done on Financial system, Payroll and HR system	Daily backups done on Financial system, Payroll and HR system	Director Budget and Treasury Office
LOCAL ECONOMIC DEVELOPMENT									
4.2	To stimulate growth of the local economy through robust programmes by 2022.	At least 70% of procurement budget to be ring-fenced in SCM policy to benefit SMMES.	% of the Amahlathi budget to be allocated to SMMES	Capital and Opex	10% of the Amahlathi budget to be allocated to SMMES	10% of the Amahlathi budget to be allocated to SMMES	10% of the Amahlathi budget to be allocated to SMMES	10% of the Amahlathi budget to be allocated to SMMES	Director Budget and Treasury Office
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
5.20	Ensure 80% collection of income due from consumer debtors by 2022	Developed Revenue Enhancement Strategy	Developed Revenue Enhancement Strategy and submitted to Council	Opex	Developed Revenue Enhancement Strategy and submitted to Council	Annual implementation of the Revenue Enhancement Strategy	Annual implementation of the Revenue Enhancement Strategy	Annual implementation of the Revenue Enhancement Strategy	Director Budget and Treasury Office

4.6 Strategic Services

Priority Areas

- Records management.
- Effective Public participation and stakeholder management.
- Effective and efficient municipal governance.
- Effective and efficient ICT environment commensurate to the IDP.

National Strategic Objective/Outcome linked to the National Transformation Agenda

- To ensure confidentiality for ethical and accountable institution by 2022
- To improve the quality of public services as critical to achieving transformation.
- Develop effective and sustainable stakeholder relations.
- Strengthening ICT systems and networks for future generations.
- Effective Communication.

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
SERVICE DELIVERY AND INSTITUTIONAL DEVELOPMENT									
1.24	Strengthening Amahathi ICT systems and networks for future	Improvement of ICT infrastructure for efficiency and data recovery	Turn around time to acknowledge to logged faults by users	Opex	1 working hour to acknowledge logged faults by users	1 working hour to acknowledge logged faults by users	1 working hour to acknowledge logged faults by users	1 working hour to acknowledge logged faults by users	Director: Strategic Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
1.25	generations by 2022		Turn around time to attend to logged faults by users	Opex	10 working hours to attend to logged faults users	10 working hours to attend to logged faults users	10 working hours to attend to logged faults users	10 working hours to attend to logged faults users	Director: Strategic Services
GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
3.19	To ensure mainstreaming of special programmes into Amahlathi Municipality programmes by 2022	Implementation of the SPU Strategy through SPU action plan	No of SPU designated groups supported (Youth, Women, Elderly, Disabled, Children, HIV/AIDS and Sport)	R995 322	7 SPU designated groups supported (Youth, Women, Elderly, Disabled, Children, HIV/AIDS and Sport)	7 SPU designated groups supported (Youth, Women, Elderly, Disabled, Children, HIV/AIDS and Sport)	7 SPU designated groups supported (Youth, Women, Elderly, Disabled, Children, HIV/AIDS and Sport)	7 SPU designated groups supported (Youth, Women, Elderly, Disabled, Children, HIV/AIDS and Sport)	Director: Strategic Services
3.20		Capacity building and mentorship for women owned enterprises	No of women owned enterprises capacitated/ mentored		2 capacity building conducted on women owned enterprises capacitated/ mentored	2 capacity building conducted on women owned enterprises capacitated/ mentored	2 capacity building conducted on women owned enterprises capacitated/ mentored	2 capacity building conducted on women owned enterprises capacitated/ mentored	Director: Strategic Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
3.21		Support Creches with learning aids	No of creches provided with learning aids		3 creches provided with learning aids	3 creches provided with learning aids	3 creches provided with learning aids	3 creches provided with learning aids	Director: Strategic Services
3.22	To promote effective Communication of Amahlathi's business by 2022	Effective implementation of the Communication Action Plan to revive public trust and confidence	No of awareness campaigns conducted on corporate identity for all departments	R273 780	4 awareness campaigns conducted on corporate identity for all departments	4 awareness campaigns conducted on corporate identity for all departments	4 awareness campaigns conducted on corporate identity for all departments	4 awareness campaigns conducted on corporate identity for all departments	Director: Strategic Services
3.23	Strengthening Amahlathi ICT systems and networks for future generations by 2022	Improvement of ICT infrastructure for efficiency and data recovery	% of backed-up information	Opex	80% of backed up information	80% of backed up information	80% of backed up information	80% of backed up information	Director: Strategic Services
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
5.13	To develop and implement effective and compliant frameworks to improve planning and performance	Integrated Planning and Development	Date on which the 2019/20 IDP is submitted to Council for approval approved	R150 000 R50 000	2019/20 IDP submitted to Council for approval approved by Council on 31st May 2019	2020/21 IDP submitted to Council for approval approved by Council on 31st May 2020	2021/22 IDP submitted to Council for approval approved by Council on 31st May 2021	2022/23 IDP submitted to Council for approval approved by Council on 31st May 2022	Director: Strategic Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
5.14	management by 2022	Improve the effective functionality and credibility of the performance management System	Reviewed performance management policy adopted by council - Yes/No	Opex	Yes - Reviewed performance management policy adopted by council	Yes - Reviewed performance management policy adopted by council	Yes - Reviewed performance management policy adopted by council	Yes - Reviewed performance management policy adopted by council	Director: Strategic Services
5.15			No of days by which the 2019/20 SDBIP is submitted to the Mayor for approval	Opex	2019/20 SDBIP submitted to the Mayor for approval by the 28th day after approval of the budget	2020/21 SDBIP submitted to the Mayor for approval by the 28th day after approval of the budget	2021/22 SDBIP submitted to the Mayor for approval by the 28th day after approval of the budget	2022/23 SDBIP submitted to the Mayor for approval by the 28th day after approval of the budget	Director: Strategic Services
5.18			No of quarterly organizational performance reports submitted to Council	Opex	4 quarterly organizational performance reported submitted to Council	4 quarterly organizational performance reported submitted to Council	4 quarterly organizational performance reported submitted to Council	4 quarterly organizational performance reported submitted to Council	Director: Strategic Services
5.19			Date on which the 2017/2018 final and audited Annual Report is submitted to AG	R120 000	2017/18 Annual report submitted to AG on 31 August 2018	2018/19 Annual report submitted to AG on 31 August 2019	2019/20 Annual report submitted to AG on 31 August 2020	2020/21 Annual report submitted to AG on 31 August 2021	Director: Strategic Services

4.7 Executive Services

Priority Areas

- Records management.
- Effective Public participation and stakeholder management.
- Effective and efficient municipal governance.

National Strategic Objective/Outcome linked to the National Transformation Agenda

- To ensure confidentiality for ethical and accountable institution by 2022
- To improve the quality of public services as critical to achieving transformation.
- Develop effective and sustainable stakeholder relations.
- Establish systems and mechanisms for clean governance.

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
3.1	To deepen democracy through public participation	Implementation of Public Participation Policies	Turnaround time (in days) for acknowledging received petitions	Opex	Received petitions acknowledged within 2 working days	Received petitions acknowledged within 2 working days	Received petitions acknowledged within 2 working days	Received petitions acknowledged within 2 working days	Municipal Manager
3.2		No of quarterly petition Management status reports		Opex	4 Quarterly reports on the status of petitions received and	4 Quarterly reports on the status of petitions received and	4 Quarterly reports on the status of petitions received and	4 Quarterly reports on the status of petitions received and	Municipal Manager

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
3.3			submitted to Council No of awareness programmes conducted on civic and voters education for local communities (clusters)	Opex	submitted to Council 4 awareness programmes conducted on civic and voters education for local communities (cluster)	submitted to Council 4 awareness programmes conducted on civic and voters education for local communities (cluster)	submitted to Council 4 awareness programmes conducted on civic and voters education for local communities (cluster)	submitted to Council 4 awareness programmes conducted on civic and voters education for local communities (cluster)	Municipal Manager
3.4			Developed Ward Committee functionality policy	Opex	Developed Ward Committee functionality policy	Implementation of ward committee functionality policy	Implementation of ward committee functionality policy	Implementation of ward committee functionality policy	Municipal Manager
3.5	Coordination and integration of Stakeholder engagement by 2022	Strengthening of IGR structures	No of IGR cluster meetings and broader IGR forum attended	Opex	20 IGR cluster meetings and 4 broader IGR Forum meeting attended	20 IGR cluster meetings and 4 broader IGR Forum meeting attended	20 IGR cluster meetings and 4 broader IGR Forum meeting attended	20 IGR cluster meetings and 4 broader IGR Forum meeting attended	Municipal Manager
3.6			No. of quarterly reports on implementation of IGR resolutions	Opex	4 quarterly reports on implementation of IGR resolutions	4 quarterly reports on implementation of IGR resolutions	4 quarterly reports on implementation of IGR resolutions	4 quarterly reports on implementation of IGR resolutions	Municipal Manager

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IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
3.7	To develop and implement effective and compliant frameworks to improve planning and performance management by 2022	Strengthening the satellite model	Developed Satellite Operation Model submitted to council for adoption	Opex	Developed Satellite Operation Model submitted to council for adoption	Implementation of the satellite model	Implementation of the satellite model	Implementation of the satellite model	Municipal Manager
3.8	To promote effective Communication of Amahlathi's business by 2022	Functionality of B2B/ war room approach	No. of war-room meetings coordinated	Opex	16 war-room meetings coordinated	16 war-room meetings coordinated	16 war-room meetings coordinated	16 war-room meetings coordinated	Municipal Manager
3.9	To ensure a clean and accountable governance in Amahlathi by 2022	Strengthening systems and mechanisms relating to governance processes, risks management and internal controls	% implementation of the MPAC Annual Programme of Action	Opex	100% implementation of the MPAC Annual Programme of Action	100% implementation of the MPAC Annual Programme of Action	100% implementation of the MPAC Annual Programme of Action	100% implementation of the MPAC Annual Programme of Action	Municipal Manager
3.10			% implementation of the Mayor's office Annual Programme of Action	Opex	100% implementation of the Mayor's office Annual Programme of Action	100% implementation of the Mayor's office Annual Programme of Action	100% implementation of the Mayor's office Annual Programme of Action	100% implementation of the Mayor's office Annual Programme of Action	Municipal Manager

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
3.11			% implementation of the Speaker's office Annual Programme of Action	Opex	100% implementation of the Speaker's office Annual Programme of Action	100% implementation of the Speaker's office Annual Programme of Action	100% implementation of the Speaker's office Annual Programme of Action	100% implementation of the Speaker's office Annual Programme of Action	Municipal Manager
3.12			% implementation of the Women Caucus's office Annual Programme of Action	Opex	100% implementation of the Women Caucus's office Annual Programme of Action	100% implementation of the Women Caucus's office Annual Programme of Action	100% implementation of the Women Caucus's office Annual Programme of Action	100% implementation of the Women Caucus's office Annual Programme of Action	Municipal Manager
3.13			No of risk management reports submitted to the Risk Committee	Opex	4 quarterly risk management reports submitted to Risk Committee	4 quarterly risk management reports submitted to Risk Committee	4 quarterly risk management reports submitted to Risk Committee	4 quarterly risk management reports submitted to Risk Committee	Municipal Manager
3.14			% implementation of the 2018/2019 risk-based internal audit plan (all	Opex	100% implementation of the 2018/2019 risk-based	100% implementation of the 2019/2020 risk-based	100% implementation of the 2020/2021 risk-based	100% implementation of the 2021/2022 risk-based	Municipal Manager

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IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
3.15			scheduled audits implemented) No of Anti-corruption and Fraud programmes conducted per implementation plan	Opex	internal audit plan 4 Anti-corruption and Fraud programs conducted per implementation plan	internal audit plan 4 Anti-corruption and Fraud programs conducted per implementation plan	internal audit plan 4 Anti-corruption and Fraud programs conducted per implementation plan	internal audit plan 4 Anti-corruption and Fraud programs conducted per implementation plan	Municipal Manager
3.16			No of risk management reports submitted to the Audit Committee regarding implementation of AC resolutions	Opex	100% Implementation of compliance plan	100% Implementation of compliance plan	100% Implementation of compliance plan	100% Implementation of compliance plan	Municipal Manager
3.17	Ensure effective & efficient resolution of legal matters	Develop of compliance register and compliance plan	% Implementation of compliance plan	Opex	100% Implementation of compliance plan	100% Implementation of compliance plan	100% Implementation of compliance plan	100% Implementation of compliance plan	Municipal Manager

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
3.18		Resolve legal matters of the municipality	No of reports on legal matters and their status with financial implications	Opex	4 reports on legal matters and their status with financial implications	4 reports on legal matters and their status with financial implications	4 reports on legal matters and their status with financial implications	4 reports on legal matters and their status with financial implications	Municipal Manager

4.8 Planning and Development

Priority Areas

- Advanced Job Creation.
- SMME Development.
- Town regeneration.
- Infrastructure Development.
- Effective management of the forestry natural resource.
- Improved Tourism management.
- Radical Agricultural transformation.

National Strategic Objective/Outcome linked to the National Transformation Agenda

- Coordinating and monitoring the various economic growth and job creation.
- Opportunity of skills development, jobs and income to economically marginalized communities.
- The development of the economic infrastructure required to enable increased economic growth
- Tourism Product Development & Marketing Of The 4 Tourism Heritage Routes

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT									
1.26	Promotion of Tourism through identification of Tourist areas	Prioritise provision of tourism infrastructure to destinations within Amahlati.	No. of signage's erected	R 30 000	3 signage erected (2 x Catha & 1x Gubu Dam Picnic Site)	3 signage erected	3 signage erected	3 signage erected	Director: Development and Planning

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
LOCAL ECONOMIC DEVELOPMENT									
4.2	To stimulate growth of the local economy through robust programmes by 2022.	Capacitation of SMMEs and Co-ops through development and implementation of an incubation programme	% of the Amahlathi budget to be allocated to SMMEs	MIG and Opex	10% of the Amahlathi budget to be allocated to SMMEs	10% of the Amahlathi budget to be allocated to SMMEs	10% of the Amahlathi budget to be allocated to SMMEs	10% of the Amahlathi budget to be allocated to SMMEs	Director: Development and Planning
4.3			No. of Contractors trained	R 20 000	5 Contractors trained	5 Contractors trained	5 Contractors trained	5 Contractors trained	Director: Development and Planning
4.4		Projects of R4million and above to subcontract local contractors	No. of local contractors sub contracted and benefited	MIG and Opex	3 local contractors sub contracted and benefited	3 local contractors sub contracted and benefited	3 local contractors sub contracted and benefited	3 local contractors sub contracted and benefited	Director: Development and Planning
4.5		Stimulate and Strengthen relationship between Amahlathi and other municipalities	No. of twinning engagements programs commissioned	Opex	Target 2 Municipalities for twinning in the Eastern Cape	Target 2 Municipalities for twinning in the Eastern Cape	Target 2 Municipalities for twinning in the Eastern Cape	Target 2 Municipalities for twinning in the Eastern Cape	Director: Development and Planning
4.6		Revenue Enhancement by proper management of MCCP	No. of quarterly reports on functionality of MCCP	Opex	4 quarterly reports on functionality of MCCP	4 quarterly reports on functionality of MCCP	4 quarterly reports on functionality of MCCP	4 quarterly reports on functionality of MCCP	Director: Development and Planning

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IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
4.7		Source funding through development of business plans	No. of business plans developed for ALM towns	Opex	3 business plans developed for ALM 3 cluster towns(Kei Road, Cathcart and Stutterheim)	Implementation of the developed business plans	Implementation of the developed business plans	Implementation of the developed business plans	Director: Development and Planning
4.8	Promotion of Tourism through the establishment of Local Tourism Organization and CTOs by 2022	Participate in marketing platforms and host events	No. of trainings conducted for LTOs and CTOs	R 5 000	5 trainings conducted for LTOs and CTOs	4 tourism events attended to promote crafters artefacts	4 tourism events attended to promote crafters artefacts	4 tourism events attended to promote crafters artefacts	Director: Development and Planning
4.9			No. of tourism events attended to promote crafters artefacts	R 20 000	4 tourism events attended to promote crafters artefacts	4 tourism events attended to promote crafters artefacts	4 tourism events attended to promote crafters artefacts	4 tourism events attended to promote crafters artefacts	Director: Development and Planning
4.10	To Stimulate local economy through Agricultural development by 2022	Revival of Amahlati economy through Agricultural Programs	Development of an Agricultural Business feasibility study- Keiskammahoek	Opex	Development of an Agricultural Business feasibility study-	Implementation of an Agricultural Business feasibility study-	Implementation of an Agricultural Business feasibility study-	Implementation of an Agricultural Business feasibility study-	Director: Development and Planning

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
4.11		Promotion of Buyele Masimini programme	No. of farmers provided with maize bags	R 50 000	Keiskammahok 75 farmers provided with maize bags	Keiskammahok 75 farmers provided with maize bags	Keiskammahok 75 farmers provided with maize bags	Keiskammahok 75 farmers provided with maize bags	Director: Development and Planning
4.12		Provision of capacity building programs to support existing farmers	No. of farmers supported with capacity building	Opex	Keiskammahok No farmers supported with capacity building	Keiskammahok No farmers supported with capacity building	Keiskammahok No farmers supported with capacity building	Keiskammahok No farmers supported with capacity building	Director: Development and Planning
4.13	The development of the economic infrastructure required to enable increased economic growth	To ensure value-maximisation of the forestry natural resource in line with local economic development by 2022.	% Implementation of a forestry strategy in a Co-ordinated manner	R 150 000	Keiskammahok 100% implementation of the Forestry Strategy	Keiskammahok 100% implementation of the Forestry Strategy	Keiskammahok 100% implementation of the Forestry Strategy	Keiskammahok 100% implementation of the Forestry Strategy	Director: Development and Planning
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
5.21	To promote sustainable Local economic development by 2022	Development and implementation of the Spatial Development Framework	Review of the SDF and adopted by council	R250 000	Keiskammahok Review of the SDF and adopted by council	Keiskammahok Review of the SDF and adopted by council	Keiskammahok Review of the SDF and adopted by council	Keiskammahok Review of the SDF and adopted by council	Director: Development and Planning

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IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
5.22		Review of the Local Economic Development Strategy	Review of the Local Economic Development Strategy and adopted by Council	Opex	Review of the Local Economic Development Strategy and adopted by Council	Review of the Local Economic Development Strategy and adopted by Council	Review of the Local Economic Development Strategy and adopted by Council	Review of the Local Economic Development Strategy and adopted by Council	Director Development and Planning
5.23	Improve access to Basic Services	Ensure effective and efficient Land Administration within Amahlathi Local Municipality	Revival of the Zoning Scheme and adopted by Council	Opex	Revival of the Zoning Scheme and adopted by Council	Revival of the Zoning Scheme and adopted by Council	Revival of the Zoning Scheme and adopted by Council	Revival of the Zoning Scheme and adopted by Council	Director Development and Planning

**4.9 Corporate Services
Priority Areas**

- Improved and sustainable labor relations.
- Cost efficient organizational design commensurate to IDP imperatives.
- Improved and conducive performance management culture.
- Improved employee competency and productivity.
- Effective, efficient, economical and credible administration.

National Strategic Objective/Outcome linked to the National Transformation Agenda

- Improving the quality of public services as critical to achieving transformation.
- To work on frameworks for improving performance incentives and the application of consequences for poor performance.
- Improvement of Appropriate Skills.

