

KOUGA MUNICIPALITY ANNUAL REPORT 2007/2008

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CHAPTER 1: INTRODUCTION AND OVERVIEW

1.3 FORWARD BY THE EXECUTIVE MAYOR

In presenting the Annual Report of the Kouga Municipality we will account for the work that was done for the financial year July 2007 until June 2008. The report will highlight our achievements and will reflect on the challenges facing our various and diverse communities.

Over the last financial year we have had the mandate to create a better life for the people of Kouga. I am convinced that as a Council, we have made good strides in stabilising the administration and improving the delivery of basic services, such as water, sanitation, health, social facilities and roads network to our people.

Though we were hamstrung by resource constraints, we have managed to equitably distribute resources throughout the municipal area. However, we are still faced with the challenge of transforming the municipality from a bureaucratic to a developmental institution in line with the concept of developmental local government as outlined in the White Paper on Local Government. To this end, the community of Kouga must be at the centre of development and we therefore have to change the institution to reflect the diversity of our population in order to create confidence in the institution.

Kouga Municipality has dedicated itself to creating a stable, effective governance structure. Political instability will be a threat to effective service delivery and it is therefore important to create a mature and focused governance structure for the municipality.

One of the most important tasks of any public institution is to ensure that internally there is a stable, creative and diverse environment on which to base its activities. In this regard we have to pay attention to the strategic process of Integrated Development Planning, Transformation and Human Resources Management.

Kouga Municipality is committed to promoting workplace diversity and progressing employment equity. The municipality has made satisfactory progress in its employment equity undertakings. Despite the challenges and the magnitude of the process, the municipality remains on track to achieve its equity targets.

The achievement of meaningful equity in the workplace depends on the extent to which the components of affirmative action and diversity are integrated. The Employment Equity and Affirmative Action Plans are in place and this will lead to a situation where both the equity targets are met as well as retention of individuals who are recruited from the designated groups.

I want to express my sincere appreciation to our taxpayers and residents who steadfastly adhered to paying their dues to the municipality and also thank the municipal manager, senior staff and the total workforce of the Kouga Municipality for their support and commitment.

Councillor R H Dennis
Executive Mayor

1.4 FOREWORD BY THE MUNICIPAL MANAGER

State of Administration

In terms of the state of our administration, I can confidently state that we are a stable local municipality where all senior management positions have been filled. We continuously strive to promote and implement the constitutional principles as defined in section 195 of the South African Constitution, Act No. 108 of 1996.

Management Meetings and Directorate Management Meetings are taking place as per regular scheduled timeframes, and that on its own is an indication of making sure that all of us remain focused on our core administrative business of service delivery. Our administration has been structured in such a way that we give priority to basic services. There is also a good working relationship between the administration and political / governance leadership. In fulfilling my legislative, legal, policy and constitutional duties as an accounting officer, I am guided by Section 55 of the Local Government: Municipal Systems Act, (Act No. 32) of 2000.

Budget and Financial Viability

Our municipality has recently adopted the budget for 2007/08. The budget was preceded by a public consultation process in order to facilitate input. Despite the challenge that the needs of our people exceed the resources we have, we are financially stable and the reports of the Auditor General attest to this fact. We have sound financial management systems and policies in place. It is however imperative that all management and administration staff empower themselves with these policies and regulations and implement them correctly.

Service Delivery

We are striving towards meeting the basic needs of our people within the context of the Reconstruction and Development Programme. The RDP is a fundamental document with five key pillars, namely;

- Meeting the basic needs of our people
- Building economy
- Democratisation of state and society
- Human resource development
- Implementing RDP

These five pillars are in line with the five national priorities or goals. We have adopted Batho Pele and champions have been identified.

The green paper on transformation of public service delivery states the following:

A transformed South African public service will be judged by one criterion above all- its effectiveness in delivering services that meet the basic needs of all society.

Improving delivery of public services means re-dressing the imbalances of the past and, while maintaining continuity of service to all levels of society, focusing on meeting the needs of the 40% of South Africans who are living below the poverty line and those who have been disadvantaged in terms of service delivery, such as black women living in rural areas. The objectives to be pursued therefore may include that of welfare, equity and efficiency. It also means a complete change in the way that services are delivered. A shift away from inward-looking, bureaucratic systems, processes and attitudes, towards new ways of working which put the needs of the public first, is better, faster and more responsive to meet those needs.

The impacts of our local economic development initiatives are apparent. However, we still need to invest in strategies to diversify our economy and give support and commitment to broad based black economic empowerment programmes. Before this year end, we intend to host a 'BEE, PDI's and Co-Operative Indaba' which will specifically deal with three important issues, namely:

- Funding challenges facing BEE Companies, PDI's and Co-Operatives
- Capacity building and ongoing support needed
- Working relations and clear roles and responsibilities

Democratisation of state and society

We continue to strive for democratisation of our municipality and both our vision, budget public participation process, IDP and ward committee system clearly shows that we are committed to ensuring that we build a democratic, transparent and a developmental local government in line with the white paper of 1998 on local government. This strategic leadership and management indaba should come up with clear resolutions around the role of civil society, NGO's and other democratic structures such as ward committees, communities and citizens, on matters of local governance and development.

Human Resources Development

The Council recently adopted a Human Resource Plan that is based on the guide currently used nationally. There is still much work in this area given the many challenges we face, especially in areas such as:

- Supervision and management
- Communication
- Attitude Change and Diversity Management

However, our skills development programmes should address these issues and we must strive to improve: the capacity of staff, skills gaps, and ensure that we re-skill our employees on a continuous basis.

As management we strive to build a team, and the performance of any team depends on the quality of its collective thinking, the quality of decisions we take, the quality of the results and the implementation process of those decisions. As a team leader, my duty amongst others is to "facilitate", "inspire" and "guide" all members of our team towards the right direction. I do hope and believe that we shall make use of this platform and build a strong team, support each other and work together in order to find a solution to all outstanding problems and challenges facing us as management of Kouga.

Conclusion

In closing, I want to express my sincere gratitude to the dedicated employees of the Kouga Municipality who continue to provide quality and efficient services to the community. I also want to acknowledge the Mayoral Committee and the Council for their commitment and vision of making the Kouga Municipality a place of opportunity for all its citizens. I remain confident that the municipality will continue to work closely with all its stakeholders and residents in response to needs of the community.

Dr E M Rankwana
Municipal Manager

1.3 OVERVIEW OF THE MUNICIPALITY

Our Vision: The Council strives to ensure equity, harmony and prosperity for all its people, through people-centred service delivery and sustainable delivery.

Our Mission: To develop and promote the character of the Kouga area and make a better life for all by satisfying the needs of our stakeholders, including effective service delivery, and respecting the different community values and cultures, while taking into account the wishes of all communities, our declared value system and relevant legislation, according to our credo.

Kouga Local Municipality is situated in the Cacadu District in the western half of the Eastern Cape Province of South Africa. It is approximately 100 kilometres from the Nelson Mandela Bay Municipality, which is made up of Port Elizabeth, Despatch and Uitenhage.

The Kouga Municipality includes the nine towns of Jeffreys Bay, Humansdorp, St Francis Bay, Oyster Bay, Hankey, Patensie, Thornhill and Loerie. The geographical area of the municipality stretches over 2 419km² and is characterized by three main topographical areas namely:

Coastal Region: The coastal region stretches from the Van Stadens River in the east through the Tsitsikamma River in the west. This zone includes the towns of Jeffreys Bay (including Wavecrest, Pellsrus, Tokyo Sexwale, Marina Martinique, Aston Bay and Paradise Beach), St Francis Bay (including Sea Vista and Cape St Francis), and Oyster Bay (including Umzamowethu). The coastal region serves as a major regional and national tourism attraction.

Gamtoos River Valley: The Valley is characterized by wide, fertile flood plains associated with low-lying land, with steep, less-fertile slopes flanking the Valley. The towns of Hankey (including Phillipsville, Weston and Centerton) and Patensie (Cyril Ramaphosa Village, Andrieskraal), Loerie and Thornhill are main focal points of this high potential agricultural region.

Humansdorp and surrounding area: Moderate slopes in the south with steeper slopes towards the north and northwest, characterise the Humansdorp, Kruisfontein and Arcadia area. Humansdorp is regarded as the largest urban centre in the area with respect to population and business activity.

The four main rivers in the area, i.e. Kromme, Seekoei, Kabeljous and Gamtoos, are all tidal rivers. The Kromme River and Gamtoos River are main sources of water supply to the household and agriculture sectors in the area. Three main dams are found in or adjacent to the area. These are the Churchill and Impofu Dams in the Kromme River and the Kouga Dam in the Gamtoos River. The Churchill Dam and the Kouga Dam fall outside the area, although they have a significant impact on the drainage and activities within the region.

There are numerous areas of wetland adjacent to the sub-region's rivers and on the coastal platform between Oyster Bay and Papiestfontein. These wetlands are extremely sensitive to disturbances such as agricultural activities and development. The wetlands further accommodate high species diversity, and fulfil natural water purification and flood retention roles.

Ground water forms a major component of domestic water supply for towns in the Kouga region, especially Humansdorp, Jeffreys Bay, St Francis Bay, Cape St Francis and Oyster Bay. Aquifers are also utilised in the agricultural sector for irrigation of pastures.

Much of the natural vegetation of the Kouga region has been altered, to a greater or lesser extent, by human activities such as farming, forestry and urban development. This has had a major impact on the natural communities and widespread invasion by alien plants dominates certain areas. A great variety of plant communities characterises the area; these include grassy fynbos and coastal-dune fynbos with mobile duineveld south of the Kromme River. Renosterveld and valley thicket dominate the areas south of Humansdorp and north of the Kromme River, as well as south of Patensie and Hankey. The steeper slopes and mountainous areas north of the Gamtoos Valley are characterised by succulent, thicket and grassy fynbos.

Regional access to the Kouga area is obtained via the N2 National road between Port Elizabeth and Cape Town.

The climate: The Kouga region is classified as sub-tropical. The climate makes the area conducive to a range of outdoor activities and various types of agricultural production. Rainfall patterns vary both seasonally, annually and spatially. Rainfall is generally throughout the year with maximum falls recorded in autumn and spring. There is a reduction in rainfall in a north-easterly direction from Oyster Bay to the Gamtoos Valley, and from the mountains to the coast. Rainfall varies between 650 mm per year (St Francis Bay area) to 400 mm (Gamtoos River Valley).

Opposed to the moderate temperature change, the area is generally described as windy. Numerous rivers drain the region and are important ecological, recreational and water resources. The more significant rivers are, from west to east, the Tsitsikamma, Klipdrif, Kromme, Seekoei, Kabeljous, Gamtoos and Van Stadens Rivers. Drainage throughout the Kouga region occurs from a general westerly direction towards the sea in the east.

Settlement Patterns: The Regional settlement pattern in the area is characterised by various nodes and urban areas that have different functions within the region. Humansdorp, with the highest population concentration in the region, has an established infrastructure and acts as a regional service centre, supplying the surrounding agricultural communities and the coastal towns with commodities and services. Commercial and industrial activities of the region are centred in Humansdorp.

The coastal towns of Jeffreys Bay (which is developing tremendously), St Francis Bay, Cape St Francis and Oyster Bay are important and well-established tourist destinations. The urban areas of Hankey and Patensie, situated in the Gamtoos River Valley, provide important services to the surrounding high-density agriculture industry. These two towns are characterised by agricultural related industries. Other smaller settlements in the Kouga region include Andrieskraal, Loerie and Thornhill. The coastal area between the Kabeljous River and Cape St Francis is characterised by ribbon development occupying most of the coastline.

The local settlement pattern of the various towns in the area differs substantially. The urban form of the number of towns is characterised by former separate development policies. An important spatial imperative of this urban form was the Group Areas Act that required the provision of separate residential areas for the different population groups. This separate development is witnessed in many of the Kouga towns such as Humansdorp, Hankey and Patensie. This form of segregated planning created spatially separate entities and has resulted in a lack of social integration as well as costly infrastructure and service provision and maintenance.

Demographics and Growth Rates: Kouga is the most densely populated Municipality in the District with a population estimate of 70 9695 (2001). The following table provides an overview of the Wards and the related population demographics in terms of gender and household heads.

WARDS	SIZE KM2	TOTAL POPULATION	GENDER DISTRIBUTION		HOUSEHOLDS		SETTLEMENTS
			Female	Male	Male headed	Female headed	
Ward 1	579.6	4 967	2525	2442	1320	458	St Francis Bay, Sea Vista, Cape St Francis, Oyster Bay, Umzamowethu, Paradise, Aston Bay, Farms
Ward 2	1.2	7 871	3918	3953	1360	885	Pellsrus, Tokyo Sexwale
Ward 3	6.6	4 861	2554	2307	1577	385	Wave Crest, Kabeljous,
Ward 4	625.3	11 094	5425	5669	1877	618	Kruisfontein, Die Berg, Maak 'n Las , Andrieskraal
Ward 5	2.9	6 784	3552	3232	836	634	H'dorp CBD & Old town, Arcadia, Part of Kruisfontein,
Ward 6	3.2	6 895	3593	3302	1277	705	KwaNomzamo, Boskloof to Safery Street
Ward 7	606.9	8 900	4525	4375	1799	566	Weston, Roodraai, Loerie, Thornhill, Sunnyside,
Ward 8	332.2	4 651	2446	2205	1177	465	C – Place, Ocean View, Gamtoos farms, part of Golf course in H'dorp, Panorama
Ward 9	20.13	8 280	4441	3839	1190	797	Phillipsville , Centerton, Hankey town.
Ward 10	241.3	6 392	3376	3016	1137	449	Patensie, Ramaphosa
TOTAL	2 419.4	70 695	36 355	34 340	13 550	5 962	

TABLE 111: DEMOGRAPHICAL INFORMATION PER WARD (CENSUS 2001)

30% of the households in the municipality are female-headed households, with Ward 2 and Ward 9 contributing to the greatest number of households. The total population of the Kouga Municipality is documented as 70 695 in 2001, compared to 65 542 in 1996. The CSIR, DBSA and the National Department of Provincial and Local Government estimate the population growth for the Kouga Municipality between 2000 to 2010 to be 2.4% per annum. This indicates a rise in the population figures from 62 542 (1996) to 87 170 (2010).

SETTLEMENT TYPE	GROWTH RATE	NO. OF HOUSEHOLDS	CURRENT POPULATION	EFFECTIVE POPULATION GROWTH RATE				
				Year 1	Year 2	Year 3	Year 4	Year 5
Cape St Francis/ St Francis	1,5%	3031	2800	2842	2885	2928	2972	3016
Hankey	1%	3 039	11 721	11 838	11 957	12 076	12 197	12 319
Humansdorp	2%	5 617	23 991	24 471	24 960	25 459	25 968	26 488
Jeffreys Bay	2.5%	11 356	40 203	41 208	42 238	43 294	44 377	45 486
Loerie	0.5%	573	2 428	2 440	2 452	2 465	2 477	2 489
Oyster Bay	1.0%	533	1 016	1 026	1 036	1 047	1 057	1 068
Patensie	1.0%	928	3 845	3 883	3 922	3 962	4 001	4 041
Thornhill	0.5%	660	2 250	2 257	2 264	2 270	2 277	2 284

TABLE 12: GROWTH RATE

In reality, Jeffreys Bay is now reputed to be the fastest growing town in South Africa and Eastern Cape Socio-Economic Consultative Council (ECSECC) estimated a total population in Kouga of 86 000 people in 2006 (Stats SA). The current trend suggests a higher growth rate at 2.8%. Planning and infrastructure should take the projected population growth into account. It is anticipated that the growth will mostly take place in the urban centre (Kouga IDP Review 2004).

The Municipality also deals with vast difference in population density from one area to the next, for example Ward 2 (1.2 km²) has a total population of 7 871 compared to Ward 1 (579.6 km²), which has a population of 4 967. Kouga has the highest population density in the District at 24 persons per m².

The variations in density have an impact on the cost of service delivery (appropriate level of services), and puts pressure on existing infrastructure and the housing delivery requirements. The migration patterns are placing additional pressure on areas that already have a high-density population, for example Ward 2.

There is a predominance of population concentration in the urban areas, with more than 70% of the population living in urban areas. This is a variation from the Eastern Cape pattern, where less than 40% of the population resides in urban areas.

The table below reflects a young community with high demands in terms of education and job opportunities. More than half of the population is within the economically active group (19 – 64 years) and 28% of the population is of school going age (5 - 19 years).

AGE CATEGORY	%	KOUGA	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10
0 – 4 years	8.1	5788	350	774	172	1030	549	569	746	300	707	591
> 19 years	28.3	20010	1029	2087	647	3415	2177	1976	2860	1038	2707	2076
20 – 64 years	52.8	37339	2719	4757	2316	6015	3330	3769	4584	2421	4164	3269
65 years +	7.1	5017	576	147	1139	383	548	366	444	665	465	284

TABLE 13: DEMOGRAPHICS PER AGE GROUP

Migration Patterns: The major migratory patterns experienced within the area occur within the peak holiday periods, when owners of holiday properties return to their homes for the holiday periods. This puts a huge demand on the resources of the Water Services Authority (WSA). Currently, the Municipality does not have an approach to transfer some of the additional burden to the incoming holidaymakers.

