



MAKANA

MUNICIPALITY | EASTERN CAPE

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**MAKANA MUNICIPALITY
DRAFT ANNUAL REPORT
2013 – 2014**

Prepared by the Makana Municipality

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CHAPTER 01

Introduction



Foreword by Executive Mayor

It is my great pleasure to introduce the Annual Report of the Makana Municipality for the year 2013/14 as per the regulations in Section 46 of the Municipal Systems Act 32 of 2000 and Sections 121 plus 127(2) of the Municipal Finance Management Act 56 of 2003.

In the year under review, the Makana Municipality focused on the following development priorities:

- Development priority One: Basis service delivery and infrastructure development.
- Development Priority Two: Community development and social cohesion.
- Development Priority Three: Local economic development.
- Development priority Four: Institutional development and financial development.
- Development priority Five: Good governance and public participation.
- Development priority Six: Rural development and support to vulnerable groups.

The Municipality experienced some key challenges during the year under review and also made good progress in respect of the below key areas of service delivery:

1. Human Settlements Developments – The first phase of the Mayfield Housing Development Project was completed and beneficiaries were allocated. The planning process for a Housing Rectification Programme was initiated.
2. Provision of Sanitation – 38.3 million rands was obtained for the bucket eradication process in Makana.

The Makana Municipality experienced the following challenges namely:

- a) Financial Crisis – The high unemployment rate of Makana coupled with high bad debt situation gave rise to a financial crisis in that Makana could not meet all of its payment obligations on time. The low revenue collection rate of the Makana Municipality also attributed to the situation but assistance was requested from the National and Provincial governments who seconded an Acting Municipal manager and a Acting Chief financial officer to the Municipality.
- b) Water Crisis- Several water outages were also experienced because of old infrastructure during the year under review. To address this matter, Amatola Water was roped in to assist at the pump-stations and more funds were utilised from the loan that the Municipality had obtained from the Development Bank of South Africa.
- c) Bad audit report- The Municipality received another bad Audit opinion from the Auditor- General and the Acting Chief Financial Officer seconded from the Provincial Government has developed an Audit action Plan which will be monitored by the Municipal Public Accounts Committee and the Council to ensure that the issues raised under the Audit are addressed.

In closing, it must be stated that the assistance being provided by the Provincial and National Government is highly appreciated as it will lead to an improved Municipality.



Clr Z Peter
Executive Mayor
Makana Municipality

Foreword by Municipal Manager

The year under review was a tough year for the Makana Municipality as it experienced, the suspension and subsequent dismissal of its Accounting Officer and several key personnel. During the same year under review, both a financial and a water delivery crisis was experienced. The Municipality was able to utilise a large portion of the Development Bank of South Africa's Loan towards addressing the water crisis and efforts have been increased to improve the revenue collection rate of the Municipality.

In an effort of improving the Municipality's response time to service delivery requests, a partnership was entered with the Rhodes University, with the development and piloting of "Mobisam" which is a cell-phone notification system to report water and electricity outages in Makana.

The achievement a Blue drop status during the financial year in question ensured that the quality of the drinking water in Makana improved with regular progress reports being tabled to Council.

The following five (5) Key Performance Areas received attention, during the year under review:

- KPA 1 – Organizational Transformation and Institutional Development
- KPA 2 – Basic Service Delivery
- KPA 3 – Local Economic Development
- KPA 4 – Financial Viability and Management
- KPA 5 – Good Governance and Public Participation .

The Management of the Makana Municipality as led by myself hereby tables the Annual Report of 2013/14 to the Makana residents for information and further input.



Mr T Mguni

Acting Municipal Manager

Makana Municipality

1.2. Municipal Functions, Population and Environmental Overview

1.2.1 Municipal Overview

The Makana Municipality is situated in the western part of the Eastern Cape Province, falling under the Cacadu District Municipality. It is located 120km from Port Elizabeth to the west and 180km from East London to the east. It is the home of the National Arts Festival and the seat of Rhodes University and other prominent and internationally acclaimed primary and high schools found in Grahamstown.

i) Population Profile

According to Stats SA's Census 2011 statistics, the total population of Makana was 80, 391 in 2011. The aforementioned figure depicts an increase from the Makana population figure of 74, 561 indicated in the Census Survey of 2007.