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
5.1	To attract, retain, build capacity and maximize utilization of Amahlati Human Capital by 2022	Implementation of the approved organizational structure.	No. of Reviewed institutional policies adopted by council	Opex	59 Reviewed institutional policies adopted by council	59 Reviewed institutional policies adopted by council	59 Reviewed institutional policies adopted by council	59 Reviewed institutional policies adopted by council	Director: Corporate Services
5.2			No of reports developed on the re-engineering	Opex	4 reports developed on the re-engineering	4 reports developed on the re-engineering	4 reports developed on the re-engineering	4 reports developed on the re-engineering	Director: Corporate Services

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
5.3		Strengthening systems and mechanisms relating to governance processes, risks management and internal controls	project conducted submitted to Council No of EAP programs implemented as per approved plan	Opex	project conducted submitted to Council 4 EAP programs implemented per approved plan (Cancer awareness, World Aids day, Sexual health & TB awareness and Candle Light)	project conducted submitted to Council 4 EAP programs implemented per approved plan (Cancer awareness, World Aids day, Sexual health & TB awareness and Candle Light)	project conducted submitted to Council 4 EAP programs implemented per approved plan (Cancer awareness, World Aids day, Sexual health & TB awareness and Candle Light)	project conducted submitted to Council 4 EAP programs implemented per approved plan (Cancer awareness, World Aids day, Sexual health & TB awareness and Candle Light)	Director: Corporate Services
5.4		Implementation of the approved EEP	No of quarterly reports prepared on compliance with EEP annual targets	Opex	4 quarterly reports prepared on compliance with EEP annual targets	4 quarterly reports prepared on compliance with EEP annual targets	4 quarterly reports prepared on compliance with EEP annual targets	4 quarterly reports prepared on compliance with EEP annual targets	Director: Corporate Services
5.9	To ensure appropriate capacity building interventions by 2022	Develop and implement programs relating to WSP	% of programmes implemented per approved	Opex	100% of programmes implemented per approved	100% of programmes implemented per approved	100% of programmes implemented per approved	100% of programmes implemented per approved	Director: Corporate Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
5.10	To ensure cost efficient and economical use of council resources commensurate to effective IDP implementation by 2022 and beyond	Strengthening systems and mechanisms relating to governance processes, risks management and internal controls	% decrease for fuel and maintenance costs	Opex	annual training plan 20% decrease for fuel and maintenance costs	annual training plan 20% decrease for fuel and maintenance costs	annual training plan 20% decrease for fuel and maintenance costs	annual training plan 20% decrease for fuel and maintenance costs	Director: Corporate Services
5.11		Efficient and economical utilization of council resources	% decrease in telephone expenditure	Opex	20% decrease in telephone expenditure	20% decrease in telephone expenditure	20% decrease in telephone expenditure	20% decrease in telephone expenditure	Director: Corporate Services
5.12	To ensure compliant and prudent safeguarding and preservation of institutional memory by 2022 and beyond	Establishment of legal frameworks, standards and ethical principles to protect the confidentiality of data	No of reports prepared on compliance with the file plan	Opex	4 reports prepared on compliance with the file plan	4 reports prepared on compliance with the file plan	4 reports prepared on compliance with the file plan	4 reports prepared on compliance with the file plan	Director: Corporate Services

IDP REF	Local Strategic Objective for the 5 Years and Beyond	Strategy To Achieve The Strategic Objective	Key Performance Indicator (KPI)	Budget	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	Custodian
5.16	To develop and implement effective and compliant frameworks to improve planning and performance management by 2022	ORGANISATI ONAL PERFORMAN CE	No of accountability agreements signed	Opex	80 accountability agreements signed	80 accountability agreements signed	80 accountability agreements signed	80 accountability agreements signed	Director: Corporate Services
5.17			No. of individual performance reviews coordinated (Task grade 12 and upwards)	Opex	4 Quarterly individual Performance Reviews coordinated (Task grade 12 and upwards)	4 Quarterly individual Performance Reviews coordinated (Task grade 12 and upwards)	4 Quarterly individual Performance Reviews coordinated (Task grade 12 and upwards)	4 Quarterly individual Performance Reviews coordinated (Task grade 12 and upwards)	Director: Corporate Services

CHAPTER 5: PROJECTS**AMAHLATHI INFRASTRUCTURE PROJECTS****PROPOSED MUNICIPAL INFRASTRUCTURE GRANT (MIG) PROJECTS**

PROJECT NAME	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21
LOWER XHOLORHA SURFACING	3 000 000.00		
GXULU INTERNAL ROADS	2 600 000.00		
CATA INTERNAL ROADS	2 500 000.00		
RABHULA INTERNAL ROADS	2 400 000.00		
MLUNGISI SPORTSFIELD	4 352 300.00		
SURFACING OF MLUNGISI ACCESS ROADS	4 400 000.00		
AMAHLATHI HAWKER STALLS	1 000 000.00		
KHAYELITSHA INTERNAL ROADS (King-Kei)	2 500 000.00		
KKH FIRESTATION	3 500 000.00		
PMU ADMIN.	1 381 700.00		
SOPHUMELELA INTERNAL ROADS		3 000 000.00	
SURFACING OF MLUNGISI INTERNAL ROADS		3 500 000.00	
MZAMOMHLE COMMUNITY HALL		3 000 000.00	
XHOLORHA ELECTRIFICATION		3 800 000.00	
FENCING OF AMAHLATHI CEMETERIES		3 000 000.00	
GUBEVU INTERNAL ROADS		3 500 000.00	

KKH PAVING PHASE 2		4 000 000.00	
BORDER POST INTERNAL ROADS		2 932 050.00	
PMU ADMIN		1 406 950.00	
STREET LIGHTS			3 900 000.00
SPORTSFIELD			5 200 000.00
COMM FACCI			3 100 000.00
ROADS			3 000 000.00
ROADS			3 559 200.00
ROADS			4 500 000.00
ROADS			4 800 000.00
TOTAL	27 634 000.00	28 139 000.00	29 536 000.00

AMAHLATHI ROADS MAINTENANCE PLAN 3 YEAR CYCLE

Ward No.	Road	Length (km)	Activity	District	Budget 2018/19	Budget 2019/20	Budget 2020/21
1	To Be Prioritised	533m Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Keiskammahoek	R 149, 106.66	R 157, 158.42	R 207, 252.67
2	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Keiskammahoek	R 149, 106.66	R 157, 158.42	R 207, 252.67
3	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Keiskammahoek	R 149, 106.66	R 157, 158.42	R 207, 252.67
4	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Cathcart	R 149, 106.66	R 157, 158.42	R 207, 252.67

5	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Cathcart	R 149, 106.66	R 157, 158.42	R 207, 252.67
6	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Stutterheim	R 149, 106.66	R 157, 158.42	R 207, 252.67
7	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	King Williams Town	R 149, 106.66	R 157, 158.42	R 207, 252.67
8	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	King Williams Town	R 149, 106.66	R 157, 158.42	R 207, 252.67
9	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	King Williams Town / Stutterheim	R 149, 106.66	R 157, 158.42	R 207, 252.67
10	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Keiskammahoek	R 149, 106.66	R 157, 158.42	R 207, 252.67
11	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Keiskammahoek	R 149, 106.66	R 157, 158.42	R 207, 252.67
12	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	King Williams Town	R 149, 106.66	R 157, 158.42	R 207, 252.67
13	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Stutterheim	R 149, 106.66	R 157, 158.42	R 207, 252.67
14	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Stutterheim	R 149, 106.66	R 157, 158.42	R 207, 252.67
15	To Be Prioritised	533 Regravelling 13 km Blading & Patching	Regravelling, Blading & Patching	Stutterheim	R 149, 106.66	R 157, 158.42	R 207, 252.67
TOTAL BUDGET TO BE SPENT					R 2, 236 600.00	R 2, 357 376.40	R 2, 487 032.10

5. (I) MIG AND WATER SERVICE INFRASTRUCTURE GRANT (WSIG) PROJECTS BY AMATHOLE DISTRICT MUNICIPALITY

MIG – AMAHLATHI

PROJECT NAME	2018/19	2019/20	2020/21
Stutterheim Sewer Pipe Replacement	5,000,000	3,000,000	100,000
Zingcuka Water Supply	200,000	0.00	0.00
Amahlathi Area wide Sanitation Projects (Region 2A)	5,000,000	25,000,000	15,000,000
Amahlathi Area wide Sanitation Projects (Region 3)	10,000,000	14,000,000	0.00
Kei Road Settlement	500,000	0.00	0.00
Stutterheim Water Pipe replacement	8,000,000	6,300,000	2,000,000
Cathcart Infrastructure Refurbishment (Water Treatment Works Upgrade, Bulk Upgrade & Pipeline Replacement)	2,500,000	5,000,000	10,000,000
NOT YET REGISTERED WITH MIG			
Stutterheim Water Treatment Works	0.00	1,700,000	5,000,000
Kei Road Water Treatment Works	0.00	1,000,000	10,000,000
Keiskammahoek Waste Water Treatment Works	0.00	1,000,000	5,000,000
Rabula Phase 2 Water Supply	0.00	5,000,000	0.00
SUB TOTAL AMAHLATHI	31,200,000	62,000,000	47,100,000

WSIG – AMAHLATHI

PROJECT NAME	2018/19	2019/20	2020/21
Amabele Sewer pump station Upgrade	0.00	500,000	0.00
Amabele Waste Water Treatment Works	0.00	500,000	2,000,000
Bumbane Sump refurbishment	0.00	500,000	0.00
Cathcart Sanitation	200,000	0.00	0.00
Cathcart Town Pipe Reservoir (Feasibility Study)	0.00	500,000	2,000,000
Cathcart Water Treatment Works	0.00	500,000	2,000,000
Cathcart Waste Water Treatment Works	0.00	500,000	2,000,000
Dontisa Water Supply	0.00	5,000,000	1,500,000
Goshen Reservoir Refurbishment	0.00	0.00	150,000
Cathcart Water Supply	5,000,000	0.00	0.00
Gxulu Reservoir refurbishment	0.00	500,000	0.00
Keiskammahoek Waste Water Treatment Works	0.00	500,000	2,000,000
Langdraai Reservoir Refurbishment	0.00	0.00	200,000
Lukhanyweni Pipe Replacement (Feasibility Study)	0.00	500,000	0.00
Refurbishment of Freshwater Reservoir	0.00	0.00	200,000
Refurbishment of Izidenge Reservoir	0.00	0.00	200,000
Refurbishment of Mlungisi Reservoir	0.00	0.00	200,000
Refurbishment of Nonkululeko Reservoir	0.00	0.00	200,000

Refurbishment of Nothenga Breakpressure tank	0.00	500,000	0.00	0.00
Refurbishment of Silositsha	0.00	0.00	200,000	0.00
Refurbishment of Sophumelela Sewer screens	0.00	450,000	0.00	0.00
Refurbishment of Stutterheim Water Treatment Works	0.00	0.00	2,000,000	0.00
Replacing galvanise reticulation system with HDPE reticulation in Amabhele	3,000,000	0.00	0.00	0.00
Rhabula Water Supply	4,000,000	0.00	0.00	0.00
Kei Road Water supply	0.00	0.00	4,500,000	0.00
Masinedane Water Supply	0.00	0.00	500,000	0.00
Ngqumeya Water Supply	0.00	0.00	500,000	0.00
Upper Mnyameni Water Supply	0.00	0.00	2,500,000	0.00
Wartburg Localised Water Supply	0.00	0.00	1,500,000	0.00
Roma / Keilands Water Supply	3,000,000	0.00	0.00	0.00
Sidenge Water Supply	0.00	0.00	1,100,000	0.00
Water Loss Reduction Programme: Stutterheim & Amatolaville	14,000,000	3,000,000	0.00	0.00
SUB-TOTAL: AMAHLATHI	29,200,000	13,450,000	25,450,000	0.00

18/19 INTERNAL FUNDED OPERATING PROJECTS ADM

PROJECT NAME	BUDGET
Refurbishment of amahlathi Taxi rank (KKH)	R750 000

PROGRESS ON 2017/18 ADM PROJECTS

PROJECT NAME	2017/18 ALLOCATION	EXPENDITURE TO-DATE	PROGRESS / COMMENTS
Stutterheim Sewer Pipe Replacement	R 3,000,000 (MIG)	R 285,601.51	This is at tender documentation stage, construction to start in June 2018.
Zingcuka Water Supply	R 2,000,000 (MIG)	R 1,463,335.07	Project is currently under construction and is sitting at 90% completion but experiencing financial constraints.
Amahlathi Area wide Sanitation Projects (Region 2A)	R 17,787,968 (MIG)	R 12,695,348.05	Completed (1366) 1239 h/h's – Frankfort (755) (647); Nompumelelo (196) (191); Hokwana (147) (133); Malindana (86); eThembeni (100); Nompandlana (82). Waiting the appointment of Contractors to continue with the project.
Amahlathi Area wide Sanitation Projects (Region 3)	R 17,445,075 (MIG)	R 11,819,982.53	Completed (703) 508 h/h's in Cenyu (370) (367); Ngingqini (08); Mqukwana (58); Kubusie-Biko- Lepile (267) (57). Three disabled units erected in Cenyu and Mqukwana. Waiting the appointment of Contractors to continue with the project.
Provision of Engineering Services Kei Road Settlement	R 1,100,000 (MIG) R 2,050,000 (WSIG)	R 0 R 0	The project is currently under procurement. The tender closed on the 17th November 2017. Project has gone to the BEC and awaiting the BAC.
Stutterheim Water Pipe replacement	R 3,000,000 (MIG)	R 87,799.41	This is at tender documentation stage, construction to start in June 2018.
Cathcart Upgrading of Bulk Services	R 500,000 (MIG) R 9 608 166 (WSIG)	R 500,000.00 R 6 824 339.93	Phase 1 construction is complete.
Rabula Phase 2 Water Supply	R 1,000,000 (MIG) R 2,000,000 (WSIG)	R 0 R 303,230.20	ADM is currently going out on tender for the extension of Rabula villages and Red Hill Village, at BSC Stage.

Roma / Keilands Water Supply	R 500,000 (WSIG)	R 0	PSP appointed and they are busy with the feasibility study.
Gwili Water Supply	R 1,655,000 (WSIG)	R 1,655,000.00	Construction complete and handed over.
Refurbishment of Stutterheim WTW	R 500,000 (WSIG)	R 0	Awaiting invoice from Amahlathi LM for the electricity upgrade in Kubusi PS.
Cathcart Sanitation	R 382,765 (WSIG)	R 157,761.18	Procuring service provider for the construction of 20 toilets in Daliwe Ndlovu.
Water Loss Reduction Programme: Amahlathi	R 1,600,000 (WSIG)	R 1,150,212	Tender for the next phase of the project is at BAC, appointment anticipated before end February 2018.
Replacing the entire galvanise reticulation system to HDPE reticulation in Amabhele	R 351,834.43 (WSIG)	R 0	Tender for consultants is at BAC. Appointment anticipated before end February 2018.

PROJECTS BY ESKOM**AMAHLATHI LOCAL MUNICIPALITY – ESKOM 18/19 ELECTRIFICATION DRAFT PLAN**

MUNICIPALITY	PROJECT NAME	PROJECT TYPE	BENEFICIARIES	PLANNED CAPEX	PLANNED H/H
Amahlathi	Amahlathi Pre Eng.	Engineering Costs	Various areas	R 234 769	0
	Amahlathi type 1 Infills	Households	Various areas	R 1 250 000	250
	Amahlathi ward Extensions LL	households	Ngqudela Irrigation Scheme, Cathcart, Ngcamngeni, Zanyokwe, Lenye, Rhabe, Lower Rabula, Upper Rabula, Gwill-gwili, Ngqumeya, Stanhope, Kwabhetya, Ezizeni, Malindana, Hokwana, Frankfort, Eluxolweni, Nompumelelo, Gubevu, Nothenga, Upper Izeli, Lumphondweni, Mbaxa, Magqobhokeni, Mxhalanga, Nompumelelo, Cwengcwe,	R 7 200 000	450

STATUS OF 2016/17 PROJECTS BY ESKOM FOR AMAHLATHI

PROJECT NAME	BENEFICIARIES (VILLAGES)	STATUS	COMPLETION DATE/STATUS
AMAHLATHI WARD EXT. 16/17	KHAYELITSHA - 39 NOTHENGA - 17 MBAXA - 36	Contractor on site	90 % of work completed as at 10.05.2017.

	QUZINI -5		
	NONTSHINGA -1		
	TOISE -51		
	FRESH WATER -14		
	JERSEY VALLEY -40		
	MALINDANA -10		
	HOKWANA -11		
	VILISI -13		
	NOMPUMELELO -19		
	TOTAL 256		
Amahliathi Ward 15/16 Ext Link Line	INFRASTRUCTURE	Contractor on site	31.03.2016. Extension has been approved
Gasela 15/16	GASELA	Contractor on site	31.03.2016. Extension has been approved
Gasela 15/16 Line	INFRASTRUCTURE	Contractor on site	31.03.2016. Extension has been approved
Amahliathi Ward 15/16 Ext.	MAGCUMENI, LOWER RABULA, NOTHENGA, ZANYOKWE	Contractor on site	31.03.2016. Extension has been approved

PROPOSED PROJECTS FOR 2017/18 BY ESKOM

VILLAGE NAME	NUMBER OF HOUSEHOLD ON DESIGN	
Langdraai	29	Municipality made submission to DOE for SOLAR energy
Keilands	108	Municipality made submission to DOE for SOLAR energy
Dontsa, Ndlovini, St. Mathews, Nqolo-nqolo	8, 4, 11 & 6	
Tshoxa	55	
Upper Rabula (Village 15)	2	
Cathcart ,Emeli	120,20	
Ndakana, Nonkululeko, Border Post, Khayelitsha.	44, 19, 10 & 32	
Gubevu/Ndlovini	16	
Tshoxa	69	
Upper Rabula	15	
Mpolweni	19	
Stanhope	7	
Amabele	10	
Gasela	34	
Lujilo	12	
Mgwali 3, 4 & 5	7, 5 & 8	
Jersey valley	11	
Mzamomhle	200	
Cenyulands	50	
TOTAL	794 Excluding Keilands & Langdraai	R12 425 000.00

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

Amahlathi Total			R 8 684 769	700
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AM AHLATHI L M ESKOM AREA ELECTRIFICATION PROJECTS

No	Project	Ward	Funder	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
1	Langdraai	4	DOE-INEP	29 units				
2	Keilands	5	DOE-SOLAR	140 unit				
3	Dontsa	3	DOE-INEP	11 unit				
4	Ndlovini	3	DOE-INEP	4 units				
5	Nqolo-Nqolo	3	DOE-INEP	6 units				
6	St Mathews	3	DOE-INEP	16 units				
7	Tshoxa	11	DOE-INEP	69 units				
8	Upper Rabula	11	DOE-INEP	15 units				

AMAHLATHI LM NERSA CAPEX UPGRADES

No	Project	Ward	Funder	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
A	Bush Pig Ridge Substation	13	DOE-INEP	5m				
B	Lower Xolora Substation Switches & Tfr	13	DOE-INEP	3m				
D	Cathart informal Housing N6 & Ndlovini 300	5	DOE-INEP		6m			
E	Cathcart Kati 300 Housing	5	DOE-INEP			3M		
F	Industrial OH Line upgrade to 120mm ACR	6	DOE-INEP		2m			
G	Cathcart 22/11 Bulk SubSt Mathews	5	DOE-INEP			5m		
H	Old Age Home Substation	13	ALM Capex		1,5m			
I	Park Substation Switches & Trans former	13	ALM Capex		1.5m			
J	Stutterheim bulk Ring feeds Upgrading from 35mm to 95mm	13	ALM Capex		5m	5m	5m	5m

AMAHLATHI LM NER/D/EC124 NERSA OPEX

NO	PROJECT	WARD	FUNDER	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
i	Hospital Mini Sub + L/Cost House RMT	13	DOE-INEP		350 000			
ii	Cathcart Old Age Home Mini Sub Tshoxa	5	DOE-INEP		330 000			
iii	Amatolaville Minisub	6	ALM OPEX	350 000				
iv	Stutt High School Mini Sub	13	ALM Capex	350 000				
v	Country Club Substation	13	ALM Capex			350 000		
vi	Kologha Mini Sub	13	ALM Capex		350 000			
vii	New Town Mini Sub Ext + RMT for ADM	13	ALM Capex			500 000		

Department of COGTA has through Municipal Infrastructure Support Agency MISA identified ALM as one of 27 priority areas for intervention in terms of Service Delivery.