SETTLEMENT	PERMANENT RESIDENT POPULATION	PEAK DAILY LABOUR MIGRATION		PEAK LONG-TERM LABOUR MIGRATION		PERMANENT POPULATION CHANGES		HOLIDAY POPULATION
		Out (-)	In (+)	Out (-)	In (+)	Out (-)	In (+)	
Cape/ St Francis Bay	2800	100(*)	100(*)	N/A	N/A	N/A	N/A	11 200
Hankey	11 721	500(*)	500(*)	N/A	N/A	N/A	N/A	N/A
Humansdorp	23 991	1000(*)	1000(*)	120 fishing boats	N/A	N/A	N/A	N/A
Jeffreys Bay	40 203	2000(*)	2000(*)	N/A	N/A	N/A	N/A	*321 624
Loerie	2428	100(*)	100(*)	N/A	N/A	N/A	N/A	N/A
Oyster Bay	1016	50(*)	50(*)	N/A	N/A	N/A	N/A	N/A
Patensie	3845	100(*)	100(*)	N/A	N/A	N/A	N/A	N/A
Thornhill	2250	100(*)	100(*)	N/A	N/A	N/A	N/A	N/A

TABLE 14: MIGRATION PATTERNS (KOUGA WATER SERVICE DELIVERY PLAN – 2006)

1.4 Executive Summary

COUNCIL

The Kouga Council comprise of 20 councilors representing the following political parties:

African National Congress =	11	
Democratic Alliance =	6	
Independent Democrats =	1	
Kouga 2000+ =	1	
Kouga Civics =	1	

The Council's role focuses on legislative, oversight and participation and has delegated its executive role to the Executive Mayor and the Mayoral Committee.

Ward Councilors have the primary role of representing the needs and interests of their constituents and to foster community participation.

MAYORAL COMMITTEE

The Kouga Municipality has a Mayoral Executive System combined with a Ward Participatory System and comprises of the following four Standing Committees:

Finance Standing Committee
 Works, Planning and Development Standing Committee
 Community Services Standing Committee
 Human Resources, Economic and Social Development and Corporate Services Standing Committee.

The Executive Mayor, assisted by the Mayoral Committee, heads the executive arm of the municipality. Executive powers are vested in the Executive Mayor, delegated by the Council and powers and functions assigned by legislation. The Executive Mayor has an overarching strategic and political responsibility and is accountable for strategic direction and performance of the municipality. The Mayoral Committee comprises of the Executive Mayor who is the Chairperson of the Committee and 4 additional members.

The Mayoral Committee members comprise of:

Councilor R Dennis	Executive Mayor
Councilor V Stuurman	Portfolio: Community Services
Councilor K Felix	Portfolio: HR, ESD and Corporate Services
Councilor A Maseti	Portfolio: Finance
Councilor F Lloyd	Portfolio: Planning & Development

ADMINISTRATION

The Administration of the Kouga Municipality is made up of the following directorates:

Corporate Services
 Planning and Development
 Finance
 Community Services
 Local Economic Development and Human Resources
 Infrastructure and Technical Services

SENIOR OFFICIALS

NAME	DESIGNATION
Dr Edward Martin Rankwana	Municipal Manager
Ms Linda Simanga	Director: Corporate Services

Mr L Gouws	Director: Technical Services
Mr J Ngcayisa	Director: Human Resources & ESD
Mr F Dennis	Director: Planning & Development
Mr L Mxube	Director: Community Services
Mr M Booyen	Chief Financial Officer

CORE DEPARTMENTS

Finance: Ensure the provision of the budget function, supply chain management, treasury services, rates and taxes, expenditure and accounting, valuation services and the management of financial systems.

Community Services: Ensure the rendering of Community Services that comprise of Protection Services, Cleansing and Parks Services and Environmental Health Services to fulfill the needs of the community.

Socio-Economic and Local Economic Development: Ensure the promotion of Local Economic Development and Tourism to attract investments whilst managing Social Development and IDP Projects.

Infrastructure and Technical Services: Ensure that services in terms of water, sewerage, roads and electricity are maintained and improved to enhance the quality of life for all communities.

Planning and Development: Ensure the rendering of Planning and Development Services in respect of spatial development, land use, building control and housing and that development is conducted in an orderly and procedural manner whilst simultaneously administering housing projects.

Corporate Services: Ensure the rendering of administrative, secretarial, legal services and auxiliary services, whilst managing by-laws, policies and procedures and the administration of ward committees for the effective running of the municipality.

Internal Audit: Ensure that audit services are conducted.

Human Resources: Ensure the optimal development and utilization of staff.

Special Programmes: Ensure the execution of special projects in the Office of the Executive Mayor.

CHAPTER 2: PERFORMANCE HIGHLIGHTS INSTITUTIONAL AND COMMUNITY RELATED HIGHLIGHTS

2.1 COUNCIL PERFORMANCE

Meetings of the Council: A total of 66 meetings were held during the period 1 July 2007 to 30 June 2008. 1 (One) Extra Ordinary Council Meeting was held, specifically for the State of the Town Address by the Executive Mayor.

8	Council Meetings
1	Extra Ordinary Council Meeting
11	Mayoral Committee Meetings
8	Standing Committee Meetings
1	Joint Standing Committee Meeting
5	Western Cluster Audit Committee Meetings
13	Ward Committee Meetings
5	Oversight Committee Meetings
14	Sub-Committee and Ad-hoc Meetings

The Kouga Municipality is committed to participatory democracy. Consultation is an ongoing process with clearly defined legally required deadlines in terms of the preparation of the Integrated Development Plan, Budget and Tariffs and all matters which affect the community.

Office of the Speaker: The Office of the Speaker has its key objectives to ensure:-

- The transformation of the government model of the municipality to incorporate best practice in:
 - separation of executive, legislative and political powers
 - public participation in the determination of Council's priorities and focus
 - governance and protocol
- That the communities, through their ongoing participation, recognise the local democratic process as legitimate;
- Building a viable and sustainable participatory process through the development of a citizenship culture and building the capacity of role players to participate effectively;
- Building an effective, efficient, co-operative and transparent institution in order to fast-track the implementation of the municipality's strategic agenda;
- The accountability of government through effective oversight and scrutiny; and
- Strengthening the capacity of the Office of the Speaker and its staff to deliver exceptional value to the internal and external customers.

The Speaker is also responsible for developing, leading and directing strategic programmes for councillor support and capacity building. This entails the empowerment of councillors, support services and wellness programmes. In essence the two main performance areas for the Speaker are:

- Training and Development
- Compliance and Support Services

2.2 OFFICE OF THE MUNICIPAL MANAGER

2.2.1 INTEGRATED DEVELOPMENT PLANNING

The value of an IDP is embedded in the formulation of focused plans that are based on community-based developmental priorities towards curbing wasteful expenditure and perpetual past spending patterns, and thus ensuring effective allocation and spending of scarce resources.

In fulfilling the developmental role outlined in Section 153 of the Constitution, Council structured and managed its planning, budget and administration processes to give priority to the basic needs of the community and to promote the socio-economic development of the community. These

processes have been aligned with programmes in other spheres of government and have been aimed at the optimisation of available resources to alleviate poverty and promote sustained economic and social development.

As in terms of the Municipal Systems Act (Act 32 of 2000), our municipality undertook an IDP process to produce a five year IDP with legal status that supercedes all other plans which guide all development at government level. The IDP that was formulated was the first edition of the second generation of an IDP for the period 2007 to 2012.

At an Ordinary Council meeting held on the 28 May 2007, in accordance with the provision of Section 32 of the Municipal Systems Act (MSA) of 2000, Council complied in developing its strategic plan for the next five financial years, i.e. 2007/2008 – 2011/2012.

Critically, to the development of the IDP, and in compliance with Chapter 4 of the aforementioned policy, the municipality intensively engaged its communities in three ward public engagements and hearings in the form of IDP ward-based analysis during the period January 2007. A Mayoral Imbizo was held during June 2007 with the purpose of assessing community needs, and coupled to that Imbizo, four representative forum meetings were held.

The Council identified the following 5 year development objectives which are to be reviewed annually:

- Infrastructure and Services
- Socio Economic Development
- Institutional Transformation
- Good Governance and Public Participation
- Financial Viability and Management

The Council ensured that it operated within the adopted credible IDP, and in response to the national targets, successfully focused on operating within these five Key Priority Areas.

In consultation with the representative forum, the municipality resolved to tackle the aforementioned objectives by focusing on the following strategic areas:

1. Breaking new grounds in housing delivery
2. Improving institutional commitment to LED
3. Delivering, maintaining and managing social infrastructure and services
4. Developing a reputation for good governance and service excellence
5. Unqualified Audit Report

1. Breaking new grounds in Housing delivery

- Transparency, fairness and effective management system in the allocation of houses
- Addressing rectification processes and quality issues of existing and future schemes
- Land allocation for housing developments contribute to the concept of sustainable human settlements, the integration of communities and density targets
- Creating possibilities for home owners to expand / improve their existing properties or relocate to affordable housing schemes as their financial position improves
- Accelerating housing developments as a contributing force towards poverty alleviation and economic development / job creation
- Unblocking bottlenecks that slow down delivery, e.g. provincial allocations and National Home Builders Registration Council (NHBRC)
- Internal joint planning and alignment with regard to infrastructure requirements and constraints

2. Improving Institutional commitment to LED

- Address the Internal Capacity of the LED unit (one person)
- Development of a focused municipal LED strategy that considers the resource / institutional limitation

- Revive inter-departmental commitment, strategies and reporting on matters of LED
- Intergovernmental relationships & partnerships to increase the resource base
- Involvement of the business community and other critical stakeholders in dialogues and strategies
- Consistent flow, analysis and knowledge creation of reliable economic data
- Corporate responsibility / procurement policy

3. Delivering, maintaining and managing basic infrastructure and services

Prioritisation framework that offers transparent feedback to communities regarding infrastructure expectations. These should consider:

- Existing (guaranteed) streams of funding
- Identification of reliable baseline information (backlogs / most severely affected)
- Re-alignment of resources to the core powers and functions (as per Constitution)
- Development of institutional arrangements, e.g. sports codes / committees that can share the burden of maintenance and caretaking of existing assets
- Public-Public or Public-Private Partnership in meeting the financial requirements of both new services and the upgrade or maintenance of existing services
- Exploration of alternative forms of service delivery to maximise the principle of more for less, whilst maintaining quality

4. Developing a reputation for good governance and service excellence

- Customer Satisfaction – entrenchment of Batho Pele
- Public Participation and related communication requirements among all stakeholders
- Education of all stakeholders regarding the roles, responsibilities and legislative guidelines of developmental local government (getting the system to work better / increasing the competence of all parts in the system)
- Intergovernmental Relations – unlocking partnerships that benefit local communities
- Exhibit transparent leadership & management practices, including effective performance management

Representative Forum

The Representative Forum consisted of a chairperson (executive mayor), speaker, chief whips, ward and portfolio councillors, municipal manager, directors, IDP manager, CDWs, the Kouga Development Agency, ward committee members, interest and civic groupings such as rate payers' organisations, NGOs, CBOs, business forum and sector departments, etc.

In response to the MECs comments on the composition of the Representative Forum, it is worth noting that not only was the Forum constituted of community leaders, ward committees, pressure or organised groups, etc, but that it included the involvement of regional sector departments and municipal entity representatives.

Sector Alignment

Some of the critical engagement issues that were identified during the ward committee discussions and community meetings include:

- Districts and Provincial Clinics that are not delivering satisfactory services, e.g. poor conditions in terms of facilities and medication, staff and ambulance inadequacy. (Department of Health)
- Recreational facilities are not complete (Departments of Sports, Recreation, Arts and Culture)
- Areas serviced by Eskom experience more challenges than municipally serviced areas (ESKOM)

Our Directorates and their operations Sector Departments, ensured co-operation of different role players towards ensuring the alignment of facilitated effective systems, processes and procedures. Issues of mutual interest that were achieved include policy formulation, planning, monitoring, support and delivery.

2.2.2 INTERNAL AUDIT PLAN FOR THE YEAR ENDED 30 JUNE 2008

Audit Area		Total hours	Q1	Q2	Q3	Q4	Work complete & report submitted
1	General management of Internal Audit Function - Develop detailed plan in line with approved plan - Prepare for and attendance of Audit Committee Meetings	32	8	8	8	8	N/a
2	Legislative compliance - Follow-up of prior internal audit reports - Management of income flow - Review compliance of the Acts applicable to the municipality e.g. MFMA, MSA, etc.	40	-	-	-	40	Submitted in June 2008
3	Income and debtors - Follow up prior internal audit reports - Compliance with relative legislation and municipal policies and procedures - Assess whether management compares actual to budgeted amounts - Review of the coding structure to ensure accurate recording of income - Identify the debtor cycle - Assess the collectability of old debtors - Ad-hoc disposals	104	-	24	-	80	Submitted in June 2008
4	Human Resources - Follow up prior internal audit records - Compliance with relative legislation and municipal policies and procedures - Assess the adequacy of the entity's recruiting and selection procedures - Assess the procedures for determining staffing levels - Assess the training and employee development programmes - Review procedures and controls over employee performance evaluations - Completeness of documentation - Compliance with employment conditions and contracts	60	-	60	-	-	Submitted in June 2008
5	Personnel Costs - Follow-up of prior internal audit reports - Compliance with relative legislation and municipal policies and procedures - Review of payroll system - Validity, accuracy and completeness of payroll - Payments including deductions - Leave review	84	24	-	60	-	Submitted in June 2008
6	Supply Chain Management, Procurement and Tenders - Follow up prior internal audit reports - Compliance with relative legislation and municipal policies and procedures - Process for review of contracts - Capital projects and agency projects - Ordering and receiving - Completeness of supporting documentation - Payments - Budget control - Unauthorised expenditure - Review of procedure followed in advertising tenders - Awarding of tenders - Targeted areas	120	-	-	120	-	Submitted in June 2008
7	Treasury and Cash Management - Compliance with relative legislation and municipal policies and procedures - Cash management - Payments to agencies - Evaluate the authorisation of these investments	40	-	40	-	-	Submitted in June 2008
8	Review Budget Process and IDP Revision - Follow up prior internal audit reports - Compliance with relative legislation and municipal policies and procedures - Assess management's philosophy in addressing the budget	40	40	-	-	-	Submitted in June 2008

	- Assess whether management compares actual to budgeted amounts - IDP Revision						
9	Grant Income - Compliance with relative legislation and municipal polices and procedures - Review of grants awarded and compliance with stipulated conditions	40	40	-	-	-	Submitted in October 2007
10	Management Accounts - Compliance with relative legislation and municipal polices and procedures - Review control environment - Review of management accounts and reporting	40	-	40	-	-	Submitted in June 2008
11	IT and Computer Auditing - IT Risk Management and controls assurance - Disaster Recovery Plan	40	-	-	-	40	Submitted in June 2008
12	Follow-up on AG issues	40	-	-	-	40	Submitted in June 2008
		680	112	132	188	128	

Additional work performed:

13	Bi-Annual Stocktaking Report						Submitted in March 2008
14	Land Sales Report						Submitted in January 2008
15	Year End Stocktaking Report						Submitted in June 2008

The municipality participated in a shared service tender initiated by the Cacadu District Municipality. This entails a tender for service to be delivered to more than one municipality so as to curb costs associated with individualising the service. The total budget for the 2007/2008 year was R264 000. The Audit Plan that was to follow was completed. The service that was obtained was effective. The initiative included the formation of a shared Audit Committee in compliance with legislation.

2.2.3 Performance Management

Performance Management for contractual Section 57 Employees is regulated through the Local Government Municipal Systems Act, as well as the Local Government Performance Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager.

Performance Areas and Performance Indicators for the Municipal Manager and Directors reporting directly to the Municipal Manager are determined in accordance with the objectives of the Integrated Development Plan for Kouga.

For the period June 2006 to July 2007, Performance Appraisals in respect of the Municipal Manager and Directors reporting directly to the Municipal Manager were conducted in terms of the provisions of the Performance Regulations.

A committee consisting of the following considered evaluation of measured performance:

In the instance of the Municipal Manager:

The Executive Mayor
The Chairperson of the Audit Committee
A member of the Mayoral Committee
The Mayor from another municipality, and
A Ward Committee member nominated by the Executive Mayor

In the instance of Directors reporting directly to the Municipal Manager:

The Municipal Manager
The Chairperson of the Audit Committee, and

A member of the Mayoral Committee

In terms of the provisions of the Performance Regulations, the Municipal Manager was awarded a performance bonus equal to 11% of his annual remuneration, and Directors reporting directly to the Municipal Manager were also awarded performance bonuses equal to 11% of their annual remuneration packages.

Key Performance Area	Key Performance Indicator	Baseline	Target date 2007/08	Variations and comment
Performance Management	Comply with regulations relative to Performance Management of Section 57 Employees	Quarterly Performance Evaluation of Section 57 Employee Performance	September 2007 December 2007 March 2008 June 2008	Quarterly Performance Evaluation not conducted. Only Annual Performance Evaluation conducted
	Implement Institutional Performance Management	Half-yearly Institutional Performance Evaluation	December 2007 June 2008	Institutional Performance not implemented

2.2.4 SERVICE CENTRE COORDINATORS

The Council identified a need for a Unit Head for the towns in the Gamtoos Valley (Thornhill, Loerie, Hankey, Patensie).

The Legal Advisor in the office of the Municipal Manager, Mr Japie Jansen, was seconded to head the unit from 01 April 2008.

The primary purpose of this office is to bring the office of the Municipal Manager, and in itself senior administration, closer to the people, and in doing so to enhance the quality of services to the residents of the Gamtoos Valley.

Its secondary purposes are the establishment of consumer offices in all of the areas of need, the co-ordination of employees, and the improvement of all municipal services in the Gamtoos Valley.

2.3 DEPARTMENT: CORPORATE SERVICES

The Department provides secretarial and support services to the Council, Mayoral Committee, Standing Committees, Ward Committees, Western District Audit Committee and a number of sub- and ad-hoc committees.

These services include the arrangement of meetings, compilation of agendas, printing and distribution of agendas, minute taking and the monitoring of the implementation of council resolutions. A system for the monitoring of council resolutions is achieved through Action Sheets that are closely monitored by the Municipal Manager.

