

CHAPTER 2

2. KOU-KAMMA MUNICIPAL SERVICES

Municipalities in South Africa are required to set clear objectives and strategies for meeting their vision. This is to be done through the development of an integrated development plan (IDP). The 2005/06 IDP adopted by the Kou-Kamma Municipality discusses these objectives and strategies for service delivery in the municipal area. In terms of section 34 of the Municipal Systems Act an annual review and amendment of the IDP is required. During the review process the municipality considered comments from the MEC and the changing circumstances within the municipal landscape.

During the 2005/06 IDP review core issues were reprioritised as a result of the following factors:

- ✚ Considerable progress was made by the Municipality with regard to institutional reform;
- ✚ A better understanding of the core functions of the Municipality.

The developmental priorities were amended as follows:

- Basic Services and Community Facilities
- Economic Development and empowerment
- Institutional Reform
- Sport and Recreational Facilities
- Education
- Health
- Safety, Security and Justice

A comprehensive 5-year action plan has been developed for Kou-Kamma and will deal with the following aspects:

- Integrated monitoring and performance management system
- Spatial development framework
- Poverty reduction and gender equity programme
- Integrated environmental programme
- Local Economic Development
- Integrated institutional programme
- Integrated HIV/Aids Programme
- Disaster management framework

2.1 Kou-Kamma Municipality Implementation of IDP Projects 2005/6

This section of the report deals with the status as well as the implementation plan of all projects identified and prioritised in the municipality's IDP review for 2005/06.

List of identified projects

ID	Old Project No.	Project Name	Node	Ward	Budget
13	1.1.1.2	Formulate an integrated Environmental Programme	All Nodes	All	R50,000
14	2.4.4	Establish low income housing insurance scheme	All Nodes	All	R15,000
27	2.4.1.3	Kareedouw – Building of 447 houses	Kareedouw	03	R8,984,700
31	2.4.1.6	Ravinia – Building of 500 houses	Ravinia	02	R6,930,000
32	2.4.1.7	Krakeel river – Building of 189 houses	Krakeelrivier	02	R4,424,632
34	2.4.1.4	Louterwater – Building of 588 houses	Louterwater	01	R11,838,900
35	2.4.8	Coldstream – Build 289 houses	Coldstream	05	R5,668,200
37	2.4.9	Griqua Rust – Development of 60 houses	Sandrift/Nompum elelo	All	R360,000
39	10.1.2	Training programme, job creation & recreational programme	All Nodes	All	R0
42	6.1	Lobby Dept of Education to upgrade facilities	All Nodes	All	R0

45	5.3.1	Lobby Health Authorities to improve health services	All Nodes	All	R0
46	5.3.2	Lobby health Auth to improve ambulance services	All Nodes	All	R0
47	5.3.3	Establish health care forum	All Nodes	All	R0
48	6.1.6	Investigate registering local Traffic Police	All Nodes	All	R0
49	6.1.7	Municipality Investigate Administrative Support	All Nodes	All	R0
50	7.3.1	Participate in the formulation of a Disaster Management	All Nodes	All	R0
51	7.3.2	Establish Disaster Management	All Nodes	All	R0
52	3.5.1	Coldstream Sewing and Home Industry	Coldstream	05	R0

Improving access to better houses is at the centre of Kou-Kamma Municipality's development agenda. Furthermore the municipality has prioritized housing development in its Integrated Development Plan. Of tremendous significance is the role the municipality sees itself playing around promoting as well as building infrastructure for primary health care.

List of current and active projects.

Project Name	Ward	Budget
Formulate an integrated Environmental Programme	All	R50,000
Establish low income housing insurance scheme	All	R15,000
Establish school leavers support programme	All	R0
Coldstream – Acquire funds for add. Land (housing)	05	R4,512,000
Sandrift – purchase of land for 350 houses	05	R400,000
Clarkson – Additional Sport & ablution facility	04	R1,000,000
Establish multi-purpose hall Kareedouw	03	R6,500,000
Establish cultural centre in Kareedouw	03	R2,500,000
Mfengu farms – building of 500 houses	04	R15,015,000
Kareedouw – building of 447 houses	03	R8,894,700
Krakeelrivier – building of 189 houses	02	R4,424,632
Coldstream – build 289 houses	05	R5,668,200
Louterwater – building 588 houses	01	R11,838,900
Griqua Rust- development of 60 houses	05	R360,000
Training programme, job creation & recreational prog	All	R0
Lobby Department of Education to upgrade facilities	All	R0
Upgrading of various facilities	03	R430,000
Investigate land for education facilities	All	R50,000
Clarkson Sewing Project	04	R500,000
Clarkson – Transfer of houses to occupants	04	R0
Clarkson Transfer of municipal houses to occupants	04	R0
Kareedouw Caravan Park	03	R0
Kareedouw cemetery Extension	03	R75,000
Lobby Dept of Health to re-open Joubertina Hospital	02	R0
Joubertina additional land for housing	02	R0
Kwaaiibrand – Land for additional housing	05	R0
Sandrift Transfer Safcol houses to occupants	05	R0
Sandrift facilitate the transfer of Rust Properties	05	R0
Storms River Beadwork, Sewing, cloth painting	05	R0
Thornham Sewing	05	R0
Establish traffic law enforcement of vehicles	All	R0
Lobby Health Auth to improve Ambulance Services	All	R0

Establish Health Care Forum	All	R0
Investigate Registering Local Traffic Police	All	R0
Municipality Investigate Administrative Support	All	R0
Participate in the Formulation of a Disaster Management	All	R0
Establish Disaster Management Forum	All	R0
Coldstream Sewing and Home Industry	05	R0
Kwaaibrand Transfer Safcol Houses to Occupants	05	R0
Investigate NMM (Metro Houses)	All	R0
Participate in National Poverty Reduction Programme	All	R0
Lobby for Training Human Development	All	R0
Misgund Establish Crèche	01	R0
Identify Housing Need	All	R0
Misgund Building of 401 Houses	01	R0
Develop a by-law for liquor outlets	All	R0
Establish a Crematorium and garden of remembrance	All	R6,500,000
Land for Establishment of food gardens	All	R0
Building of Storms River Crèche Facility	05	R0
Establish Clinic	03	R650,000
Upgrading of Joubertina Nurses Home	02	R29,000
Maintenance work to Kareedouw Hospital	03	R73,000
Food Gardening Project: Hydro or Aeroponics	01	R1,000,000
Tsitsikamma Masizakhe Women's project	All	R150,000
Day-to-day Maintenance of Toilets: Qhayiyaletu	03	R30,000
Krakeel River – Maintenance of Toilets	02	R30,000
Joubertina – Maintenance of Toilets	02	R30,000
Kareedouw – Cemetery extension	03	R250,000
Compile and Approve Placement Policy	All	R0
Compile and Approve Recruitment Policy	All	R0
Compile and Approve a Leave Policy	All	R2,000
Compile and Approve Disciplinary Procedure Policy	All	R2,000
Compile and Approve Grievance Policy	All	R2,000
Compile and Approve Performance Management Policy	All	R249,000
Compile and Approve Delegation of Powers to Standing	All	R10,000
Compile and Approve Staff Organograms	All	R100,000

Prepare and Approve Procurement Policy	All	R10,000
Appoint community facilitators	All	R46,000
Church sites available for sale/lease/develop	All	R0
Centralise archives system in Kareedouw	All	R0
Encourage community to cooperate with Police Forum	All	R0
Conduct a skills audit	All	R30,000
Establish satellite offices	All	R1,200,000
Make business sites available for sale/lease	All	R5,000
Prepare a Spatial Development Framework	All	R150,000
Institutional programme	All	R250,000
Investment strategy	All	R0
Prepare an Asset Register	All	R0
Assistance for Financial Management and Planning	All	R50,000
Centralise finance in Kareedouw	03	R25,000
Indigent Policy	All	R10,000
Outsource Debt Recovery	All	R15,000
Prosecute Electricity Service defaulters	All	R27,000
Valuation of properties	All	R0
Rate agricultural properties	All	R0
Valuation of settlements	All	R0
Implement Municipal Financial Management Act	All	R0
Establish Budget Office	All	R0
New Financial Computer System	All	R0
Tourism – Formulate Tourism Development Plan	All	R200,000
Kou-Kamma Gateway and Associated Developments	All	R0
Kareedouw – Two Streams Charcoal Project	03	R650,000
Misgund Sewerage Treatment Works	01	R2,303,770
Kareedouw Upgrading of Bulk Water Supply	03	R1,315,789
Coldstream Solid Waste Disposal Site	05	R550,000
Joubertina – Negotiations with Irrigation Board	02	
Eersterivier Bulk Water Supply Assessment	04	R110,000
Comprehensive Water Audit	All	R220,000
Kareedouw Mountain View Electrification 447 houses	03	R0
Krakeel River – Sewage Treatment Works	02	R4,232,770

TDT Housing Project Bulk Water Supply	04	R1,209,041
Coldstream Electrification of new housing	05	R0
Louterwater services – New cemetery	01	R250,000
Finalise water services development plan	All	R100,000
Woodlands – Transfer sewerage, water and tip to KM	04	R0

A significant number of the projects listed above are active and funded projects. It is also encouraging to note that with respect to the unfunded projects plans are underway to source additional funding. Most of the projects identified in the IDP Review 2005/6 are infrastructural interventions. However it should be noted that a sizeable number of the active projects are geared towards addressing unemployment and poverty reduction.