Take Note Spatial Development in terms of Electrification

In the absence in applying an coherent service policy in tandem with land use management approach will assist the present challenges in that informal settlement forming haphazardly in both urban and rural areas with result that the provision of services connection on time becomes problematic.

Stutterheim, Cathcart & Amabele licenced to ALM trough NER/D/EC124 to distribute electricity.

Stutterheim graded as level 3 Primary Node and is the main Administrative, Service and Industrial Centre of the ALM. 60% of the Urban Municipal population resides in close proximity of Stutterheim.

PLANNED PROJECTS BY DEPARTMENT OF ROADS & PUBLIC WORKS FOR 2017/18 & 2018/19 FINANCIAL YEAR

DEPARTMENT OF ROADS AND PUBLIC WORKS 2018/19 PLANNED PROJECTS

ROAD NO	AREA	EST.COST	PROGRESS TO DATE
<ul style="list-style-type: none"> DR 02525- 35km (patch gravel) DR 02908- 8.5km (Patch Gravel) DR 02915- 5.4 (heavy maintenance) DR07378-5.4km (patch gravel) DR07272 – 5KM (re-gravel & Bridge) 	Cathcart Frankford Tembeni-mbaxa Keiskammahoek-mnyameni Keiskammahoek-lenye: ho	R0.5m R0.7m R0.5m R0.8m R12m	50% on going 40% on going Not started Not started On Bac

PLANNED MANTAINANCE PROJECTS

No.	PROJECT NAME	SUB PROGRAMME	REGION	PROJECT TYPE	IDMS Gate Number	PROJECT BUDGET			PROJECT EXPENDITURE
						ORIGINAL	CURRENT	CASHFLOW RECON	
1	RRM-AMAHLATHI	Maintenance	Amathole	RRM	Stage 7	12 000 000.00	9 166 068.00	1 818 932.00	8 117 305.76

DEPARTMENT OF TRANSPORT -EXPANDED PUBLIC WORKS PROGRAMME (EPWP)/ COMMUNITY BASED PROGRAMME 2018/2019 PROJECTS - AMATHOLE

Municipality	PROJECT NAME	NO OF BENEFICIARIES	Annual Budget
Amathlathi	<ul style="list-style-type: none"> ✓ Household Contractor ✓ National Youth Service ✓ Road Rangers ✓ Car Wash ✓ Airport Maintenance ✓ Gridgate Maintenance ✓ Scholar Transport Monitors ✓ Roadside checkpoint ✓ Junior Traffic Training Centre ✓ Walking Bus 	<ul style="list-style-type: none"> ✓ 995 ✓ 0 ✓ 31 (combined total) 	R9,576,892.44 (HHC)

PROJECTS BY DEPARTMENT OF HUMAN SETTLEMENT

RUNNING PROJECTS (14/15 FY)

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	STATUS	CHALLENGES	PROGRESS TO DATE
KUBUSI	1328	304 units	Running	47 Beneficiaries are still outstanding	30 completed houses, 15 finishing, 135 wall plates, 44 foundations and 270 VIP toilets

MLUNGISI 270	169	Construction 169 new units	Running	Only 125 beneficiaries are approved. 11 sites do not have enough space for house construction within the yards	70 wall plates and 32 foundation
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PROJECTS THAT WERE PLANNED FOR 2015/16

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	STATUS	CHALLENGES	PROGRESS TO DATE
GASELA 75	75	To prepare readiness	New	None	The professional team is preparing project readiness. Layout plan is done. General plan is underway.
KEI ROAD NORTHERN NODE	Unknown	Complete project readiness	New	Not yet funded	Funding application recommended by PACOM. Funding Resolution is prepared
NDAKANA	1300	Complete project readiness	New	None	The Professional Team is preparing project readiness
FRANKFORT	300	Complete project readiness	New	None	The Professional Team is preparing project readiness

SUBMITTED HOUSING APPLICATIONS

- Cwengcwe 169
- Ngcamngeni 370
- Caba 72
- Eliuphondweni 277
- Mbashana 66
- Silositsha 52
- Ramnyilba 367

- Izeleni 1238
- Mbaxa 392
- Mxhalanga 455
- Magqobokeni 54
- Nothenga 26
- Gubevu 312
- Quzini 1432
- Ethembeni 3076

CURRENT HOUSING PROJECTS

PROJECT NAME	NO. OF SUBS	PLANNED DELIVERY	STATUS	CHALLENGES	PROGRESS TO DATE
KATIKATI 300	300	Installation of internal services to 300 new erven	New	Insufficient bulk water and overloaded bulk sanitation service capacity	Funding to bulk services, internal services and top structures has been approved. Feasibility Studies, Layout Plan, General Plan, Internal Services Design Geotech Investigation, Foundation Designs are complete. ADM is busy with the designs of bulk services.
CENYU VILLAGE	450	Completion of EIA	New	Delay in approval of SLA	The Professional Team is preparing project readiness. Layout Plan, General Plan, Internal Services Designs Geotech Investigation, Foundation Designs are complete.
CENYULANDS	692	Completion of EIA	New	Delay in approval of SLA	The Professional Team is preparing project readiness. Layout Plan, General Plan, Geotech Investigation, Foundation Designs are complete.

MASINCEDANE	1255	To prepare readiness	New	Delay due to land acquisition	The Professional Team is preparing project readiness. Layout Plan is done. General Plan is underway.
SQUASHVILLE 461	461	To prepare readiness	New	None	The Professional Team is preparing project readiness. Layout plan is done. General Plan is underway.
MTHONJENI 201	201	To prepare readiness	New	None	The Professional Team is preparing project readiness. Layout Plan is done. General Plan is underway.

CLOSED PROJECTS

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	CHALLENGES	OUTSTANDING WORK
STUTTERHEIM DUBA	24	Close out	Out of 24 approved beneficiaries only 22 units were built. Two beneficiaries never received houses, they will be part of the planned Mlungisi 270 project.	The Department needs to remove from the HSS list the names of two beneficiaries that never received houses, to be able to close the
STUTTERHEIM MLUNGISI MPEPO	97	Close out	None	The Regional Office is preparing a PA Com submission to close out the project.
STUTTERHEIM ISIDENGE	634	Close out	None	The Regional Office is preparing a PA Com submission to close out the project.

STUTTERHEIM OLD MLUNGISI	300	Close out	None	The Regional Office is preparing a PA Com submission to close out the project.
STUTTERHEIM AMATOLAVILLE EXT. 9	68	Close out	Expenditure statement indicates that R 109,528.00 on the project has not been claimed although the project is complete.	Unclaimed funds on the expenditure statement need to be rectified to be able to close the project.
CATHCART	560	Close out	Expenditure statement indicates that some funds on the project has not been claimed although Grinaker Housing confirmed that there is no outstanding money owed to them.	Unclaimed funds on the expenditure statement need to be rectified to be able to close the project.
HECKEL DISASTER	12	Close out	Erf 559 on HSS beneficiary list has been allocated to two different people.	Project can be closed out but the beneficiary list needs to be corrected on the HSS.
STUTTERHEIM DUBA	24	Close out	Out of 24 approved beneficiaries only 22 units were built. Two beneficiaries never received houses, they will be part of the planned Mlungisi 270 project.	The Department needs to remove from the HSS list the names of two beneficiaries that never received houses, to be able to close the project.
STUTTERHEIM MLUNGISI MPEPO	97	Close out	None	The Regional Office is preparing a PA Com submission to close out the project.

2018/19 PROJECTS BY DEPARTMENT OF HUMAN SETTLEMENTS

ANNUAL BUDGET	R47 145 420
PLANNING	5 PROJECTS
SERVICES	206 SITES
NEW UNITS	253 UNITS
RECTIFICATION	0 UNITS

2018/2019 PROJECTS DEPARTMENT OF ENVIRONMENTAL AFFAIRS

DEPARTMENT/ SECTOR	PROJECT NAME	MUNICIPALITY	WARD	AMOUNT	DURATION
Department of Environmental Affairs	Mass Training: <ul style="list-style-type: none"> • Environmental Practise. • Civil Construction 	Amahlathi		50 Learners: Stipend R2 000 learner	12 months

2016/17 PLANNED PROJECTS BY DEPARTMENT OF ENVIRONMENTAL AFFAIRS

AREA	PROJECT	PURPOSE	JOBS	BUDGET	PERIOD
Stutterheim	Kubusie	Clearing alien invasive plants	33	R1 880 000	Multi year
Izele	Rooikrantz	Clearing alien invasive plants	33	R1 880 000	Multi year
Keiskammahoek	Keiskammahoek	Clearing alien invasive plants	33	R1 935 000	Multi year
Stutterheim	Daily Double	Clearing alien invasive plants	36	R 994 993	Multi year
Stutterheim	Kubusie River	Clearing alien invasive plants	6		Multi year
Stutterheim	Working on Fire	Control devastating fires	42	R2 888 000	Multi year

PROPOSED PROJECTS FOR 2017/18 & 2018/19 BY DEPARTMENT OF ENVIRONMENTAL AFFAIRS

PROJECT	2016/17		2017/18		2018/19		PURPOSE
	ALLOCATION	JOB OPPORTUNITIES	ALLOCATION	JOB OPPORTUNITIES	ALLOCATION	JOB OPPORTUNITIES	
Kubusie	R 1 880 000.00	6440	R 1 962 720.00	6569			CONTROL ALIEN INVASIVE PLANTS
Keiskamma	R 1 940 000.00	6644	R 2 025 360.00	6777			CONTROL ALIEN INVASIVE PLANTS

Kubusie River	R 64 000.00	886	R 88 816.00	279			CONTROL ALIEN INVASIVE PLANTS ON WATER COURSES
Lindilanga	R 997 920.00	5424	R894 771.00	5532			CONTROL ALIEN INVASIVE PLANTS
Working on Fire	R 2 300 000.00	16650	R 2 401 200.00	6983			INTEGRATED FIRE MANAGEMENT WITHIN AM AHLATHI
Buffalo Rooikrantz			R 2 037 456.00	6407			CONTROL ALIEN INVASIVE PLANTS
	R 7 681 920.00	35 158	R 9 410 323	31742			

DEPT: ENVIRONMENTAL AFFAIRS NATURAL RESOURCE MANAGEMENT AM AHLATHI MUNICIPALITY BUDGET 2017/2018 PERFORMANCE UPDATE

PROJECT	ALLOCATION	AREA	JOB OPP	EXP	AREA	JOB OPP	BALANCE
Keiskammahoek	R2,111,547	853	5965	R1,583,660	517.04	5745	
Rooikrantz	R2,037,457	1340	6259	R1,528,092	843	1269	
Lindilanga	R894,771	570	3725	R671,078	240.07	3044	
Kubusie	R2,153,723	1430	6390	R1,620,290	1072	4306	
Aquatics							

Wetlands							
WoFire	R2,605,272		8209		R1,960,954		

PROJECTS BY DEPARTMENT OF ECONOMIC DEVELOPMENT, ECONOMIC AFFAIRS AND TOURISM

The following projects received LRED Grant Funding from DEDEAT during 13/14 and 14/15 FY:

PROJECT NAME	AMOUNT ALLOCATED	PROJECT STATUS
Ikusasa Green	R 3m -2013/14 FY R 1,950 000- 2014/15 FY	Project is doing well in terms of operations but needs support to access land for expansion.
Abenzi Woodhouse	R 3 000 000.00- 2014/15 FY	Doing well but needs additional funding for operations

Projects for 2018/19 FY

Project name	Amount
Economic Infrastructure Grant: Construction of Rance Timbers access road (finalisation of the planning and design stage).	R56m
Red Ribbon Toilet Paper manufacturers	R3m
The department is finalizing the implementation of the Rehabilitation of the Keiskammahok Landfill site.	R770 000
The municipality should develop a Business Plan for the Rehabilitation of Keiskammahok and thereafter submit it to the department for funding under Economic Infrastructure Fund.	

PLANNED PROJECTS BY DEPARTMENT OF RURAL DEVELOPMENT & AGRARIAN REFORM (DRDAR)

Infrastructure Support

LOCAL MUNICIPALITY	EXTENT (ha)	BUDGET (R)
Amahlathi	400	872 000
TOTALS	400	872 000

Food Security : High Value Crops

LOCAL MUNICIPALITY	COMMODITY	BUDGET (R)
Ngqushwa, Amahlathi and Raymond Mhlaba	Fodder	300 000
TOTALS		300 000

Food Security: Integrated Cropping

LOCAL MUNICIPALITY	EXTENT (ha)	BUDGET (R)
Amahlathi	400	872 000
TOTALS	400	872 000

Food Security: Household

LOCAL MUNICIPALITY	NUMBER OF HOUSEHOLDS TARGETTED	BUDGET (R)
Amahlathi	528	193 000
TOTALS	528	193 000

SUMMARY OF PROJECTS SUPPORTED

PROJECT NAME	NO. OF PROJECTS	BUDGET ALLOCATION
Household Food production program	100	R170,000
Irrigation Schemes	2	R12 Million
Grain Production	13	R1,117,600
Infrastructure Development	1	R4,1 million
TOTAL	116	R17,387.600

2017/18 PROJECTS BY DEPARTMENT OF RURAL DEVELOPMENT & AGRARIAN REFORM (DRDAR)

IRRIGATION SCHEME PROJECTS

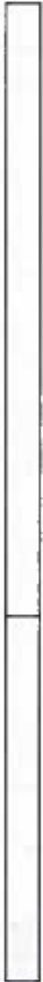
ZANYOKWE IRRIGATION SCHEME IN WARD 10		UPPER GXULU IRRIGATION SCHEME IN WARD 3	
R5,6 MILLION FOR INFRASTRUCTURE		R4,0 MILLION FOR INFRASTRUCTURE	
R2,4 MILLION FOR PRODUCTION INPUTS			
TOTAL IRRIGATION PROJECT BUDGET R12,0 MILLION			

HOMESTEAD FOOD PROD'N PROGRAM

WARD NUMBER	BUDGET PER WARD	DELIVERABLES
1,2,3, 10 & 11	R77,000 i.e. R15,400/ ward	Vegetable seeds, chemicals, animal feed
4,5,6,7,8,9,12,13, 14 & 15	R93,000 i.e. R9,300/ ward	Vegetable seeds, chemicals, animal feed

GRAIN PRODUCTION PROGRAM

PROJECT NAME	EXTENT OF LAND (HA)
NTSILA	5
NDAKANA	53
MTHWAKU	120
RABULA	25
MGWALI	10
TAFENI	10
SINAKO	30
SOKUPA	15
MTEBELE	30
XHOLORA	20
DONQABA	35
SOPAKAMA	5
UPPER GXULU	10



2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

2018/19 PROJECTS RENDERED BY DEPARTMENT OF SOCIAL DEVELOPMENT

DEPARTMENT/ SECTOR	PROJECT NAME	CATEGORY	MUNICIPALITY	WARD	AMOUNT	DURATION
Social Development	Nonqaba	Service Centre	Amahlathi	10	48 000	01 st April 2018 – 31 st March 2019
Social Development	Umbono Serv. Centre For The	Service Centre	Amahlathi	10	168 000	01 st April 2018 – 31 st March 2019
Social Development	SA COUNCIL FOR AGED	Service Centre	Amahlathi	14	64 800	01 st April 2018 – 31 st March 2019
Social Development	Sinethemba Serv. Centre	Service Centre	Amahlathi	3	72 000	01 st April 2018 – 31 st March 2019
Social Development	Cathcart Serv. Centre	Service Centre	Amahlathi	5	168 000	01 st April 2018 – 31 st March 2019
Social Development	Makukhanye	Service Centre	Amahlathi	1	72 000	01 st April 2018 – 31 st March 2019
Social Development	Khulani	Service Centre	Amahlathi	9	62 400	01 st April 2018 – 31 st March 2019
Social Development	Enkazimulweni	Service Centre	Amahlathi	11	62 400	01 st April 2018 – 31 st March 2019
Social Development	Siyazama	Service Centre	Amahlathi	8	84 000	01 st April 2018 – 31 st March 2019
Social Development	Amatola Haven	Old Age Home	Amahlathi	13	384 000	01 st April 2018 – 31 st March 2019
Social Development	Callie Evens	Old Age Home	Amahlathi	4	720 000	01 st April 2018 – 31 st March 2019
					R 1 905 600	
Social Development	UMONDE	HIV/AIDS (Home Based Care)	Amahlathi	14	274 605.20	01 st April 2018 – 31 st March 2019
Social Development	Likhayaletsemba	HIV/AIDS (Home Based Care)	Amahlathi	12	274 605.20	01 st April 2018 – 31 st March 2019
					R 549 210.4	

Social Development	Rocklands	ECD	Amahliathi	4	209 745	01 st April 2018 – 31 st March 2019
Social Development	Mesakhane ECDC	ECD	Amahliathi	4	209 745	01 st April 2018 – 31 st March 2019
Social Development	Ncedisizwe ECDC	ECD	Amahliathi	5	191 970	01 st April 2018 – 31 st March 2019
Social Development	Lingelihle ECDC	ECD	Amahliathi	4	138 645	01 st April 2018 – 31 st March 2019
Social Development	Nompumelelo ECDC	ECD	Amahliathi	5	209 745	01 st April 2018 – 31 st March 2019
Social Development	Eluxolweni ECDC	ECD	Amahliathi	5	156 420	01 st April 2018 – 31 st March 2019
Social Development	Nokukhanya ECDC	ECD	Amahliathi	5	163 530	01 st April 2018 – 31 st March 2019
Social Development	B & G ECDC	ECD	Amahliathi	5	99 540	01 st April 2018 – 31 st March 2019
Social Development	Elitheni ECDC	ECD	Amahliathi	3	138 645	01 st April 2018 – 31 st March 2019
Social Development	Masonwabisane ECDC	ECD	Amahliathi	2	138 645	01 st April 2018 – 31 st March 2019
Social Development	Lingelihle ECDC	ECD	Amahliathi	11	99 540	01 st April 2018 – 31 st March 2019
Social Development	Nonkqubela ECDC	ECD	Amahliathi	3	127 980	01 st April 2018 – 31 st March 2019
Social Development	Vuyani ECDC	ECD	Amahliathi	10	106 650	01 st April 2018 – 31 st March 2019
Social Development	Loyiso ECDC	ECD	Amahliathi	3	124 425	01 st April 2018 – 31 st March 2019
Social Development	Redhill ECDC	ECD	Amahliathi	11	156 420	01 st April 2018 – 31 st March 2019
Social Development	Sizamile ECDC	ECD	Amahliathi	3	159 975	01 st April 2018 – 31 st March 2019