The department also provides overall strategic management and administrative support to all departments in the municipality.

Other functions include record keeping, housekeeping, communications, property management and auxiliary services.

The Communications Section is responsible for the provision of internal and external communication strategies. These include media liaison, stakeholder relations, event management, marketing and advertising.

The Legal Services Section provides a comprehensive legal support service to the department through the provision of legal opinions, advise, assistance with legal drafting, litigations, the implementation of the Promotion to Access to Information Act (Act 2 of 2000) as well as the Promotion of Administrative Justice Act (Act 3 of 2000). This Section is also responsible for the drafting of by-laws, policies and procedures for the municipality, and the implementation, monitoring

and evaluation thereof. The section is also responsible for all leases and contracts of the municipality.

Activities in the Property and Estates Section for the 2007/08 financial year were:

- Compilation of a lease register
- Compilation of an asset register
- Compilation of files for properties disposed
- Electronic capturing of municipal leases
- Bi-weekly valuation meetings and valuation requests
- Audit of properties sold for 2006/07/08
- Eviction instructions to attorneys

The Record keeping Section has captured a total of 10 548, which consist of incoming mail, cheques received, mail posted and faxes sent and received for the 2007/08 financial year. All record keeping is done electronically.

2.5 DEPARTMENT: COMMUNITY SERVICES

The Vision of the Department is to build and sustain the Kouga Municipality as the Jewel of the Eastern Cape.

The key objectives are to:

- Provide the best possible leadership and operations along best practices.
- Work smarter with specific outcomes.
- Communities in the Kouga Municipality to live in a clean environment that is maintained in a sustainable manner by 2012.
- Communities in Kouga Municipality to live in a safe and healthy environment that it is well managed in a sustainable manner.
- Kouga Community to have access to affordable and adequate service and maintenance of cemeteries.
- Communities to have access to social and recreational facilities that are well maintained and managed in a sustainable manner.
- Effective, sufficient, accessible and affordable health care for the Community of Kouga.
- Kouga Municipality to contribute to a reduction of the impact of HIV/AIDS on households, as well as the reduction in the prevalence of infection.
- Integration of environmental issues into Municipal dialogue through processes and decision making.
- Well managed, sustainable utilisation of natural resources.
- Well managed, well maintained and optimally utilised nature reserves.
- Controlling, monitoring and eradication as priority to remove alien invasive vegetation species.

2.4.1 DEPARTMENT: HEALTH SERVICES

- Primary Health Care Service
- Environmental Health Services
- HIV/AIDS Programmes
- Blue Flag Projects

ENVIRONMENTAL HEALTH SERVICES

Environmental Health is defined as a condition of physical and social wholesomeness of all human environments that are influenced by physical, chemical, biological and aesthetic factors in the external environment. Cadadu District Municipality has devolved the function of Environmental Health to the Local Municipalities with the capacity to render the services at local level by means of a Service Level Agreement.

Kouga Municipality renders the services in its four (4) units, namely:

- **Humansdorp Unit**, which includes CBD, Kruisfontein, Panorama, Vaaldam, Arcadia, Boskloof and the surrounding farms;
- **Greater St Francis Bay Unit**, which includes St Francis Bay, Cape St Francis Bay, Oyster Bay, Kwanomzamo and the surrounding farms;
- **Jeffreys Bay Unit**, which includes Paradise Beach, Aston Bay, Ocean View, Tokyo Sexwale, C- Place, Pellsrus, CBD, Kabeljous, Wavecrest, and the surrounding farms; and
- **Gamtoos Valley**, which includes Hankey, Loerie, Patensie, Thornhill and the surrounding farms.

ENVIRONMENTAL HEALTH SERVICES INCLUDE THE FOLLOWING:

- Food Evaluation and Hygiene Programme
- House Shop Evaluation Programme
- Health Waste Management
- Health surveillance of premises
- Surveillance and Prevention of Communicable Disease Excluding Immunisation
- Vector Control
- Environmental Pollution Control
- Disposal of the Dead
- Water Quality Programme
- Noise Control

Far-reaching changes are underway in Municipal Health Services that will have a decisive impact on the way in which Health Services are delivered. In this municipality we have dealt with the following issues:

Institutionally Based HIV & Aids Workplace Policy

A workplace HIV & Aids policy has been approved. It is currently being implemented and will further be cascaded down to all levels of the institution.

Appointment of HIV/Aids Coordinator

Interviews for the appointment of an HIV/Aids Co-ordinator have been completed and the appointment will be made before 15 March 2008.

Local AIDS Council

The Aids Council is fully operational and effective. We have good co-operation with the Department of Health and other sector departments, communities and stakeholders.

Primary Health

We have two (2) clinics that are under the authority of the municipality, namely, Pellsrus (Jeffreys Bay) and Kwanomzamo (Humansdorp). We provide a comprehensive Primary Health Care Service and have implemented the following programmes successfully:

- a) Voluntary counseling and testing, HIV / Aids programme;
- b) Prevention from mother to child transmission programme;
- c) ARV Roll-out programme;
- d) National Adolescence Friendly Clinic Initiative.

Environmental Health

Traditional Circumcision

No botched circumcisions were reported during the season. A training programme for Amakhankatha and Ingcibi's that was implemented has shown positive results.

Hawkers Facilities

Two hawker facilities were established in Ward 6, Humansdorp, and Ward 3, Jeffreys Bay. The facility in Ward 3 caters for arts and crafts and is mainly targeting previously disadvantaged women.

Business Registration and Hawker Programme

Applications for new businesses for both non and food premises were received throughout the year. Keeping of all registered businesses and inspection of all new business sites is done in accordance with the required Health Regulations and Standards. Hawker facilities were established in Humansdorp and Jeffreys Bay and are controlled and monitored with the assistance of the Law Enforcement Section.

2.4.2 DEPARTMENT: CLEANSING, PARKS AND PUBLIC AMENITIES

- Cleansing: Street Sweeping & Public Open Spaces
- Waste Management
- Tip Management
- Waste Disposal Sites
- Sanitation
- Caravan Parks and Camps
- Community Halls
- Beaches
- Parks and Gardens
- Cemeteries

Maintenance of

- Sport Fields
- Public Toilets
- Recreational Facilities
- Nature Reserve
- Bus and Taxi-Ranks

The waste services are divided into four (4) areas and each area has a team responsible for the Waste Management function. The four areas are as follows:

JEFFREYS BAY

WARD	SETTLEMENTS
2	Pellsrus and Tokyo areas
3	Wavecrest area
8	Ocean View area

GREATER ST FRANCIS BAY

WARD	SETTLEMENTS
1	St Francis Bay Cape St Francis Bay Oyster Bay Sea Vista

GAMTOOS

WARD	SETTLEMENTS
7	Thornhill, Loerie, Weston
9	Hankey
10	Patensie

HUMANSDORP

WARD	SETTLEMENTS
4	Kruisfontein Proper, Vaaldam, Gill Marcus-Ext.1&2, Johnson Ridge, Part of Graslaagte and Andrieskraal
5	Arcadia, Graslaagte, Part of Humansdorp town area- west of Main Street
6	Kwanomzamo, part of Humansdorp town area, Boskloof
8	Panorama area, Industrial area for Humansdorp, Golf Course at Kwanomzamo and Kabeljous

Waste Generation rate: There are no official records of waste generation volumes for the Kouga Municipality as there is no electronic data information system in place. The temporary visitors over the Christmas holiday period had a large influence on the waste generated and an estimate for the waste

they generated was also determined. The tables below suggest possibilities in terms of recycling and waste reduction.

During the study for the Integrated Waste Management Plan, the volumes for waste generated based on population (permanent and temporary) are shown on the table below.

The Kouga Municipality consists of 10 Wards, as indicated above, and has a total geographical area of 2419,440 square kilometres. The current population figures have been calculated at an average population growth rate of 2.4%. Jeffreys Bay and St. Francis Bay are popular holiday destinations, which results in an influx of holidaymakers over weekends and during the peak holiday season. This has a significant influence on the solid waste management services of the Municipality.

PERMANENT POPULATION

AREA	POPULATION	WASTE GENERATED 9KG/P/DAY)	GENERATED WEIGHT (TONS/DAY)	GENERATED WEIGHT (TON/YEAR)	GENERATED WEIGHT (m ³ /YEAR)
Hankey	17425	0.85	15	3851	8557
Humansdorp	37493	0.85	32	8286	18413
Jeffreys Bay	21346	1.20	26	6660	14800
Patensie	8347	0.85	7	1845	4099
St Francis Bay	3086	1.20	4	963	2140
Oyster Bay	795	0.85	1	176	390
Rural	29030	0.25	7	1887	4193
SUBTOTAL	117521		91	23667	52593

TEMPORARY POPULATION

AREA	POPULATION	WASTE GENERATED 9KG/P/DAY)	GENERATED WEIGHT (TONS/DAY)	GENERATED WEIGHT (TON/YEAR)	GENERATED WEIGHT (m ³ /YEAR)
Jeffreys Bay	96637	1.50	145	8697	19327
St. Francis Bay / Oyster Bay	75162 1208	1.50 1.50	113 2	6765 109	15032 242
SUBTOTAL	173007		260	15571	34601
TOTAL	290528		351	39237	87194

Types of waste generated: Estimates of the residential, industrial and garden refuse waste volumes of the various landfill sites are presented below. The estimates reflect manually recorded information only and can be much higher if a proper electronic data information system was in place. The C-Place Transfer Station has been demolished.

AREA	TYPE OF WASTE (VOLUME DISPOSED m ³ PER MONTH)			
	DOMESTIC	INDUSTRIAL	GARDEN REFUSE	BUILDERS' RUBBLE
Hankey	8500	2200	1800	3600
Humansdorp Regional Site	62200	18030	21000	39400
TRANSFER STATIONS				
Paradise Beach	18400	1276	14800	26600
Patensie	3860	1480	600	1200
St Francis Bay		1350	12600	21650
Oyster Bay	500		150	500
Loerie/Thornhill	1000	200	400	200
TOTAL	94460	24536	51350	93150

Permitted Waste Disposal Sites: The Regional Waste Site of Hankey Unit is a fully permitted Site as per the DEAT & DWAF permit requirements. The Regional Waste Site of Humansdorp Unit is not fully permitted yet, but an application has been submitted to DEAT & DWAF. A Record of Decision has been received in this regard. This has provided early indication that the application for permit will be successful.

The following Table indicates the waste composition as a percentage of the sample.

Waste Stream Composition	
Kouga Municipality (Humansdorp)	%
<i>Builders' Rubble</i>	10
<i>Garden Waste</i>	20
<i>Putrescibles</i>	12
<i>Textile</i>	1
<i>Metal</i>	3
<i>Glass</i>	8
<i>Plastic</i>	10
<i>Paper</i>	14
<i>Residue</i>	7
<i>Miscellaneous</i>	6
<i>Tyres</i>	4
<i>Disposable nappies</i>	5
<i>Total</i>	100

The waste collected in Humansdorp, Jeffreys Bay, St Francis Bay and Oyster Bay (from transfer station) is taken to the Humansdorp Landfill site. Waste collected in Hankey and Patensie is taken to the Hankey and Patensie Landfill sites respectively.

POSITION OF SITE:	The site is located approximately 500 metres east of the town. Oyster Bay (Co-ordinates: S 34° 10' 04.4" and E24° 39' 20.4).
Permit	No
Year issued:	N/A
Classification of site	GCB-
Type of Operation (end-tip, trench, cell):	Waste dumped in skip
Estimated size of site:	Approximately 0.5 ha
Estimated remaining life of site:	N/A Site should be authorised
Separation of fresh and contaminated water:	None in place.
Groundwater	No

Volumes per day, week or month	Approximately 3 tons per day
Is cover material available?	N/A
Is the drainage sufficient?	Yes
Is there access control?	No
Is the site fenced?	Yes
Does the site have sufficient buffer zone?	Yes, 500metres km from nearest house
Type of equipment utilised on site:	Skip Loader
Operating hours:	There are no official operating hours for the site.
Estimated cost for closure:	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future
Saving plan for closure:	

PICTURES HERE

PICTURES HERE

POSITION OF SITE:	The site is located approximately 5 kilometres north of the centre of the town, Hankey (Co-ordinates: S33° 48' 21.8" and E 24° 52' 31.6")
Permit:	Yes
Year issued:	14/1/1995
Classification of site:	GCB
Type of Operation (end-tip, trench, cell):	Cell method, tip method
Estimated size of site:	Approximately 2 ha
Separation of fresh and contaminated water:	None in place
Groundwater monitoring:	Yes
Volumes per day, week or month:	It is estimated that the site receives approximately 20-25 tons per day.
Is cover material available?	No
Is the drainage sufficient	No
Is there access control?	No
Is the site fenced	No
Does the site have sufficient buffer zone	Yes, nearest house approximately 4km from site
Type of equipment utilised on site:	No permanent equipment, TLB is brought in once per week.
Operation hours:	Mondays to Fridays: 7:30-16:00 Saturdays: Closed Sundays: Closed
Estimated cost for closure	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future
Saving plan for closure	

The Department of Environmental Affairs and Tourism, in terms of Section 20(1) of the Environment Conservation Amendment Act (Act 50 of 2003), permitted the landfill site at Hankey on the 14th of January 1995. The site is classified as a GCB-site. The site is located approximately 5 kilometres north of the centre of the town, Hankey (Co-ordinates: S 33° 48' 21.8" and E 24° 52' 31.6").

The landfill site is operated following a cell method of operation although the site is not properly managed and the disposal method not clearly evident. The site is approximately 5 Ha in size. The expected lifetime of the site is approximately 6 years. Waste is not covered regularly and the Municipality does not have any permanent landfill equipment on the site. There is little scavenging taking place at the landfill. Waste is from time to time burned on site by the scavengers and oranges from the surrounding farms dominate the waste on the site. The site is not fenced and should be equipped with a gate at the entrance to prevent unauthorised persons from entering the site. The one employee who is present at the site does not control access to the site. The site will be upgraded to include fencing, and an ablution facility at the guardhouse.

PICTURES HERE

Large quantities of oranges on site

Waste not covered

The Department of Environmental Affairs and Tourism in terms of Section 20(1) of the Environment Conservation Amendment Act (Act 50 of 2003) do not permit the landfill site at Patensie. The site is located approximately 1 kilometre northwest of the town, Patensie (Coordinates: S 33° 44' 09.8" and E 24° 47' 30.5").

The landfill site is approximately 2 Ha in size. The expected lifetime of the current disposal area is approximately 3 years. The waste is disposed off by using a trench method. Waste is not properly compacted or covered. The Municipality on a regular basis burns the waste. Illegal scavenging is not taking place at the landfill. The site is fenced, but access control needs to be implemented. No personnel are present to properly manage the site. The site should be permitted with a view to closure in terms of section 20(1) of the Environment Conservation Amendment Act, Act 50 of 2003, be upgraded (establishment of guard house with ablution facility, fenced), and operated in accordance with the Minimum Requirements for Waste Disposal by Landfill until closure. Once the landfill is closed, all waste from Patensie and Hankey will be transported to the Hankey landfill site that is permitted

POSITION OF SITE:	The site is located approximately 1 kilometre north-west of the town, Patensie (Co-ordinates: S 33° 44' 09.8" and E 24° 47' 30.5)
Permit:	No
Year issued	N/A
Classification of site:	GCB-
Type of Operation (end-tip, trench, cell):	Trench
Estimated size of site	Approximately 2ha
Estimates remaining life of site	3 years
Separation of fresh and contaminated water	None in place
Groundwater monitoring	No
Volumes per day, week or month	It is estimated that the site receives approximately 2.13 tons per day
Is cover available?	No
Is the drainage sufficient	Yes
Is there access control?	No
Is the site fenced?	Yes
Does the site have a sufficient buffer zone?	Yes, 1km from nearest house
Type of equipment utilised on site	None
Operating hours	There are no official operating hours for the site

Estimating cost for closure	No estimate regarding closure exists
Saving plan for closure	The municipality must budget for the closure and rehabilitation in the near future.

PICTURES HERE

Garden waste

Position of site:	The site is located approximately 2.5 kilometres north of the town, Cape St Francis (Co-ordinates: S34° 11' 13.0" and E 24° 49' 24.2").
Permit:	No
Year issued:	N/A
Classification of site:	GCB
Type of Operation (end-tip, trench, cell):	No apparent mode of operation
Estimated size of site:	Approximately 5 ha
Estimated remaining life of site:	The site should be closed
Separation of fresh and contaminated water:	None in place
Groundwater monitoring:	No
Volumes per day, week or month:	There are no official estimates of the garden waste disposed off at the site.
Is cover material available?	No
Is the drainage sufficient	Yes
Is there access control?	No
Is the site fenced	No
Does the site have sufficient buffer zone	Yes, 1.5 km from nearest house
Type of equipment utilised on site:	None
Operation hours:	There are no official operating hours for the site.
Estimating cost for closure	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future
Saving plan for closure	

Environment and Tourism in terms of Section 20(1) of the Environment Conservation Amendment Act (Act 50 of 2003) do not permit the landfill site at St. Francis Bay. The site is located approximately 2.5 kilometres north of the town, Cape St Francis (Co-ordinates: S 34° 11' 13.0" and E 24° 49' 24.2"). The site has been officially closed for the disposal of domestic waste and only accepts garden waste. The landfill site is approximately 5 Ha in size. Although the site has been officially closed for the disposal of domestic waste, domestic waste is still dumped at the site. A tip method of operation is being utilised at the landfill site.

The site should be permitted for closure in terms of section 20(1) of the Environment Conservation Amendment Act, Act 50 of 2003, and a transfer facility constructed in the area.