IMPLEMENTATION OF IDP PROJECTS (LED/IDP Officer)

PROJECT from 2.1	IMPLEMENTATION CHALLENGES	ACHIEVEMENTS	PROJECTS TO BE TRANSFERRED TO SUBSEQUENT YEARS	IMPACT TO COMMUNITIES
Development of SDF	Not easy to get all stakeholders in one meeting	A draft SDF has been approved and the process is about to be finalised	This is part of IDP and thus will always be reviewed	Many projects are depended on SDF such as further development
Investment Strategy	There was no approved funds and also waiting for the LED strategy to be in place		Has been transferred	Will increase jobs and economic activities and thus adds to poverty alleviation
Development of Tourism Plan	Funding took long to be approved and it was difficult to put the steering committee together	A steering committee has been established	Is progressing	Will increase jobs and economic activities and thus adds to poverty alleviation
Two Streams Charcoal Project	Project was not sustainable till it was outsourced to private organisation	Project is progressing well	Will continue to subsequent years	No effect, communities are employed but do not last in the jobs
Establishment of food gardens	Non availability of land, fence and agricultural implements, remains a problem	Nothing	Will be transferred	Will supply fresh food to the needy communities

Challenges in Implementing the 2005/06 IDP Projects (Technical Department)

Lack of funds from own capital budget. Only MIG funded projects and Government Sector Department funded projects could be implemented.

Achievements

MIG Funded Projects

Kareedouw – Upgrading of Bulkwater Supply
Coldstream – Solid Waste Disposal Site
Kraakeelrivier – Sewerage Treatment Works

Government Sector Departments

Sandrift – Water Settling Tank
Coldstream – Electrification of Houses Phase I
Mountain View – Electrification of Houses
Finalisation of Water Services Development Plan
Comprehensive Water Audit

Projects Transferred to 2006/2007 Budget

Misgund – Sewerage Treatment Works
Joubertina – Negotiations with Irrigation Board (On-going)
Eersterivier Kruis – Bulkwater Supply (Department of Housing Approval Application)

Impact on Community

Basic services such as water, electricity and environmental health (solid waste disposal site) has been addressed with the implementation of the projects. A total number of 100 jobs were created. In this process technical skills have been transferred to the employees.

Challenges in Implementing the 2005/06 IDP Projects (Community Services)

Progress on all Funded Projects

Kareedouw – Building of 447 Houses

This project is 95% complete. 447 Households have access to proper housing, however there were insufficient funds for the construction of ceilings and an application has been made to the Department of Housing, Local Government and Traditional Affairs. A response is still awaited.

Louwerwater – Building of 589 Houses

This project is 100% complete.

Ravinia – Building of 300 Houses

The project has been blocked. An application for additional funding has been made to the Department of Housing, Local Government and Traditional Affairs. A response is still awaited.

Krakeelrivier – Building of 189 Houses

The project has been blocked. An application for additional funding has been made to the Department of Housing, Local Government and Traditional Affairs. A response is still awaited.

Griqua Rust – Building of 60 Houses

This project is 27% complete. Only 16 households have access to proper housing. An application for additional funding has been made to the Department of Housing, Local Government and Traditional Affairs. A response is still awaited.

Training Programmes, Job Creation and Recreational Programmes

Basic Fire Training course for volunteers (12) during September and October 2005. Hall and Cemetery attendants were appointed in almost all the areas. Activity co-ordinators for the Mass Participation Programme were appointed by DSRAC. 300 Temporary jobs have been created through the housing projects. 94 Community members have been trained in building related skills (bricklaying, plastering, carpentry and plumbing).

Lobby Department of Education to Upgrade Facilities in Koukamma

The Department of Education upgraded schools in Koukamma as part of their schools upgrading programme.

Lobby Health Authorities to Improve Health Services

Council engaged with Department of Health for the provision of more mobile clinics. Nothing positive transpired out of these discussions.

Establish Health Care Forum

Health Committees in all nodes are functional. The establishment of a Health Care Forum seems not to be a priority due to financial constraints (transport).

Investigate Registering Local Traffic Police as Peace Officers

All Traffic Police are registered as Peace Officers.

Participate in the Formulation of a Disaster Management Plan

Cacadu District Municipality appointed a service provider for the formulation of a Disaster Management Plan (DMP). Local Municipalities will then tap into DMP.

Disaster Management Forum is established but not functional. Forum needs to be made functional in order to fast track the formulation of the DMP.

Identify Housing Need

This project is 100% complete. The Koukamma Municipality is in a position to determine housing needs and apply for funding accordingly.

Misgund – Building of 401 Houses

Progress on this project is very slow. Project was blocked and one stage due to funding not being released by Department of Housing, Local Government and Traditional Affairs.

Application for block funding was submitted to Department of Housing, Local Government and Traditional Affairs and response is awaited. Intended completion date is 30 March 2007.

Kareedouw – Upgrading of various Facilities

This project is 100% complete. Sport Ground available to all rugby and soccer players in Koukamma. 30 unemployed people of Kareedouw were employed on this project.

Contract of initial contractor was terminated by the Cacadu District Municipality and a new contractor was appointed. Project is complete but was done at a very slow pace. There are still a number of outstanding items that need attentions but funds are exhausted.

Investigate Land Required for Education Facilities

Project 100% complete. Land identified through Spatial Development Framework.

Joubertina – Additional Land for Housing

This project is 100% complete. Land identified through Spatial Development Framework.

Land is in private ownership and funding needs to be sourced to purchase land.

Kwaaiibrand – Additional Land for Housing

This project is 100% complete. Land identified through Spatial Development Framework.

Land is in private ownership and funding needs to be sourced to purchase land.

Joubertina – Lobby Department of Health to Re-Open Hospital

This project is 100% complete. Hospital has been opened as a Day Care Hospital. There was a big delay before implementation.

Joubertina – Additional Land for Housing

This project is 100% complete. Land identified through Spatial Development Framework.

Mfengu Farms – Building of 500 Houses

The Tsitsikamma Development Trust decided that Cacadu District Municipality be the Developer, Certifier and Administrators.

No progress report received.

Develop By-Laws for Liquor Outlets

This project is 100% complete. By-Laws are in the process of being promulgated.

Land for Establishment of Food Gardens

Planned Parent Association of South Africa (PPASA) managed to acquire funding to institute the Child Headed Households Project.

Land for food gardens will be identified in conjunction with Council.

Loutherwater – Food Gardening – Hydro Aeroponics

This project is 100% completed.

Kareedouw – Maintenance of Toilets : Qhayiyalethu School

This project is 100% complete. The Department of Education has finished the project.

Krakeelrivier – Maintenance of Toilets

This project is 100% complete. The Department of Education has finished the project.

Joubertina – Maintenance of Toilets

This project is 100% complete. The Department of Education has finished the project.

Make Church Sites Available for Sale/Lease

Advertisements have been placed in local newspapers for the tender of land. Some church plots have been sold.

Comprehensive Land Audit

This project is addressed through the Spatial Development Framework

Development and Maintenance of Play Parks

Grass is cut regularly. Could not access 15% from MIG funding for this purpose.

Misgund – Additional Land for Housing

This project is addressed through the Spatial Development Framework.

Funded Projects not being Implemented

Stormsriver – Establish Library

Books and Wheely Wagons have been purchased. Quotations for the delivery of a TV and Video Player, Computer and Printer, 2 tables, Books and a photocopier are currently being invited. A new business plan for the following has been submitted to the Cacadu District Municipality – Erect a building, furniture, burglar proofing, books 2 x trolleys, Awareness Campaign.

Cashier/Clerk will manage library which will be opened the first week of February 2007.

Clarkson – Establish Library

Books and Wheely Wagons have been purchased. Quotations for the delivery of a TV and Video Player, Computer and Printer, 2 tables, Books and a photocopier are currently being invited. A new business plan for the following has been submitted to the Cacadu District Municipality – Erect a building, furniture, burglar proofing, books 2 x trolleys, Awareness Campaign.