Social Development	Libhongolethu ECDC	ECD	Amahlati	1	177 750	01 st April 2018 – 31 st March 2019
Social Development	Nolitha ECDC	ECD	Amahlati	11	85 320	01 st April 2018 – 31 st March 2019
Social Development	Nonzondelelo ECDC	ECD	Amahlati	2	99 540	01 st April 2018 – 31 st March 2019
Social Development	Mzomomhle ECDC	ECD	Amahlati	10	124 425	01 st April 2018 – 31 st March 2019
Social Development	Nomthunzi ECDC	ECD	Amahlati	1	106 650	01 st April 2018 – 31 st March 2019
Social Development	Zanokhanyo ECDC	ECD	Amahlati	2	106 650	01 st April 2018 – 31 st March 2019
Social Development	Noxolo ECDC	ECD	Amahlati	11	113 760	01 st April 2018 – 31 st March 2019
Social Development	Lonwabo ECDC	ECD	Amahlati	15	177 750	01 st April 2018 – 31 st March 2019
Social Development	Siyazama ECDC	ECD	Amahlati	9	106 650	01 st April 2018 – 31 st March 2019
Social Development	Khulani ECDC	ECD	Amahlati	13	145 755	01 st April 2018 – 31 st March 2019
Social Development	Khulani ECDC	ECD	Amahlati	14	202 635	01 st April 2018 – 31 st March 2019
Social Development	Mthombowesizwe ECDC	ECD	Amahlati	14	106 650	01 st April 2018 – 31 st March 2019
Social Development	Sakhisizwe ECDC	ECD	Amahlati	14	71 100	01 st April 2018 – 31 st March 2019
Social Development	Ikwezi ECDC	ECD	Amahlati	14	149 310	01 st April 2018 – 31 st March 2019
Social Development	Cenyulands ECDC	ECD	Amahlati	15	131 535	01 st April 2018 – 31 st March 2019
Social Development	Zamukhanyo ECDC	ECD	Amahlati	14	78 210	01 st April 2018 – 31 st March 2019

Social Development	Luncedo ECDC	ECD	Amahlathi	9	131 535	01 st April 2018 – 31 st March 2019
Social Development	Masakhane ECDC	ECD	Amahlathi	9	142 200	01 st April 2018 – 31 st March 2019
Social Development	Kubusie ECDC	ECD	Amahlathi	6	213 300	01 st April 2018 – 31 st March 2019
Social Development	Masimanyane ECDC	ECD	Amahlathi	15	124 425	01 st April 2018 – 31 st March 2019
Social Development	Masibulele ECDC	ECD	Amahlathi	14	177 750	01 st April 2018 – 31 st March 2019
Social Development	Masibulele ECDC	ECD	Amahlathi	5	145 755	01 st April 2018 – 31 st March 2019
Social Development	Zama ECDC	ECD	Amahlathi	6	213 300	01 st April 2018 – 31 st March 2019
Social Development	Sinoxolo ECDC	ECD	Amahlathi	12	110 205	01 st April 2018 – 31 st March 2019
Social Development	Thembelihle ECDC	ECD	Amahlathi	7	149 310	01 st April 2018 – 31 st March 2019
Social Development	Ethembeni ECDC	ECD	Amahlathi	7	163 530	01 st April 2018 – 31 st March 2019
Social Development	Buntu ECDC	ECD	Amahlathi	14	124 425	01 st April 2018 – 31 st March 2019
Social Development	Emthonjeni ECDC	ECD	Amahlathi	8	142 200	01 st April 2018 – 31 st March 2019
Social Development	Kei Road Childminder	ECD	Amahlathi	8	99 540	01 st April 2018 – 31 st March 2019
Social Development	Umzamowethu ECDC	ECD	Amahlathi	2	106 650	01 st April 2018 – 31 st March 2019
Social Development	Phakamani ECDC	ECD	Amahlathi	1	106 650	01 st April 2018 – 31 st March 2019
Social Development	Sinovuyo ECDC	ECD	Amahlathi	2	106 650	01 st April 2018 – 31 st March 2019

Social Development	Phandulwazi ECDC	ECD	Amahlathi	5	88 875	01 st April 2018 – 31 st March 2019
Social Development	Siyalinga ECDC	ECD	Amahlathi	9	106 650	01 st April 2018 – 31 st March 2019
Social Development	Nokhanyo DCC	ECD	Amahlathi	1	106 650	01 st April 2018 – 31 st March 2019
Social Development	Likhwezi Langomso DCC	ECD	Amahlathi	13	63 990	01 st April 2018 – 31 st March 2019
Social Development	Zusakhe DCC	ECD	Amahlathi	6	56 880	01 st April 2018 – 31 st March 2019
Social Development	Mzomomhle DCC	ECD	Amahlathi	8	99 540	01 st April 2018 – 31 st March 2019
Social Development	Sinoxolo DCC	ECD	Amahlathi	8	63 990	01 st April 2018 – 31 st March 2019
					R 7 259 310	
Social Development	Likhon'ithemba Non-Centre Based	Non-Centre Based	Amahlathi	1,2,3	343 020	01 st April 2018 – 31 st March 2019
Social Development	Siyavuya Training Centre	Special Day Care Centre	Amahlathi	14	R 343 020 132 000	01 st April 2018 – 31 st March 2019
					R 132 000	
Social Development	KEISKAMMAHOEK CYCC	Child & Youth Care Centre	Amahlathi	1	1 162 900	01 st April 2018 – 31 st March 2019
Social Development	FAMSA	Family Organisation	Amahlathi	13	R 1 162 900 1 017 052	01 st April 2018 – 31 st March 2019
Social Development	Youth with Passion	Substance Abuse Prevention & Rehabilitation	Amahlathi	14	R 1 017 052 140 526.40	01 st April 2018 – 31 st March 2019

Social Development	Stutterheim TADA	Substance Abuse Prevention & Rehabilitation	Amahlathi	13	140 000	01 st April 2018 – 31 st March 2019
Social Development	Iminqweno Emihle Community Based	White Door Centre of Hope	Amahlathi	3	R 280 526.4	01 st April 2018 – 31 st March 2019
Social Development	Ikhwezi Women Support & Safe Home	White Door Centre of Hope	Amahlathi	4	422 000.00	01 st April 2018 – 31 st March 2019
Social Development	Kusile Victim Support Centre	White Door Centre of Hope	Amahlathi	15	195 700.00	01 st April 2018 – 31 st March 2019
Social Development	Toise Victim Support Centre	White Door Centre of Hope	Amahlathi	5	183 063.60	01 st April 2018 – 31 st March 2019
Social Development	Kologha Victim Support Centre	White Door Centre of Hope	Amahlathi	13	118 450.00	01 st April 2018 – 31 st March 2019
Social Development	Frankfurt Victim Support Centre	White Door Centre of Hope	Amahlathi	12	140 000.00	01 st April 2018 – 31 st March 2019
Social Development	Eluncedweni Community Based Support Centre	White Door Centre of Hope	Amahlathi	1	118 450.00	01 st April 2018 – 31 st March 2019
					R 1 329 414.6	

PROPOSED PROJECTS BY DEPARTMENT OF SAFETY 2018/19

Activity	Venue and timeframe	Budget
Crime Awareness campaign	Zeke – June 2018	R15 000
Assess implementation of school crime prevention protocol by SAPS	Keiskammahoek – January 2019	NCI
Conduct Unannounced Visits at police stations	Steve Tshwete, Zele, Bolo	NCI
Conduct Domestic Violence Act Audit (monitor compliance with Act by SAPS)	Stutterheim – June 2018 Kei Road – Nov 2018	NCI
Assess CPF functionality	Bolo – May 2018 Keiskammahoek – July 2018 Kei Road – August 2018 Steve Tshwete – Nov 2018	
Monitor Safety Patrolters (EPWP)	Matsa SSS - Zele	Stipend is paid for all days worked by the two Safety Patrolters
Support municipality with functioning of CSF	Amahlathi CSF will still be supported on an ongoing basis as per invitation.	

PROPOSED PROJECTS BY DEPARTMENT OF SAFETY 2017/18

ACTIVITY	POLICE STATION AREA	BUDGET
Crime awareness campaigns	Moyeni ;Peddie; Keiskammahoek Willowvale; Stutterheim Mooiplaas ; Fort Beaufort ; Bolo Jan Msobomvu	R180 000
Unannounced visits	Keiskammahoek; Stutterheim Centane; Fort Beaufort Idutywa; Hamburg; Peddie Butterworth; Kei Rd; Hogsback Komga; Seymour, Kubusie Drift	NCI
Service Delivery evaluations at police station	Keiskammahoek	NCI

PROJECTS BY DEPARTMENT OF SPORT RECREATION AND CULTURE FOR 2018/19 FY

Program/ Project	Municipality	Location	Period	Budget
Youth Rugby Tournament	AMAHLATHI	Keiskammahoek	June	R9 000
Albertina Sisulu Centenary Celebration		Mlungisi	July	R30 000
Recreation Hub Festival		Gosheni Hub	May	R10 000
Golden Games Training workshop		Kubuse Hub	August	R3 000
Indigenous Games Training workshop		Gosheni	October	R0
Indigenous Gams Training Workshop		Kubuse Hub	November	R3 000
Recreation against Crime community Festival		Kubuse stutterheim	June	R10 000

CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM

6.1 INTRODUCTION:

Amahlathi Local Municipality is committed (in line with the Local Government: Municipal Systems Act No 32 of 2000) to pursuing its vision through meeting the municipal objectives framed in its IDP document. In so doing, it seeks to harvest synergies through aligning the activities and developing the relevant competencies of its employees through the setting, monitoring, assessment and rewarding of the achievement of municipal objectives. The municipality seeks to maximize, in a sustainable way, delivery in terms of these set outcomes, the growth of talent and capabilities and fairly rewarding exceptional performance while taking corrective measures where set performance standards are not met. The Municipality commits itself to providing a fair and transparent mechanism to guide the activities of each employee, identifying and creating opportunities for staff development, and implement a seamless performance measurement structure through which performance shall be assessed at all three levels, namely, municipal, departmental as well as individual levels.

Amahlathi Local Municipality shall at the outset of each performance cycle which shall coincide with the financial year, develop and/or populate an institutional balanced score card with municipal objectives derived from the municipality's IDP and/or SDBIP. The objectives shall include timeframes, quality requirements and measurable milestones. The measured deliverables will be clustered under Balanced Score Card dimensions. Section 56 Managers shall account individually and collectively for progress on the set objectives. While performance bonuses for employees on fixed-term contract shall primarily be based on their individual performance contracts, institutional performance shall be an important factor in the final determination of the employees' performance bonuses. The municipality has developed Performance Management System Policy Framework which was adopted in 2011 and is reviewed annually in line with IDP processes.

6.2 Performance Agreement and Accountability Agreements

A Performance Agreement is a strategic document signed on by the performing employee and the employer. It shall reflect the linking of an individual performance plan to the goals of Amahlathi Local Municipality and an analysis of what will be required to achieve effective performance.

Once organizational objectives and targets have been set, these will be cascaded down to the relevant departments and subsequently to individuals.

- Section 56 Managers shall develop and sign performance agreements and plans that will contribute towards the achievement of the municipality's objectives and targets.
- Employees from Task Grade 12 upwards shall sign Accountability Agreements (AA), Performance Plans as well as Personal Development Plans (PP).
- Employees from Task Grade 1 to 11 shall sign Performance Promises (PP), Action Plans as well as Personal Development Plans.

6.3 Purpose of the Performance Management System:

This Performance Management System seeks to establish a systematic way through which both organizational and individual performance appraisal is to be done. The municipality is under pressure to perform due to scarcity of resources, community accountability and customer expectations. While the organizational performance is to be assessed, it is in fact the people inside the organization, working together towards a common goal who are responsible for the achievement of the organizational targets.

These are components of the same system that have to complement each other, failing which the system will not be stable and will not hold together.

The municipality performance targets are cascaded to constitute the performance targets of the municipal manager who by order of delegation develop these into performance targets of each manager.

The adopted approach of Score Cards will make use of the following perspectives: -

- ◆ Municipal Transformation and Institutional Development
- ◆ Service Delivery and Infrastructure Development
- ◆ Municipal Financial Viability
- ◆ Good Governance and Public Participation.
- ◆ Local Economic Development.

The scorecard approach will be used at the municipal / organizational level, which will level the strategic priorities, as determined by the council from year to year.

At the second level the scorecard will capture the performance of the relevant Department and this will be a service scorecard. The service scorecard will show a comprehensive picture of the performance of the department.

At the municipal level it will be more a governance perspective that will be portrayed while at department level will be stakeholder related to simplify the reporting system to the Manager. The components of the service scorecards will be:

1. Service outcomes, which sets out the developmental outcomes that the department is to impact upon.
2. Service deliverables, which sets out the products and services that the department will deliver.
3. Resource management, which sets out how the department will manage its human and financial resources, information and infrastructure.
4. Stakeholder relations, which set out how the department will improve its relationship with the stakeholders.

6.4 Performance Assessment

Performance review meetings are an integral part of the monitoring process. These reviews must take place as often as is practical and or required by circumstances. Performance at the individual level must be continuously monitored to enable the identification of performance barriers and changes and to address development and improvement needs as they arise, as well as to:

- a) Determine progress and/or identify obstacles in achieving objectives and targets;
- b) Enable supervisors and employee to deal with performance-related problems;
- c) Identify and provide the support needed;
- d) Modify objectives and targets; and
- e) Ensure continuous learning and development.

I. The Assessment shall be performed as follows: Section 56 Managers

- a. Quarterly performance assessment shall be conducted for all contracted employees within 14 working days after the end of the last month of the quarter for which the assessment is being done – in accordance with the following schedule:

INTERVAL	PERIOD	ASSESSMENT DEADLINE
First quarter (July	(July – September)	18 of October
*Second quarter	(October – December)	18 of January
Third quarter	(January – March)	18 of April
*Fourth (last) quarter	(April – June)	18 of July

- b. In cases of section 56 Managers, the quarterly assessment shall be performed between the Employee and the Municipal Manager, IDP/PMS unit to provide technical support during the session, HR unit to provide secretariat services on the session.
- c. The assessment shall be based on actual achievement of the Indicators agreed for each deliverable or output.
- d. The standard of performance of each employee shall be assessed from the evidence of delivery, defined as the Indicator, on the following scale:

II. The Assessment shall be performed as follows: Employees below Section 56 Managers

- i. Quarterly performance assessment shall be conducted for all employees from task grade 12 upwards within 3 working days after the end of the last month of the quarter for which the assessment is being done – in accordance with the following schedule:

INTERVAL	PERIOD	ASSESSMENT DEADLINE
First quarter (July)	(July – September)	03 of October 2018
*Second quarter	(October – December)	04 of January 2019
Third quarter	(January – March)	03 of April 2019
*Fourth (last) quarter	(April – June)	03 of July 2019

- ii. The quarterly assessment shall be performed between the Employee and his/her immediate superior, Human Resource unit to provide technical support during the session, departmental PMS Champion to provide secretariat services on the session.
- iii. The Employee's assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per *SDBIP/JOB DESCRIPTION*, which are linked to the Key Performance Areas (KPA's), and relevant Competency Requirements respectively
- iv. The standard of performance of each employee shall be assessed from the evidence of delivery, defined as the Indicator, on the following scale:

PERFORMANCE SCORING SUGGESTED BY THE REGULATIONS (2006)

Level	Performance Rating Score	Terminology	Description
5	166	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	133	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	100	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.

2	66	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and Indicators as specified in the PA and Performance Plan.
1	33	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.5 LINKING PERFORMANCE TO A REWARD SYSTEM

6.5.1 Rewarding Employee Performance – Municipal Manager and section 56 Managers

A performance bonus, based on affordability may be paid to the employees, after:

1. the annual report for the financial year under review has been tabled and adopted by the municipal council
2. an evaluation of performance in accordance with the provisions of the Regulation
3. approval of such evaluation by the municipal council as a reward for a level of performance deserving of a performance bonus in terms of the bonus criteria

The evaluation of the manager's performance shall form the basis for rewarding outstanding performance and correcting below par performance.

- a. In recognition of outstanding performance, a performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to a Municipal Manager and Managers directly accountable to him or her.
- b. The performance bonus percentages are determined by calculating the overall rating using the applicable assessment rating calculator.
- c. The quantum of the bonus payable shall be as follows:

If (Bonus Score > = 130 - 133) bonus = 5%
If (Bonus Score > = 134 -137) bonus = 6%
If (Bonus Score > = 138 -141) bonus = 7%
If (Bonus Score > = 142 - 145) bonus = 8%
If (Bonus Score > = 146 - 149) bonus = 9%
If (Bonus Score > = 150 - 153) bonus = 10%
If (Bonus Score > = 154 - 157) bonus = 11%
If (Bonus Score > = 158 - 161) bonus = 12%
If (Bonus Score > = 162 - 165) bonus = 13%
If (Bonus Score > = 166 - plus) bonus = 14%

The combined KPA and CCR assessment scores, weighted 80% and 20% respectively, will make up the overall assessment of the individual manager's score. Where the KPA portion is the organizational performance score

from the Organizational scorecard, and CCR is the result of an assessment on its own. The following table depicts the split as follows:

Component	Weighting	Source
Score for departmental performance	80%	SDBIP scorecard score
CCR score of a manager	20%	CCR appraisal result

A. Core Competency requirements

- The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.
- There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.
- The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

COMPETENCY FRAMEWORK FOR SENIOR MANAGERS					
LEADING COMPETENCIES :		Achievement Level	Weight	SELF SCORING SCORE (HOD)	FINAL SCORE MM
Strategic Direction and Leadership	• Impact and Influence	Superior	8.3		
	• Institutional Performance Management	Advanced			
	• Strategic Planning and Management	Competent			
	• Organisational Awareness	Basic			
People Management	• Human Capital Planning and Development	Superior	8.3		
	• Diversity Management	Advanced			
	• Employee Relations Management	Competent			

	<ul style="list-style-type: none"> Negotiation and Dispute Management 	Basic			
Programme and Project Management	<ul style="list-style-type: none"> Program and Project Planning and Implementation 	Superior	8.3		
	<ul style="list-style-type: none"> Service Delivery Management 	Advanced			
	<ul style="list-style-type: none"> Program and Project Monitoring and Evaluation 	Competent			
		Basic			
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution 	Superior	8.3		
	<ul style="list-style-type: none"> Financial Strategy and Delivery 	Advanced			
	<ul style="list-style-type: none"> Financial Reporting and Monitoring 	Competent			
		Basic			
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy 	Superior			
	<ul style="list-style-type: none"> Process Design and Improvement 	Advanced			
	<ul style="list-style-type: none"> Change Impact Monitoring and Evaluation 	Competent			
		Basic			
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation 	Superior	8.3		
	<ul style="list-style-type: none"> Risk and Compliance Management 	Advanced			
	<ul style="list-style-type: none"> Cooperative Governance 	Competent			
		Basic			
CORE COMPETENCIES	Achievements Levels	Weight	SELF-SCORING-HOD	FINAL SCORE MM	

Moral Competence	Superior	8.3		
	Advanced			
	Competent			
	Basic			
Planning and Organising	Superior	8.3		
	Advanced			
	Competent			
	Basic			
Analysis and Innovation	Superior	8.3		
	Advanced			
	Competent			
	Basic			
Knowledge and Information Management	Superior	8.3		
	Advanced			
	Competent			
	Basic			
Communication	Superior	8.3		
	Advanced			
	Competent			

	Basic			
Results and Quality focus	Superior	8.3		
	Advanced			
	Competent			
	Basic			
Total	100%			

1.1 Achievement Levels: CCRs

- The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.
- Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

ACHIEVEMENT LEVELS	RATING	ACHIEVEMENT LEVELS
Basic	1-2	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent	3	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
Advanced	4	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in- depth analyses
Superior	5	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

B. Performance Evaluation Committee for S57/56 Managers

The Evaluation Panel Committee evaluates Section 56 employees' (including the Municipal Manager's) performance through approval of their final performance ratings, based on the Performance Evaluation Committee's recommendations.