PICTURES HERE

*Mixture of waste at the St Francis Bay Landfill site
Access road to the site*

TRANSFER STATIONS: The Kouga Municipality has two transfer stations, one located in Oyster Bay, and the other is the Paradise Beach transfer station. The **Oyster Bay transfer station** consists of a single skip in a fenced area. The site has not been authorised in terms of section 20(1) of the Environment Conservation Amendment Act, Act 50 of 2003.

The site is located approximately 500 metres from the nearest residential area (Co-ordinates: S34° 10' 04.4" and E 24° 39' 20.4"). The site is fenced, but there is no access control. This will be improved. The site should be authorised in terms of section 20(1) of the Environment Conservation Amendment Act, Act 50 of 2003 and upgraded to provide easier dumping of waste and control at the site.

POSITION OF SITE:	The site is located approximately 500 metres east of the town, Oyster Bay (Co-ordinates: S34° 10' 04.4" and E 24° 39' 20.4").
Permit:	No
Year issued:	N/A
Classification of site:	GCB
Type of Operation (end-tip, trench, cell):	Waste dumped in skip
Estimated size of site:	Approximately 0.5 ha
Estimated remaining life of site	N/A Site should be authorised.
Separation of fresh and contaminated water:	None in place
Groundwater monitoring:	Yes
Volumes per day, week or month:	It is estimated that the site receives approximately 3 tons per day.
Is cover material available?	N/A
Is the drainage sufficient	Yes
Is there access control?	No
Is the site fenced	Yes
Does the site have sufficient buffer zone	Yes, nearest house approximately 500 metres from site
Type of equipment utilised on site:	Skip Loader
Operation hours:	There are no official operating hours for the site
Estimated cost for closure	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future
Saving plan for closure	

e transfer station currently handles garden refuse and builders' rubble. The site is fenced and there is a guard house situated at the entrance. The transfer station is still functioning as it should, but it is due for an upgrade to streamline the waste disposal service. This transfer station will, once it has been upgraded, only receive garden refuse. The status of the Paradise Beach Transfer station is shown below:

PICTURES HERE

PICTURES HERE

The **C-Place transfer station** has been demolished and a new transfer station site will be identified at a more suitable location.

The Municipality is also **planning the construction of a new transfer station** in St Francis Bay to replace the site that has been closed to domestic waste and which receives only garden waste. The new transfer stations should be authorised in terms of Section 20 of the Environment Conservation Amendment Act, 2003, by DEAT.

INDUSTRIAL AND MINING WASTE: There are no major hazardous industries or mines that operate in the Kouga Municipality. The following are the main industries that operate in the Kouga Municipality:

- Fishing industry
- Milk factory
- Citrus
- Agriculture

The fishing and citrus industries are both seasonal industries that mainly produce waste during the seasons when they are most active. The fishing industry is a major source of waste. They produce all kinds of waste, from fish and its by-products to general waste.

The Milk factory produces a large volume of waste - non-recyclable packaging that lands up at the Humansdorp Landfill site.

The possibility of hazardous industrial or mining waste disposal on the landfill sites is minimal. The Municipality does not experience any problems with the disposal of hazardous waste on the landfills. The municipality, however, does have a problem with the disposal of restaurant organic material, as well as fish by-products.

Illegal Dumping: Illegal disposal of waste occurs within all Wards of the Kouga Municipality. The impact of the weekly collection programme of domestic waste hardly impacts on the illegal disposals. Waste is also burnt.

Waste tariff structure: Waste collection services are billed with water, lights, rates and taxes on the monthly municipal services bill. The tariff made no provision for the billing of disposal as a separate income item due to the fact that there are no weigh-bridges at the regional waste disposal facilities.

Achievements: A major achievement for Kouga was the completion of the Draft Integrated Waste Management Master Plan (IWMMP). The IWMMP is an assessment of the current status of the entire Waste Management System, existing disposal sites, service delivery capacity and needs analysis. The status quo and needs analysis, in conjunction with the trends and forecasts, forms the platform of all planning activities.

Parks & Open Spaces: This service is subsidised from the taxed base. The implementation of strategic projects in this service delivery programme depends on the allocation during the budget processes. In terms of the creation of sustainable human settlement, the effective management of open spaces plays a crucial role in terms of the quality of life.

UNIT	WARD	AREA/LOCATION	NO. OF PLAY PARKS	CONDITION
Graslaagte	4	Gill Marcus	1	Vandalised - need new equipment and upgrading
		Johnson Ridge	1	No Equipment
		Vaaldam	0	
		Kruisfontein Proper	0	

		Andrieskraal	0	
Jeffreys Bay	2	Pellsrus (Roman Street) (Pellsrus Beach)	1 1	Good Condition Fair Condition – to be upgraded in relation with Blue Flag Pilot
		Tokyo Joe Slovo	1	Scrap, vandalised, to be completely re-built
	3	C-Place	0	Fair Condition- to be upgraded
		Wavecrest	2	Fair Condition – to be upgraded
		Kabeljous	2	Fair Condition – to be upgraded
	8	Ocean View	0	Fair Condition – to be upgraded
Hankey	9		0	
Thornhill	7		0	
Loerie	7		0	
Patensie	10		0	2 Sites being used for RDP Housing development
St. Francis Bay	1	Sea Vista	1	Site being used by informal settlers
		Oyster Bay	0	
	5	Arcadia	2	Vandalised - Need new equipment and upgrading
		Matt Melville	1	Fair - need upgrading
	6	Kwanomzamo (Chris Hani Street)	1	Vandalised - need new equipment and upgrading

The following table relates the management to open spaces and to the areas that require attention. The area of greatest need for investment is the procurement of the needed vehicles and equipment.

NEED	IDEAL	CURRENT	BACKLOG	COST
Beautification of Kouga	100%	1%	99%	R1 100 000.00
Upgrading of Play Parks	100%	0%	100%	R3 200 000.00
Design and development of New Parks	100%	0%	100%	R5 000 000.00
Maintenance of Open Spaces	100%	40%	60%	R2 600 000.00
Vehicles/Plant & Equipment	100%	30%	70%	R7 280 000.00

Location of cemeteries: The cemeteries are located as per the demarcated residential areas. However, cross-boundary burials do take place, placing more pressure on the lifespan of the cemetery.

2.4.3 DEPARTMENT: PROTECTION SERVICES

The Department of Protection Services manages the following functions:

- Traffic
- Fire
- Security
- Disaster
- River Control

- Life Saving
- Law Enforcement
- Airfields
- Radio Control
- Nature Conservation

The skills development of staff within the municipality has contributed to increased service delivery within the traffic department in respect of drivers license testing and safety on the road. The local ambulance station that has been revamped, and the requiring of new ambulances for the area, has also put the municipality in the position of being able to render a more effective and more efficient service to the community.

The Danish Pressure Equalisation Module (PEM) system has been installed, at a cost of R1.3 million, along the St. Francis Bay beach in an attempt to prevent further erosion of this coastline. A draft estuary management plan has been compiled for the Gamtoos Estuary in line with the requirements of the Coastal Management Bill. Some Jeffreys Bay beaches were affected for the first time by erosion during the severe storms this year. A soft revetment approach (Kaytech Geocontainers) is being attempted to protect the properties affected by the erosion.

A driver's license testing centre (DLTC) was opened in Hankey, which in turn allows the municipality to extend this service to the Gamtoos Valley.

R1.9 million of disaster funding was awarded to the municipality and has been officially gazetted. The Cacadu District Municipality is in the process of doing a ward-based disaster risk assessment that will improve service delivery in terms of disaster management in the Kouga.

An emergency housing project has been initiated where the beneficiaries are people who have been affected by fire disasters in Ocean View, Tokyo Sexwale and Sea Vista.

The fire service of the municipality has been extended to the Gamtoos Valley through the appointment of temporary retainer firefighters. SETA has approved 15 learnerships for firefighters.

2.5 DEPARTMENT: LOCAL ECONOMIC DEVELOPMENT (LED)

The LED Unit has an Outreach Programme where public participation in all wards is ensured. Intergovernmental relations between the LED Unit and Government and Government Sector Departments were as follows:

Cacadu District Municipality

- Tourism issues
- Kouga Development Agency
- Loerie Flower Reserve
- SEDA (Small Enterprise Development Agency) interaction

East Cape Tourism Board

- Discussions on tourism and possible support

Department of Economic Affairs Environment and Tourism

- Funding
- Baviaans Mega Reserve Development

Department of Agriculture

- East Cape Flower Trail, evaluation of marketing report
- Request for support - Outreach Programme
- Interaction regarding various projects, i.e. Aqua Farming, Chicken Farming and general agricultural matters

Department of Land Affairs

- Land distribution

- Loerie Flower Reserve

Department of Social Development

- Patensie Juice Factory

National and Provincial Treasury

- PPPs (Public Private Partnerships) for the Kouga Cultural Centre
- Funding applications for various projects in Kouga

Department of Housing and Local Government

- Patensie Juice Factory
- Financial assistance to revise the LED Plan

ECDC (Eastern Cape Development Corporation)

- Patensie Juice Factory

DTI (Department of Trade and Industry)

- Kouga Development Agency - financial support

SEDA (Small Enterprise Development Agency)

- Discussions - opening an office in Humansdorp
- Assistance with registration of co-operatives and general help to SMMEs

DBSA (Development Bank of South Africa), ESKOM, Dept Mineral Affairs and Energy

- Wind/ Hydro Energy Plant Development

DAC (Department of Arts and Culture)

- Sarah Bartmann Development
- Funding applications

SAHRA (South African Heritage Resource Agency)

- Sarah Bartmann Development

Dept Transport

- Narrow gauge line and train

Offices for the LED Unit: The LED Unit moved to the Shell Museum and Tourism Building in the latter part of the financial year. The building belongs to the Council, and this has been a positive venture in making the best use of Council's assets. Infrastructure alterations were made, and the necessary equipment was purchased to make this a functional, exemplary office of the Kouga Municipality.

Establishment of infrastructure for a Small Business Centre in the Kouga Cultural Centre: Funding amounting to R50,000 was approved by DEAET (Department of Economic Affairs, Environment and Tourism) for infrastructure for a small business centre which SEDA is to occupy in the Kouga Cultural Centre. Funding was transferred to the Cacadu District Municipality.

Establishment of Infrastructure for the Tea Room in the Kouga Cultural Centre: Funding was approved by DEAET for the infrastructure for a tea room in the Kouga Cultural Centre amounting to R50,000. An amount of R30,000 has been spent for tables and chairs, a stove, a fridge, and a reception desk. The rest of the funding will be spent in 2008/2009

Narrow Gauge Line and Station Revival: The Apple Express from Port Elizabeth through Kouga into Koukamma, Nelson Mandela Metro and even further, extending into the Eden District Municipality. The Apple Express Section 21 Company and the Dept Roads and Transport have already met to discuss this matter. A business plan was drawn up to plan the revitalisation of the train, the lines and some stations. This is supported by the various councils. It was then submitted to the Department of Roads and Transport for approval. The rail has since been used on a more regular basis for tour groups from Port Elizabeth to the Loerie, Patensie and Kareedouw Stations.

Once funding has been approved, this important transport system can be used more effectively, not only for tourists, but also for the communities beyond 2010.

Tourism Infrastructure and services and Transport needs: Tourism Infrastructure (especially having 2010 in mind as well) needs to be **funded and improved**.

Local Economic Development aspects in the LED Unit currently mainly consist of Tourism Development, SMME Development and Agricultural Development. We plan to extend this in the new financial year to include various other planning activities, such as Business Developments in the area. This will give a more realistic picture of the larger scale developments taking place in our municipal area.

2.5.1 TOURISM DEVELOPMENT

Kouga Tourism Forum and Community Tourism Organisations

The Kouga Tourism Forum consists of the following Tourism Organisations: Jeffreys Bay Tourism, St Francis Tourism, Humansdorp Tourism, Hankey Tourism, Gamtoos Tourism, as well as the Kouga Business Forum.

The various tourism offices in the Kouga municipal area are partly funded by the Kouga Municipality in order to assist them in running offices in various towns in the following disciplines:

- Information centres;
- Marketing tourism products;
- Developmental tourism programmes;
- Facilitation of tourism events.

Tourism Offices, in turn, have to report back on funding expenditure, particularly related to marketing, developmental programmes and events. The Humansdorp Museum was also funded by the LED Unit, and will in future be funded by the Social Development Section of the Kouga Municipality. The Tourism Forum assists with the implementation of the Kouga Responsible Tourism Plan, where funding is available.

2.5.2 DEVELOPMENTAL TOURISM PROGRAMMES

Developmental tourism in Kouga included:

- Sustainable Tourism Training
- Facilitation of the establishment of a tourism co-operative of those PDIs who received tour guide training, NQF 2 is progress. Application for funding for the Co-operative to become sustainable is underway, as well as assistance with the establishment of a Heritage Route.
Still awaiting outcome:
 - Craft Training and representation on craft markets
 - PDI Tourism Office Staff Training
 - Tour guides to destinations in Kouga
 - Inclusion as members on tourism organisations as well as on some management committees
 - Participation in various tourism events, i.e. bike rallies, festivals, functions, etc.
 - Contractual appointments in various programmes, i.e. beach clean-ups, festivals and events
- Kouga Cultural Centre PPP Process is currently in phase 1: The Feasibility Study

Despite development programmes as stated above, much more should be done to transform the tourism industry. We plan to work towards this, especially with the assistance of the Tourism Co-operative.

Marketing Kouga as a Tourism Destination

The various tourism offices market the various towns in the Kouga as well as the adjacent areas. The Kouga Municipality has finalised the Kouga Route Brochures and Website to market the Kouga Municipal Area as a whole. Tourism Routes for the Kouga area are also marketed through the

Baviaans Mega Reserve on their website. The East Cape Birding Route Development, which includes the Kouga municipal area, has been developed.

The Kouga Municipality hosted the Shell Festival in September 2007, and is currently in the process of organising the Annual Jeffreys Bay Shell Festival again in consultation with the Tourism Organisation, Business and Stakeholders from the Townships. Other larger events in the Kouga area include the Billabong Pro, Naartjie Festival, Jazz Festival, 1 Mile Event (Swimming), December Holiday Programmes, plus various smaller events such as sporting events, craft markets and social events.

An events programme is included in the tourism website and the Kouga Routes Brochure. The Kouga Municipality is also featured in a slot on the Super Sports Programme.

Promotion of Tourism Partnerships

Baviaans Mega Reserve: The Kouga Municipality serves on the Baviaans Mega Reserve Steering Committee. It gives input and facilitates partnerships in various programmes, viz. Environmental Exhibition in the KCC, Tourism Routes, Proud Partners Programme.

Sarah Bartmann Heritage Site: The Kouga Municipality is a key stakeholder in the Development of the Sarah Bartmann Heritage Site in conjunction with SAHRA, DAC and Reference Group and the various Khoisan Structures. The Site has been cleared of all unwanted structures. Government and community consultation regarding the development of the site, as well as declaring the site as a National Heritage site, has been finalised. The Environmental and Cultural Strategy is nearing completion and the Nelson Mandela Metro University (Architectural Unit) has been approached to assist with completion of the final planning of the buildings and infrastructure.

Kouga Development Agency: The Kouga Development Agency is a Multi-Jurisdictional Service Utility Company for the Kouga and Cacadu District Municipalities that has been established in order to investigate and implement a tourism node, which includes the area on the eastern side of the Kabeljous River and the Papiessfontein site. The establishment phase of the entity has been finalised and the Master Plan has been approved. The funding source is mainly IDC. The land has been transferred and tenders have gone out for the development.

Kouga Cultural Centre (KCC), PPP, Humansdorp: The Kouga Municipality has embarked on an investigation into establishing a PPP to run the KCC. The project is registered with National Treasury and the process of the appointment of a Project Officer and Transaction Advisor has been completed. The Transaction Advisor is finalising the Phase 1 section of the Feasibility Study

Tourism Co-operative: The tourism co-operative, consisting of trained tour guides, has submitted their application for registration to CIPRO. It is envisaged that they will run the Central Tourism office within the KCC, in conjunction with Humansdorp Tourism. They will also manage tours within the KCC, as well as tours from the KCC to various destinations within the Kouga Municipal Area. Some of them have been registered with ECTB, and others are currently undergoing training to get their First Aid Certificates. Funding applications have been requested from ECTB and the Department of Arts and Culture for further training, operational requirements and the establishment of a cultural route.

Town Beautification: An application was made to DEAET through a service provider for funding to beautify the entrances in and out of the towns in the Kouga Municipal Area.

2.5.3 SMME DEVELOPMENT

Database of Small Business:

A database consisting of business in the Kouga was established and kept up, which includes:

- Name and type of business;
- Number of years in business;
- Number of people employed.

Business Training for small entrepreneurs

Three training courses were facilitated for small business entrepreneurs in 2007/2008:

- How to manage your business;
- Co-operatives;
- First Aid Training;
- Training by Baviaans Mega Reserve and Technical Services in Brick Making;
- Information was provided during outreach on Supply Chain procedures and registration on the Kouga Database;
- Information was provided during outreach on the role of SEDA and their assistance.

Outreach Programme for small business

An outreach programme was held in order to assist small businesses in facilitating the establishment of co-operatives and Closed Corporations, and to assist with linkages for business plans and funding. The outreach included the towns of Humansdorp, Jeffreys Bay, Hankey, Patensie and Oyster Bay.

Daily assistance to small business

SMMEs were assisted on a daily basis with general queries, establishment of co-operatives and CC's, business plans and funding linkages.