Cashier/Clerk will manage library which will be opened the first week of February 2007.

Kareedouw – Cemetery Extension

Council resolved to apply to Department of Housing, Local Government and Traditional Affairs for the re-allocation of funding to Joubertina where a bigger need exists.

Service Centre for the Aged – All Areas

Age-in-Action applied for a piece of land in Joubertina for the building of a Service Centre. Tender Committee still be consider application.

Joubertina – Cemetery Expansion

Funds have been received from the Department of Housing, Local Government and Traditional Affairs for Investigation. Setplan has appointed a service provider to do EIA. Report is awaited before any planning work can commence.

Misgund – Library

A wheely wagon and books have been purchased. A satellite facility will be opened in January 2007. Quotations for the following are being gathered – Computer and Printer, TV and Video Player, 2 x tables, books, Awareness campaign, photocopier.

A new business plan for the following has been submitted to the Cacadu District Municipality – Building, furniture, Burglar proofing, Trolley and Books.

Projects not yet Funded

Formulate an Integrated Environmental Programme

An draft Environmental Management plan is in place. Will be aligned with Cacadu District Municipality (CDM) Plan. CDM will assist with the development of a local Environmental Plan.

Establish Low Income Housing Insurance Scheme

This project cannot be funded by Council (MFMA) and needs to be removed from the IDP.

Kwaaiibrand – Transfer of Safcol Houses to Occupants

Have to wait until transfer of forest station in the name of Koukamma Municipality. Possible funding from land sales. Department of Public works is in the process of transferring the forest station to Koukamma.

Clarkson – Transfer of Houses to Occupants

Quotations gathered from conveyancers. Requisition to be submitted to Finance Department. Possible funding from Land Sales.

Sandrift – Transfer of Houses to Occupants

CDM appointed service provider to de- and re-register illegal occupants.

Coldstream – Acquire funds for Additional Land for Housing

Land is in private ownership. Needs to be purchased out.

Sandrift – Purchase of Land for 350 Houses

Land in private ownership. Needs to be purchased out.

Clarkson – Additional Sports Field and Ablution Facilities

Application to National Lottery Fund has been unsuccessful. Will re-apply once financial statements are completed.

Kareedouw – Establishment of Multi-Purpose Hall

Business Plan was developed by NOH Architects and sent to potential funders. No positive response was received.

Kareedouw – Upgrading of Clinic

Local Health Committee identified this need and brought it under the attention of the Department of Health via the Clinic Committee. No response has been received.

Joubertina – Crematorium and Garden of Remembrance

Stormsriver Construct Crèche facility

Boskor Sawmills embarked on an investment of R650 000 into the community for the construction of a crèche facility. Unfortunately this project did not commence as yet. Council approved land to be donated for this purpose.

Woodlands – Establish Clinic

Department of Public Works could not provide a budget for this purpose.

Eersterivier – 200 Houses

The EIA report is still awaited. A total number of 147 potential beneficiaries appear on the waiting list. An application will be forwarded to the Department of Housing Local Government and Traditional Affairs once all processes have been finalised.

Koomansbos – 50 Houses

Setplan still to institute necessary processes in conjunction with Council.

Challenges in Implementing the 2005/2006 IDP Projects (Corporate Support Services)

Progress on Funded Projects

Compile and Approve Disciplinary Procedures Policy

Complete – Forms part of the Collective Agreement

Compile and Approve Grievance Procedures Policy

Complete – Forms part of the Collective Agreement.

Compile and Approve Performance Management Policy

In Progress – provision has been made for Section 57 Managers, institutional and staff related procedures are still to be finalised.

Compile and Approve Delegation of Power

Complete – Continually under review.

Compile and Approve Staff Organograms

Complete – Continually under review.

Prepare and Approve Procurement Policy

Complete.

Making Available of Church Sites for Sale/Lease/Development

Church sites were advertised and successful tenders awarded. Remaining erven will be advertised during the new financial year.

Appoint Community Facilitators

Complete- During the financial year this function was deemed as redundant and phased out.

Centralise the Archive System in Karedouw

Complete.

Conduct Skills Audit

Complete – Ongoing Process.

Establish Satellite Offices

Complete.

Making Available of Business Sites for Sale/Lease/Development

Business sites were advertised and successful tenders awarded. Remaining even will be advertised during the new financial year.

Prepare Spatial Development Framework

Project is 76% Complete. – Once completed will be reviewed annually with IDP.

Institutional Program

Due to lack of clarity on this project as well as absence of a delegated staff member to deal with this matter the project did not receive priority attention.

CHALLENGES

Kou-Kamma Municipality today is undergoing a process of fundamental political, economic and social restructuring. Kou-Kamma is under considerable pressure as a result of national and provincial mandates, employment, non-payment for services, capacitating issues, viability and the need for creative public-private sector co-operation.

Perhaps the greatest challenge at present is the restructuring, transformation and rationalization. There are critical tasks that are high on the municipality's agenda namely, efficiency and effectiveness, equity, accountability, strategic visioning, facilitating local economic development and municipal service partnerships, managing inter-governmental relations and career management.

Kou-Kamma Municipality has identified the following challenges as areas that require attention.

Basic Services

Currently many households are still without certain services. The provisions and maintenance of engineering infrastructure in all these areas will require significant funding allocations as well as an efficient management system. The need to source additional funding for capital projects and engineering infrastructure remains a serious challenge for the municipality.

Community Facilities

The ability of the municipality to address the needs of the community is hindered by the dispersed settlement pattern in the municipal area. Furthermore, there is a lack of land for community facilities.

Economic Development and Empowerment

There is a high unemployment rate and an uncontrolled influx of people into the municipal area. The lack of adequate capacity for local role-players and massive unemployment within the municipal area are some of the challenges. The amount required to finance the earmarked projects exceeds the available resources, and this is exacerbated by poor revenue collection.

Education

Some of the challenges in education include a lack of facilities, education services (e.g. different standards, poor training), and institutional and financial issues, including the need to investigate bursaries for locals and human development.

Health

The numerous nodes in the municipal area result in an ineffective health system. There are not enough clinics, ambulances and hospitals.

Safety, Security and Justice

Challenges in the Safety, Security and Justice area include lack of funding for upgrading police station and satellite police stations, illegal liquor outlets, lack of employment, and poor fire protection service.

Technical and Infrastructure

- Shortage of vehicles and equipment
- Shortage of skilled staff and training needs.
- Inadequate budget
- Backlog on Water & Sanitation Plants and reticulation (maintenance)
- Road network maintenance backlog
- Need for a qualified high voltage electrician
- Need for a mechanic to look after municipal fleet
- Infrastructure projects in IDP needs funding
- Vacant posts on Organograms need to be advertised and filled
- Shortage of facilities

Transport

The availability of transport i.e. taxis, buses etc is extremely limited in the whole Kou-Kamma area and poses problems for all its residents in the fact that they have difficulty getting to their places of employment and the children have difficulty getting to their various places of education.

2.2 DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

Department: Office Of the Municipal Manager responsible for the management of the following functions:

- Public Relations
- Local Economic Development
- Integrated Development Plan: Budget and institutional Performance Management System
- Internal Audit Compliance & Governance
- Mayoral support services (Special Programs and Public Participation)

Some of the key challenges it faces:

- Personnel to lead the programs
- Adequate budget

Functional Areas

Local Economic Development:

This unit has identified the following priority areas:

- Tourism
- Agriculture
- Business Sector Partners

There are currently 2 officials manning this unit. The officer is also responsible for integrated development planning which is the strategic plan of the Kou-Kamma Municipality.

In managing the office, the officer deals with agricultural and tourism needs. He further assists in the monitoring of the special programmes.

Some of the functional areas in the Office of the Municipal Manager had to be placed temporarily to other offices as follows:

Corporate Services: Public Relations, Performance Management System and Mayoral Support Services.

Currently the LED Office is focusing more on IDP processes and does not give adequate attention to tourism, agriculture, etc. It is against this background that request was made to Council to separate the two functions (IDP and LED) for effective service delivery.