The 2006 Municipal Performance Regulations prescribe the composition of the Evaluation Panel and also stipulates in detail how the evaluation process should be undertaken.

For purposes of evaluating the annual performance of the Municipal Manager (Organization), The Honorable Mayor must establish an evaluation panel, herein referred to Honorable Mayor's Review Panel, constituted of the following persons:

- Honorable Mayor;
- Chairperson of the Audit committee
- Member of the Executive Committee
- Mayor and/or municipal manager from another municipality; and
- Member of a ward committee as nominated by the Honorable Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal manager (HoD /Department), the Municipal Manager must establish an evaluation panel, herein referred to Municipal Manager's Review Panel, constituted of the following persons:

- Municipal Manager;
- Chairperson of the Performance audit committee
- Member of the Executive Committee
- Municipal Manager from another municipality.

The Evaluation Panel committee will then prepare a report with the recommendations to the Honorable Mayor for the payment of Bonuses of the Municipal Manager and S56 Managers.

6.5.2 Rewarding Employees below Section 56 Managers

The Employee's assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per *SDBIP/JOB DESCRIPTION*, which are linked to the Key Performance Areas (KPA's), and relevant Competency Requirements respectively. The combined KPA and CCR assessment scores, weighted 80% and 20% respectively, will make up the overall assessment of the individual manager's score. Where the KPA portion is the organizational performance score from the organizational scorecard, and CCR is the result of an assessment on its own.

a. Exceeding Expectation

Employees who consistently exceed the set standards and deliver exceptional work shall be rewarded in the manner to be determined by the Municipal Council as follows:

Rating (score)	Rating (%)	Rating Definition	Non-financial rewards
1-2	100%	Basic	Bronze Medal and 2 special leave days
3	101-116	Competent	Silver Medal and 3 special leave days
4	117-132	Advanced	Gold Medal and 4 special leave days
5	132+	Superior	Platinum Medal and 5 special leave days

b. Performing Below Expectation

Employees who consistently perform below the required standard which in this case is below 100% shall be assisted in boosting their competence through training, close coaching, supervision etc. Should their performance not improve, counselling shall be undertaken.

c. Dealing with Unacceptable Performance

In the case of unacceptable performance, the municipality shall:

- a. Provide systematic remedial and/or developmental support to assist the employee to improve his/her performance; and
- b. If after appropriate performance counselling has been undertaken, the necessary guidance and/or support provided and reasonable time allowed for improvement, performance still does not improve, the municipality may consider invoking incapacity proceedings against the employee which may result in the termination of the employee's contract of employment.

6.6 DISPUTE RESOLUTION MECHANISM

Any dispute about the nature of the employee's Performance Agreement, whether it relates to the key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated as follows:-

In the event that consensus between the parties cannot be reached, the fact of non-consensus together with the necessary evidence shall be referred as follows:

- a. In the case of the Municipal Manager, the MEC for Local Government in the province within thirty (30) days of receipt of a formal dispute from the employee.
- b. In the case of Section 56 Managers reporting directly to the Municipal manager, the Mayor, within thirty (30) days of a formal dispute from the employee.
- c. The MEC for Local Government and the Mayor, respectively, shall have the final say with regard to the Municipal Manager's and the Section 56 Managers' assessment respectively.
- d. In the case of staff other than the Municipal Manager or the Section 56 Managers, the fact of non-consensus together with the necessary evidence shall be escalated in line with the municipality's dispute resolution mechanism as embodied in the relevant Collective Agreement.

6.7 INPUT TO INDIVIDUAL DEVELOPMENT PLAN

- a. The gaps between actual performance and the expected level of performance shall be reviewed by the employee and immediate superior from the perspective of identifying opportunities for training and skills development.
- b. Where such opportunities are identified, they shall be documented and submitted to the Director of Corporate Services, who shall make recommendations to the immediate superior for suitable training interventions to address such skills gaps.
- c. These recommendations will then be processed in terms of the Municipality's Training Policy.

6.8 INPUT TO SUCCESSION PLAN

- a. Each Department will be required to compile a Succession Plan, identifying those employees with the demonstrated potential to advance to more senior positions and estimated timeframes within which the identified employees will be suitably skilled and experienced to take on the additional responsibility of more senior positions.
- b. Only employees whose performance scores are either 4 or 5 must be put on a succession planning programme.
- c. The relevant Section 56 Manager shall liaise with the Corporate Services Director to identify areas where the skills of the employee concerned can be utilized, and strategies to be followed in accommodating the aspirations of the employee within the municipal requirements.

6.9 ROLE OF COUNCIL

In line with the Municipal Systems Act (Act No. 32 of 2000), the Municipal Council commits to participating in the development of its performance management system through the Executive Committee and shall:

- a. Oversee the development of the municipality's performance management system.
- b. Assign responsibilities in this regard to the Municipal Manager who shall submit the proposed system to the Municipal Council for adoption, and establish mechanisms to monitor and review the performance management system.

6.10 MONITORING, REVIEW AND REPORTING

Entails reporting Quarterly to the Audit Committee, Council and the public. In addition, a quarterly report and evidence files are also prepared and sent to Internal Audit to be audited, prior it being sent to council and the performance audit committee.

Reviews/auditing - is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the municipality's internal auditing process and annually by the Auditor-General. The Municipality will therefore have to establish frameworks and structures to evaluate the effectiveness of the municipality's internal performance measurement control systems

CHAPTER 7: PROGRAMME INTEGRATION**7.1 SECTORAL PLANS & PROGRAMMES**

There are a number of sector plans, policies and by laws that have been developed for the Municipality which have been adopted by the council of Amahlathi municipality. An analysis that was done found others to be still relevant and the municipality is in the process of reviewing those which were found to be outdated.

List of Adopted Sector Plans

Department	Plan	Status	
		Year Adopted	Review Year
Budget Treasury And Office	Budget Policy	28 May 2015	17/18
	Credit Control Policy	28 May 2015	17/18
	Indigent Policy	28 May 2015	17/18
	Rates Policy	28 May 2015	17/18
	Virement Policy	28 May 2015	17/18
	Tariff Policy	28 May 2015	17/18
	Petty Cash Policy	28 May 2015	17/18
	Housing and Rental Policy	28 May 2015	17/18
	Customer Care Policy	28 May 2015	17/18
	Financial Systems back-up Policy	28 May 2015	17/18
	Supply Chain Management Policy	28 May 2015	17/18
	Asset Policy	28 May 2015	17/18
	Cash Management and Investment Policy	28 May 2015	17/18
	User Account Management Policy	28 May 2015	17/18
	Fruitless and Wasteful Expenditure Irregular Expenditure Policy and Procedure Manual	28 May 2015	17/18
Corporate Services	1. Long Service Allowance Policy	17-18 Nov 2014	17/18
	2. Bereavement Policy	17-18 Nov 2014	17/18
	3. Standby Allowance	17-18 Nov 2014	17/18

4. Smoking Policy	17-18 Nov 2014	17/18
5. Records Management Policy	17-18 Nov 2014	17/18
6. Travel Allowance Scheme for Managers	17-18 Nov 2014	17/18
7. Employee Assistant Policy	30-31 Mar 2015	17/18
8. Occupational Health and Safety Policy	30-31 Mar 2015	17/18
9. Leave Policy	30-31 Mar 2015	17/18
10. Telephone and Cellular Phone Usage Policy	30-31 Mar 2015	17/18
11. Staff Retention Policy	30-31 Mar 2015	17/18
12. HRD Strategy	10 Sept 2015	17/18
13. Scarce Skills Policy	10 Sept 2015	17/18
14. Civic Funeral Policy	10 Sept 2015	17/18
15. Subsistence and Travel Policy	10 Sept 2015	17/18
16. Fleet Management Policy	10 Sept 2015	17/18
17. Recruitment and Selection Policy	10 Sept 2015	17/18
18. Bursary Scheme Policy	Will be done on 03-04 Mar 2016	17/18
19. Dress Code	Will be done on 03-04 Mar 2016	17/18
20. Job Evaluation Review Policy	Will be done on 03-04 Mar 2016	17/18
21. Policy on Policy Development	Will be done on 03-04 Mar 2016	17/18
22. Acting Allowance Policy		17/18
23. Housing Rental Allowance Policy		17/18
24. Code of Conduct for staff members		17/18
25. Induction Training and staff orientation		17/18
26. Disciplinary Procedure and Code Collective Agreement		17/18
27. Substance Abuse Policy		17/18

	28. Employment Equity Plan	June 2007	17/18
	29. Workplace Skills Plan	June 2011	17/18
Community Services	30. HIV/Aids Plan	2006	Adopted
	31. Environmental/Commonage Management Plan	2015	Adopted
	32. Integrated Waste Management Plan	May 2006	2013 Adopted
	33. Cemetery Policy	2015	Adopted
	34. Pauper Burial Policy		17/18
	35. Vehicle Impounding Policy		17/18
Development And Planning	36. Amahlathi Spatial Development Framework (overarching SDF)	2012	2016
	⑤ Keiskammahoek Local Spatial Development Framework	2011	2016
	④ Stutterheim Local Spatial Development Framework		
	⑥ Mlungisi Local Spatial Development Plan	2010	2016
	⑧ Amabele / Ndakana Local Spatial Development Framework	2009	2016
		Currently being developed	Consider to consolidate with Amahlathi SDF

Development And Planning	37. Tourism Master Plan	2008	Currently being reviewed.
	38. Led Strategy	2012	-
	39. Housing Sector Plan	2013	Currently being reviewed
	40. Land Invasion Prevention Policy and By-law	2014	2015
	41. Agricultural Plan	2011	-
	42. SMME Strategy	2016	-
	43. Street Trading Policy	2013	-
	44. Forestry Strategy	Currently being developed	
Strategic Management Services	45. Performance Management Systems Policy Framework	June 2011	17/18
	46. Communication Strategy	2015	16/17
	47. Communication Policy	Developed	17/18
	48. Public Participation Policy	June 2014	17/18
	49. Petitions Framework	June 2014	17/18
	50. Petitions Policy	2016/17	17/18
	51. Social Media Policy	Currently being developed	17/18
	52. Special Programmes Strategy Covering; <ul style="list-style-type: none"> • Youth • Children • Disabled • Women • Elderly • HIV/AIDS 	16/17	
	53. Sport Policy	Currently being developed	

	54. Code of Conduct	Currently being developed	17/18
	55. 3G Data Card Policy		17/18
	56. Back- up Procedure Manual		17/18
	57. Change Management		17/18
	58. Email Acceptable Use Policy		17/18
	59. ICT Acceptable Use Policy		17/18
	60. IT Governance Framework		17/18
	61. Password Policy		17/18
	62. Software Installation Policy		17/18
Office Of The Municipal Manager	63. Audit Committee Charter	May 2011	17/18
	64. Internal Audit Charter		17/18
	65. Risk Management Policy		17/18
	66. ALM Fraud Prevention & Anti-Corruption Policy		17/18
	67. Fraud Prevention Plan		17/18
	68. Amahlathi Draft Governance Framework	Currently being developed	
Engineering Services	69. Private Protection Equipment (PPE) for Electricity	Currently being reviewed	17/18
	70. Electricity By Law		
	71. Bush Clearance & Maintenance Within Power line & Servitudes		
	72. By-law Standard Bush Clearance		
	73. Planting, Pruning, Removal and Treatment of Street Trees		
	74. Roads Maintenance Policy		
	75. Building Control Policy	Currently being developed	17/18
	76. OHS Toolkit PPE Policy		17/18

This chapter outlines the key strategic priorities of the Amahlathi Municipality, as they have been “translated” into priority projects and programmes for implementation.

It is important to understand that these sectoral plans and programmes relate directly to the main developmental issues of concern to the Amahlathi Municipality (as outlined in Chapter Two), and the Objectives and Strategies for development that were formulated in response to the identified issues. Of note, too, is the fact that the Municipal Performance Management System is guided by the Municipality's Objectives and Strategies in structuring assessments, as well as the achievement / implementation of projects and programme actions.

The following Programmes and Sector Plans are addressed in this Chapter: -

1. Housing sector Plan
2. Disaster Management Plan
3. Integrated waste Management Plan

7.2 HOUSING SECTOR PLAN

The Amahlathi Housing Sector Plan 2013-2018 has been completed and is currently being reviewed with the support from Department of Human Settlements.

During the development of the HSP a desktop analysis was undertaken in an attempt to establish the housing needs demand status in Amahlathi. The previous Integrated Development plan, Census 2001, Community Survey 2007 and the census 2011 were considered. As an outcome of the socio-economic profiling and household type analysis it is estimated that approximately 11 000 housing units are required in Amahlathi LM. The process also incorporated an analysis of the current settlement forms and patterns, levels of engineering services.

A strategy for meeting the estimated housing backlog has been proposed and the implementing bodies are suggested at being the ALM, Amathole district municipality and the ECDHS. In certain areas training of the Amahlathi Housing Unit Officials has been proposed and this shall be provided by the Eastern Cape Department of Human Settlement. For effective implementation, facilitation and monitoring of the current and future housing projects an organogram has been proposed in the document. An analysis of the current staffing arrangement has also been undertaken.

Lastly, due to empirical evidence it is proposed that housing projects should be linked to other related infrastructure projects such as roads, electrification rollout programmes. It is important to consider that the Housing Department proposes an integrated approach to housing delivery. This means that the alignment of engineering and community services programmes with housing projects is important if the housing project implementers and ALM are to provide integrated and self-sustaining settlements.

The housing sector plan also indicates land parcels that are under claim but at present none of these land parcels shall hinder the planned human settlement projects. The plan also makes acknowledgement of the household socio-economic standing of the ALM population in that the majority of residents depend highly on state grants and similarly in terms of housing demand the majority of housing demand is on the RDP programme. It is perceived that should there be growth in economic development of the towns and the household incomes and social standings improve then the housing product that is required would differ accordingly and the municipality together with the department of human settlements would have to acknowledge such and seeks to implement.

7.3 INTEGRATED WASTE MANAGEMENT PLAN

Amahlathi Municipal Integrated Waste Management Plan has been completed and has been implemented for the past three years. It has been reviewed in 2013 and approved by the Council. It was endorsed by the honorable MEC on the 11th of November 2014.

Amahlathi IWMP (2012-2017) has expired in November 2017 and its due for reviewal

There are three operational landfill sites;

- Stutterheim is licensed
- Cathcart – a transfer station has been constructed and is licensed
- Keiskammahoek is licensed

Cathcart Waste site is licensed towards the closure, and it is due for Rehabilitation.

There is a Waste By-law currently implemented by the Solid waste section, enforced by the designated Waste Management officer as required by the legislation. It addresses the issue of illegal dumping and compliance with the National Environmental Management Waste Act 59 of 2008.

There are waste management projects (Education) such as Recycling and Awareness and/ or Clean-up campaigns (door to door, schools etc.) to address the waste management challenges in Amahlathi Municipality.

There are SALGA and District waste forums attended by the waste management section.

7.4 DISASTER MANAGEMENT PLAN

In terms of the current assignment of powers and functions, the Amahlathi Municipality is required to administer and manage the disaster management function. However, given the current capacity constraints, the Amahlathi Municipality actively participates in disaster management processes and procedures within the framework of disaster management support provided by the Amathole District Municipality. Communication between the two Municipalities is therefore a critical element in the current disaster management procedures.

In line with the District Municipality's role to capacitate Local Municipalities, a Sub-Regional Disaster Control Centre is to be developed in Amahlathi Municipality. Premises for this Centre have been identified in Stutterheim.

In the interim, the Amathole District Municipality has completed the 1st Phase of a District Disaster Management Plan, which will point the way forward for the Amahlathi Municipality in this regard.

7.5 POVERTY ALLEVIATION PROGRAMME

It is noted that a number of initiatives are critically to the essence of poverty alleviation in the local area. These include the implementation of the Consolidated Land Restitution Programme in Keiskammahoeek and the resuscitation of irrigation schemes in the Amahlathi Municipal area.

It is important to note that Local Economic Development within Amahlathi is currently greatly improved in the implementation of economic development initiative.

CHAPTER 8: FINANCIAL PLAN

The purpose of this chapter is to outline the financial plan that supports the long-term financial sustainability of the Amahlathi Municipality. The financial plan is necessary to ensure that the municipality is able to effectively and efficiently implement its mandate; it is prepared to assist in the planning of operating and capital expenditure within the municipality and in so doing, maintain financial stability and sustainability. The municipality must make use of its available financial resources in an effective, efficient and economical manner when achieving the targets and objectives of the IDP.

The IDP is the guiding document for the 2018/19 budget planning process. The outcome of this Integrated Development Plan is the alignment of the planning process and resource allocations to the imperatives of the strategic direction. Thus compilation and approval of the 2018/19 Medium-term Revenue and Expenditure Framework (three year budget) was a direct product aligned to the imperatives and strategic direction of the Amahlathi. The link between Government's priorities and spending plans is not an end in itself, but the goal should be to enhance service delivery aimed at improving the quality of life for all the people within the municipality.

In terms of National Treasury's Municipal Budget and Reporting Regulations, the budget of a municipality is required to encompass 3 years of audited information; the current year; the next financial year and the two outer financial years.

8.1 FINANCIAL FRAMEWORK

The uniqueness of the area in which the municipality has jurisdiction, in comparison to other municipalities, must be considered when assessing its financial viability and sustainability. The Amahlathi can be categorized as a rural municipality and thus requires significant additional resources and funding to accomplish expected development and service delivery. From a financial perspective the financial viability and sustainability of the municipality remains priority.

8.1.1 Sufficient Revenue base

The ALM requires access to sufficient revenue sources from both its own operations and from government transfers and subsidies in order to perform its duties and responsibilities. The timing of the receipt of the revenue resources is of critical importance as it has a direct impact on the cash flows of the municipality. Without the receipt of revenue, suppliers cannot be paid for services rendered and goods received.

The DORA sets out the funding that will be received from National Government for the 2018/19 to 2020/2021 financial years. The municipal grants and subsidies have declined putting more pressure on municipal expenditure. The debtors' collection rate is monitored on a monthly basis. This information assists the municipality in determining

its financial position more accurately and can be used to make decisions pertaining to levels of borrowing if required.