Single Mothers' Empowerment Project: Pellrus, Tokyo and Ocean View

This project is initiated through the Nelson Mandela Metro and various social workers in the area. 1,400 single mothers will be assisted in establishing a Section 21 Company, provided with skills training, and assistance in the marketing of their products, as well as a revolving fund to ensure success in their entrepreneurial ventures and constant monitoring and evaluation thereof. The project has commenced and various groupings are already in the implementation stage.

Patensie Juice Factory

A Closed Corporation for the Juice Factory has been established. The Board of Directors are currently perusing the contract of the transfer of the Juice Factory from Kouga Municipality to the Board.

Dept Social Development has given R500,000 towards the Juice Factory and the Board will commence with operations once the money has been transferred to their account. Various aspects that will be seen to, including ensuring that the building and the juice is SABS compliant. Private investors have shown an interest in the factory once it is in operation again.

Ward Committee Assistance and Correlation thereof

Ward Councillors received funding to assist communities in various social and economic activities which the LED Unit correlated. This includes the following:

Ward 1:

- Workshop built for training and project development
- Repair and paint crèche

Ward 2

- Support local fishermen to get permits from Sea Fisheries
- Assist Sewing Business
- Donation to school
- Donation to rugby club

Ward 3

- Upgrade cemetery
- Upgrade name plates
- Assistance to neighbourhood watch
- Storm water project

Ward 4

- Assist senior citizens with upliftment
- Assist exchange student financially
- Complete ablution facilities at school

- Library Week in township
- Assist school with catering programme
- Assist Neighbourhood Watch
- Assist Community Food Programme
- Assist crèche with food programme
- Financially assist local rugby club

Ward 5

- Paint and repair ablution facilities at school
- Mobile project equipment for ward councillor
- Assist Kouga FM Radio Station
- Banquet for rugby club
- Donation to school yard
- Assistance to Youth Week
- Assist with soup kitchen

Ward 6

- Clearing bush for food garden at school
- Preparing and securing classroom for school

Ward 7

- Building of library

Ward 8

- Repair streets in Ocean View

Ward 9

- Grassing of sports fields

Ward 10

- Seeds and irrigation for agricultural project
- Manufacturing pots
- Assist with car wash
- Assist with Brick Making Project
- Assist with funding to register co-operative
- Assist poor young people to attend college

Other SMME Projects currently in the process of facilitation:

- Bakery
- Jewellery project
- Sewing

SMME Development Plan

We are currently in the final stages of the SMME Development and Training Plan. The final draft has been completed through Nelson Mandela Metro University and a full day workshop is to be given to the staff and relevant role players for final input.

Agricultural Development

Humansdorp Department of Agriculture

The Dept of Agriculture in Humansdorp was requested on various occasions to attend the Outreach Programme, but due to their constraints they could not participate.

Projects under discussion with Dept of Agriculture in PE and Kouga Stakeholders

Aqua Farming in Kouga - fresh water and sea water.
 Chicken Farming and partnerships for Rocklands
 Joint marketing for vegetable farming in the Kouga

Community Farming

We are currently busy forming a database of emerging agriculture in the Kouga area, and the needs of the aforesaid. Projects under discussion are community gardens, chicken farming and other livestock farming, infrastructure required and training.

Loerie Out Growers Project, indigenous flowers

Longmore Flower Estates applied for DEAET funding to establish the Loerie Out Growers Project. An amount of R500,000 was approved, on prerequisite that the Kouga Municipality implements the project through Cacadu District Municipality and the Longmore Flower Project. Due to land issues, lack of an implanting agent and various other constraints, Cacadu District Municipality has requested a budget to appoint an implementing agent. Once this has been finalised the project will commence.

Longmore Flower Estates

Longmore Flower Estates are producing proteas and indigenous protea types for export. A Chinese delegation visited Longmore Estates to further partnerships in export and exhibition purposed at the Chinese Trade Fair.

The latter is negotiated on a Provincial Level.

Agricultural Plan and Forum

The Kouga Municipality have applied for funding to the Dept of Agriculture to have a separate Agricultural Plan for the Kouga Region, as well as for assistance in finalising a fully fledged Agriculture Forum due to Kouga being one of the largest producers of dairy, chokka, citrus as well as vegetables. The Kouga Area would thus like to link formal and emerging farmers, discuss joint ventures and ensure that the emerging farmers have a strategy in place to ensure their sustainable development. The outcome of this application has not been finalised.

2.5.4 FINANCIAL VIABILITY

General Financial Responsibility

The LED is responsible for the following financials:

- Compiling the LED IDP;
- Compiling the LED Annual Budget;
- Control over LED Budget; and
- Application for Funding for LED Projects and Programmes.

Funding and support facilitation

Funding for Projects/Programmes facilitated through the LED Unit was as follows at end of the 2007/2008 financial year:

Funder	Description	Approved	Comment
SEDA	Small Business Training	Yes	40 community members trained in business entrepreneurship
DEAET	Small Business Centre and Tea Room, KCC, Infrastructure	Yes	In progress
DEAET	Kouga Beautification	No	Awaiting outcome
DEAET	SMME Development	No	Awaiting outcome
DAC	Skills Development for Khoisan Visual Arts	Yes	R500,000 received
DAC	Cultural Route and Development PDI Tour Guide Co-operative	No	Awaiting outcome.
Dept Agriculture	Finalization of Kouga Agricultural Plan and Forum	No	To the value of R80,000
Our Times	Shell Festival marketing	Yes	R80,000
ECTB	Shell Festival	Yes	Banners, tent, assistance to cultural groups
DEAET	SMME Development Plan	Yes	R210,000
DEAET ECDC Dept Social Dev	Juice Factory	Yes	Awaiting transfer of funds to Juice Factory from Dept of Social Development.
National Treasury	Public Private Partnership for the Kouga Cultural Centre: Final PPP Study	Yes	Awaiting finalisation of Feasibility Studies, Phase 1 and 2 before embarking on final PPP Study - amounting to 1,2 million
National Treasury	Assistance to various projects in	No	Awaiting outcome

	the Kouga Region on Township and general developments		
DPLG	Review of the LED Plan	Yes	Terms of reference to be finalised before commencement.
Private investors	Requested investors to identify projects as indicated on the IDP in which they wish to invest	No	In progress
Langkoof Bricks: Mining Social Responsibility	To assist in tourism, arts and culture and food gardens	Yes	Final terms of reference to be drawn up.

2.5.5 INVESTMENTS IN THE KOUGA AREA

FOUNTAINS MALL

Jeffreys Bay – private land – 600ha
 3,5 Billion
 Regional Mall of 40 000m²
 80% national tenants
 Roads, sewerage, electricity and water - ±R47 million
 Official opening – October 2008

ZWARTENBOSCH

Humansdorp – private land – 159ha
 Golf Estate, conference facilities, health hydro
 R1 billion total capital injected into project
 Roads, electricity, sewer and water - ±R160 million
 31 May 2002 – 2013

GEELHOUTBOOM

Humansdorp – private land – 220ha
 Low cost, affordable, upmarket, industrial and commercial stands
 R700 million total capital injected into project
 Roads, electricity, sewerage and water - ±R140 million
 Jan 2008 – 2012

EEDEN GLEN

Jeffreys Bay – private land – 1800m²
 Retirement – houses
 R4 million
 No infrastructure
 May 2008 – Nov 2008

SEETUIN

Jeffreys Bay – private – 800m²
 House
 R800 000
 No infrastructure
 Aug 2008 – Oct 2008

JUBILEE LAKES

Jeffreys Bay – Private – 840ha
 Residential, Lifestyle & Retail Golf Estate and Conference Facilities
 R2 billion in Phase 1
 900 residential erven
 380 retirement houses

100-bed hotel site
 250-group housing
 Clubhouse contains retail shops
 Roads, electricity, sewerage and water - ±R400 million (Phase 1)
 2009 – 2014

2.6 DEPARTMENT: TECHNICAL SERVICES

INFRASTRUCTURE AND SERVICES

The Directorate of Technical Services envisages a town supported by efficient and well-maintained service infrastructure so that all citizens and stakeholders can access a growing base of innovative, safe, reliable and affordable services.

The implementation of this vision requires the attainment of concrete goals by way of infrastructure provisioning.

This vision rests on the following broad principles:

- In accordance with national policy commitments, and an agreed local definition of appropriate levels of service, extending a differentiated package of service that is fit for the purpose, affordable and reliable;
- Extending and maintaining reliable and competitively priced services required by commercial and institutional consumers;
- Securing service delivery through well-designed, well-integrated and well-maintained supply, processing and distribution networks;
- Maintaining leadership in sponsoring and adopting innovative, yet locally relevant technologies, and delivery capabilities that enable new service offerings and ongoing efficiency improvement across all service areas; and
- Maintaining a regime of responsible service delivery regulation and stakeholder interaction.

The strategic objectives of infrastructure and service delivery centres within Kouga are to have or reach universal coverage for basic services and, at the same time, improve access to higher service levels for a larger portion of the population.

The sector has devised a basic service delivery programme to rollout and improve service delivery, the emphasis being in previously disadvantaged communities.

A service delivery improvement programme is focused on delivering competitive and reliable services to institutional and commercial customers, with a focus on addressing complaints and reducing power /service outages.

These focus areas are to be strengthened by service delivery improvement, as ensured by investment in assets and reductions in illegal electricity connections via service reliability programmes, and asset refurbishment and maintenance programmes that incorporate operational water loss programmes.

The focus on investment in the maintenance of assets is fundamental to the sustainability of the sector.

Infrastructure modernisation programmes similarly seek to ensure that infrastructure and service delivery sections focus on programmes that support the sustainability of the sector.

2007/08 performance highlights

The delivery of basic services remains the Kouga's most important responsibility.

As such, Kouga Municipality has worked consistently towards ensuring that all communities receive a quality service which is provided in an efficient and sustainable manner.

The challenge in electrical supply by Eskom is a national challenge and also affects Kouga as a region. In October 2007 an application for the increase in the Notified Demand for Kouga Area was submitted. The application for Jeffreys Bay to be increased from 16 MVA to 32 MVA was approved. This is an indication of the huge growth in the area.

Applications for the other towns in the Kouga area are being processed by Eskom.

Project Implementation

The funding for capital projects is reliant on grant funding and loans. Grants and subsidies received amounted to R315m. A total number of 5 416 people received the equitable share amounting to R655 290 per month. It amounts to a total of R7 863 480 spent on equitable share per annum.

BASIC SERVICES

With the increase in development opportunities in Kouga, the demand for bulk services also increased, as it provides a conducive and sustainable environment for growth and development.

2.6.1 WATER

Approval for an increase in bulk water supply from the Metro to Kouga has been received. The approval provides for an increase in supply from 6,7m³/day to 50,7m³/day up to the year 2020.

The increased water allocation will accommodate the additional 15000 erven that are expected to be developed over the next 12 years. In order to achieve this, the following bulk water networks have already been upgraded and completed:

- | | | |
|----|--|--------------|
| 1. | Jeffreys Bay Reservoirs and Main CBD pipe Networks | R9,8 million |
| 2. | St. Francis Bay Pipeline | R14 million |
| 3. | Patensie Water Tower | R1,2 million |

Bulk water projects still to be completed before June 2008

- | | | |
|----|---|--------------|
| 1. | Bulk Supply water pipeline Kruisfontein | R1,2 million |
| 2. | Umzamoewethu Filter Reservoir | R2,7 million |
| 3. | Hankey Water Works Reservoir | R1,5 million |

2.6.2 SEWERAGE

The provision of sewerage and upgrading of Sewer Treatment Plants are also on the agenda to accommodate developments. Therefore a Sewerage Master Plan was implemented to accommodate the increased volumes of sewerage.

The following Sewerage Plants have been completed:

- | | | |
|----|------------------------------|--------------|
| 1. | St. Francis Bay | R1,2 million |
| 2. | Thornhill | R2,8 million |
| 3. | Humansdorp | R1,0 million |
| 4. | Hankey Sewerage Pump Station | R5,1 million |
| 5. | Jeffreys Bay Gravity Sewer | R3,6 million |

Bulk sewerage projects still to be completed

- | | | |
|----|---------------------------------|--------------|
| 1. | Jeffreys Bay Sewerage Plant | R10 million |
| 2. | Kruisfontein Sewerage Plant | R1,3 million |
| 3. | Ocean View Sewerage Rising Main | R3,0 million |
| 4. | Thornhill Internal Sewer | R2,0 million |

2.6.3 ELECTRICITY

The electrical supply problem experienced by Eskom is a national challenge and will also affect Kouga as a region. In October 2007, applications for the increase in the Notified Demand for Kouga Areas were submitted. The application for Jeffreys Bay to be increased from 16MVA to 25MVA was approved. This is an indication of the huge growth in the area.

Applications for the other towns in the Kouga area are in the process of being processed by Eskom.

Electrical Bulk Supply projects completed

1.	Main feeder line Jeffreys Bay Phase 1	R5 million
2.	Jeffreys Bay Main Sub Station Phase 1	R1,9 million
3.	Ocean View/CDB Networks	R1,8 million
4.	Humansdorp Moeras Rivier Network	R900 000

Electrical projects to be completed:

1. High Mast Lights to be installed in Hankey, Patensie, Ocean View, Loerie, Kwanomzamo and Kruisfontein R900 000

Funding approvals were received for electrification projects in Kouga from the (NER) National Electricity Regulator and will be implemented by the end of March 2008.

2. Provision of 500 house connections in Kouga R2,0 million
3. Upgrade Electrical Bulk Supply R4,0 million

Although we are on par to achieve the government targets for water and sanitation, the targets will only be met if the informal areas have been formalised. An Engineering Technician will be appointed to assist the Town Planning Department with the EIA, pegging of erven and funding applications for services.

Since the MIG Unit was established and staff trained, the performance on MIG expenditure dramatically improved from 13% for the year 2006/07 to 60% for the 2007/08 Financial Year.

Projects are already committed by the MIG Offices for implementation of the 2008/09 Financial Year allocation and will be implemented on 1 April 2008. It is expected that the 2008/09 allocation of R10 million will be spent and that projects will be completed by October 2008.

2.6.4 ROADS

We are still committed to implementing the One Kilometre Roads Projects in each Ward. The tender for the supply of material will close by mid March 2008, whereafter construction will commence.

Tenders for the resealing of roads were approved in February 2008 and the contractor will be on site on 1 March 2008. An amount of R2million was provided for the resealing of roads on the 2007/08 estimates.

More funding is required for the maintenance and upgrading of roads infrastructure. A budget of R41 million was submitted to the Provincial Department of Roads for financial assistance.

2.6.5 LAND

The Department of Land Affairs granted, and in principle approved, the acquisition of a piece of farm land to the value of R1 250 000 on 7 February 2008.

A piece of land which abuts the Cyril Ramaphosa Residential Area is in the process of being transferred to Council. It is anticipated that this land will be utilised for a new housing development.

The National Department of Public Works committed themselves in November 2007 to transfer a portion of Portion 62 of Farm 736 for the purpose of providing housing for the residents of Ward 1.

2.8 DEPARTMENT: PLANNING AND DEVELOPMENT

The Department of Planning and Development provides both land and housing services for the purposes of spatial planning, housing development and other regional activities. It further intends to provide the ordering of activities to maximise the efficient functioning of towns and regions of Kouga to the social and economic advantage of the community.

Housing is the competency of Provincial Government in terms of the Constitution, both for funding and support. However, co-operation and co-ordination between directorates within the Municipality is necessary to ensure provision of water, electricity and infrastructure.

Achievements

- Approved plans 733
- Land Use Changes 134
 - Rezoning 38
 - Subdivisions 46
- Other land use applications 61
- Gamkab SDF (KDA development) approved.

The estimated informal housing list of the Kouga Municipality is illustrated below:

Jeffreys Bay	2650	Humansdorp	3060
Thornhill	660	Loerie	520
Hankey	1670	Patensie	670
Sea Vista	1210	Oyster Bay	110
Total	10550		

The housing waiting list for Kouga is detailed below:

Jeffreys Bay	5365	Humansdorp	3075
Thornhill	610	Loerie	625
Hankey	1570	Patensie	585
Sea Vista	986	Oyster Bay	80
TOTAL	12896		

Spatial Development Framework

The Council is in the process of consolidating the Spatial Development Frameworks of all of the administrative units into one document, which will include all spatially-based policy guidelines whereby land use changes, needs and growth in this region can be managed in an orderly fashion to the benefit of the whole community.

Town Planning Scheme

The Department is embarking on a process of reviewing the Town Planning Scheme of all areas in the Kouga region in order to adjust to development.