- Highlights

Highlights

<i>SERVICE</i>	<i>PRIORITIES</i>	<i>KEY SUCCESS</i>	<i>CHALLENGES</i>
1. Prepare spatial development framework		Presentation by the service provider has been done to management and to LED Standing committee.	Councillors need a meeting with the service provider. Stakeholders comments warrant another stakeholders meeting
2. Ensure the development and support of SMME's	Ensure that small and emerging farmers have access to land	Two stakeholder meetings have been held. Indications from the Department of Agriculture are that of farm Conopier Tomatoes farm has been purchased as state owned land. The community will be allowed to lease the farm for 99 years	A CEO has to be employed. Community (Sandrift, current workers of farm & Stormsriver) trust to be established Clarification of relationship between community and faith path role to be played by Municipality
3. Establishment of Kou-kamma Development Agency	Write to the MEC for DHLG &TA and ask for assistance on the establishment of Development Agency Visit municipalities with development agencies and share their experiences Contact CDM and request their assistance	Letter to the MRC has been written and sent to the MEC. A service provider Blue Crane Development Agency made a presentation. Stuart Bartlett of IDC EL has been contacted	Response still awaited.
4. Develop LED strategic plan	Identify funders to LED strategic plan Write application for funding the LED strategic plan	Funding application written to DBSA and DEAET	No response received
5.(a) Establishment of Kou-kamma Tourism Plan	Arrange exploratory meeting with DBSA and Cacadu	Meeting to take place on 24 October 2006	Meeting in the past have been taking place according to schedule
5.(b) Transform both Tsitsikamma and Langkloof to form one tourism	Share information with both associations Draw way forward	Managed to address Tsitsikamma Tourism association To meet the Langkloof association	Problems experienced by Tsitsikamma Tourism Association

<i>SERVICE</i>	<i>PRIORITIES</i>	<i>KEY SUCCESS</i>	<i>CHALLENGES</i>
6. Organise Honey Bush Tea Workshop to establish whether the project is still feasible and viable	<ul style="list-style-type: none"> ➤ Organise a workshop to concentrate on the topics listed below ➤ Progress to date on the project ➤ Determine feasibility and viability from an Agriculture point of view ➤ Agriculture perspective on the future viability as a profitable enterprise ➤ Sustainability and viability from environment and legal Perspective ➤ Market opportunities 	Workshop to be held during September 2006	
Ensure that the Municipality supports Woodlands Protea Project	<ul style="list-style-type: none"> ❑ Take the project through to council for approval ❑ Include the project into the IDP ❑ Submit Council resolution that Council supports project 	In process of finalisation of information gathering.	Council still to hold meeting with Erfhouers and community structures to verify agreements reached.

2.3 COMMUNITY SERVICES DEPARTMENT

Department: Community Services is responsible for providing a range of community support services. These services include libraries, sports & recreation, cleansing and public protection.

Some of the main challenges it faces are:

- Attracting and training staff
- Retaining skilled staff
- Traffic Management integration and growth

Service Area

Housing

Kou-Kamma Municipality has historically been characterized by social segregation and spatial fragmentation, with consequent inefficiencies in the functioning of the built environment.

As people search for opportunities, significant movement to the Tsitsikamma and Langkloof areas were evident due to its proximity to places of employment. The delivery of housing is integral to the municipality's vision.

The Joubertina (Ravinia) 300 and Misgund 401 units are currently under construction. The two projects were affected and delayed by fund shortages and inadequate funding, slow progress by contractors and fairly poor project management. Unfortunately these were not detected in the early stages. These resulted in the projects being blocked by the Department of Housing, Local Government and Traditional Affairs.

An attempt was made by the community service manager to get more funds for these projects. After consideration of the motivation report and reconciliation, the department has agreed to allow the municipality to submit application for additional funding.

The Misgund project is slowly progressing. This is due to contractor's attendance on site and the outstanding increase in the Labour costs. There is now more focus on the speedy progress. The target date for finalization is March 2007, however 200 units must be fully completed by 22 December 2006. There is no progress with the Joubertina project. The main reason is the unavailability of funds. This is one of the projects managed by Kwezi V3 and at this stage the reconciliation report is still outstanding. The matter is now in the hands of the Department as meetings were held with them in an effort to resolve this matter.

All efforts are made to ensure improvement in the construction and signing of happy letters by the beneficiary committees to ensure information sharing.

Achievements

Beneficiaries to the Joubertina, Mountain View and Misgund PHP's who qualified for lesser subsidies, have been approved by DHLG & Traditional Affairs for the full subsidy quotations.

Seventy Seven (77) of the ninety six (96) houses (80%) in Joubertina were transferred to beneficiaries in terms of the Extended Enhanced Discount Benefit Scheme (EEDBS).

A delay was caused with transfer of houses in Kagiso Heights falling within the EEDBS due to a lost title deed. The title deed has been traced by the conveyancers and the process will be accelerated.

Challenges

The renovation of the building that served as Housing Support centre for the Mountain View PHP, could not commence as yet as a result of funds (claimed) not yet released by the DHLG & Traditional Affairs. The completion of the first batch of 200 houses at Misgund was further delayed due to unavailability of water and a TLB to dig trenches in order to do water and sewerage connections.

Environmental Services

This is a District Municipal function. Kou-kamma Municipality has entered into a Service Level Agreement with Cacadu District Municipality. The District has made available the budget for the Environmental Health Practitioner.

Health challenges are exacerbated by poverty and poor living conditions. They include HIV/AIDS, tuberculosis and alcohol abuse. Cacadu District Municipality has a range of programmes to help improve the health of the Kou-Kamma people. The primary health however, is the responsibility of the Provincial Department. Cacadu District is acting on behalf of the Provincial Department of Health.

Cacadu District municipality entered into a Service Level Agreement with Kou-Kamma Municipality to render Environmental Health Services. A budget of R396 000 was approved by the mayoral committee for 2006/2007. HIV/AIDS Forum and Council was established in Kou-Kamma. Planned Parenthood Association of South Africa (PPASA) and Love Life were drawn in to join in the HIV/AIDS awareness programmes in Joubertina and Kareedouw. PPASA is focusing on Child-Headed programmes whilst Love Life is focusing on the youth.

Waiting times at clinics is the major challenge and the municipality is engaged in talks with the District Council to solve the problem.

Disaster Management

There is a Disaster Management Centre located in the municipal building.

Fire Services

The fire fighting office is manned by one officer at this stage.

Many areas in Kou-Kamma are at mercy of wildfires. Fire broke loose in the middle of 2005/2006 and we had to request assistance from our neighbouring municipalities to fight fires.

A working -on fire team from Jansenville assisted with creating fire-breaks in Kareedouw and Woodlands during November 2005. Fire breaks were also established in Stormsrivier West, Huisclip and Coldstream.

The Municipality managed to:

- Acquire new fully equipped Mercedes fire truck through CACADU funding
- Adopt a framework disaster management plan.
- Establish fire break teams (volunteers) in 7 places of our areas.

Library Services

Library Services are provided in the following areas only:

Kareedouw: - Serving Kareedouw, Clarkson, Eersterivier and surrounding farms.

Woodlands: - Serving Woodlands, Witelsbos, Kwaaibrand, Robbehoek and surrounding farms

Joubertina: - Serving the entire Langkloof (Joubertina, Krakeel, Louterwater, Misgund and surrounding farms).

Sandrift : - Serving Nompumolelo Village, Blikkiesdorp, Griqua Rust, Stormsriver, Coldstream and surrounding areas.

A wheely wagon (cupboard on wheels with shelves) plus 500 books were donated to us by the Department of Sports, Recreation, Arts & Culture (DSRAC) in order to serve the Louterwater Community.

The weekly circulation of books for Louterwater is approximately 200, meaning that 200 people without own transport were previously expected to travel to Joubertina (25km away) to visit a Library.

Council approved for the appointment of 2 people on contract in order to establish Library facilities at Clarkson and Coldstream. Once these facilities have been registered with the Regional Library this resolution will be implemented.

The Clarkson facility will serve the entire Clarkson (800 households) together with the Mfengu Reserves of Ekhupumleni (200 households), Witelsbos (100) and Snykclip (100). These residents will be saved from traveling in excess of 20km to the Kareedouw Library.

Coldstream is a fast growing node with the addition of 292 houses recently to the existing 400. Coldstream residents currently have to travel more than 20km to the Sandrift Library. This facility will also serve the BOSKOR area.

Backlogs in Service Delivery

A Library facility is needed in each and every settlement within Kou-Kamma to offer all residents the opportunity to read (32 000 people). The following areas still do not have a Library facility to ensure a high level of service: Misgund, Krakeel, Clarkson, Stormsriver, Coldstream.

Progress to Eliminate Backlogs

Cacadu District Municipality has allocated an amount of R102 700.00 to Kou-Kamma to equip existing Library facilities and to establish facilities where those are non-existent.