ii) Employment/Unemployment Trends

The percentage of people unemployed within Makana in 2011 was 40.3% according to Stats SA's Census of 2011. iii) Socio-economic Indicators

Economic activity in Makana is organised under the following nine major sectors:

1. Agriculture, Hunting, Forestry and Fishing
2. Mining and Quarrying
3. Manufacturing
4. Electricity, Gas and Water supply
5. Construction
6. Wholesale and Retail trade
7. Transport, Storage and Communication
8. Financial, insurance, real estate and Business Services
9. Government and Community Services

The Government and Community Services is the largest contributor, contributing 50%. Makana's economy registered positive growth during the past decade and large strides are being made in addressing the levels of poverty through the Extended Public Works Programme and other related government initiatives.

1.3. Service Delivery Overview

The basic service delivery achievements and challenges of the Makana Municipality are addressed by the Technical & Infrastructure and the Community and Social Services Directorates. The Finance Directorate is responsible to ensure compliance and credible reporting on the budget. The Local Economic Development Directorate gives support for economic rejuvenation and the Corporate Services Directorate provides administrative support to the Council and the administrative structures.

1.4. Financial Health Overview

Operating Ratios	
Detail	%
Employee Costs	35.5
Repairs & Maintenance	3.6

Finance charges & Depreciation	12.2
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1.5. Organisational Development Overview

1.5.1 Organisational Development Performance

The Municipality has deemed necessary to conduct a comprehensive Organizational Development (OD) diagnosis in bringing about holistic change throughout the institution.

It also developed a new Macro structure (Phase 1) for the office of the Mayor, the Speaker and the Municipal Manager and vacant positions were filled accordingly. Phase two of the structure is undergoing its consultation stage.