Major Developments

The following major developments are currently in progress:

NAME	AREA
The Fountains	Jeffreys Bay
The Sand Residential Estate	Jeffreys Bay
Jubilee Lakes	Jeffreys Bay
Shopping Mall	St Francis Bay
Zwartenbosch Golf Estate	Humansdorp
Neighbourhood Centre	Jeffreys Bay
Shopping Mall	Pellssrus

CHAPTER 3: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

3.1 DEPARTMENT: HUMAN RESOURCES

The Human Resources Department is, inter-alia, responsible for the following strategic objectives:

- Human Resource Administration
- Fair and equal Recruitment and Selection of competent staff
- Ensuring sound and healthy Labour Relations
- Compliance with Occupational Health and Safety Act

The activities related to the Human Resources functions include:

- Developing HR policies and procedures
- Recruitment
- Inducting new officials
- Skills development
- The implementation and maintenance of a performance management system
- Employer / Employee Relations
- Employment Equity
- Discipline
- Occupational Health and Safety
- Benefit Administration

ORGANISATIONAL STRUCTURE

OFFICE MUNICIPAL MANAGER		
<p>Manager: Integrated Development Plan</p> <ul style="list-style-type: none"> • Co-ordinate IDP processes • Integrate municipal programmes and plans • Align 3 spheres of government services 	<p>Performance Management Co-ordinator</p> <ul style="list-style-type: none"> • Institutional PMS • Individual PMS • Monitoring and evaluation 	<p>Service Centre Co-ordinators</p> <ul style="list-style-type: none"> ▪ Co-ordinating of unit municipal services and programmes
<p>Manager: Capacity Building</p> <ul style="list-style-type: none"> • Skills Development • Internal & External Bursaries 	<p>Media Liaison Officer</p> <ul style="list-style-type: none"> • Media Liaison 	

<ul style="list-style-type: none"> • Employment Equity 		
DIRECTORATE: TECHNICAL SERVICES		
<p>Water Bulk</p> <ul style="list-style-type: none"> • Reticulation • Purification • Maintenance • Water Connections <p>Sewerage</p> <ul style="list-style-type: none"> • Reticulation • Purification • Maintenance 	<p>Electrical Bulk</p> <ul style="list-style-type: none"> • Reticulation • Metering • Sub-stations • Inspections <ul style="list-style-type: none"> • Connections • Infrastructure Projects • Street Lighting 	<p>Roads and Storm water</p> <ul style="list-style-type: none"> • Building Maintenance • Mechanical Workshop • Infrastructure Projects • Fleet Management <p>Pavement and Curbing</p>
DIRECTORATE: COMMUNITY SERVICES		
<p>Manager: Health Services</p> <ul style="list-style-type: none"> • Primary Health Care Services • Environmental Health Services • HIV/AIDS Programmes 	<p>Manager: Cleansing, Parks and Public Amenities</p> <ul style="list-style-type: none"> • Cleansing • Waste Management • Tip Management • Waste Disposal Sites • Sanitation • Caravan Parks and Camps • Street and Pavement Cleaning • Community Halls • Beaches • Parks and Gardens • Cemeteries and Cemetery <p>Maintenance</p> <ul style="list-style-type: none"> • Sports Fields • Public Toilets • Recreational Facilities • Nature Reserves • Bus and Taxi Ranks 	<p>Manager: Protection Services</p> <ul style="list-style-type: none"> ▪ Traffic • Law Enforcement, Awareness and Programmes • Traffic Sign Maintenance • Traffic Management Systems • Fire Safety and Security <p>Management</p> <ul style="list-style-type: none"> • Disaster Management • NATIS • Roadworthy Certificates • Accidents • Drivers' Licenses • Vehicle Testing • Vehicle Registration • Pound • Parking Meters
DIRECTORATE: FINANCE		
<p>Manager: Revenue and Compliance</p> <ul style="list-style-type: none"> • Revenue Collection 	<p>Manager: Expenditure</p> <ul style="list-style-type: none"> • Payment of Accounts • Creditors' Administration 	<p>Manager: Budget and Treasury</p> <ul style="list-style-type: none"> • Budget Administration • Annual Financial Statements

<ul style="list-style-type: none"> • Revenue Protection • Credit Control Debt Collection 	<ul style="list-style-type: none"> • Payroll Administration Stores 	<ul style="list-style-type: none"> • Asset Management • Information, Communication Technology Fleet Management
DIRECTORATE: CORPORATE SERVICES		
<p>Manager: Administration</p> <ul style="list-style-type: none"> • Secretarial Services • Archives and Records • Communication <ul style="list-style-type: none"> • Auxilliary Services • Housekeeping 	<p>Manager: Legal Services</p> <ul style="list-style-type: none"> • Litigation • By-laws • Property Management <ul style="list-style-type: none"> • Ward Committees 	
DIRECTORATE: SOCIO-ECONOMIC DEVELOPMENT AND HUMAN RESOURCES		
<p>Manager: LED</p> <ul style="list-style-type: none"> • Establishment of LED Forums • Tourism • SMME Development • LED Project Funding • Arts and Culture • Museums • Libraries • Education • Social development 	<p>Manager: Human Resources</p> <ul style="list-style-type: none"> • Personnel Administration • Training and Development • Occupational, Health and Safety • Labour Relations • Equity and Skills Development 	
DIRECTORATE: PLANNING AND DEVELOPMENT		
<p>Manager: Town Planning and Development</p> <ul style="list-style-type: none"> • Town Planning • Land Use • Spatial Development and Planning • Building Control • Building Inspectorate • Property Valuations • Township Layouts • GIS 	<p>Manager: Housing Development</p> <ul style="list-style-type: none"> • New Houses • Site and Service <p>Housing Administration</p>	

The following priority table provided the basis for the formulation of objectives and strategies:

STAFF COMPONENT DESCRIPTION OF CURRENT ORGANOGRAM

DIRECTORATE	UNIT	NUMBER OF POSITIONS	FILLED	VACANT
ESD & HR	Social Development	29	24	5
	Economic Development	13	2	11
	Human Resources	9	7	2
	Integrated Development Plan	3	1	2
Community Services	Cleansing, Parks and Amenities	344	258	86
	Protection Services	65	57	8
	Health Services	21	16	5
Technical Services	Civil Engineering	231	203	28
	Electrical Engineering	91	83	8
Planning and Development	Town Planning and Development	20	15	5
	Housing Facilitation	18	6	12
Financial Services	Internal controls and IT	10	10	-
	Income	45	43	2
	Expenditure	10	10	-
Corporate Services	Administration	22	22	-
	Legal Services	1	1	-
TOTAL		932	758	174

During the year under review the Human Resources Department had the following challenges:

- There has been no Human Resources Manager and the department was managed by an acting manager for some time
- Staff shortages
- Records keeping
- HR functions decentralised, leading to lack of clarity as to the Key Performance Areas
- Behind schedule in terms of the Job Evaluation project
- Plethora of labour disputes

The following was achieved during the year under review:

- An HR Manager was appointed on 01 January 2008
- The following personnel were also appointed to assist with the functionality of the Department:

- Recruitment & Selection Officer
- Labour Relations Officer
- Conditions of Services Officer
- A Human Resources Plan was incorporated into the IDP for 2008/2009
- A draft Recruitment, Selection and Retention Policy was developed
- Employee Orientation Programme initiated
- Job Evaluations were completed, and awaiting results from the National Moderations Committee

STAFF ESTABLISHMENT FOR THE FINANCIAL YEAR 2007/2008

RACE	GENDER	2007/2008
African	Male	267
African	Female	86
Coloured	Male	341
Coloured	Female	95
White	Male	70
White	Female	49
Indian	Male	1
Indian	Female	/
Total Males		679
Total Females		230
TOTAL EMPLOYEES		909

RECRUITMENTS

Total number of new recruits, including people with disabilities:

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

	Male			Female				White Male	Foreign Nationals		Total
	A	C	I	A	C	I	W	W	Male	Female	
Top Management	1	1	0	0	0	0	0		0	0	2
Senior Management	1	0	1	0	0	0	0				

											2
Professionally qualified and experienced specialists and mid-management	1	1	0	0	0	0	0				2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	3	0	5	2	0	1				15
Semi-skilled and discretionary decision-making	4	3	0	0	0	0	2				11
Unskilled and defined decision- making	25	13	0	0	1	0					39
TOTAL PERMANENT	36	21	1	5	5	0	3	0			71
Non-permanent employees	5	11	0	4	10	0	2	0			36
GRAND TOTAL	41	32	1	9	15	0	5	0			107

TERMINATIONS IN OCCUPATIONAL LEVEL

Total number of terminations in each occupational level, including people with disabilities: Note:

A=Africans, C=Coloureds, I=Indians and W=Whites

	Male	Female	White Male	Foreign Nationals	Total

	A	C	I	A	C	I	W	W	Male	Female	
Top Management	0	0	0	0	0	0	0	1			1
Senior Management	0	0	0	0	0	0	0	0			0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0			0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	10	0	0	2	0	3	3			24
Semi-skilled and discretionary decision-making	8	1	0	1	1	0	0	0			11
Unskilled and defined decision- making	1	8	0	3	0	0	0	0			12
TOTAL PERMANENT	15	19	0	4	3	0	3	4	0	0	48
Non-permanent employees	0	1	0	0	2	0	1	0	0	0	4
GRAND TOTAL	15	20	0	4	5	0	4	4	0	0	52

TERMINATIONS IN EACH CATEGORY

Total number of terminations in each **termination** category:

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

	Male			Female				White Male	Foreign Nationals		Total
	A	C	I	A	C	I	W	W	Male	Female	
Resignation	3	5	0	1	2	0	3	3			17

Non-renewal of contract	0	1	0	0	2	0	1	0			4
Dismissal – Operational requirements (retrenchment)	0	0	0	0	0	0	0	0			0
Dismissal - misconduct	1	3	0	1	0	0	0	0			5
Dismissal - incapacity	1	4	0	1	0	0	0	0			6
Other	10	7	0	1	1	0	0	1			20
TOTAL	15	20	0	4	5	0	4	4	0	0	52

DISCIPLINARY ACTION

The report is based on formal outcomes only.

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

DISCIPLINARY ACTION	Male			Female				White Male	Foreign Nationals		Total
	A	C	I	A	C	I	W	W	Male	Female	
	2	7	0	2	0	0	0	1			12

INJURY ON DUTY CASES

No	Name	Date of accident	Gender
1	N.E. Luzipho	20 June 2007	Male
2	G. D. Mabanga	25 September 2007	Male
3	H. Marais	05 October 2007	Male
4	N.C. Ngqandu	02 October 2007	Female
5	N.C. Ngqandu	26 October 2007	Female
6	M. Mkhokeli	28 November 2007	Female

7	L.K. Mtana	14 November 2008	Male
8	K.K. Nyondi	30 October 2008	Male
9	M. Pieterse	07 October 2007	Male
10	E. Synders	04 August 2007	Male
11	M. Titus	14 August 2007	Male
12	F. Van Rooyen	28 August 2007	Male
13	B. Victor	26 October 2007	Female
14	D. Xawuka	10 July 2008	Male
15	D.C. Mthetheleli	21 September 2008	Male
16	J. Goeda	09 September 2008	Male
17	G.S. Harmse	21 Dec 2007	Male
18	F. Hendricks	21 December 2007	Male
19	B. Jafta	05 July 2008	Male
20	C. P. Plaatjies	27 February 2008	Female
21	J.M. Geswint	02 Jan 2008	Male

EMPLOYER/EMPLOYEE RELATIONS

The collective agreement requires the municipality to establish a Local Labour Forum (LLF). Local Labour Forum Meetings are scheduled on a monthly basis. Issues are submitted by the employer and Union components for consultation. The LLF makes recommendations to the Mayoral Committee and Council for consideration. The employer and organised labour continued with their spirit of mutual respect and co-operation.

TOTAL PENSION FUNDS FOR OFFICIALS

1.	Cape Joint Retirement Fund (CJRF)		154
2.	Cape Joint Pension Fund (CJPF)	4	
3.	National Fund for Municipal Workers (NFMW)		12
4.	South Africa Local Authority Pension Fund (SALA Pension Fund)		41
5.	National SAMWU Provident Fund	278	
6.	Sanlam Provident Fund		240

PENSION FUND FOR COUNCILLORS

1.	Municipal Councillors Pension Fund	8
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MEDICAL AIDS

1.	Bonitas	87
2.	Global Health	30

3.	Hosmed	57
4.	LA-Health	71
5.	SAMWWU-Med	102

3.2 SKILLS DEVELOPMENT AND EMPLOYMENT EQUITY

The Employment Equity Plan and Skills Development based on the JIPSA and ASGISA principles are to achieve the following:

- The plan is meant to empower the officials to respond to service delivery per IDP;
- It assists Council to meet its Employment Equity targets as per the EEA of 1998;
- It addresses identified weaknesses to support career pathing, as well as growth and development of the employee;
- It identifies learning opportunities for staff from designated groups; and
- It gives all employees and Councillors an opportunity to be trained so as to enhance their performance in their respective jobs.

The following training was successfully completed during the year in review:

OCCUPATIONAL LEVEL	TRAINING INTERVENTION	TOTAL EMPLOYEES TRAINED	TOTAL AMOUNT SPENT
Councillors	CPMD-NQFL6	4	R180 000-00
	Computer Certificate	4	R12 000-00
	Gamap	3	
	Children's Rights	1	R3 500-00
	Leadership Development Programme	2	
Top Management	CPMD-NQFL6	1	R65 000-00
	Project Management-NQFL5	2	R20 000-00
	Finance For Non-Financial Management	4	R3000-00
	Prosecution And Disciplinary Procedures	3	R3 500-00
	Strategic Management NQFL7		
	Management Skills	3	R40 000-00
Senior Management		6	R 10 400-00
	Project Management-NQFL5	16	R35 000-00
	Strategic Management-NQFL6	16	R45 000-00
	Bid Comm Workshop	10	R9 600-00
	Disciplinary Hearing-NQFL5	10	R9 000-00
	Finance For Non-Financial Man	10	R9 000-00
	CPMD-NQFL6	1	R45 000-00
	IT Training	1	R7 800-00
Technicians	Management Skills	1	
	Project Management-NQFL5	4	R12 000-00
	Power Transformer Course	2	R10 485-00
Clerks	Computer Certificate	2	R4 500-00
	Bookkeeping Certificate	4	
	Secretarial and Office Management	4	
	Course		

	Supply Chain Management Course	3	
	Customer Care	14	R21 660-00
	Driver's License	3	R6 000-00
	Financial Accounting	2	R4 400-00
	Basic Electrical Course	2	R10 000-00
Fire Fighters	Basic Ambulance Course	4	R24 255-00
	Fire Fighter 11	1	
	Fire Fighter 1	3	
	Driver's License	1	R2 164-00
	Hazzmat Operation	1	R7 000-00
Traffic Officers	Driver's License Examiners	8	R68 000-00
	Traffic Officer Training	6	
Superintendents and Foremen	Disciplinary Hearing	10	R15 000-00
	Modern Supervision	10	R25 000-00
General Workers	Driver's License Examiner	2	R20 000-00
	Learner's and Driver's License	6	R28 000-00
	Computer Training	4	R12 000-00

INTERNAL BURSARIES

OCCUPATIONAL LEVEL	COURSE	NO. OF EMPLOYEES	INSTITUTION
Councillors	➤ B.Com	1	UNISA
Directors	➤ MPA	2	NMMU
	➤ Masters in Public Administration		NMMU
Managers	➤ BA Gov & Admin	5	NMMU
	➤ MA .Dev		NMMU
	➤ Certificate in Supply Chain Management		UNISA
	➤ Diploma Administration		UNISA
	➤ Diploma Administration		UNISA
Clerks	➤ Financial Accounting	4	NMMU
	➤ Finance		East Cape Midlands College
	➤ Records Administration		UNISA
	➤ Diploma in Public Management		UNISA
			UNISA
Superintendents	➤ Management Diploma	2	NMMU
	➤ Certificate in Management		NMMU
Professionals	➤ Diploma in Human Resources	4	NMMU
	➤ Supply Chain Management		UNISA
	➤ Financial Accounting		Varsity College
	➤ Construction		Intec College

EXTERNAL BURSARIES

NAME AND SURNAME	COURSE	INSTITUTION	DURATION	AMOUNT PAID
Demoor Mentoor	BA Administration	NMMU	3 years	R10 400
Asanda Tebekana	Information Technology	Varsity College	3 years	R12 500
Athenkosi Peter	Certificate in Management Principles	Varsity College	3 years	R7 500
Aphiwe Dyum	Electrical Engineering	NMMU	3 years	R14 500
Vusumsi Yake	Public Relations	Varsity College	3 years	R8 590

3.3 FINANCIAL SERVICES ANALYSIS

The goal of the Directorate of Finance is to ensure effective and efficient financial management and to reach the following objectives:

- To manage municipal revenue
- To manage the municipal budget
- To maintain internal financial control
- To produce financial reports
- To perform the treasury functions

Services offered to consumers

NO.	SERVICE	AREA PROVIDED	AREA EXCLUDED	REMARKS
1.	Enquiries & Information regarding municipal	Jeffreys Bay, Humansdorp, St Francis Bay, Hankey,	Thornhill	Thornhill services provided at Loerie

	accounts	Patensie, Loerie, Oyster Bay, Cape St Francis		
2.	Rendering of rates accounts	Total Kouga area. All properties in towns	Rural land and properties	
3.	Rendering of service accounts	All Kouga towns	Farms and rural areas	Thornhill services provided by Nelson Mandela Metropolitan Municipality. Hankey, Patensie, Loerie
	WATER			services provided by ESKOM
	ELECTRICITY	Jeffreys Bay, Humansdorp, St Francis Bay, Oyster Bay, Cape St Francis	Hankey, Patensie, Loerie, Thornhill	
4.	Provision of pay points for payment of annual and monthly accounts	Jeffreys Bay, Humansdorp, St Francis Bay, Hankey, Patensie, Loerie	Thornhill	Thornhill serviced by Loerie
5.	Extended access to pre-paid electricity and payment of accounts by involving third parties	Jeffreys Bay, Humansdorp, St Francis Bay, Oyster Bay	Hankey, Patensie, Loerie, Thornhill	Area excluded receives services from ESKOM. Retail outlets provide after hours pay point services
6.	Allocation and administration of indigent subsidies at units	Hankey, Patensie, Loerie, Jeffreys Bay, Humansdorp, St Francis Bay, Oyster Bay		

The following chart demonstrates the proportional allocation of the operating expenditure in terms of the 5 National Key Performance areas.