Percentage of income Realized in the past two years

Income Category	2016/17	2015/16
Property Rates	88%	94%
Services Charges	77%	108%
Interest received on investments	102%	111%
Rental of facilities & Equipment	87%	79%
Government Grants & subsidies	99%	125%

8.1.2 Cash flow position and sustainability

The availability of cash and sound cash management is critical for the short, medium and long term existence of the municipality. The Amahlathi operates in an environment of limited resources and must therefore make use of the available resources in an effective, efficient and economical manner. The debtors' turnover/debtors' days has a significant impact on the liquidity/availability of the cash of the municipality as suppliers are to be paid within 30 days of receipt of the invoice in terms of Section 65(2)(e) of the MFMA, while the average debtors' days exceeds 90 plus days. This implies that cash is flowing out at a faster rate than it is flowing into the municipality. Over the medium to long term the Amahlathi is to attempt to reduce the debtors' days to at least 45 days.

In an ideal situation, the operating budget should produce annual operating surpluses so as to improve the Amahlathi's cash reserves. Amahlathi must ensure that its budget is balanced and cash-backed, meaning that the expenditure must be covered by realistically anticipated revenue to be received or collected. Services are to be provided at both an affordable and sustainable level. The Equitable share grant received from National Government has declined significantly putting more pressure on service delivery. Unfunded mandates remain a financial strain on the Amahlathi's revenue sources.

8.1.3 Accountability and transparency

The Amahlathi is accountable to the taxpayers and communities, who are the providers of the resources, of how resources are utilized, managed and safe-guarded. Hence the IDP and budget processes are open to public participation. The Amahlathi has reporting procedures to produce accurate financial information for both management and oversight decision purposes.

8.1.4 Development and investment

The municipality settled the historical loan it had with DBSA. Below is a table depicting the extent of the investment made by the municipality in terms of capital projects to be implemented in 2018/2019 financial year:-

Department	Funding	Description	Vote Number	2018/19	2019/20	2020/21
IT	Own Capital	COMPUTER EQUIPMENT	C0040- 21//A06173/F0791/X052/R0839/001/P&D	100,000.00	-	-
Waste	Own Capital	WHEELIE BINS	New Vote	120,000.00	-	-
Council	Own Capital	BUILDING	New Vote	1,000,000.00	-	-
IT	Own Capital	UPGRADE NETWORK	C0006-2//A00092/F0003- 3/X052/R0839/001/COR	100,000.00	-	-
Electricity	INEG Grant	UPGRADE OF ELECTRICITY INFRASTRUCTURE	C0020- 1//A07120/F0786/X032/R2124/001/ENG	5,000,000.00	9,600,000.00	12,800,000.00
PMU	MIG Grant	AMAHLATHI HIGH MAST LIGHTS	C0023- 1//A07180/F0791/X099/R0840/001/P&D	-	-	3,900,000.00
PMU	MIG Grant	LOWER KOLOGHA INTERNAL ROADS	C0040- 10//A00132/F0791/X099/R2124/001/P&D	3,000,000.00	-	-
PMU	MIG Grant	NOTHENGA INTERNAL ROADS	C0040- 6//A00132/F0791/X099/R2123/001/P&D	-	-	3,000,000.00
PMU	MIG Grant	KEISKAMMAHOEK FIRESTATION	C0228- 1//A00032/F0791/X099/R1514/001/P&D	3,500,000.00	-	-

PMU	MIG Grant	HAWKER STALLS	C0239-1/A00032/F0791/X099/R1514/001/P&D	1,000,000.00			
PMU	MIG Grant	MLUNGISI SPORTSFIELD	C0245-2/A00032/F0791/X099/R2125/001/P&D	4,352,300.00	-		5,200,000.00
PMU	MIG Grant	KHAYELITSHA INTERNAL ROADS (King-Kei)	C0040-16/A00132/F0791/X099/R2133/001/P&D	2,500,000.00	-		3,559,200.00
PMU	MIG Grant	SURFACING OF MLUNGISI ACCESS ROADS	C0040-17/A00132/F0791/X099/R2125/001/P&D	4,400,000.00	3,500,000.00		
PMU	MIG Grant	RABHULA INTERNAL ROADS	C0040-18/A00132/F0791/X099/R1516/001/P&D	2,400,000.00			
PMU	MIG Grant	CATA INTERNAL ROADS	C0040-19/A00132/F0791/X099/R2127/001/P&D	2,500,000.00			
PMU	MIG Grant	GXULU INTERNAL ROADS	C0040-20/A00132/F0791/X099/R2128/001/P&D	2,600,000.00			
PMU	MIG Grant	XHOLORHA ELECTRIFICATION	New Vote	-	3,800,000.00		
PMU	MIG Grant	KKH PAVING PHASE 2	New Vote	-	4,000,000.00		3,100,000.00
PMU	MIG Grant	BORDER POST INTERNAL ROADS	New Vote	-	2,932,050.00		
PMU	MIG Grant	MZAMOMHLE COMMUNITY HALL	New Vote	-	3,000,000.00		
PMU	MIG Grant	GUBEVU INTERNAL ROADS	New Vote	-	3,500,000.00		
PMU	MIG Grant	FENCING OF AMAHLATHI CEMETERIES	New Vote	-	3,000,000.00		
PMU	MIG Grant	SURFACING OF CATHCART STREETS	New Vote	-	-	4,800,000.00	
PMU	MIG Grant	SURFACING OF STUTTERHEIM STREETS	New Vote	-	-	-	4,500,000.00
PMU	MIG Grant	SOPHUMELELA INTERNAL ROADS	New Vote	-	3,000,000.00		
				32,572,300.00	36,332,050.00	40,859,200.00	

8.2 FINANCIAL STRATEGIES

The financial plan of the municipality is intended to enhance the financial sustainability and viability through the following strategic financial objectives:

- Revenue raising strategies;
- Asset management strategies;
- Financial management strategies;
- Capital financing strategies; and
- Operational financing strategies;

8.2.1 Revenue Raising Strategies

Some of the significant programs and projects that the municipality is implementing are as follows:

- The implementation of the reviewed and approved Rates Policy, Tariff policy, Debt collection and Credit Control policy, Indigent Policy, Budget policy Investment policy etc. These policies outline the relevant procedures of levying tariffs, credit control, debt collection and indigent support. The indigent policy also defines the qualification criteria for indigent status. The tariff policy endeavors to levy affordable and sustainable service charges for services rendered to all consumers within the municipal area.

8.2.2 Asset Management Strategies

The municipality continues to ensure the safe-guarding of its assets as well as sound management of its assets. This is mainly achieved by the following:

- Implementation of the reviewed Asset Management Policy. This policy outlines the processes for the recognition, measurement and disposal of assets, including the preparation of a GRAP compliant asset register.
- Further to the policy and strategy, the municipality uses an Asset Management System in order to capture, track and update the Asset register. This is done to assist in the improved control and management of assets, particularly moveable assets. This system also includes the production of a GRAP compliant asset register.

8.2.3 Financial Management Strategies

Some of the more significant programmes include the following:

- Integration of all computerized systems to ensure accurate, relevant and timely reporting to all stakeholders.
- Continue the implementation of public participation in the budget process.

8.2.4 Capital Financing Strategies

The grant funding received from national government has a significant influence on the capital investment programmes of the municipality. The municipality is faced with a challenge of continuous under spending in MIG funding which has affected the MIG funding negatively for 2017/18. Better planning is required to ensure that municipal projects are implemented as planned. The table below indicates the percentages of capital expenditure for the past two years.

Detail	Year 2016/17	Year 2015/16
Capital Expenditure	92%	60%

8.2.5 Operational Financing Strategies

In the budget for the financial year 2017/2018, a R40 million from accumulated surplus was used to finance the deficit on the operating account. At the end of the 2016/2017 financial year the payroll costs excluding remuneration of councillors were 44% of total expenditure, while the 2015/16 budget yields a percentage of 32%.

For the 2017/18 financial year, the total expenditure, excluding capital expenditure, amounted to R253, 811 704. The repairs and maintenance expenditure as a percentage of total operating expenditure remains below 8%. The 2018/19 expenditure trends have informed the following assumptions:

- that payroll cost will increase in line with the Bargaining Council agreement;
- that other operating expenditure will increase in line with National Treasury guidelines;

The municipality remains grant dependent with its revenue base comprised of 69% grant income and 31% own revenue. The municipality has valued its properties for the valuation cycle (2014 – 2019) and the valuation roll is implemented with effective from 1 July 2014. The municipality has started the process in preparation for the new valuation cycle effective from 1 July 2019. Revenue collection for service charges declined when compared to prior year from R42m to R38m. The revenue for the municipality is continuously declining which puts pressure on available cash and increasing debtor's collection period.

8.3 THREE (3) YEAR FINANCIAL PLAN

Budgeting is primarily about the priorities and choices that the Municipality has to make in deciding how to meet the agreed set of policy objectives through better service delivery. With the compilation of the 2018/19 MTREF, each strategic department had to review the business planning process, setting of priorities and targets. The extensive business planning process as undertaken with the compilation of the 2018/19 MTREF has essentially been refined and further aligned incorporating key measurable objectives and targets to ensure the planning process translates into actual performance.

Description	2018/2019	2019/2020	2020/21
Operating Revenue			
Property rates	17 659 223	18 612 821	19 636 526
Service charges	55 879 542	58 333 991	61 542 360
Investment revenue	6 800 000	7 167 200	7 561 396
Transfers recognised - operational	134 167 000	143 424 000	154 700 000
Other own revenue	25 070 589	26 424 346	27 877 631
Total Operating Revenue(Excluding Capital Transfers)	239 576 354	253 962 358	271 317 913
Operating Expenditure			
Employee costs	118 190 945	128 370 940	141 163 254
Remuneration of councillors	13 243 862	14 568 248	16 025 073
Depreciation & asset impairment	28 000 000	26 000 000	26 000 000
Finance Charges	50 000	53 660	57 578
Materials and bulk purchase	30 049 600	32 249 231	34 609 874
Other expenditure	47 284 099	51 886 239	54 464 994
Total Operating Expenditure (Excluding Capital Expenditure)	236 818 506	253 128 318	272 320 773

EC124 Amahlathi - Table A4 Budgeted Financial Performance (revenue and expenditure)

R thousand	Description	Ref	2014/15			2015/16			2016/17			Current Year 2017/18			2018/19 Medium Term Expenditure Framework			Revenue & Budget Year	
			Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Budget Year +1 2019/20	Budget Year +2 2020/21			
	Revenue By Source																		
	Property rates	2	8,795	15,841	14,013	16,771	16,771	16,771	16,771	-	17,659	18,613	19,637	17,659	18,613	19,637			
	Service charges - electricity revenue	2	24,140	33,440	28,867	41,643	42,143	42,143	42,143	-	45,026	46,894	49,474	45,026	46,894	49,474			
	Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Service charges - refuse revenue	2	8,003	8,589	9,133	10,032	10,032	10,032	10,032	-	10,718	11,297	11,918	10,718	11,297	11,918			
	Service charges - other	2	-	121	6	127	127	127	127	-	135	143	151	135	143	151			
	Rental of facilities and equipment		1,004	1,002	827	1,004	1,004	1,004	1,004	-	5,057	1,115	1,176	5,057	1,115	1,176			
	Interest earned - external investments		9,245	9,422	8,442	6,800	6,800	6,800	6,800	-	6,800	7,167	7,561	6,800	7,167	7,561			
	Interest earned - outstanding debtors		2,215	2,175	2,302	2,640	2,640	2,640	2,640	-	2,640	2,783	2,202	2,640	2,783	2,202			
	Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Fines, penalties and forfeits		253	239	172	53	53	53	53	-	506	534	563	506	534	563			
	Licences and permits		-	-	-	-	-	-	-	-	2,482	2,754	2,906	2,482	2,754	2,906			
	Agency services		2,758	3,219	3,052	4,066	4,066	4,066	4,066	-	1,584	1,758	1,855	1,584	1,758	1,855			
	Transfers and subsidies		112,875	131,522	124,982	101,164	102,531	102,531	102,531	-	102,915	107,092	113,841	102,915	107,092	113,841			
	Other revenue	2	1,430	1,217	503	41,320	41,318	41,318	41,318	-	1,369	1,464	2,279	1,369	1,464	2,279			
	Gains on disposal of PPE		-	-	543	-	-	-	-	-	-	-	-	6,640	-	-			
	Total Revenue (excluding capital transfers and contributions)		170,716	206,785	192,840	225,621	227,688	227,688	227,688	-	203,768	201,613	213,561	203,768	201,613	213,561			
	Expenditure By Type																		
	Employee related costs	2	63,365	75,493	112,135	114,036	114,036	114,036	114,036	-	117,222	128,884	141,733	117,222	128,884	141,733			
	Remuneration of councillors		12,908	13,849	11,561	13,244	13,244	13,244	13,244	-	13,244	14,568	16,025	13,244	14,568	16,025			
	Debt impairment	3	5,548	11,739	7,916	5,000	5,000	5,000	5,000	-	2,500	5,000	5,000	2,500	5,000	5,000			
	Depreciation & asset impairment	2	30,237	28,845	29,038	26,000	26,000	26,000	26,000	-	28,000	26,000	26,000	28,000	26,000	26,000			
	Finance charges		22,597	16,370	2,507	100	50	50	50	-	50	54	58	50	54	58			
	Bulk purchases	2	21,588	24,313	26,165	28,000	28,000	28,000	28,000	-	30,050	32,249	34,610	30,050	32,249	34,610			
	Other materials	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Contracted services		1,325	504	2,593	2,782	2,782	2,782	2,782	-	29,203	29,203	22,146	19,966	20,991	22,146			
	Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Other expenditure	4, 5	62,629	62,244	61,711	36,458	36,279	36,279	36,279	-	23,989	24,757	26,119	23,989	24,757	26,119			
	Loss on disposal of PPE		997	1,784	43,675	-	-	-	-	-	-	-	-	-	-	-			
	Total Expenditure		221,194	235,142	297,301	225,621	253,812	253,812	253,812	-	235,020	252,504	271,690	235,020	252,504	271,690			
	Surplus/(Deficit)		(50,478)	(28,357)	(104,461)	(26,124)	(26,124)	(26,124)	(26,124)	-	(31,252)	(50,890)	(58,129)	(31,252)	(50,890)	(58,129)			
	Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)																		
	Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental)																		
	Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Transfers and subsidies - capital (in-kind - all)	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Surplus/(Deficit) after capital transfers & contributions		(25,085)	6,254	(82,821)	32,145	32,145	32,145	32,145	-	5,793	(14,558)	(17,269)	5,793	(14,558)	(17,269)			
	Taxation																		
	Surplus/(Deficit) after taxation		(25,085)	6,254	(82,821)	32,145	32,145	32,145	32,145	-	5,793	(14,558)	(17,269)	5,793	(14,558)	(17,269)			
	Attributable to minorities																		
	Share of surplus/ (deficit) of associate		(25,085)	6,254	(82,821)	32,145	32,145	32,145	32,145	-	5,793	(14,558)	(17,269)	5,793	(14,558)	(17,269)			
	Share of surplus/ (deficit) for the year	7	(25,085)	6,254	(82,821)	32,145	32,145	32,145	32,145	-	5,793	(14,558)	(17,269)	5,793	(14,558)	(17,269)			

CHAPTER 9: AMAHLATHI DEVELOPMENT PLANS

THERE ARE FOUR SPATIAL DEVELOPMENT PLANS:-

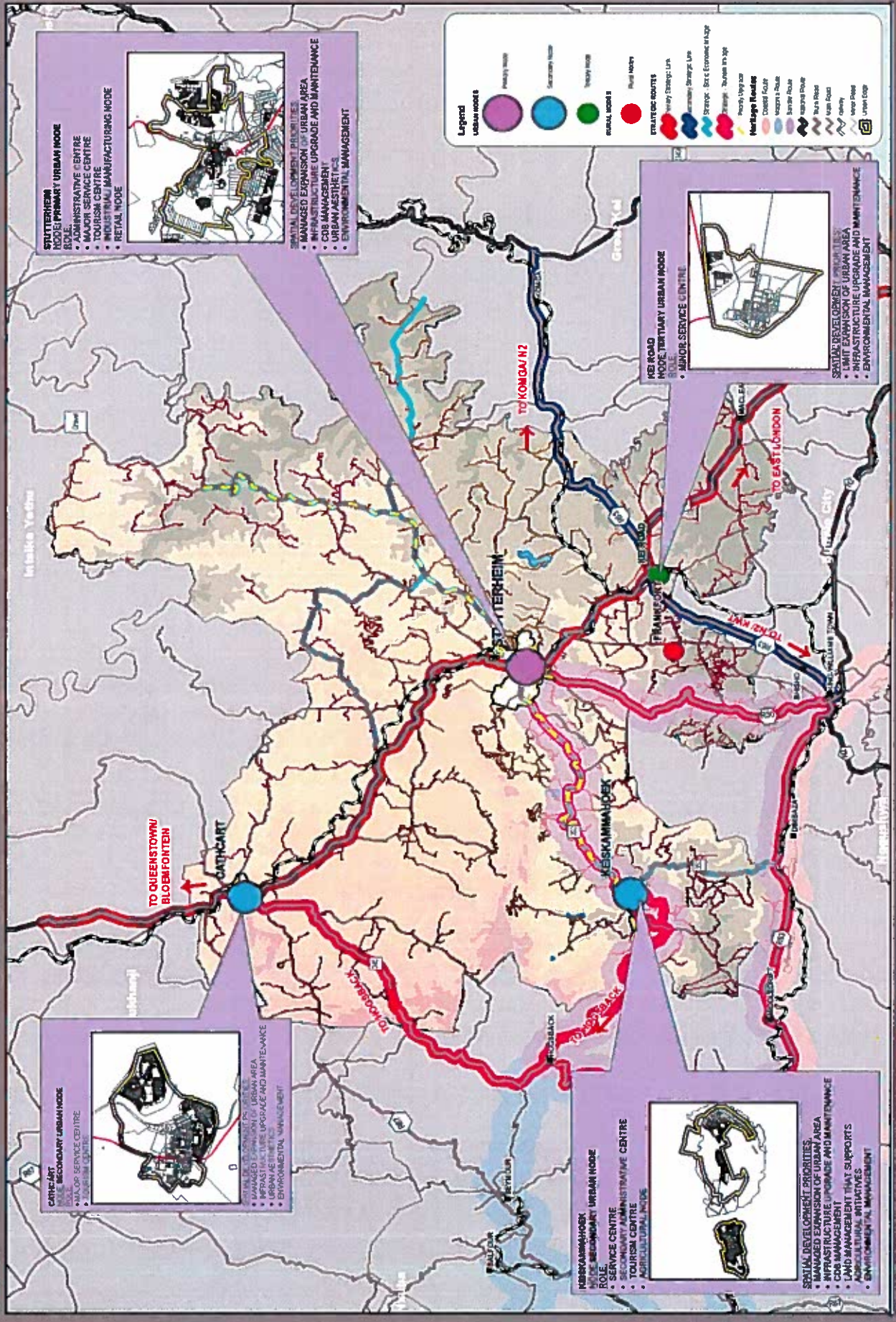
1. Amahlathi Spatial Development plan that was adopted in 2006 reviewed and adopted in 2013.
2. Ndakana Spatial development plan has been developed in 2015.
3. Mlungisi Spatial Development plan that was adopted by the council on May 2009 and will be consolidated with Stutterheim SDF.
4. Keiskammahoek was adopted in 2011 and will be consolidated with the Stutterheim SDF review.