The mentioned amount would be allocated as follows:

Misgund	:	Wheely Wagon	:	R5 500.00
		Books	:	R5 000.00
Louterwater	:	Computer	:	R6 000.00
		Books	:	R4 000.00
Krakeel	:	Wheely Wagon	:	R5 500.00
		Books	:	R5 000.00
Joubertina	:	Computer	:	R6 000.00
		Books	:	R4 000.00
Kareedouw	:	Computer	:	R6 000.00
		Books	:	R4 000.00
Clarkson	:	Wheely Wagon	:	R5 500.00
		Books	:	R5 000.00
Woodlands	:	Computer	:	R6 000.00
		Books	:	R4 000.00
Sandrift	:	Computer	:	R6 000.00
		Books	:	R4 000.00
Stormsriver	:	Wheely Wagon	:	R5 500.00
		Books	:	R5 000.00
Coldstream	:	Computer	:	R6 000.00
		Books	:	R4 000.00

This donation will result to people in all nodes (32 000) will have access to a Library Facility.

A total expenditure budget of 344 084.00 was approved for the 2005/2006 financial year.

The following is estimated :

2006/2007 = R361 288.00

2007/2008 = R379 353.00

Great success is achieved in the retrieval of lost library material. An officer of the traffic department assisted in this regard. Visits were paid, with the assistance of the Assistant Librarians, to the homes of defaulters. Books that were not returned to the library as far back as 2003 have been retrieved. In some instances people paid for books that could not be found.

Museums & Art Galleries etc other than Community Halls & Facilities

The Khoisan Village Arts & Culture Centre was officially opened by the M.E.C. for Sports & the Recreation, Ms. Nomsa Jajula on 08 December 2005.

The centre compensates the nearby Khoisan Village, Arts & Craft shops and famous Bloukrans Bungy Jumping.

Beading work projects, which are funded by the Department of Health make use of this Arts & Crafts Centre to do exhibitions.

Community Halls, which are used for a number of purposes exist at the following areas and settlements:

- Louterwater - Community Hall with satellite office and also host the Mini-Library (Wheely Wagon).
- Krakeel - Community Hall with Satellite Office
- Joubertina - Community Hall with Satellite Office
1 Smaller Community Hall mainly used by Churches.
- Kareedouw - Uitkyk Community Hall; accommodates Club for the elderly
New Rest Community Hall
Kagiso Heights Community Hall; accommodates Ward Office
- Clarkson - Community Hall with crèche
- Woodlands - Community Hall with Satellite Office.1
- Sandrift - Community Hall with Satellite Office and Library
- Stormsriver - Community Hall with Satellite Office.
- Coldstream - Community Hall with Satellite Office.

Social Grants payments are done at the halls in Louterwater, Krakeel, Ravinia (Joubertina), Kagiso Heights, Clarkson, Woodlands, Sandrift, Stormsriver and Coldstream.

It is therefore obvious that all Communities have access to a Community Hall facility.

Most of our community halls were vandalised and some buildings started to deteriorate. We could not attend to these immediately due to our cash flow constraints.

The following amounts were budgeted for Recreational Facilities for:

General Expenses and Maintenance:	2004/2005 = R473 020
	2005/2006 = R223 500
	2006/2007 = R234 675
	2007/2008 = R264 609

Backlogs

There is a need for Communities to participate in indoor sports. At least one indoor sports centre in Kou-Kamma is needed to be established in Kareedouw, where the seat of the Municipality is.

Progress to Eliminate Backlogs

A Multipurpose Centre was identified on the IDP for Kareedouw.

A Service Provider has applied to various institutions for funding without success.

Service Providers will be approached to apply to funding institutions for possible financing to erect a Multi- purpose centre to accommodate indoor sports.

Cemeteries & Crematoriums

Cemeteries exist in the following areas:

Misgund, Louterwater, Krakeel, Joubertina, Kareedouw (3), Clarkson, Woodlands, Sandrift and Coldstream.

- Cleaning of cemeteries is done occasionally.
- Cemetery attendants have been appointed in all areas.

The total budgets for Cemeteries are as follows:

2004/2005: R	57 500
2005/2006: R	108 016
2006/2007: R	113 417
2007/2008: R	119 088

Backlogs

Each and every settlement must have ample space to bury the late beloved ones of these residents. A lack of enough land to expand existing cemeteries is experienced throughout our Municipal area.

Areas that are in urgent need for additional land for cemetery extension include Misgund, Krakeel, Ravinia (Joubertina), Stormsriver(where there is no cemetery facility at all).

There is no public crematorium within the boundaries of Kou-Kamma.

Progress to Eliminate Backlogs

Land (mostly privately owned) has been identified through the Spatial Development Framework processes in order to address the backlogs in land availability for the expansion and /or establishment of cemeteries. The Department of Housing, Local Government and Traditional Affairs allocated the amounts of R75 000, 00 and R73 000, 00 respectively for the investigation towards the ultimate establishment of new cemetery facilities at Joubertina and Stormsriver respectively.

Setplan has been appointed by Council to facilitate these processes.

Child Care

Crèche facilities exist in the following areas:

Louterwater (1), Krakeel (1), Joubertina (3), Kareedouw (4), Clarkson (1), Woodlands (1), Sandrift (1), Storms River (1), Coldstream (1).

All of these facilities are hosted in Municipal buildings, except for Joubertina central Town.

Council entered into an agreement with BOSKOR SAWMILLS (PTY) to build a crèche at Stormsriver on land that was donated by Council for that purpose. Works will commence in due course.

Planned Parenthood Association of South Africa (PPASA) has engaged Council in the launch recently of a Child-Headed household Project which are orphaned as a result of the parents that died from HIV/AIDS.

Council assist crèches with the cutting of grass and the general maintenance of buildings. Although crèches committees are responsible for payment of services charges, services are not terminated as a result of non-payment.

Backlogs

The ideal situation would be that all crèches are being subsidized by the Department of Social Development. Only a few of the above-mentioned crèches are currently subsidized by the Department. The establishment of a crèche facility at Misgund where a new housing project is currently on its way, has been identified on the IDP. Also the extension of the existing facility at Clarkson (which is far too small) is on our IDP.

Progress to Eliminate Backlogs

Identification of needs on IDP as per under "BACKLOGS".

Constant lobbying for funding with the Department of Social Development through the Public Works Programme takes place at Sector Department Stake Holders meetings. BOSKOR (PTY) Ltd will invest an amount of R100 000 for a crèche in Stormsriver West. Council approved the amount of R95 000, 00 as a capital project towards the Stormsriver crèche.

Aged Care

The Honourable Mayor committed himself to contributions towards the National Week for the Aged. This is normally an initiative from the NGO, Age In Action.

Council is investigating the possibility of donating land in Joubertina to AGE-IN-ACTION in order to establish a Service Centre for the Aged.

Backlogs

A Service Centre for the Aged needs to exist in each Settlement and Town.

Not all Settlements consist of a Club for the Aged.

Progress to Eliminate Backlogs

Plans will be put in place to establish Clubs for the Aged in areas where these are non-existent.

Other Social Matters

Council is a main role player and also a financial contributor towards the Kareedouw Karrie Festival for the past two years. For duration of the Festival, Council is doing refuse removing, cleaning of the town, traffic control, having our fire vehicles on Standby, etc. The same applies to the Joubertina Blossom Festival, except that the organising committee did not involve Council with their planning.

All the schools in Kareedouw benefited from the 2005 Karrie Festival. Kou-Kamma Sports Council has been established to assist Council with the maintenance and Management of Sports Grounds. Council funds the subsistence and travelling expenditure for the Kou-Kamma representative who serves as General Secretary on the Cacadu Sports Council. Disabled People in South Africa (DPSA) want to pump in funding into a farming project for disabled people in Kou-Kamma. We are busy identifying land for that purpose.

The Department of Sports, Recreation, Arts and Culture (DSRAC) has initiated the Mass Participation Programme (MPP) to promote the sporting codes of Rugby, Netball and Baseball amongst the youth of Kareedouw. Three activity co-ordinators have been appointed for each code. They receive a monthly stipend of R500.00 each.

The Mayor is the Chairperson of the Kou-Kamma HIV/AIDS Forum. The forum comprise of members of all walks of life and is affiliated to the Cacadu District Municipality HIV/AIDS Council.

Council made a financial contribution of R1 000.00 towards the Clarkson Mfengu Primary Schools under 15 and under 17 Social and Rugby Tournament which took place on 2 December 2005.

The budgets for DONATIONS: GENERAL are as follows:

2004/2005:	= R 100 000
2005/2006:	= R 60 000
2006/2007:	= R 63 000
2007/2008:	= R 66 150

Backlogs

Most of the Sports Facilities in our areas are vandalised and therefore in a state of dilapidation.

Misgund, Stormsriver and Thornham do not have any facilities at all. There are not enough playing fields in all our areas to accommodate all the sport codes. Rugby and Soccer are played on the same field throughout the year which leaves no time for grass on the surface to rehabilitate.

Areas like Joubertina, Clarkson, Woodlands and Sandrift do not have any ablution facilities.