IDP	2007/08	2008/09	2009/10	2006/07	
PRIORITY	BUDGET	BUDGET		AMENDED	BUDGET

Institutional & good governance	29,598,500	40,092,120	41,570,579	28,040,760	25,573,336
Infrastructure & service delivery	165,929,040	184,933,587	198,790,470	253,044,150	142,173,141
Socio-economic development	37,172,251	41,732,140	43,359,230	32,022,420	32,868,983
Financial management	6,541,212	22,529,710	26,705,938	7,251,760	4,596,301
TOTAL	239,241,003	289,287,710	310,426,217	320,359,090	205,211,761

DISCLOSURE OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF THE MFMA, ACT 56 OF 2003

Name of Grant	Name of Organ of State of Municipal Entity	Quarterly Receipts					Receipts
Local Government Financial Management Grant	National Treasury	500,000	-	-	-	-	500,000
Municipal Systems Improvement Grant	DLGH & TA (Nat)	150,000	-	-	-	-	150,000
Integrated National Electrification Programme	DME	-	-	-	-	-	-
Municipal Infrastructure Grant	DLGH & TA (Nat)	-	7,628,392	9,940,705	2,463,000	-	20,032,098
Equitable Share	National Treasury	6,404,299	4,803,225	8,005,375	-	-	19,212,899

External loans: The total value of loans amounts to 80,2 million

Review on growth in the various items of the budget

Financial Year	Income R'000	%	Staff R'000	%	Expenditure R'000	%
2002/03	114414	3.64	45753	16.5	111901	5

2003/04	134470	17.5	54564	19.3	134303	20.0
2004/05	144200	7.2	62966	15.4	142480	3.1
2005/06	177826	23.3	72653	15.4	171561	20.4
2006/07	214553	20.7	77922	7.3	214553	25.1
2007/08	257585	20.1	87730	12.6	257585	20.1

Capital Budget: Expenditure

Year	Budgeted	Actual Expenditure	%
2004/05	28569	8403	29.4
2005/06	36440	16183	44.4
2006/07	82144	28192	34.3
2007/08	109032	101366	93.0

Operational Budget

YEAR	INCOME R'000	EXPENDITURE R'000	DEFICIT/ SURPLUS R'000	ACTUAL DEFICIT/ SURPLUS R'000
2004/05	144,200	142,480	1,720	6,679
2005/06	177,826	171,561	6,265	10,155
2006/07	214,553	214,553	-	24,205
2007/08	257,585	257,585	-	26,655

Cash Flow Review

Cash flow remained a focus area, as it seriously impacts on the ability of the Council to extend and maintain current service levels. The financial statements for 2007/08 reflect a positive cash balance. Strict fiscal discipline will be applied and maintained to sustain a positive cash balance.

Debtor Age Analysis Summary as at 30 June 2008

Month	Current	30 days	60 days	90 days	120 days	150 days	Total
Electricity	35,622.16	3,671,323.5	951,537.11	482,218.16	374,631.28	5,122,612.98	10,637,945.

		9					28
Water	-82,035.03	1,675,066.90	638,461.41	426,784.20	360,841.70	6,063,660.08	9,082,779.26
Refuse	-16,063.78	810,765.56	244,478.97	213,290.78	121,262.89	2,656,734.71	4,030,469.13
Sanitation	-40,742.51	1,080,308.50	242,586.17	153,291.31	170,742.51	2,404,904.05	4,011,144.59
Rates	-564,822.21	3,164,999.44	548,224.06	416,270.63	387,840.59	5,264,904.056	9,217,416.56
Sundries	-20,548.21	183,565.60	101,452.63	248,944.29	96,609.69	1,306,724.66	2,016,748.66
Payments in advance	- 4,223,134.38	0.00	0.00	0.00	0.00	0.00	- 4,223,134.38
TOTAL	- 4,911,723.96	10,586,029.59	2,726,740.35	2,040,799.37	1,511,928.66	22,819,595.09	34,773,369.10

Free Basic Services

Free Basic Water: 6kl were supplied to all households qualifying for indigent status in accordance with Council's policy.

Free Basic Electricity: 50kWh were supplied to all households qualifying for indigent status in accordance with Council's policy in its area of supply. Residents in Hankey, Patensie, Loerie and Thornhill received free basic electricity from Eskom and Nelson Mandela Municipality.

Free Basic Sewerage & Refuse Removal: A targeted approach was utilised. The subsidy was only supplied to households qualifying in terms of the Indigent Policy of the Council.

CHAPTER 4: AUDITED STATEMENTS AND RELATED FINANCIAL INFORMATION

ANNEXURES

- Annexure A: Annual Financial Statements for the year ended 30 June 2008**
- Annexure B: Notes to the Financial Statements for the year ended 30 June 2008**
- Annexure C: Accounting Policies of the Annual Financial Statements for the year ended 30 June 2008**
- Annexure D: Auditor-General's Report for the year ended 30 June 2008**
- Annexure E: Audit Responses to the Auditor-General's Report for the year ended 30 June 2008**
- Annexure F: Management Responses to the Auditor-General's Report for the year ended 30 June 2008**
- Annexure G: Kouga Cultural Centre Annual Financial Statements for the year ended 30 June 2008**
- Annexure H: Audit Committee Annual Report for the year ended 30 June 2008**

CHAPTER 5: FUNCTIONAL AREA SERVICE DELIVERY REPORTING

5.1 DEPARTMENT: COMMUNITY SERVICES

5.1.1. ENVIRONMENTAL HEALTH PROJECTS

The Environmental Health section undertook the following projects:

- **PHAST: A Participatory Hygiene and Sanitation Transformation (PHAST)** project was undertaken in Jeffreys Bay (Ocean View) and Gamtoos Valley (Loerie). The purpose of the projects was for the communities to participate actively in the effective control of diseases that could result from poor sanitation practices and hygiene.
- **Traditional Circumcision/Ulwaluko:** There were 134 initiates in the Kouga Area for the season. No casualties, and no hospitalisation of botched circumcisions were reported during the circumcision seasons. This situation serves as proof to confirm the effectiveness of Kouga's, together with Cacadu District Municipality's, interventions. These interventions included training of, and workshops for Amakhankatha and Ingcibi, as well as awareness campaigns targeting prospective initiates. The awareness campaigns were centred on the issue of healthy lifestyles and the practising of responsible behaviour before circumcision.
- **Blue Flag Project – Dolphin Beach:** Dolphin Beach was awarded Blue Flag Status for the fifth consecutive year. The Blue Flag ensures that the beaches are clean, safe and environmentally friendly. The award also helps to educate the community about the needs and means for caring for our coastline. The Blue Flag criteria covers four aspects of coastal management: water quality, environmental education and information, environmental management, and safety and security.

The following Health Promotion and Community Awareness Programmes were undertaken:

- **Water Week (March 2008):** The purpose of this programme was to raise awareness of water safety. This programme was conducted at Makukhanye Primary School in Jeffreys Bay. The programme focused on topics such as water safety, water-related disease, recycling and hygiene. This was also done in conjunction with the ongoing PHAST project in Ocean View, Jeffreys Bay. After the educational talks were conducted at the school, pamphlets on cholera and water safety were distributed in Ocean View, with the assistance of the learners. This programme was also coupled with the cleaning of the storm water stream that runs in front of the school.

- **Sanitation Week Programme (26 – 30 May 2008):** A number of primary schools within Kouga were visited and evaluated for hygiene and sanitation. The evaluations focused on the kitchen and toilet facilities, the classrooms, as well as the general environment of the school. Educational talks were held at the primary schools which were experiencing problems regarding hygiene and sanitation. Schools visited were:
 - Makukhanye Primary School in Jeffreys Bay – Tokyo Sexwale.
 - St Patrick’s Primary school in Humansdorp
 - Mzingisi Primary School in Humansdorp
 - Thornhill Primary School.

The purpose of the talks was to raise awareness on sanitation-related diseases, and to promote the importance of practising good sanitation and hygiene.

- **Food Gardens:** Vegetable gardens have been established in most areas in Kouga. Residents are encouraged to establish their own gardens to improve their quality of life. Street and Health Committees were also established to assist with community needs.

The following is the environmental health statistical report for all units for the 2007/08 financial year:

1.	FOOD	NO. OF EXISTING FACILITIES	NO VISITS
1.1	Meat handling premises	38	355
1.2	Fish handling premises	30	265
1.3	Bakeries / confectioneries	18	194
1.4	Milking sheds	70	298
1.5	Milk shops or depots	6	78
1.6	Dairy products factories	4	68
1.7	Restaurants/canteens/vendors	230	1100
1.8	Fruit & vegetables premises/vendors	13	76
1.9	Street food premises (Stalls)	85	85 (Shell Festival and festive season)
1.10	Home industries (food preparation) Food shops (private dwellings)	42	240
1.11	Factories / manufacturers	5	40
1.12	Food condemnation disposals		Kg
1.13	House shops	500	1080
1.14	Taverns	148	553
2.		NO. OF EXISTING	NO. OF VISITS

	WATER AND REFUSE	FACILITIES		
2.1	Domestic water treatment plants	7	80	
2.2	Refuse sites	5	62	
2.3	Refuse transfer stations			
2.4	Uncontrolled refuse dumping/littering sites		2098	
2.5	Medical waste handling / disposal	20	120	
2.6	Sewerage works	6	79	
2.7	Public toilet complexes / bus ranks.			
3. PUBLIC AND MISCELLANEOUS FACILITIES				
		NO. OF EXISTING FACILITIES	NO. OF VISITS	
3.1	Dry cleaners/laundries/Laundromats	10	85	
3.2	Hairdressers	48	150	
3.3	Health and beauty parlours	35	92	
3.4	Mortuaries and funeral undertakers	14	103	
3.5	Cemeteries	17	86	
3.6	Vacant stands / plots		600	
3.7	Cinema halls	1	11	
3.8	Service stations / garages	9	48	
3.9	Panel beaters/ Workshops	60	212	
3.10	Shoe / watch /radio repairs	18	85	
3.11	Building plans approved		45 Approved	
4. FOOD SAMPLES				
		MICROBIOLOGICAL	CHEMICAL	OTHER
4.1	Water	257 samples	60 samples	
4.2	Seawater.	136 samples		
4.3	Cosmetics	Expired medicine and pills disposed of – from relevant doctors and Pharmacies		
5. NUMBER OF COMPLAINTS				
		+5800		
6. EXHUMATIONS				
		5		
7. PAUPER BURIALS				
		58		

5.1.2. PRIMARY HEALTH CARE

Kouga Municipality has 2 clinics delivering comprehensive Primary Health Care Services to the community. The Cacadu District Municipality services the rest of the area through mobiles, as well as fixed clinics.

Statistics of PHC per area and service:

	Kwanomzamo Clinic	Pellsrus Clinic
Patients seen over 5 years	36227	46192
under 5 years	5097	4360
Prof. nurses working days	870	707
Ante- natal first visit	367	377
Family Planning – pills	2084	2762
Family Planning - 2 month injection	2180	1457
Family Planning - 3 month injection	2158	2389
PEM clients	117	79
TB patients on treatment	1546	1695
HIV clients tested	1006	1055
Chronic Care patients	10055	14250

Medical Coverage: Both clinics have a session doctor in attendance for 4 hours per day.

NAFCI: Kwanomzamo clinic is an accredited NAFCI site. The clinic was awarded a silver diploma and the Pellsrus clinic is awaiting accreditation.

VCT and HIV & AIDS Program: The VCT & PMTCT services are rendered at both clinics. Annual physical examinations are being done for municipal workers, including VCT. New VCT test kits were introduced to the clinics by the Department of Health. There are increased numbers on VCT due to awareness programmes.

PMTCT (Prevention from Mother to Child Transmission): Human Sciences Research Council (HSRC) is assisting with the PMTCT program. They visited the clinic in July to conduct a baseline survey on the PMTCT program. Feedback was given in September 2007. Children of HIV positive mothers are being tested with a PCR (Polymers Chain Reaction) test at 6 (six) weeks. The growth monitoring site in Pellsrus is operational and is managed by volunteers from the community. The volunteers were trained by the District Integrated Nutrition Program. Patients are prepared for the ARV programme at the facility, and then referred to the ARV clinic at Kouga Partnership Hospital for ARV treatment. The Human Science Research Council (HSRC) appointed one Professional Nurse and an Enrolled Nurse at the Kouga Municipal Clinics to assist with the PMTCT programme.

ARV Rollout: All professional nurses are trained with regard to ARV drugs. Both clinics are feeder clinics to the ARV clinic at Humansdorp Private & Public Partnership. The clinics offer Voluntary Counselling and Testing, Prevention of Mother to Child Transmission, PEM Scheme and Maintenance treatment to people who are HIV positive. Kwanomzamo Clinic has been identified as a down referral site for ARVs.

TB: There is a total of 15 MDRs on treatment within the Cacadu area, and there are two XDR cases within the Kouga Municipal area (1 X Thornhill and 1 X Jeffreys Bay). All MDRs within the Cacadu District must be admitted to Jose Pearson, and the hospital cannot accommodate all patients, which results in a waiting list for MDR admissions.

Eye-care: Humansdorp Hospital Private & Public Partnership conducted the removal of eye cataracts to patients referred from various clinics.

Awareness Programs: Professional Nurses and Health Care Workers provide talks on various health care issues as part of the Education and Awareness Campaign. The following campaigns were undertaken by the clinics:

- Sexually Transmitted Infection Week (School AIDS Week)
- Condom Week
- Candlelight Memorial Day
- Cancer Awareness Month
- TB Days
- Teenage Pregnancy
- Sexual Orientation
- World Aids Day
- STI Event
- Birth Registration Road show

HIV & AIDS: MONTHLY PROGRAMS, MEETINGS AND ACTIVITIES

The following awareness programmes and activities (including meetings) were undertaken regarding HIV & AIDS:

- Team Building Session in Loerie
- Local AIDS Council Meeting
- Candlelight Memorial Event in Patensie
- Candlelight Memorial Event in Humansdorp
- Preparation meeting for CM Event in Patensie x 3
- Meeting with Social Development
- Meeting with Department of Health, LSA Office

- District AIDS Council Meeting in PE
- Wellness Programme for general workers at clinics
- Report writing on monthly activities
- Kwanomzamo Health Day Event
- Meeting for Ward 6 event
- General workers Wellness Programme at clinics
- Meeting for Ward 6 event
- Community Services Management Meeting x 3
- Feedback M & E visits to clinics, meeting at LSA Office
- Meeting VCT provincial event in PE x 2
- Kouga Health Awareness Campaign Planning Meeting, Kouga LSA
- Provincial Meeting for VCT Event at Humansdorp Hospital Boardroom
- St. Francis Bay Anti-tobacco Event
- Kouga Health Awareness Campaign Planning Meeting x 2
- Community Services Management Meeting x 2
- Local AIDS Council Meeting
- HIV & AIDS Awareness Campaign Planning meeting
- HIV & AIDS Secretariat Information Session meeting in PE x 2
- SDBIP meeting
- Drafting of Workplace Programme
- Planning of HIV and AIDS Mainstreaming Workshop.

2 Meetings were held for the Local AIDS Council, Lay Councillors attached. HIV and AIDS in the Workplace Workshop was held in East London and was attended by the relevant officials.

HEALTH DAY EVENTS

- Patensie Candlelight Memorial Day Event
- Social Development Candlelight Memorial Day Event in Humansdorp
- Kwanomzamo Health Day Event
- St. Francis Bay Anti-tobacco Day
- Provincial VCT event
- Provincial in-school and out-of-school youth debate.