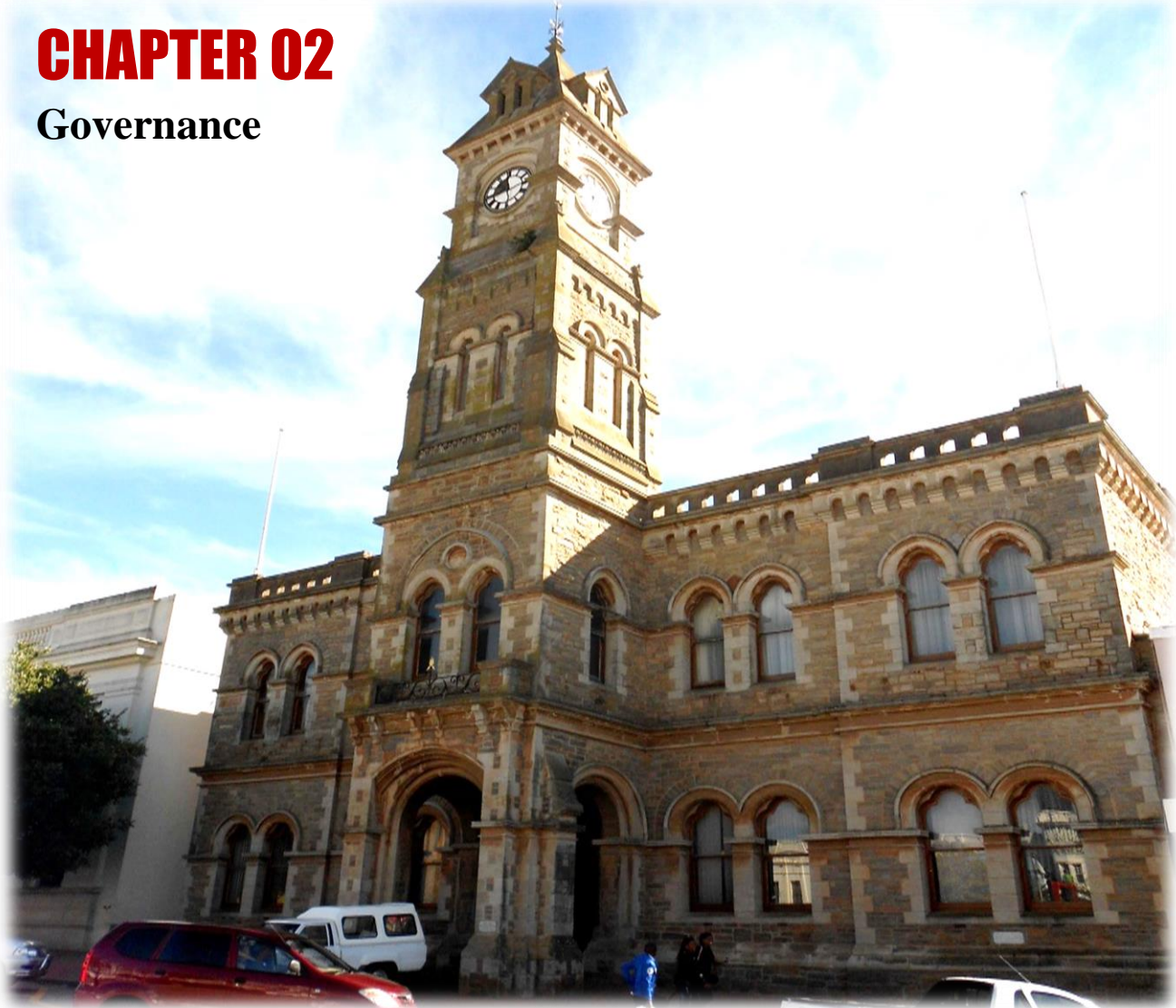
1.6. Auditor-General Report

1.6.1 Auditor-General Report 2013/14.

The Auditor-General's Report will be addressed under the Auditor-Generals Opinion of Financial Statements.

CHAPTER 02

Governance



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Component A

Political and Administrative Governance

2.1. Political Governance

The Council plays an oversight role in terms of the delegations, and the Mayor and Council provide political guidance over the financial matters of the Municipality. The Council, along with the Speaker as its Chairperson, is the highest decision making structure and consists of 27 councillors. Makana has an Executive Mayoral System with a full time Mayoral Committee comprising of the Executive Mayor and the five Chairpersons of the Portfolio Committees. The Mayoral Committee reports also to Council.

There is a fully functional Audit Committee established by the Municipality that provides opinions and recommendations on financial processes and performance, and provides comments to the Oversight Committee on the Annual Report.

The Municipal Public Accounts Committee (MPAC) is comprised of eight Councillors, with the specific purpose of providing Council with comments and recommendations on the Annual Report. The MPAC Report will be published separately in accordance with Municipal Finance Management Act (MFMA) guidance.

Political Structure

MAYOR

Cllr Zamuxolo Peter

SPEAKER

Cllr Rachel Madinda-Isaac

CHIEF WHIP

Cllr J C Wells

MAYORAL COMMITTEE MEMBERS

Cllr P Ranchhod Chairperson of Finance, Administration, Monitoring and Evaluation Portfolio committee

Cllr M Matyumza Chairperson of Social Services Development Portfolio Committee

Cllr N Gaga Chairperson of Infrastructure Development Portfolio Committee

Cllr P Notyawa Chairperson of Local Economic Development Portfolio Committee

Cllr M Masoma Chairperson of Tourism and Creative Industries Portfolio Committee

COUNCILLORS

The Makana Council consists of 27 councillors of which 14 are ward councillors and the rest are proportional representatives.

Appendix A depicts a full list of Councillors and their Committee allocations. Pg no. 56

Appendix B sets out committees and committee purposes. Pg no. 57

POLITICAL DECISION-TAKING

Political decisions are taken on the basis of reaching consensus and where the political parties that comprise Council cannot agree on a matter, they vote on it.

2.2. Administrative Governance

2.2.1 Introduction Administrative Governance

The Acting Municipal Manager, Mr T Mnguni , is the Accounting Officer of the Makana Municipality and he is assisted in the provision of administrative governance by four Section 57 Directors. The Directors have Assistant Directors who assist them in managing their Directorates .

Top Administrative Structure

Municipal Manager	Vacant(Mr T Mnguni-Acting) (EC Cogta Deployee)
Strategic Manager - Mayor's Office	Incumbent suspended.