No flood lighting for Clarkson Sports Field.

The Kou-Kamma Sports Council is not functioning well.

No involvement of Council in planning of Joubertina Blossom Festival.

No organised structure for Disabled people in place.

No Municipality-led sports days in Kou-Kamma.

No clubs for the aged in most of the areas.

Progress to Eliminate Backlogs

Application for funding to address above-mentioned backlogs has been submitted to National Lottery Distribution fund in 2005. A response is still awaited.

R1 million has been allocated by the DSRAC through Cacadu District Municipality for the upgrading of the Kareedouw Sports Grounds. Work is currently in the final stages.

A second R1million allocation is awaited from DSRAC.

Parks and Conservation

Kou-Kamma municipality is characterised by natural beauty, but the newly developed areas are lacking in greenery and parks. Grass cutting team is doing well, however tools and equipment affects speed and reasonable production. The Langkloof team is responsible for grass cutting for the whole of Kou-Kamma.

Enough personnel and grass cutting machinery is still a major challenge.

Cleaning of sports fields and maintenance thereof is still a challenge. In 2006/2007 focus will be on the maintenance of these facilities with clear roles and responsibilities and developed by DSRAC. The nature conservation part has now been allocated to LED section in the field of tourism and conservation.

Traffic Services

This section consist of 9 officers. Four learner traffics successfully completed their Traffic Diploma in 2005. As part of the turn- around strategy management supported the Laser Camera.

Operation to work the maximum hours over a weekend and that improved performance in that section. Traffic officials are being renovated with the assistance of the Senior Officer.

or the year under review the following statistics were recorded:

<i>MONTH</i>	<i>INFRINGEMENT</i> %	<i>TOTAL</i> <i>AMOUNT</i>
July 2005	20.13	R277 700
August 2005	12.79	R353 990
September 2005	11.75	R226 160
October 2005	12.76	R212 730
November 2005	11.65	R185 410
December 2005	12.91	R181 620
January 2006	10.88	R252 240
February 2006	12.3	R263 230
March 2006	12.02	R162 930
April 2006	10.98	R115 860
May 2006	10.78	R182 880
June 2006	14	R158 840
TOTAL		R2 573 590

Notices Summary Report

<i>NOTICES</i>	<i>NO.</i>	<i>VALUE</i>
Issued	2209	R812 800
Paid	549	R156 500
Withdrawn	79	R29 950
Warrants	102	R39 100
Guilty	0	R0 00
Untraceable	0	R0 00

A ranking structure for Traffic officers have been developed and approved by Council. The Examiner of Vehicles have been trained as an Examiner of Driver's Licenses, thereby maximizing his efficiency.

One Assistant Natis Clerk has been trained to legally operate the Natis Computer and also to conduct learner's licences. We now have 5 officials to conduct learner's licenses.

The current Head of Traffic Services has also been trained to operate the Natis Computer and received training in the theory of Examining for Driver's Licenses.

Council is to secure funding of R50 000 from CACADU to establish a radio base station in Kareedouw.

Human capacity and skill is still a major challenge in this area of functionality.

Radios in Traffic Patrol and Fire Services Vehicles

The mountain repeater was made functional by CDM's intervention.

The repeater is able to serve Kareedouw, up to Joubertina in the Langkloof and up to Storms River in the Tsitsikamma.

2.4 FINANCIAL SERVICES

The Finance Department is responsible for providing a range of support services. The support services includes financial management and information communication technology.

Some of the key challenges it faces are:

- Attracting and training staff
- Retaining skilled staff
- Implementing and complying with MFMA
- Overall financial management

This department is responsible for the management of:

- Municipal assets and risks
- Municipal budget
- Municipal revenue
- Performance of the treasury function
- Maintenance of internal financial control
- Production of financial performance reports

Revenue Management

The main target for this period was to enhance revenue collection. As at 30 June 2006 the collection ratio for revenue due was 55% for the three month periods.

The total amount billed was R11,383,080 and Revenue collected R6,286,523

	<i>Rates</i>	<i>Sewerage</i>	<i>Refuse</i>	<i>Water</i>	<i>Electricity</i>	<i>Sundries</i>
Billed	1 373 144	1 476 227	1 136 477	6 386 598	490 653	141 169
Collected	810 155	752 876	568 238	1 915 879	387 616	87 525
%	59.00%	51.00%	50.00%	30.00%	79.00%	62.00%

Rates and Valuations

The department is currently in preparations for the General Valuations in terms of the new Rates Act No.6 of 2004. The General Valuation is underway in order to create an integrated valuation roll for the entire Kou-Kamma municipal are. The office is further currently busy with Valuation Data cleanup of current valuation information as well as erf based systems within Kou-Kamma Municipality in order to ensure that data integrity is maintained.

Consolidated Billing

The Municipality converted to the new financial system(Promun). Each household receives monthly account for services rendered by the municipality. Meter readings are captured on the system. Kou-Kamma currently generates 8015 accounts per month. The on-line receipting for the satellite offices (7) are investigated and will be implemented as soon as funds are available.

Kou-Kamma received 500 water meters from DWAF for installation in Mountain view. The meter boxes still need to be purchased.

Debt Management

Effective credit control measures and cash flow management is the biggest challenge.

The following Credit Measures were applied:

- Indigent family identification
- Categorisation of debtors per date of payment received by each household
- House to house visit by debt collectors and income staff in Sandrift, Joubertina and Louerwater
- Disconnection of services (Water and Electricity)
- Continuous consultation with debt collection attorneys

We have realized that consumers only pay when they are forced to do so. Despite all efforts to collect the outstanding monies- the collection rate is still unsatisfactory.

Financial Reporting

Monthly and quarterly reports are submitted to Government departments in terms of DORA.

The Technical Department reports in terms of all MIG funds received and spent to date, while the Finance department report on all Finance Management Grant Expenditure to National Treasury and Municipal Support Services to Department of Local Government and Housing. Section 71 reports in terms of MFMA were submitted to Provincial and National Treasury.

Challenges:

The electronic format of reports could not be used for MFMA due to password protection by National Treasury. This has been reported to Provincial and National treasury. The new financial system provides for capacity to have all NT reports available from data on the system. The reports are being customised to provide information as required.

Implementation of Municipal Finance Management Act (MFMA)

General

With introduction of MFMA each Municipality were classified in terms of their capacity to Implement the Act. Kou-Kamma is classified as a Medium Capacity Municipality and therefore follows the implementation schedule for medium capacity municipalities. We manage to keep time frames and dates as it is set out in the implementation schedule.

Website

The website is complete and information from departments is awaited to comply with the requirements of section 75 of the Act. With the assistance of the Development Bank of South Africa (DBSA), a domain will be established for the Municipality. The present website is part of the Local Government Website of the Eastern Cape.

Financial Systems

A new financial system was officially implemented on 1 July 2005 after data cleaning of previous system was undertaken. New invoices were developed to be more user friendly and by November 2005 the billing cycles were on target. The municipality has the policy of one service account per erf and the accounts are created on information obtained from the Cape Town Registrar of Deeds.

An average of 570 reports and enquiries are extracted on a monthly basis.

Kareedouw and Joubertina offices are working on-line while the seven (7) satellite offices are on remote receipting. The on-line receipting for the offices have been approved and will be implemented as soon as funds are available. The on-line receipting will only be implemented where it is economical viable.

The system is capable of record keeping of fixed assets, stores, expenditure, requisitions, payroll and human resources. The challenges are to incorporate all manual documentation kept present on to the system which means that information will be stored electronically and report writing will be faster.

Training

Payroll training was provided to the payroll officer and the Principle Finance Officer. Training on expenditure for the new financial system was provided by the service provider as per agreement of purchase and five (5) staff members were involved. Training manuals are available in electronic format for all the financial system users.

Information and Technology

10 new desktop and 5 laptop computers were received through a grant received from provincial government. 10 more refurbished computers were received from DBSA. A Local area network for Kareedouw and a wide area network was established. All senior staff officials and secretaries now have access to e-mails and the internet. All computers are scanned daily for viruses and web access is limited to approved sites.

Financial Statements

Financial information for the 2004/05 year was captured as a total on the different accounts in the general ledger. Detailed information is only available on hard printed copies as the service provider of the previous system lost all electronic data due to a malfunction of the server.

The statements for the 2005/06 were not prepared in time since information captured on line for the 2005/06 financial year, were in some instances not in line with the appropriate vote created. Staff members were still in training and the preparation of the statements were delayed.

Audit

The books of the municipality have not been audited by the Auditor General since the 2002/03 financial year. The audits will only be undertaken late in 2006 according to information supplied by the office of the Auditor General.