TITLE: NODES AND ROUTES

AMAHLATHI SPATIAL DEVELOPMENT FRAMEWORK

PLAN NO.: 5.1



KATIKATI
NODE: SECONDARY URBAN NODE

ROLE:

- MAJOR SERVICE CENTRE
- TOURISM CENTRE

SPATIAL DEVELOPMENT PRIORITIES:

- MANAGED EXPANSION OF URBAN AREA
- INFRASTRUCTURE UPGRADE AND MAINTENANCE
- URBAN AESTHETICS
- ENVIRONMENTAL MANAGEMENT

TERHEIM
NODE: PRIMARY URBAN NODE

ROLE:

- ADMINISTRATIVE CENTRE
- MAJOR SERVICE CENTRE
- TOURISM CENTRE
- INDUSTRIAL/MANUFACTURING NODE
- RETAIL NODE

SPATIAL DEVELOPMENT PRIORITIES:

- MANAGED EXPANSION OF URBAN AREA
- INFRASTRUCTURE UPGRADE AND MAINTENANCE
- URBAN AESTHETICS
- ENVIRONMENTAL MANAGEMENT

KEISKAMMAHOEK
NODE: SECONDARY URBAN NODE

ROLE:

- SERVICE CENTRE
- ADMINISTRATIVE CENTRE
- TOURISM CENTRE
- AGRICULTURAL NODE

SPATIAL DEVELOPMENT PRIORITIES:

- MANAGED EXPANSION OF URBAN AREA
- INFRASTRUCTURE UPGRADE AND MAINTENANCE
- LAND MANAGEMENT THAT SUPPORTS AGRICULTURAL ACTIVITIES
- ENVIRONMENTAL MANAGEMENT

KEI ROAD
NODE: TERTIARY URBAN NODE

ROLE:

- MAJOR SERVICE CENTRE

SPATIAL DEVELOPMENT PRIORITIES:

- LIMIT EXPANSION OF URBAN AREA
- INFRASTRUCTURE UPGRADE AND MAINTENANCE
- ENVIRONMENTAL MANAGEMENT

Legend

Urban nodes:

- Primary node (Purple circle)
- Secondary node (Blue circle)
- Tertiary node (Green circle)
- Rural nodes (Red circle)

Infrastructure routes:

- Primary Strategic Link (Red line)
- Secondary Strategic Link (Blue line)
- Tertiary Strategic Link (Green line)
- Rural nodes (Red line)

Heritage Routes:

- Primary Strategic Link (Red line)
- Secondary Strategic Link (Blue line)
- Tertiary Strategic Link (Green line)
- Rural nodes (Red line)

Other symbols:

- Priority Strategic Link (Red line)
- Secondary Strategic Link (Blue line)
- Tertiary Strategic Link (Green line)
- Rural nodes (Red line)
- Urban Loop (Black line)



CHAPTER 10: IDP & BUDGET PROCESS PLAN

SECTION ONE: IDP PROCESS PLAN

1. INTRODUCTION

On the 31st May 2017, Amahlathi Municipality adopted its 2017/2022 Integrated Development Plan (IDP) for the municipality. The IDP was developed in accordance with requirements set out in the Municipal Systems Act (32 of 2000) and Local Government Municipal Planning and Performance Management Regulations (2001).

Section 28 (1) of the Municipal Systems Act no. 32 of 2000 states that each municipal council must, within a prescribed period after the start of council's elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP. The way in which the IDP process will be undertaken is outlined in Process Plans which all municipalities must prepare. These Process Plans need to comply with this Framework Plan to ensure alignment and co-ordination between district and local municipalities as stipulated in the Municipal Systems Act.

The Local Government: Municipal Planning and Performance Management Regulation, 2001 provides elaborately on the contents of the Integrated Development Plan and the processes the Municipality must subject the IDP process into when doing its development or review.

1.1 Legal context

According to Section 27(2) of the Municipal Systems Act, the framework plan binds both the district municipality and the local municipalities. The Act states that the framework plan must at least cover the following issues:

- Identify plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality;
- Identify matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- Determine procedures:
 - i) For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans; and
 - ii) To effect essential amendments to the framework.

The Municipal Finance Management Act (MFMA) is very clear in respect to time-frames for the IDP and the budget. The MFMA requires the budget and IDP schedule (or the IDP Process Plan) to be adopted by Council by the end of August, the budget and IDP to be tabled before the council in March and Budget and IDP to be adopted by council in May (section 21 and 24).

1.2 Elements of IDP development

The IDP reviewal process is mainly geared towards picking up on early-warning sign for corrective action whenever it is required. The Performance Indicators are flowing from the IDP and constitute the heart of the Performance Management System. The above lay the basis for the review of the Integrated Development Plan.

Aside from the statutory imperative, it is necessary for Amahlathi Municipality to review its IDP in order to:

- Ensure the IDP's relevance as the municipality's strategic plan
- Inform other components of the municipal business processes, including institutional and financial planning and budgeting
- Inform the cyclical inter-governmental planning and budget processes

In the IDP review cycle changes to the IDP may be required from these main sources:

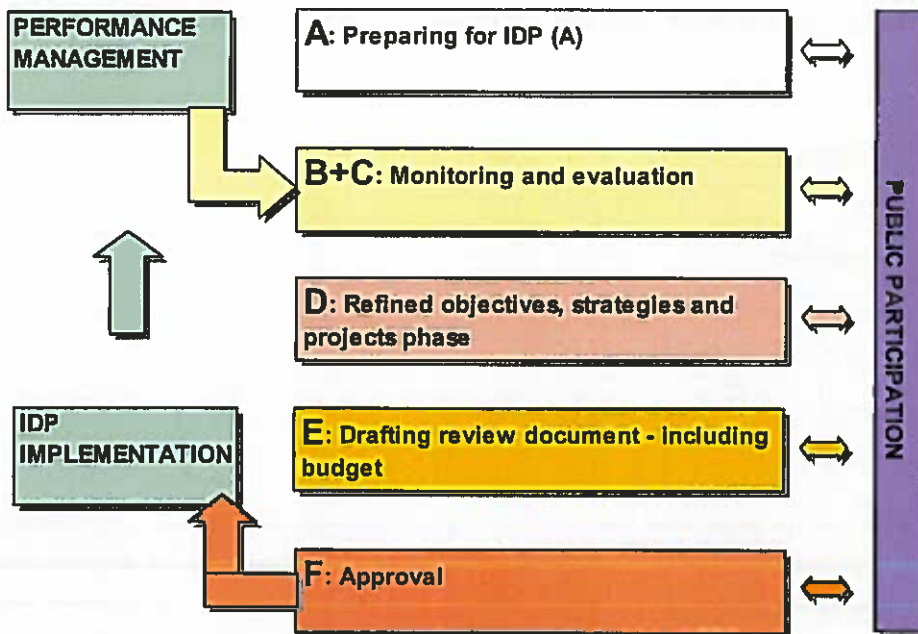
- Comments from the MEC, if any;
- Incorporation of the most recent descriptive data
- Review and refinement of the objectives and strategies
- Review and refinement of the projects
- Amendments in response to changing circumstances; and
- Improving the IDP process and content.

The significant development, which in all probabilities will have a huge impact on the IDP, is the Community Based Planning. The Community Based Planning is a planning instrument, which is geared towards the enhancement of the community participation component of the IDP. Of particular concern has been the inability of the IDP to translate community participation into an organic process.

1.3 IDP Process

This process describes a continuous cycle of planning, implementation and review as can be seen in the figure below. During the year new information becomes available and unexpected events may occur. Some of the information can make immediate changes to the planning and the implementation of the IDP. After the reviewed IDP has been adopted, implementation as

well as situational changes will continue to occur, which is again monitored throughout the year and evaluated for consideration in the next IDP review (DPLG, IDP Guide Pack, Guide IV).



Each of these steps is reflected in the Action Plan which outlines the time frames and activities within which these steps should take. Because the roll out of the PMS is part of the review process, it is also included in the Action Plan.

2. ORGANISATIONAL ARRANGEMENTS

Three structures will guide the IDP Review Process within the Amahlathi Municipal Area

- 2.1 IDP & Budget Steering Committees
- 2.2 Inter-Governmental Relations
- 2.3 IDP Representative Forums

2.1 IDP & Budget Steering Committee

The Mayor of a municipality must establish a Budget Steering committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act (MFMA) The Budget Steering Committees shall be comprised as follows guided by MBRR.

- (a) the councilor responsible for financial matters;
- (b) the municipal manager;

- (c) the chief financial officer;
- (d) the senior managers responsible for at least the three largest votes in the municipality;
- (e) the manager responsible for budgeting;
- (f) The manager responsible for planning and any technical experts on infrastructure.

An IDP & Budget Technical Working Committee (Task Team) that would function as a technical working team consists of the following members:

- Municipal Manager – Chairperson
- Director Strategic Services
- Director Planning & Development
- Chief Financial Officer
- Director Engineering Services
- Director Corporate Services
- Director Community Services
- Senior Manager Budget
- IDP & PMS Manager
- Senior Accountant Budget and Reporting, to provide secretariat

The steering committee would provide a technical support to the IDP Driver to ensure a smooth planning process. It is supposed to guide the process. This means that amongst other things it will be responsible for:

- Establishment of the Representative Forum
- Define criteria to choose members of the Forum
- Inform public about the establishment of the forum, request submissions of applications from stakeholders and communities (indicate objectives, activities and number of members)
- Identify additional stakeholders from unorganized groups, e.g. potential academics, advocates, doctors and resource persons.
- Submit proposed groups/ members to the Council for consideration

2.2 Inter-Governmental Relations

Chapter 3 of the Constitution Act 108 of 1996 provides for the principles that underlie the relations between the spheres of government. IGR meetings will sit on a quarterly basis and are an information-sharing vehicle where government departments and the municipality give light of their experiences and challenges with regards to service delivery. IGR forum

is regarded as a strategic planning body with emphasis and updates on current financial year programmes and projects. It therefore serves as a feeder to the IDP and should sit before the IDP Rep forums.

Only heads of government departments sit on these meetings, failing which representatives sent by these heads, the Honorable Mayor, Executive committee members, Municipal Manager, All Amahlathi Head of departments, IDP & PMS Manager, Communications Manager and ADM Communication/ Public Participation representative.

2.3 *Integrated Development Plan Representative Forum*

The most critical structure established for this process, especially for purposes of ensuring maximized participation of different interest groups and sectors, is the IDP Representative Forum. The rationale behind the establishment of this committee is to ensure that communication channels are kept smooth and efficiently.

The function of the IDP Representative Forum includes the following:

- To should ensure that every activity and decisions taken in the IDP development process are communicated to the communities.
- To monitor and ensure that all decisions that are taken with regards to routes that the IDP must take from time to time are followed to the latter.
- To reflect and safeguard the community inputs. This means that they are the mouthpiece of the communities.
- To represent the interests of their communities.
- To provide an organizational mechanism for discussion, negotiation and decision making between stakeholders including the municipal government.
- To participate in the process of setting and monitoring key performance indicators.

The following structures of Institutions form part of the Rep Forum

Ward/PR Councilors, Traditional Leaders, Community Development Workers (CDWs) and Ward Committees:

Their responsibility is to ensure that at all times their mandate in the Integrated Development Representative Forum comes from communities which they represent particularly on issues affecting them. The Ward/PR Councilors, Traditional Leaders and ward Committee's role is to communicate deliberations of the IDP Representative Forum to the communities on progress registered. The minutes on the forums convened are always reported to the Standing Committee, Executive Management and Council for considerations.

Ward Planning Forum:

Voices of the community responsible for social mobilization, stressing the need to engage with local government to secure services and resources. This forum will champion the planning review processes at a ward level.

District Municipality:

The main role of the Amathole District Municipality is to provide technical inputs and assistance on the processes.

2.4 Schedule of meetings

In addition to various meetings, the following meetings are required for the IDP Review Process:

STRUCTURE	DATE
IDP/Budget Steering Committee Meeting	11 July 2017
	15 August 2017
	12 September 2017
	10 October 2017
	28 November 2017
	16 January 2018
	13 February 2018
	06 March 2018
	15 May 2018
Ward based planning (Mayoral community visits on priority need)	03-20 October 2017
IDP & Budget Representative Forum Meeting	21 September 2017
	15 November 2017
	15 March 2018
	22 May 2018
Intergovernmental Relations Forum (IGR)	10 August 2017
	15 November 2017
	21 February 2018
	08 May 2018
Annual Report public hearings	01 – 10 November 2017
Commencement of Departmental Strat Plans	29 November 2017
Technical Strat Plan	30-31 January 2018

Institutional Strat Plan	07-09 February 2018
IDP/Budget Public Hearings	03 – 10 April 2018

3. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

The following public participation mechanisms are proposed for each and every milestone.

Preparation Phase	Adverts on Newspaper Announcements on Local Radio Station
Monitoring and Evaluation Phase	Representative Forum Meetings
Objectives, strategies and Projects Phase	Representative Forum Meetings
Reviewed IDP Phase	Public Hearings Representative Forum Meetings
Approval Phase	Adverts on Newspaper Announcements on Local Radio Stations Representative Forum Meetings Public Hearings

3.1 Public Participation Strategy

Chapter 4 of the Municipal Systems Act will guide in the implementation of the public participation policy for the IDP process. In order to ensure that all stakeholders have the opportunity to be represented in the Representative Forum, the following forms of media will be used:

- Forte FM
- Daily Dispatch
- Eastern Cape Today
- What's New
- Community Newspapers

To ensure that the needs of unorganized groups are represented as well, advocacy groups and or Non-Governmental Organizations (NGOs) will be used as well for communication. Meetings of the Representative Forum will be held in any appropriate Municipal buildings and the languages to be used are:

- English
- Xhosa

4. BINDING PLANS AND LEGISLATION

National legislation can be distinguished between those that deal specifically with municipalities arising from the Local Government White Paper on the one hand and sector planning legislation on the other.

The Municipal Structures and Systems Acts are specific to municipalities. The Systems Act has a specific chapter dedicated to IDPs and is the driving piece of legislation for the development of IDPs. Arising from the Systems Act, the IDP Regulations need to be complied with.

National sector legislation contains various kinds of requirements for municipalities to undertake planning. Sector requirements vary in nature in the following way:

- Legal requirements for the formulation of a district sector plans (e.g. a water services development plan).
- A requirement that planning be undertaken as a component of, or part of, the IDP (like a housing strategy and targets).
- Links between the IDP and budget process as outlined in the Municipal Finance Management Bill.
- Legal compliance requirement (such as principles required in the Development Facilitation Act – DFA – and the National Environmental Management Act – NEMA).
- More a recommendation than a requirement, which is deemed to add value to the municipal planning process and product (in this case, Local Agenda 21).

Those are highlighted in the table below:

GATEGORY	SECTOR REQUIREMENT	NATIONAL DEPT	LEGISLATION/POLICY
Legal requirement for a district/local plan	Water Services Development Plan	Department of Water Affairs and Forestry	Water Services Act
	Integrated Transport Plan	Department of Transport	National Transport Act
	Waste Management Plan	Department of Environmental Affairs & Tourism	White Paper on Waste Management

CATEGORY	SECTOR REQUIREMENT	NATIONAL DEPT	LEGISLATION/POLICY
	Spatial planning requirements	Department of Rural Development and Land Reform	Land Use Management Act
Requirement for sector planning to be incorporated into IDP	Housing strategy and targets	Department of Human Settlements	Housing Act (Chapter 4, Section 9)
	Coastal management issues	Department of Environmental Affairs & Tourism	
	LED	Department of Economic Development, Environmental Affairs and Tourism,	Municipal Systems Act
	Integrated Infrastructure Planning	Department of Local Government and Traditional Affairs	
	Spatial framework	Department of Rural Development and Land Reform, Department of Local Government and	Municipal Systems Act, Land Use Management Act Bill
	Integrated Energy Plan	Department of Minerals & Energy	White Paper on Energy Policy, December 1998
Requirement that IDP complies with	National Environmental Management Act (NEMA) Principles	Department of Economic Development Environmental Affairs & Tourism	National Environment Management Act (107 of 1998)
	Development Facilitation Act (DFA) Principles	Department of Rural Development and Land Reform	Development Facilitation Act
	Environmental Implementation Plans (EIPs)	Department of Economic Development, Environmental Affairs & Tourism	National Environment Management Act (107 of 1998)
	Environmental Management Plans (EMPs)	Department of Economic Development Environmental Affairs & Tourism	National Environment Management Act (107 of 1998)
	IDP/ budget link	National Treasury	Municipal Finance Management Act
Value adding contribution	Local Agenda 21		

The National Development Plan should be also considered during the review phase.

Each local municipality and the district municipality needs to include those planning documents that have been approved by Council or other strategies that might be relevant to the IDP process in their process plans.

5. PROGRAMME OF ACTION

The action programme will be broken into five phases

- Preparation phase
- Monitoring and evaluation phase
- Objectives, Strategies, Projects phase and Scorecards
- Consolidate Reviewed IDP and Budget
- Approval phase

6. MECHANISM AND PROCEDURE FOR ALIGNMENT

Processes at the District Municipality level inform the alignment process. The framework plan is the guiding document. The municipality was part of the process of drawing up the framework plan together with other Municipalities that are under the Amatole District Municipality.

7. EXISTING DOCUMENTS

- Legally Binding Documents
 - Municipal Systems Act
 - Municipal Finance Management Act
- Other Documents
 - Spatial Development Framework
 - Amahlathi LED Strategy
 - Tourism Strategy
 - Indigent Policy
 - Integrated Waste Management Plan
 - Environmental Management Plan
 - Agricultural Plan
 - Revenue Enhancement Plan

- Housing Sector Plan
- Employment Equity Plan
- Workplace Skills Plan
- Employee Performance Management Policy Framework
- Community Safety Strategy
- Disaster, Risk Management and All Hazards Contingency Plan
- Tariffs Policy
- Rates Policy
- Credit Control and debt write-off Policy
- Cash Management and Investment Policy
- Asset Management Policy
- Budget Policy
- Customer Care Policy
- Supply Chain Management Policy
- Communication Strategy
- Petition Policy
- Public Participation Policy

8. SOURCES OF FUNDING

FUND	SOURCE	AMOUNT
IDP PROCESS PLAN	ALM	R650 000.00
STRATEGIC PLANNING	ALM	R440 000.00
ANNUAL REPORT	ALM	R180 000.00
TOTAL		R 1 075 000.00

SECTION TWO: BUDGET PROCESS PLAN

1. INTRODUCTION

The concept of a 3-year budget is now well-entrenched in the Council's budgeting process and has been improved upon over the last number of years. Guidelines issued on budget processes by National Treasury from time to time have helped to refine and improve our systems.

The budget proposals for the 2019 MTREF should be informed by Council's Integrated Development Planning Process, particularly in terms of objectives, outputs and targets envisioned for the next 3 years. In this way, budget proposals and the Integrated Development Plan will be properly aligned.

Better budgeting enhances service delivery. This is the main message underlying the Municipal Finance Management and Budgeting Reform Programme. In particular, integrated planning, budgeting and monitoring of service delivery performance strengthens the link between the services that departments provide and the benefits and costs of these services. The performance management system gives effect to the emphasis on improved transparency and accountability for the management and use of public resources.

The *Budget Process Plan* is issued to the Council, Executive Committee, Municipal Manager and various departments for the preparation of their 2019 MTREF budget proposals. It sets out the tasks to be performed and timeframes for each process. It is imperative that the timeframes are strictly adhered to in order to finalize the budget on time.