Chief Financial Officer	Vacant(Ms B Khumalo- Acting) (ECPPT Deployee)
Department Director: Expenditure	Mr M Crouse
Assistant Director: Income	Mr L Sizani
Manager: Supply Chain	Ms S Grobbelaar

Director Corporate Services	Mr M Madlavu*
Assistant Director: Human Resources	Vacant
Assistant Director: Administration	Mr E Mager
Manager: Support Services	Mr E Ganza
Director Community and Social Services	Mr M Planga*
Assistant Director: Environmental Services	Mr J Esterhuizen
Assistant Director: Fire Services	Mr W Welkom
Assistant Director: Library Services	Ms P Vubela
Assistant Director: Traffic Services	Mr C Hanekom
Assistant Director: Parks and Recreation	Mr K Bates

Director: Local Economic Development And Planning	Vacant
Manager Trade, Tourism and Heritage	Mr T Sindane
Manager: Agriculture	Ms P Gqweta
Manager: SMME	Mr S Lazarus

Director: Technical & Infrastructural Services	Mr E Myalato*
Deputy Director: Technical & Infrastructural Services	Mr D Mlenzana
Deputy Director: Land Use and Planning	Mr R Van der Merwe
Deputy Director: Electrical Services	Mr J Siteto
Manager: Distribution	Mr M Radu
Assistant Director: Water and Sewer	Ms N Tshicilela
Assistant Director: Roads and Works	Mr S Tutuse
Assistant Director: Housing	Vacant (Mr K Xamleko- Acting)
Project Management Unit Manager	Mr B Shembe

*NB * denotes officials on fixed term performance contracts reporting to the Municipal Manager under the Municipal Systems Act Section 57.*

Component B

Intergovernmental Relations

2.3. Inter-Governmental Relations

2.3.1. National Intergovernmental Structures

As an active member of the South African Local Government Association, the Makana Municipality plays an active role when National Planning Proposals are discussed.

2.3.2. Provincial Intergovernmental Structures

The Municipal Manager attends all meetings of the Provincial Munimec and similar structures with all resolutions taken at that level being worked into the Makana Council agenda.

The value in this interaction is in ensuring that the needs of the local community are considered when the implementation of Government Projects is discussed.

2.3.3. District Intergovernmental Structures

The Makana Municipality regularly interacts with the other Municipalities in the District as the Government has created platforms for such deliberations, such as the Cacadu District Municipal Managers Forum. This ensures that information related to new initiatives in the District is effectively relayed to the Makana Municipality's senior management.

Component C

Public Accountability and Participation

2.4. Communication, Participation and Forums

The Makana Municipality convened a series of Mayoral imbizos and established Ward Committees to ensure that consultation takes place throughout the year on various issues including matters raised by members of the community. With respect to the Integrated Development Plan (IDP) and the Budget, the IDP/PMS Manager set up IDP/Budget and Performance Management Representative forums. The Municipality also uses its municipal website and a weekly slot on Radio Grahamstown to inform the public about municipal matters.

2.4.1. Comment on the Effectiveness of the Public Meetings Held.

The input derived from the Mayoral imbizos (general meetings in the wards chaired by the Mayor) is reflected in the planning documents of the Municipality.

2.4.2. Ward Committees

The key purpose of Ward Committees is to act as consultation vehicles for the Municipality. Refer to Appendix E (page no 59) which contains further details on Ward Committee structures of the Makana Municipality.

2.5. IDP Participation and Alignment

IDP Participation and Alignment	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPI's, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPI's in the strategic plan?	Yes
Do the IDP and KPI's align to the Section 57 managers?	Yes
Do the IDP and KPI's lead to functional area KPI's as per the SDBIP?	Yes
Do the IDP and KPIS align with the provincial KPI's on the 12 Outcomes?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

Component D

Corporate Governance

2.6. Risk Management

The Makana Municipality has seen the need to address risk management as per MFMA Section 62 (1) (c) (i).

The Audit Committee of Makana was designated as its Risk Management Committee which considers and approves the Risk Implementation Plan of the Municipality.

Below are the top ten risks to the Makana Municipality as identified by Management:

No	Risk Description
1	Inability to effectively utilise available resources (human and financial)
2	Non-achievement of revenue targets
3	Silo culture inhibits communication, information sharing and common vision (Lack of co-operation between directorates/departments)
4	Lack of adequate investment attraction and investor confidence.
5	Lack of business continuity processes.
6	Inadequate communication of the existing and revised policies and inadequate implementation of the existing and revised policies.
7	Inadequate management and control of confidential municipal information
8	Inability to provide sufficient & safe drinking water
9	Unavailability of supporting infrastructure (Inadequate maintenance of municipal infrastructure)
10	The Organisational Culture does not promote service delivery

2.7. Anti-Corruption and Fraud

2.7.1. Fraud and Anti-Corruption Strategy

The Makana Municipality had developed and adopted a Fraud Prevention Policy Framework and Fraud Prevention has been included in the KPAs of the Director: Corporate Services. All members of the Bid Committees are required to disclose their interests before every meeting and the membership of all Bid Committees, is revised annually.. No Councillors are allowed to be part of the Bid Committees.