Forensic auditing was undertaken by the special task team of the office of the Auditor General during 2003. Auditing on the Municipal entity known as KEDC (Kareedouw Economic Development Company) and other issues such as car loans for councillors, use of official transport etc. was done.

The auditors are still actively involved and a report was received on their findings in 2004.

An internal audit committee was appointed and regular audits are done.

Budgeting

The municipal budget for income, expenditure and capital projects within the time frame set as per the MFMA.

The budget was approved by National Treasury and implemented. No budget adjustment was done for the 2005/06 financial year.

The budget was aligned with the IDP. Although the objectives for the implementation of projects in line with the IDP was strived for, a few were made possible due to lack of funds.

The budget process involved the communities and various meetings were held in 10 settlements to explain and invite comments on the proposed budget. No objections were received after the budget and tariffs were duly advertised in the local newspapers and notices at all offices and community centres.

Reporting

Reports are provided monthly to council and discussed for improved service delivery and increased debt collection. Reports are forwarded to the National Treasury, Provincial Treasury and spheres of government as required by MFMA

Assets

A complete survey of and stock count of all municipal assets were done in 2004. Fixed assets will be captured on the financial system as soon as all information is available. Historical and purchase (original) values are not available for all assets. All avenues have been explored to determine cost value and fixed property will be valued in the 2006/2007 financial year.

Insurance

The Municipality has adequately insured all assets and provided for personal liabilities. A number of claims were registered and paid in accordance with the insurance contract.

Claims related mostly to vehicles but were also for theft and damage to structures.

2.5 CORPORATE SUPPORT SERVICES

Department: Corporate Services is responsible for providing administrative, facility management, human and legal support services to the other departments and council as a whole.

Some of the key challenges it faces are:

- Management of a decentralized units (Distance Management)
- Attracting and training staff
- Huge backlog in terms of systems and policies that are not in place
- Delay in the finalisation of the direction for the filling critical positions
- Retaining skilled staff
- Budgetary constraints
- Involvement in operational matters due to limited, capacitated staff component and thus inadequate attention given to strategic matters;
- Mainstreaming HIV/AIDS in the workplace, and
- Effective community participation.

The Organograms for Kou-kamma Municipality is in place and to date approximately of the staff has been placed on the Organograms. The Municipality has an overall staff complement of 158 broken down as follows:

<i>Categories</i>	<i>Number</i>
Senior Management	5
Middle/ Junior Management	13
Semi-skilled/ skilled staff	88
Unskilled staff	52

<i>FUNCTIONAL AREAS</i>	<i>NUMBER OF STAFF</i>	<i>VACANCIES</i>
OFFICE OF THE MUNICIPAL MANAGER:	1	
LED	2	1
SPU	0	
PMS	0	
Community Facilitation Officers	4	
Mayoral Support	0	
Strategic Support		

<i>FUNCTIONAL AREAS</i>	<i>NUMBER OF STAFF</i>	<i>VACANCIES</i>
DEPARTMENT: CORPORATE SERVICES:		
Manager	1	
Human Resources	2	2
Communications	10	2
Legal	0	
DEPARTMENT: TECHNICAL & INFRASTRUCTURE:		
Manager	1	
Electrical	0	1
Mechanical	1	0
Roads & Construction	2	1
Water & Sanitation	36	2
Refuse Removal	46	1
Building Inspector	1	0
DEPARTMENT: COMMUNITY SERVICES:		
Manager	1	
Traffic & Public Safety	12	0
Fire Officer	1	0
Rangers	4	0
Housing	2	0
Libraries	4	0
Municipal Health	0	1
DEPARTMENT: FINANCE		
Manager	1	0
Supply Chain Management	0	0
Income	16	0
Expenditure	5	0
Information Technology	2	0

Agenda Preparations

There is still a need for improvement in this area. The Manager Corporate Support Services has developed a plan to correct this situation. There are still concerns for late submission of the agenda items, distribution and properly co-ordinated agendas and minutes. Furthermore the involvement of only one committee official in all meetings of council has a huge impact on the gaps addressed above and it is therefore recommended that a second, more senior person be employed to deal with these matters. The taking of minutes at ward committee meetings is also a matter that needs to be further investigated. This function could be rendered by one of the members of the committee once capacitated to render this service. The availability of a messenger services and the distances within which agendas must be delivered should also not be overlooked. The frequency of meetings and its impact on the quality of service rendered should be monitored closely.

Staff Meetings

These were held with the staff in order to share information and attend to Council resolution and tracking system. Meetings were also held with groupings of staff to address matters related to amongst others, secretarial functions, code of conduct, disciplinary and grievance procedures.

Corporate Identity

Planning and quotation acquisitions were done for initiatives that could improve the corporate identity of the Municipality. Attempts are made to improve the telephone services, communication and recording systems, implement name tags and an award system.

Work has begun with the office of the Mayor . Plans are at an advance stage for the development of the Ward Councillor Offices. Planning was also done in terms of the improvement of the layout at the Reception area and other office needs were addressed in the same manner.

Communication Strategy

There is a need, as required by the Systems Act, No. 32 of 2000 for the municipality to develop a communication strategy. Although this has been listed as an indicator, there is no budget for this item. We depend on outside assistance.

A meeting was arranged by Cacadu District Council for all municipalities within its area of jurisdiction to discuss the establishment of the District Communication Forum. The Forum would be involved in the development of the District Communication Strategy. This will lead to the development of the Local forums and strategy documents in 2007.

Filling of vacancies

Procedurally an attempt is made to ensure a written request for the filling of any vacancy signed off by the CFO, Mayor and Municipal Manager to ensure approval by all parties. Furthermore Council is in the process of finalising its position relating to the filling of positions on a contractual or permanent basis. Organised labour from time to time also delays the process due to non-availability and also lack of a clear understanding of their roles in these processes.

The following positions were targeted for the period July 2005 to June 2006:

- Assistant Natis Clerk : Appointed
- Cashier/Clerk – Clarkson: Appointed
- Building Inspector – Appointed
- Community Facilitators x 4 – Appointed
- Manager Corporate Support Services - Appointed

Disciplinary Proceedings

During the period July 2005 and June 2006 five (5) disciplinary hearings were conducted which resulted in three (3) dismissals; one guilty with final warning and fined and one (1) not guilty.

Training

Memo's were forwarded to each manager to finalize training needs in their departments. The slow progress in obtaining this feedback hampers the finalization of this item. The previous financial years non-addressed training needs were however prioritised and to an extent an attempt is made to, in the meantime, see to address these training needs. Funding also impact on the extent to which training can be conducted.

A very small budget was provided for internally to deal with training needs and therefore the implementation of the training program is mainly dependent on the payment of funds by LGWSETA.

Skills Development Plan

The Skills Development Act of 1998 requires employers to plan and implement learning programmes that will enable employees to acquire skills and qualifications that will enhance their performance, whilst also optimising the organisation's functioning.

Employment Equity

The employment equity plan intends to achieve equity at the workplace, making the municipal workforce more representative and ensuring fair and equitable employment practices for all employees. It is furthermore intended to create an organisational culture that is non-discriminatory, values diversity and legitimises the input of all employees.

Council resolved to adopt the interim Employment Equity Plan. The process of reviewing the interim Employment Equity Plan and an updated plan is currently being developed.

General Policies of Council

Over the past years the following policies were adopted by Council and will be reviewed during the new financial year:

- Remuneration Policy
- Investment Policy
- Procurement Policy
- Indigent Support Policy
- Tariff Policy
- Credit Control Policy
- Telephone Usage Policy
- Delegation of Authority
- Rules of Order
- Ward Committee Policy
- Policy for Hire and Use of Community Facilities
- Mail Policy
- Cemetery Policy and Procedures
- Records Retention and Disposal Policy
- Land Sales Policy

HR Policies and Systems

Drafts of the following policies were prepared. It is expected that these policies will be approved early in the new financial year.

- > Absenteeism and Sick Leave
- > Incapacity policy
- > Overtime policy
- > Acting Allowance
- > Standby Allowance Policy
- > Recruitment and selection policy
- > HIV/AIDS in the workplace
- > Employment Equity

Ward Committees (Training)

Feedback has been received from Cacadu District Municipality that the training arrangements are being processed. The Kou-Kamma Municipality is dependent on the Cacadu District Municipality for funding as there is no budget available for this purpose. Training will be done by the Nelson Mandela Metropolitan University.

Effective and functional organograms

The current organogram was adopted by Council in 2004. It has however been realized that the current organogram need to be reviewed in order to deal with the demand and current challenges. Amendments to the organograms are being drafted for submission to the and Local Labour Forum and Council for considerations.