STATISTICS

Household Income Category per year

Municipality	R0 – 6 000	R6 001 – 18 000	R18 001 – 42 000	R42 000 +
Kouga	3 025 (22%)	4 699 (34%)	3 067 22(%)	2 910 21(%)

Population: Gender Distribution

Municipality	Male	Female
Kouga	30 863 (49%)	31 679 (51%)

Age Distribution

Municipality	0 – 19 years	20 – 64 years	Older than 65 years	Unknown
Kouga	24 099 (39%)	34 017 (54%)	3 950 (6%)	459 (1%)

Unemployment Rate

Municipality	Magisterial District	Unemployed Persons (%)	Unemployed Persons (#)
Kouga	Hankey	28, 0	3 085
	Humansdorp	17, 3	3 966

Human Development Index

Magisterial District	HDI	Persons living in poverty (#)	Persons living in poverty (%)	Poverty Gap (R million)
Hankey	0.47	13 860	47.4	14
Humansdorp	0.62	11 805	21.9	13

Infection Rate in Kouga LSA (Kouga; Koukamma; SRV)

Local Service Area	Infection Rate April 2006	Infection Rate April 2007
Kouga LSA	23 %	28 %

Facility	Data Element Name	April 08	May 08	June 08	July 08
H'dorp Clinic	1. Ante-natal clients tested for HIV	33	33	35	24
	2. Ante-natal clients tested HIV +ve new	9	11	6	6
	3. HIV clients tested (excluding ante-natal)	125	106	100	80
	4. HIV +ve new patients with confirmed TB	1	0	0	1
	5. TB patients tested for				

	HIV	5	0	8	9
	6. TB patients tested +ve for HIV	4	0	3	4
	7. TB patients under treatment	115	107	101	107
H'dorp Hosp.	1. Ante-natal clients tested for HIV	12	23	24	13
	2. Antenatal client tested HIV +ve new	5	5	7	0
	3. HIV clients tested (excluding ante-natal)	7	10	21	7
	4. HIV +ve new patients with confirmed TB	0	0	0	1
	5. TB patients tested for HIV	4	5	7	7
	6. TB patients tested +ve for HIV	2	2	3	3
	7. TB patients under treatment	-	-	-	-
Kruisfontein Clinic	1. Ante-natal clients tested for HIV	33	23	28	25
	2. Ante-natal clients tested HIV +ve new	1	1	3	2
	3. HIV clients tested (excluding ante-natal)	52	32	62	105
	4. HIV +ve new patients with confirmed TB	1	0	2	5
	5. TB patients tested for HIV	-	0	0	0
	6. TB patients tested +ve for HIV	-	-	0	0
	7. TB patients under treatment	9	11	15	12
Hankey	1. Ante-natal clients tested for HIV	19	16	20	18
	2. Ante-natal clients tested HIV +ve new	6	4	5	3
	3. HIV clients tested (excluding ante-natal)	26	32	50	60
	4. HIV +ve new patients				

	with confirmed TB	0	0	0	3
	5. TB patients tested for HIV	4	2	8	5
	6. TB patients tested +ve for HIV	1	0	2	3
	7. TB patients under treatment	104	88	109	117
Patensie Mob	1. Ante-natal clients tested for HIV	8	0	0	0
	2. Ante-natal clients tested HIV +ve new	1	0	0	0
	3. HIV clients tested (excluding ante-natal)	10	0	0	0
	4. HIV +ve new patients with confirmed TB	0	0	0	0
	5. TB patients tested for HIV	0	0	0	0
	6. TB patients tested +ve for HIV	0	0	0	0
	7. TB patients under treatment	5	0	0	0
Pellsrus	1. Ante-natal clients tested for HIV	28	52	43	20
	2. Ante-natal clients tested HIV +ve new	8	7	12	5
	3. HIV clients tested (excluding ante-natal)	11	77	100	95
	4. HIV +ve new patients with confirmed TB	0	1	10	9
	5. TB patients tested for HIV	1	2	23	17
	6. TB patients tested +ve for HIV	1	1	7	7
	7. TB patients under treatment	146	146	125	131
St Francis Bay	1. Ante-natal clients tested for HIV	20	6	24	22

	2. Ante-natal clients tested HIV +ve new	0	0	4	6
	3. HIV clients tested (excluding ante-natal)	80	36	125	123
	4. HIV +ve new patients with confirmed TB	-	-	-	-
	5. TB patients tested for HIV	-	-	-	-
	6. TB patients tested +ve for HIV	-	-	-	-
	7. TB patients under treatment	-	-	-	-
Thornhill	1. Ante-natal clients tested for HIV	8	7	11	5
	2. Ante-natal clients tested HIV +ve new	1	2	4	1
	3. HIV clients tested (excluding ante-natal)	22	18	15	9
	4. HIV +ve new patients with confirmed TB	1	3	1	0
	5. TB patients tested for HIV	1	7	6	0
	6. TB patients tested +ve for HIV	1	3	2	0
	7. TB patients under treatment	17	18	23	22

5.1.3. CLEANSING & PARKS

Waste Management

The Integrated Waste Management Master Plan has been finalised and adopted by Council. The Kouga Municipality is the only municipality in the Cacadu Region which has adopted an Integrated Waste Management Master Plan. This plan is now being used by the Cacadu District Municipality to assist neighbouring municipalities.

Kouga received the ROD for the regional waste site for Humansdorp which has been outstanding for the last four years. This will now speed up the permitting of the site in terms of the National Waste Management Strategy.

Three new waste compactors and one front-end loader have been acquired to improve the service delivery program. At present 2 x 19 m³ compactors are used in Jeffreys Bay and the 12m³ compactor is used in St Francis Bay.

Cemeteries

Council has approved the establishment of an electronic paper-based register. The land identification process is currently underway to address the urgent need for cemeteries in Kouga.

Sport and Recreation

The upgrading of the Humansdorp Sports grounds with funds from the Department of Sport, Recreation, Arts and Culture (DSRAC) is almost completed. Additional funding for the completion has been obtained.

Sports Development

The following sporting awards were received during the past year:

1. Soccer - Cacadu Award
2. Boxing – Cacadu Boxing Tournament
3. Golf Tournament Achiever – Mr Kampte

The Council has contributed to different sporting codes in the area during the last year. The local soccer club, Juventus, had an outstanding season in the Cacadu Castle League and has advanced to the Vodacom League.

Sport is at present administered through an interim body called the Kouga Sports Council and fully-fledged Cacadu Sports Council with Mrs. A. Groenewald as the elected Chairperson.

The Kouga Municipality hosted the following games:

- Cacadu Senior Games
- U/12 Southern Province Rugby Tournament
- Cacadu Cross Country.

5.1.4. PROTECTION SERVICES

Fire

A Fire Station was established in Jeffreys Bay which will improve response time and service delivery. A new fire engine, 1 Toyota truck, 1 Dennis, and 1 refurbished Dennis have been put in operation in Jeffreys Bay and Humansdorp.

A Driver's License Testing Centre was opened in Hankey during September 2007. Currently all functions are carried out at the station, except the testing for driver's licenses.

Traffic

The Traffic Department has acquired 5 marked patrol vehicles. In addition, the appointment of 4 contractual Traffic Officers has facilitated an improvement in service delivery.

Law Enforcement

The Kouga Municipality, in collaboration with the private sector, has initiated a crime-stop project. The introduction of watchtowers on the beach in Jeffreys Bay has contributed to a 100% drop in attacks on the beach.

5.2 **INFRASTRUCTURE AND TECHNICAL SERVICES**

Projects completed during the year 2007/08:

5.2.1. Electricity

6 x High Mast Lights	=	R1, 000,000.00
Main Feeder Line Jeffreys Bay Phase 1	=	R5,000,000.00
Jeffreys Bay 66Kv Transformer	=	R1,900,000.00
LDV Bakkies	=	R1,000,000.00

5.2.2. Sewerage

J.M.V. Sewer Reticulation	=	R3,83 million
Humansdorp Internal Sewer upgrade	=	R2,2 million
Thornhill Sewer Reticulation – Phase 2	=	R1,89 million
Wavecrest Internal Sewer	=	R2,0 million
Thornhill Sewer Treatment	=	R2,5 million
Hankey Sewer Pump Station	=	R4,67 million
Oyster Bay – new reservoir	=	R1,14 million
Oyster Bay – new Water Treatment Plant	=	R2,07 million
Hankey Water Treatment Plant	=	R1,86 million

New Churchill Pipeline to St Francis Bay = R13,5 million

5.2.3. Roads

Rehabilitation of roads and storm water in Kouga Municipality = R2,6 million

Total Capital Value = **R38.26 m + elec.**

5.2.4. Bucket Eradication

The target date for Bucket Eradication in formal areas in Kouga was December 2007, and the target was reached in June 2006. There are still some 3883 bucket systems operating in the informal areas which need to be eradicated as part of the sanitation target for 2010 set by the government. An amount of R41 million is required to meet the sanitation target.

5.2.5. Bulk Services

We are currently addressing the bulk services through MIG funding and Augmentation Funding collected from developers in Kouga. In order to address Bulk Infrastructure Backlogs, the DWAF (Department of Water Affairs and Forestry) has embarked on the Consolidated Infrastructure Programme, whereby a needs assessment was performed. The municipality has submitted an application for R169 million for the upgrading of bulk services. The development of new sites is imported to access more funding for electrification projects to meet the electrification target of 2012, by which time all citizens must have access to electricity. The municipality has already negotiated with the Department of Mineral and Energy (DME) for bulk electrical services.

5.2.6. Infrastructure

Infrastructure is one of the key elements for sustainable and safe housing and other social community services, such as clean running water, roads, storm water, sewerage services and electricity. The municipality has a strategy to provide, upgrade and maintain its infrastructure.

Consumer profile of water and sanitation services

- 7,0% of the consumer group is older than 65
- 38,6% of the consumer group is younger than 19
- 54,4% of the consumer group is viewed as being in the economically active group
- 70,0% of the consumer group is male
- 30,0% of the consumer group is female

5.2.7. Bulk Water Supply

The following table illustrates the various sources, capacity and constraints of the bulk water supply. The bulk water supply is directly related to the ability of the municipality to cope with the increased demands during the holiday seasons. The Jeffreys Bay bulk supply has been upgraded and is sufficient for the area. The new Churchill water pipeline to St Francis Bay has been completed. The municipality therefore anticipates no more problems during the festive periods. The most critical upgrade issue is the increase of reservoir capacity and interconnecting bulk linkages.

As this is the fundamental requirement for effective household reticulation, as well as waterborne sanitation systems, the capacity constraints require urgent attention. An additional element to consider with regard to backlogs is the ability of the municipality to maintain the existing infrastructure. Insufficient budgets to manage an effective repair and maintenance program perpetuate the problem. The municipality increased the operational budget with 7% and took a decision to increase it further in future financial years to at least 10%.

5.2.8. Sanitation Backlogs

The backlog study conducted during 2007 documented a marked improvement in the number of households with access to waterborne systems. In order to meet the municipal goal to deliver waterborne sewerage system to all households, the following areas are to be targeted:

Level of service	Number of households	
	Conservancy tanks	Digesters
Ward 1	2899	-
Ward 3	3510	-
Ward 5	2804	-
Ward 7	300	664
Ward 10	250	550

The above reticulation is dependent on the bulk capacity of the municipality. The table below shows that the municipality is challenged in terms of the existing infrastructure to ensure upgrading. The high influx of holidaymakers during peak season compounds the problem.

Name of area/ settlement	Capacity to deal with current demand (%)	Capacity to deliver to the demand in peak holiday season (%)	Capacity to deal with future growth trend of 2.4% (5)	What upgrading is required

St Francis Bay & Cape St Francis	100	80	No	Upgrade Sewer Treatment Plant
Humansdorp	100	100	Yes	Upsize bulk outfall sewer & one-pump station
Oyster Bay	90	80	No	Upgrade suction tanker services to provide waterborne sewerage
Thornhill	100	100	Yes	Sewer Treatment Plant and Internal Sewer Reticulation completed
Loerie	70	70	No	Replace small borehole system & upgrade oxidation
Patensie	60	60	No	Build new Sewer Treatment Plant & construction of new internal reticulation and outfall sewers
Jeffreys Bay	60	50	No	Upgrade oxidation ponds & install new bulk outfall sewers, re-equip pump stations
Hankey	80	80	Yes	Upgrade existing Sewer Treatment Plant & 2 x main pump stations & internal sewer reticulation of Hankey CBD

5.2.9. Bulk Services for Sanitation

The following table describes the operation requirements of the current infrastructure. The table shows the shortfall between what is required versus what is available. It also illustrates an important concern in the community with regard to the deterioration of existing infrastructure. This represents a strategic challenge for the municipality to balance national priorities in terms of backlog eradication as well as the responsibility to take care of municipal assets that include service infrastructure.

Type of service/ Infrastructure	Operation cost (estimate)	Available Budget
Reticulation – network sewers	1,650,000-00 per year	498,240-00
Sewer Pump Stations	1,000,000-00 per year	455,530-00
Sewer Treatment Plants	500,000-00 per year	195,800-00
Sewer Telemetry	150,000-00 per year	Nil
Sewer Pump Stations – Electrical	425,000-00 per year	217,420-00
Sewer Plants and Pump Station Buildings	145,000-00 per year	5,240-00

5.2.10. Roads and Storm Water

Divisional roads are in a fair condition, whilst minor roads and streets in rural areas are either in poor condition or are non-existent. The lack, and poor condition, of sand/gravel roads in the rural areas can and does present problems in rainy weather and at night. A stretch of road spanning 100 km of the N2 runs through the jurisdiction of Kouga between Van Stadens Bridge and Kareedouw Bridge. This road runs west to east and is the main route between Cape Town and Port Elizabeth. There are a number of alternative routes along the N2 which could be used in the event of emergencies on the N2.

Recognising the key enabling role that transport infrastructure has for economic and social development, the provincial roads and transport department has allocated approximately R791m to road infrastructure in the Cacadu District area. This is an increase from R172m in 06/07 to R257m in 07/08. This allocation will increase further to R344m in 08/09. The major transport projects envisaged in Cacadu are: Fonteinskloof to Narara Road (R185m), Addo Paterson MR450 (R67m), and Patensie to Hankey (R43m). The balance of the funds (over R400m) has been committed to routine area-wide maintenance of all roads in the CDM over the current medium-term expenditure cycle.

Backlogs on services remaining for financial year 2007/08

Town	Water	Sewerage	Electricity
St Francis Bay	840	840	840
Humansdorp	2804	2804	3197
Jeffreys Bay	650	650	650
Hankey	306	306	306
Patensie	0	0	0
Loerie	391	391	391
Thornhill	0	0	0

5.3 SOCIAL DEVELOPMENT

5.3.1. Heritage

A Heritage Spatial Database, Heritage Advisory Committee Draft Plan, as well as a Heritage Municipal Representative Forum were established through Cacadu, with different municipal officials having been elected to lead these processes. The ESD Officer has been elected to serve on the Heritage Advisory Committee of Cacadu as well as the Municipal Representative Forum.

The Integrated Development Strategy for the Sarah Bartmann Heritage Project in Hankey to be declared a National Heritage Site, as well as the protection of other heritage matters in Kouga, is underway.

5.3.2. Libraries

An application for funding, as well as a business plan to the amount of R507 000.00, was submitted to Cacadu Municipality to access funds for libraries for the current financial year. The R500,000 which was allocated to Kouga was divided between the 9 libraries.

5.3.3. Arts and Culture

There are 5 projects running throughout the Kouga area:

1. Leather Factory in Loerie (operating from a garage in Loerie), where the communities are trained in producing leather articles, e.g. sandals etc.
2. Pottery Project in Weston, where communities are trained in producing products from pottery, clay etc.
3. Painting Project in Kabeljaws, where the farming community, especially women, is trained in the skills of painting and drawing.
4. Basket weaving in KwaNomzamo is one of projects, and is administered in a very professional manner.
5. Fabric painting and drawing in Kruisfontein is an outstanding project.

The Cacadu / Kouga Jazz Festival was held at Yellow Woods, Hankey, and was a huge success.

5.4 LOCAL ECONOMIC DEVELOPMENT

The Kouga Municipality strives to create an environment conducive to stimulating local economic development, as follows:

5.4.1. Public Private Partnerships

Kouga Municipality is currently conducting Feasibility Studies for Public Private Partnerships for the Kouga Cultural Centre and an Elephant Sanctuary at the Yellow Woods Caravan Park in Hankey. This will allow for better utilisation of these municipal assets.

5.4.2. Municipal Entities

The Kouga Development Agency is a municipal entity in partnership with Cacadu District Municipality. It has finalised the Master Plan for the development area near Kabeljauws, and has gone out on tender for the project development.

The Council contributed R350,000 towards the operational budget of the KDA.

5.4.3. Partnerships

A partnership has been established with Nelson Mandela Metropolitan University, which is in the process of assisting the Municipality to revise the Local Economic Development Plan and to draw up an SMME Development and Skills Development Plan to be completed by June 2008. In addition, we are working on establishing a Revolving Loan Fund for single households that will commence by benefitting 1000 households in Pellsrus, Tokyo Sexwale and Ocean View.

Partnerships are also in place for the following:

- Small Enterprise Development Agency: To establish a SEDA Office in Humansdorp at the KCC to assist small businesses with registration, business plans and funding applications by June 2008.
- Baviaans Mega Reserve World Heritage Site: Various tourism product owners of the Kouga currently appear on their tourism website. It is advertised nationally and internationally to market the Kouga region as a tourism destination
- Department Arts and Culture and South African Heritage Resources

Agency: Sarah Bartmann National Heritage Site Development, where construction is expected to commence in 2009. This will also be an international tourist attraction as far as culture and the environment is concerned.

5.4.4. Kouga Tourism Sector Plan

The Municipality has finalised its first joint Tourism Brochure for the Kouga area which includes St Francis Bay, Cape St Francis, Hankey Patensie, Loerie, Thornhill, Humansdorp and Jeffreys Bay.

Skills development for small businesses and entrepreneurs for communities include:

Business Development

Production

Entrepreneurship

5.4.5. Broad-based Black Economic Empowerment

Kouga is committed to ensuring that Black Economic Empowerment (BEE) is enhanced through preferential procurement. Therefore, a BEE policy framework will be developed as part of the Supply Chain Management Policy and preferential procurement. It will include the supporting of increased economic activity in the target groups of women, the youth and the disabled. An analysis of service providers for projects for the last financial year will be done to determine the percentage of expenditure on BEE. This will enable Council to assess its commitment to BEE.

5.5 FINANCIAL VIABILITY AND MANAGEMENT

Kouga's financial position remains positive, as we are within the target of a 94% collection rate. Our rates base continues to expand, measured by the total value of ratable properties. For the period July 2007 to January 2008 our total ratable properties increased by 4,1%, from R5,043 billion to R5,250 billion. This growth was already factored into our budgeted rates income for the 2007/08 main budget and will not translate to additional income over budgeted income.

Another interesting statistic is the number of rates clearance certificates issued, as it provides an indication of the buoyancy of our local property market. From July 2007 to January 2008 we have issued 1 080 rates clearance certificates, compared to 586 rates clearance certificates for the same period from July 2006 to January 2007.

The General Valuation Project is on track for implementation in July 2009. We envisage completing a draft Rates Policy that will be followed by an extensive consultation process, allowing all relevant stakeholders, including our diligent ratepayers, community, business, government and the agricultural community to make an input.

In 2006/07, we eliminated the backlog with regards to audited financial statements for the 2002/03 to 2004/05 periods. Both the 2005/06 and 2006/07 financial statements were submitted to the Auditor-General on time in terms of the MFMA requirement. The latest Audit Opinion with regard to the 2006/07 Financial Statements will be made public at the Council Meeting on 7 March 2008 when the 2006/07 Annual Report will be tabled.

5.6 INFORMATION TECHNOLOGY

A new NT Server was purchased, with the result that the System worked much faster than it did in the previous year. The Disaster Recovery Server, with software, was placed in Humansdorp. The new HR and Housing Offices were linked to our mainframe. Very old computer versions were replaced with new updated computers. The connection between units for the year in review was better than last year. Less downtime was experienced. It was necessary to create a vacancy for a technician in service of the Municipality. All desktop and laptop users were connected to e-mail.