2. BUDGET PROCESS

The Medium Term Revenue and Expenditure Framework (MTREF) details 3-year rolling expenditure and revenue plans for Amahlathi Municipality. The MTREF budget process is designed to match the overall resource envelope, estimated through 'top-down' macroeconomic and fiscal policy processes, with the bottom-up estimation of the current and medium-term cost of existing departmental plans and expenditure programmes

The budget process allows Council to:

- Strengthen and evaluate the alignment between medium and long-term plans and funding proposals
- Revise its policy priorities, macroeconomic framework and resource envelope
- Evaluate departmental plans and allocate available resources in line with policy priorities
- Obtain the required authority from Council to spend [service delivery]
- Align parameter setting with budget outcomes and resource allocations.
- Link the Integrated Development Planning Process with the budget process

The purpose of the 2019 budget process will be the completion of a medium-term expenditure framework that apportions resources in line with Council's policy priorities for the next three years. How this will be achieved is described below.

2.1.1 Matching policy priorities and resources

Deciding and agreeing on the best allocation of scarce resources to fund Council's many social, economic and political goals is the main purpose of the budget process.

Drafting these three-year plans will guide the policy prioritization and budgeting process for the 2019 MTREF.

Formulating an MTREF that has a three-year outlook will be put together by various role-players who interact at various stages of the budget process.

FORMULATING AN MTREF DIFFERS FROM ANNUAL BUDGETING. IN ANNUAL BUDGETING, THE AMOUNT ALLOCATED TO SPENDING PROGRAMMES IS ADJUSTED INCREMENTALLY, WITH HARDLY ANY ALIGNMENT TO POLICY PRIORITIES. AN MTREF PROVIDES THE "LINKING FRAMEWORK" THAT ALLOWS EXPENDITURES TO BE "DRIVEN BY POLICY

2.1.2 Medium term policy review

The budget process starts early in the year with a review of the IDP and budget processes of the previous year. Additional resources for funding new priorities arise from a review of the overall budget framework, including fiscal policy considerations, overall spending growth, inflation assumptions, and debt interest projections [if applicable at this stage].

THE RESOURCE ENVELOPE THAT FUNDS THE NEW PRIORITIES CONSISTS OF THE TWO OUTER FORECAST YEARS OF THE MTREF. THIS IS THE STARTING POINT FOR THE NEW BUDGET AND PLANNING PROCESS AND IS USED AS A BASIS TO DETERMINE THE

The allocation of resources to the different sections and departments will be largely determined by Council's policies and priorities, which are reviewed during the process of developing the MTREF/budget and will take into account the various departments responsibilities for service delivery.

The timeline for critical budget decisions in the policy review stage of the process is outlined in table 1.

Table 1: Process plan timeline

July – August	Establishment of Budget Steering Committee, IDP and budget process plan review and table to council before 31 August
September	Setting of Parameter
October to November	Consideration of the revision of the Council's establishment plan – meeting the HR capacity needs and the cost application of such capacity (functions to be considered)
November to January	Aligning the budget to Council policy priorities
December	Mid-year review process, Costing of personnel requirements, Submission of Budget Proposals
January	Mid- year review approved by council not later 25th January , Consolidate budget submissions
February	Revised Budget Approved by council not later than 28th February
February	Consolidation of budget
March	Exco approval and tabling the Draft budget to Council not later than 31st March
April – May	Public consultation on the IDP and Budget – Council Approval not later than 30th May

June

Submission to National Treasury within **10 days**

3. COMPILING MTEF BUDGET PROPOSALS

3.1.1 Budget Principles

Budgeting within the Medium Term Expenditure Framework is based on a set of core principles that relate to:

- Fiscal policy and the budget framework
- Policy priorities and public expenditure
- Political oversight of the budget process

Budgeting for service delivery

3.1.2 Fiscal policy and the budget framework²

Medium-term spending plans of the various clusters for the period 2018/19 to 2020/21 will be prepared within the context of Council's macroeconomic and fiscal framework.

As part of a three-year rolling budget process, the budget framework is revised each year. Additional resources for new expenditure will form part of the macroeconomic forecast. Growth in external funding particularly for capital projects is important if Council is to meet the objectives established in the IDP. Council is dependent on the Equitable Share to provide free basic services and support to the indigent in terms of council's Indigent support Policy.

The MTREF set out in the 2018 budget will define the budget baseline for the 2019 MTREF. The various role-players will have to examine the fiscal implications of new spending pressures and match them to available resources.

3.1.3 Policy priorities and public expenditure

Strengthening the link between Council policy priorities and expenditure is at the core of medium-term budgeting. Expenditure allocation translates policy priorities into the delivery of services to communities, and is therefore a key tool for accomplishing Council's goals.

3.1.4 Political Oversight of the Budget Process

The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. The Mayor has established a Budget Steering Committee to provide technical assistance to the mayor in discharging the responsibilities set out in section 53 of the MFMA.

Political oversight of the budget process is essential to ensure that:

- The political executive is responsible for policy and prioritization

Policy priorities are linked to cluster spending plans and the delivery of quality services

The Budget process commences with parameter and policy assessment and formulation.

Budgeting is primarily about the choices and trade-offs that Council has to make in deciding how to meet the agreed set of policy objectives through better service delivery. Political oversight of the budget process allows Council to manage the tension between competing policy priorities and fiscal realities.

3.1.5 Budgeting for Service Delivery

Strengthening the link between Council's priorities and spending plans is not an end in itself. The goal is to improve delivery of services and ultimately the quality of life of people throughout Amahlathi.

Better budgeting, as mentioned in the introduction, leads to enhanced service delivery. In particular, integrated planning, budgeting and monitoring of service delivery performance strengthens the link between the services that departments provide and the benefits and costs of these services. It is important to emphasize the role of performance management which serves to monitor performance against measurable performance objectives that are informed by service delivery targets as captured in the IDP.

MEASURABLE OBJECTIVES ARE DEFINED AS SPECIFIC, QUANTIFIABLE RESULTS OR OUTCOMES THAT CAN BE ACHIEVED WITHIN A FORESEEABLE TIME PERIOD. THEY SERVE AS A ROADMAP FOR ACHIEVING THE INSTITUTIONS GOALS AND DEFINE THE ACTUAL IMPACT ON THE MUNICIPALITY RATHER THAN FOCUSING ON THE LEVEL OF EFFORT THAT IS EXPENDED. THEY ARE TOOLS TO ASSESS THE

The municipality must develop and approve measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's IDP. These measurable performance objectives must inform the Service Delivery and Budget Implementation Plan which must be approved by the Mayor within 28 days after the approval of the budget.

ACTION PLAN FOR IDP/PMS/BUDGET

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
JULY 2017	<ul style="list-style-type: none"> Preparation of the Draft IDP / Budget and PMS Process Plan. Engagement with District and Budget Office for alignment purposes. IDP/Budget Steering Committee IDP Process Plan tabled to Council for approval. 	<ul style="list-style-type: none"> Publicizing Approved SDBIP for inspection and information Signing of new performance contracts for Section 57 Managers 2017/18 Final S57 Managers' Performance Assessments. Submission of Q4 SDBIP Reports Quarter 4 performance report submitted to Council 	<ul style="list-style-type: none"> Preparation of the Draft IDP / Budget and PMS Process Plan. Engagement with District and Budget Office for alignment purposes.
AUG 2017	<ul style="list-style-type: none"> Self-assessment to identify gaps in the IDP process. Council Meeting (Budget & IDP Process Plan, Annual Performance Report, Financial Statements and Draft Annual Report) Submissions to AG, MEC and Treasury etc. (Annual Performance Report, Annual 	<ul style="list-style-type: none"> Submission of Performance Agreements to EC-Cogta Submission of the Annual Performance Reports prepared in terms of s46 of MSA 2000 to Council Quarterly Audit Committee meeting (for the last quarter of 16/17) MFMA Sect 166 & MPPR Reg. 14(3)(a) Evaluation Panel Audit Committee meeting (for evaluation of Sect 57 Managers final assessments) MPPR Reg. 14(3)(b) 	<ul style="list-style-type: none"> Establish Budget Steering Committee Establish the Budget Task Team. The team would be representative of each department. Departments will requested to confirm nominations to the team. The BTO will be the coordinator and facilitator of the team. Review the budget processes undertaken for the previous year budget preparation, and adapt the processes to address deficiencies and develop improvements.

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
SEPT 2017	<p>Financial Statements and Draft Annual Report)</p> <ul style="list-style-type: none"> ▪ Advertisement of the IDP/Budget/PMS Process Plan ▪ Review and updating of the IDP Vision, Mission and Objectives. ▪ IDP/Budget Steering Committee Meeting ▪ Advertise to resuscitate the IDP Rep Forum ▪ IDP Rep Forum meeting (21 September) 	<ul style="list-style-type: none"> • Submission of draft annual report (MFMA Circular 63) <ul style="list-style-type: none"> ▪ Reminder to be sent to HOD's to submit their Q1 SDBIP Reports in terms of s41 MSA 	<ul style="list-style-type: none"> • Ensure that technical systems, procedures and standardized documentation are in place. • Review allocation of powers and functions for possible changes impacting on next budget. • Determine the financial position of the municipality and assess its financial capacity and potential • Impacts on future strategies and budgets. • Present the budget process plan to the Executive Committee for adoption <ul style="list-style-type: none"> ▪ Budget team to make suggestions on any structural changes to the budget. ▪ The Executive Committee to establish the future directions and priority areas for the municipality to guide the budget allocations. ▪ Set parameters for the next three years based on market trends and other information available: <ul style="list-style-type: none"> ○ Tariff increases ○ Salary increases ○ General expenses ○ Repairs and Maintenance ○ Key changes to be reflected considering all strategies and studies ○ Develop priority areas

MONTH	ACTIVITIES			BUDGET
	IDP	PMS		
			<ul style="list-style-type: none"> ○ Reflect on all factors that could potentially impact on future budgets ▪ Confirm existing and set new policy priorities for next three years. ▪ Determine the funding/revenue potentially available for next three years. ▪ Investigate and make recommendations regarding any possible additional sources of funding/revenue. ▪ Each Cluster Champion to submit to the finance department all funding available to the cluster for the next three years from National, Provincial (DORA) and District. <p><i>This could for example include:</i></p> <ul style="list-style-type: none"> ○ Infrastructure Grants ○ Recurrent Grants ○ Equitable Share ○ Other (e.g. Disaster Management/LED/HIV-aids, DOT) <p><i>NB - funding identified is to be as per local government financial year and not National financial year.</i></p> <ul style="list-style-type: none"> ▪ Determine the most likely financial outlook and identify need for changes to fiscal strategies. 	

MONTH	ACTIVITIES			BUDGET
	IDP	PMS		
OCT 2017	<ul style="list-style-type: none"> ▪ IDP/Budget Steering Committee Meeting ▪ Process Plan and the role of the Steering Committee ▪ Develop agenda for Rep forum ▪ Priority needs assessment (Ward Community visits) ▪ Council Adopts Audited Annual Report 	<ul style="list-style-type: none"> ▪ Submission of Q1 Reports by HOD's ▪ Q1 Reports tabled to Council (for first quarter of 17/18) MPPR Reg. 14 ▪ Sect 57 Managers' quarterly informal assessments (for first quarter of 17/18 on the 12th of October) 	<ul style="list-style-type: none"> ▪ Refine funding policies including tariff structures, if necessary ▪ Review and update pricing strategies of National Regulators e.g. NERSA ▪ HOD's to assess the Human Resource component of the operating budget for the next year and the two following years and make submissions to the BTO. ▪ Submissions would include full motivations for each post and assessments must take into consideration all known studies, establishment plan (organogram) and any other future developments over the next three years that would require a provision for costing. ▪ The submissions on HR would then be considered by the Municipal Manager in consultation with each HOD, to be facilitated by the finance department. ▪ The submissions on the HR component of the budget to be provided to the HR department. ▪ The HR Department would then be responsible for determining the costs associated with the submissions. This information is then captured by the finance department. ▪ The BTO will then consider whether the costs are within the parameters set for salary costs and refer back to the HOD,s and Municipal Manager if necessary 	

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

MONTH	ACTIVITIES			BUDGET
	IDP	PMS		
NOV 2017	<ul style="list-style-type: none"> ▪ IDP/Budget Steering Committee Meeting ▪ Rep forum meeting (15th November) ▪ Budget Assumptions & Strategies ▪ Identification of priority needs. ▪ Departments to submit situation analysis and or status quo for IDP review ▪ Commencement of Departmental Strat plans (29th November) 	<ul style="list-style-type: none"> ▪ Quarterly Audit Committee meeting (for the first quarter of 17/18) MFMA Sect 166 & MPPR Reg. 14(3)(a) ▪ Annual Report Public hearings (01st to 10th November) 	<ul style="list-style-type: none"> ▪ HR to calculate the required budget amount for the Leave Gratuity Fund. ▪ Departments are to scientifically determine operating income/costs linked to the budget for the next three years under the budget categories:- <ul style="list-style-type: none"> ○ General Expenses ○ Repairs and maintenance ▪ The finance department will be instrumental in determining budget figures for:- <ul style="list-style-type: none"> ○ Insurance ○ Interest and redemption ○ Provision for bad debts ○ Interest earned ○ Contributions ○ Remissions ○ Administration charges ○ Depreciation ▪ These costs are to be submitted to the BTO for inclusion in a line item budget designed for three years. 	

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
DEC 2017	<ul style="list-style-type: none"> Submit Situation Analysis to Council with Community priority needs 	<ul style="list-style-type: none"> Reminder to be sent to HOD's to submit their Q2 SDBIP Reports in terms of s41 MSA Council adopts Final Annual Report and Oversight report Final Annual report and oversight report submitted to Treasury and Cogla 	<ul style="list-style-type: none"> The templates will be provided by the BTO. Departments are to consider projections on past performance and adjusted for known factors, known commitments and asset maintenance requirements. Adjust plans to align with resources available and policy priorities. Departments are to submit text summaries for each cost/functional Centre on what is contained in the operating budget, what are the major changes, what are the major functions of the department are and, what the key objectives/measurable outputs are. BTO to confirm dates for Executive Committee and Council meetings for the next calendar year in order to ensure legislative compliance. Departments are to submit any changes to the current year budget for inclusion in the adjustment budget. The submissions are to be consolidated by the finance department with all working papers that would have been submitted in support of the proposed budget. The BTO will keep a central file on all budget assumptions. The BTO will consolidate all submissions on the adjustments budget and prepare a Draft Adjustment Budget if necessary

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

MONTH	ACTIVITIES			BUDGET
	IDP	PMS		
JAN 2018	<ul style="list-style-type: none"> ▪ Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. ▪ IDP/Budget Steering Committee Meeting ▪ Technical Strategic Planning Session (30-31st January) 	<ul style="list-style-type: none"> ▪ Submission of Q2 Reports by HOD's ▪ Sect 57 Managers' formal quarterly assessments (for second quarter of 17/18 on the 11th of January) ▪ Municipal Manager submits Midterm/Midyear Report to the Mayor with recommendations (in terms s72 MFMA) ▪ Midyear Reports submitted to Treasury (provincial and National) ▪ Midterm/Midyear Report is published ▪ Review SDBIP and publicize any amendments 	<ul style="list-style-type: none"> ▪ Continue finalization of detailed plans and budgets. ▪ Review tariffs and charges and develop options for changes to be included in draft budget. ▪ Incorporate changes in preliminary budget to take account of consultations on tariffs. ▪ Refer to IDP process for project identification per cluster. ▪ Projects are to be linked to strategies. ▪ Submit Mid-year performance review to council by 25th January. ▪ Submit Adjustments budget, if necessary, for current year to Executive Committee. 	
FEB 2018	<ul style="list-style-type: none"> ▪ Continuous Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. ▪ Institutional Strategic Planning Session (07th-09th February) ▪ IDP/Budget Steering Committee Meeting 	<ul style="list-style-type: none"> ▪ Quarterly Audit Committee meeting (for the second quarter of 17/18) MFMA Sect 166 & MPPR Reg. 14(3)(a) ▪ Review PMS policy framework 	<ul style="list-style-type: none"> ▪ Submit Adjustments Budget for current year to Council not later than the 28th February. ▪ Submit Adjustment Budget to National and Provincial Treasury. ▪ Finalize detailed Draft Budget in uniform formats. 	
MARCH 2018	<ul style="list-style-type: none"> ▪ IDP/Budget Steering Committee ▪ IDP Rep Forum (15th March) ▪ Submission of draft IDP and Budget 2018/19 to council 	<ul style="list-style-type: none"> ▪ Draft SDBIP's for 2018/19 developed and for incorporation into draft IDP 2018/19 FY ▪ Reminder to be sent to HOD's to submit their Q3 SDBIP Reports in terms of s41 MSA 	<ul style="list-style-type: none"> ▪ Review and workshop all budget related policies ▪ The draft budget is presented to the Executive Committee. ▪ Finalize budget for next three years in prescribed format. ▪ Executive Committee adopts Budget. 	

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
APR 2018	<ul style="list-style-type: none"> ▪ Submit Strategic Session Report to Council ▪ Publicize Draft IDP and Budget (Invite Local Community to make written comments in respect of the IDP and Budget) ▪ IDP/Budget Steering Committee ▪ Public participation process launched through series of public hearings on the IDP and Budget (03rd-10th April) ▪ Review written comments in respect of the Budget and ID 	<ul style="list-style-type: none"> ▪ Submission of Q3 Reports by HOD's ▪ Sect 57 Managers' informal quarterly assessments (for third quarter of 17/18 on the 13th of April) ▪ Quarter 3 performance report submitted to Council 	<ul style="list-style-type: none"> ▪ Mayor tables the Draft Budget to Council by 31 March. ▪ Council debates budget and updated IDP. ▪ Advertise Budget and IDP, inviting comments and undertake community consultation on budget and updated IDP. ▪ Receive and analyze additional inputs from community and other stakeholders. ▪ Incorporate feedback from community and other stakeholders and if required revise the budget previously tabled to Council.
MAY 2018	<ul style="list-style-type: none"> ▪ IDP/Budget Steering Committee ▪ Rep forum meeting (22nd May) ▪ Adoption of the 2018/19 Budget and IDP by Council. 	<ul style="list-style-type: none"> ▪ Community input into organization KPIs and targets 	<ul style="list-style-type: none"> ▪ Municipal council approves budget, tariffs and revised budget related policies and IDP by 30 May. (Budget for current year and notes budget projections for the two years thereafter)
JUNE 2018	<ul style="list-style-type: none"> ▪ Publicize IDP and Budget 	<ul style="list-style-type: none"> ▪ Reminder to be sent to HOD's to submit their Q4 SDBIP Reports in terms of s41 MSA 	<ul style="list-style-type: none"> ▪ Publish budget, tariffs and IDP for 2018/2019.

2018 – 2019 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

MONTH	ACTIVITIES			BUDGET
	IDP	PMS		
	<ul style="list-style-type: none"> Submission of the Final IDP to EC-Cogla, Treasury (National and Provincial) 	<ul style="list-style-type: none"> Submission of final SDBIP to The Honorable Mayor for approval s53 MFMA 	<ul style="list-style-type: none"> Complete and submit the returns required by National Treasury. Forward an electronic and hard copy of Budget to Provincial and National Treasury and relevant provincial departments. Print the budget for public and internal distribution. 	