Annual Report

The previous two annual reports were outsourced. The current annual report was done internally. The finalising of the report depended on the finalisation and auditing of the 2005/2006 financial statements.

Archives

The complaints register in terms of archives functioning still needs to be opened. Attention needs to be given to training to ensure proper and sustainable service in this office.

Resolution Register (Tracking System)

This system was introduced. There is however still delays in the finalization of these registers. With the appointment of secretaries assistance would be given to managers to ensure quick response and attendance to these registers.

Performance Management

Council has a Performance Management System which is applicable to all senior managers. However, it recognises that there are certain inherent weaknesses in the system. An investigation is presently underway to determine whether the system needs to be replaced or refined. The intention is to ensure that all officials have performance contracts, irrespective of their levels. Council has also taken a very bold stance on encouraging contractual employment.

Land Use Management

The function of land use management is currently rendered as a support function to the office or the Technical and Infrastructure Manager. The implementation of a land use management committee is facilitating the process. A need was however identified for a administrative support function to assist with the process in order to fast track correspondence in terms of resolutions taken by the committee. The beafing up of this unit will also receive attention in the next financial year.

Town Planning

Changes in legislation and policy as well as improved economic patterns have led to an increase in town planning traffic.

A major golfing estate development, near the Tsitsikamma National Park, has been approved and it is understood that even before development has started the owners intend extending the size of the estate.

The legislation relating to shebeens and turning them into taverns, at first only temporary for a year, after which the owners should comply with all the requirements, has brought its own challenges and targets. The amendment of the definitions on the town planning regulations to make provision for taverns and house shops on residential premises, are presently receiving attention.

The Spatial Development Framework, which will be utilised to guide the municipality and would-be developers, has been drafted. Several development applications are awaiting the finalised document.

Customer Care

The Kou-Kamma Municipality is earnest in its efforts to put systems in place that will facilitate improved customer services and will result in improved levels of payment for services rendered. This requires effective policy making and management with regards to credit control, and also the establishment of satellite offices that support the Batho Pele principles (People First) and ensures that our services are easily accessible.

To ensure consultation, courtesy, access to information, redress, openness and transparency, satellite offices must bring council service provision closer to the people to ensure the flow of information and communication.

The establishment of satellite offices is an opportunity for our administration to be more responsive to the needs of the community.

Customer Satisfaction

The matter of managing decentralised administrative units has an impact on the services that could be rendered to the communities. Attention was again given to activate and improve on the complaints register and the processes to be followed in this regard. An attempt to improve customer satisfaction through improved response times and improved service received attention.

Legal

The absence of a dedicated official internally impacts on compliance and speedy attendance to legal matters. The finalising of the drafting of By-laws for approval by Council and the Promulgation thereof will also assist with matters of compliance. However, the promulgation is expected early in the new financial year.

2.6 TECHNICAL AND INFRASTRUCTURE

The Technical and Infrastructure Services department is geared towards rendering infrastructure services and technical support, which include road construction and maintenance provision of water and sanitation and upgrading of infrastructure facilities and project management.

Some of the key challenges it faces are:

- Attracting skilled personal
- Staff training
- Infrastructure project funds
- Tools and equipment

Service Areas

Electricity (Supply and Planning)

Both Eskom and Kou-Kamma Municipality supply electricity within the municipal area. Kou-Kamma supplies Coldstream, Mountain view, Kagiso and New Rest areas, whilst Eskom supplies the rest. No section 78 assessment was conducted. The current electricity service delivery mechanism is not sustainable and need restructuring.

The electricity network in Kagiso and New Rest areas is currently in a poor condition. This is a result of budget constraints, which forces the technical department to cut down on maintenance and upgrading or replacement of equipment. The consequences are frequent power outages and a poor quality of supply to electricity consumers.

Attention needs to be given to the purchasing of validators for Woodlands and Coldstream. Electrification of Coldstream (part thereof) and Ravinia and Misgund are underway. Eskom is at an advanced stage for electrification of Louterwater and Krakeelrivier. Community consultation processes are held already.

Water

Kou-Kamma is a designated Water Services Authority and is current developing the Water Services Development Plan which will guide the municipality in the delivery of water and sanitation services. Kou-Kamma has little variance of water sources. The system is complex and is made up primarily of surface water resources. The result of this is that there is still basic service backlog and cannot ensure any future industrial development.

The municipality has had relatively large incidence of “water loss” or non-revenue water. This is due to the leaks, billing inaccuracies, users who are not on the database or water wastage at the housing projects. The results are unnecessary demand on water resources, wastage of water and loss of income. The result is that a lot of time is spent on maintenance work i.e. pipe bursts and replacing and repairing thereof.

Sanitation

The current sanitation infrastructure cannot accommodate the current demand. This is due to the budget constraints, infrastructure aging and service backlog. Significant funds are required in order to meet the challenge of extending basic services to all households within the targeted time frames.

Bucket eradication project is underway to eradicate buckets in the Langkloof and Tsitsikamma area. MIG has made funds available in order to eradicate bucket. Although some projects for water and sanitation were approved, we have learnt that Joubertina project cannot be approved as it falls outside the window bracket.

Roads

A large percentage of Kou-Kamma road infrastructure is old, rapidly deteriorating and in some cases past its functional life. Major rehabilitation is required to surfaced roads where road infrastructure has had little or no maintenance for the past years.

A large proportion in these roads is gravel and will over time require surfacing (maintaining gravel roads to an acceptable standard is very costly and of short duration). Capital and maintenance budget is insufficient and only a small percentage of the road network, if any, can be addressed.

We experience resource constraints for both the extension and maintenance of the road infrastructure.

Budget constraints, skilled personnel and reliable equipment has contributed negatively to the relative slow pace in attending to the road infrastructure maintenance and upgrading.

Solid Waste

The main focus was to provide refuse removal services, street cleaning and landfill sites. We have experienced many challenges for this service. These are:

- Challenges from unions with regard to the usage of service providers to assist us, fully aware of the municipality's limited capacity to deal with the demand.
- Limited capacity of our grass cutting team to render the service in the whole area of Kou-Kamma. Efforts are now done to strengthen the team by establishing two separate teams that will operate in the areas
- Shortage of vehicles to deal with the demands of this service.
- Budget constraints
- Shortage of tools and the high fuel consumption, due to transport of waste to solid waste dumping site.

We have struggled with the management of the Disposal sites. A Waste Management Plan is being investigated to address this challenge on a long term basis.

Building Control

An attempt has been made to encourage the community to come forward with outstanding building plans for approval.

✚ Challenges

- Illegal buildings and extensions is ongoing within the region.
- New legislation for drafting of building plans also increased illegal building.
- Limited HR capacity within the section is a challenge, we need to strengthen the section to ensure regularity and monitoring of building control.

The improvement in the economy has also led to several applications for subdivision in both the rural and urban areas and increased the building plan applications and approvals, where the new appointed building inspector's time is occupied by not only the scrutiny of these new plans but also going through the back-log of work and following up on building without approved plans.

Building Plans 2005/2006

During the 2005/2006 financial year the following building plans were received for approval:

Category	Number of new applications received	Total Value of Applications received
Residential New	28	R47 300
Residential Additions	25	R15 060
Commercial	7	R22 142

Municipal Infrastructure Grant Projects

During the previous financial years Cacadu District Municipality was the implementing agent for the Municipal Infrastructure Grant Projects (MIG). Projects in various wards were identified and implemented:

These projects are:

1. **Coldstream Solid Waste Dumping Site**

This site was specially identified to services the new low cost housing development in Coldstream.

2. **Krakeelrivier Sewer Outfall**

This project forms part of the Bucket Eradication Planning Programme and Bulk Sewer Reticulation for the new Housing Development.

3. **Misgund Sewerage Treatment Works**

401 Low Cost houses have been approved by the Department of Housing. For the development we had to provide treatment facilities for sewerage disposed from the development.

4. **Sandrift: Water Purification Settling Tanks**

Cacadu District Municipality provided funding for the upgrade of water purification settling tanks. Kou-Kamma received complaints from the community stating that the water quality was not up to standard. With the upgrading of the settling tanks improvements have been made in terms of water quality standards.

5. **Woodlands and Sandrift: Electrification of Sports Fields**

Funding has been provided for the electrification of sports fields in Woodlands and Sandrift by the Cacadu District Municipality. These projects are partially completed due to the fact that Eskom still needs to provide bulk electricity and metering points.

6. **Kareedouw: Upgrading of Bulk Water Supply**

The water sources in Kareedouw cannot supply adequate water to the demand during summer and dry seasons. Council registered a project to pipe the water furrow from the fountain at Drie Krone Farm to the earth storage dam (approximately 7 km).

After the completion of this project 0% water losses were experienced while previously 70% of the water was lost.