2.8. Supply Chain Management

The Makana Municipal Council approved a Supply Chain Management Policy which directs how Supply Chain Management processes would be practiced in the Makana Municipality. The standards set out in Section 112 of the MFMA are rigorously adhered to and the Supply Chain Management has appointed the bid committees to ensure that the supply chain function facilitates fast-tracked service delivery.

2.9. By-Laws

No new by-laws were enacted during the period of review but several of Makana's policies were reviewed.

2.10. Website

During the year under review, the Makana Website was not regularly updated due to insufficient human resource capacity.

2.11. Public satisfaction on Municipal services

No public satisfaction surveys were conducted during the year in review. However, there is a Complaints Management process which operates from the Technical & Infrastructural Services and the Corporate Services Directorates for complaints related to basic service delivery whilst other general complaints are handled through the Customer Care Officer

CHAPTER 03

Service Delivery Performance



Performance Report

Introduction

The Makana Municipality provides the following essential services in its area of jurisdiction:

- a) Electricity (It provides electricity through Eskom in the former Grahamstown East area and certain rural areas, whilst the former Grahamstown West and parts of Alicedale are supplied by the Municipality).
- b) Sanitation
- c) Water
- d) Refuse removal
- e) Roads
- f) Other services such as Libraries, Traffic Control and Environmental Management.

In an effort to market the Makana area, the Municipality has a long-standing arrangement with Makana Tourism where the Municipality makes an annual financial allocation to Makana Tourism in exchange for it to market the area and promote tourism. A Service Level Agreement was also completed by both parties to formalise the arrangement and the body provides the Municipality with monthly financial reports. The Makana Municipality does not have a “Municipal Entity” nor does it utilise external mechanisms for basic service delivery.

Component A

Basic Services

This component includes: water; waste water (sanitation); electricity; waste management; housing services; and a summary of free basic services.

3.1. Water Provision

3.1.1. Introduction to Water Provision

In terms of the Water Services Act (Act no. 108 of 1997) and declaration of the powers and functions by the Minister of Water Affairs and Forestry in 2004, Makana Municipality is acting as both Water Services Authority and Water Services provider. The Authority function means that the Municipality is responsible for regulation, water quality, ensuring access and monitoring and evaluation. The Provider function means that the Municipality is responsible for access, provision, operations and maintenance of all water needs.

The National Department of Water Affairs is responsible for policy formulation, capacity building and support where it is needed, regulation and enforcement of legislation. The National Department of Corporate Governance and Traditional Affairs is responsible for funding of some water capital projects through Municipal Infrastructure Grant. The Municipality has the responsibility of implementing water services projects and maintenance thereof. Water deliveries were made by truck to rural areas on request by the Community and Social Services Directorate.

Description	2013/14 Actual No of Households
Water: (above min level)	
Piped water inside dwelling	6309
Piped water inside yard (but not in dwelling)	9325
Using public tap (stand pipes)	819

Other water supply (within 200m)	
<i>Minimum Service Level and Above sub-total</i>	16481
<i>Minimum Service Level and Above Percentage</i>	98%

Description	2013/14 Actual no of Households
Water: (below min level)	
Using public tap (more than 200m from dwelling)	2% located at rural farms
Other water supply (more than 200m from dwelling)	None
No water supply	2% located at farms
<i>Below Minimum Service Level sub-total</i>	None
<i>Below Minimum Service Level Percentage</i>	None
Total number of households	16481

3.1.2 Highlights and Challenges

The Municipality has met the target of providing households with quality water with the exception of farm areas and informal settlements. The Municipality supplies water to farm areas by carting water with water trucks and informal settlements receive their water through communal stand pipes. Makana is currently providing the basic level of services as per the RDP standards but most of our households have individual house connections. This section presents the Municipality definitions of low and high level access to water services by the population as well as the low and high quality standard of water provision. This understanding of the level and standard should be the justification for setting yearly targets and reporting achievements.

The Makana Municipality achieved Blue Drop Status in the previous Financial year and it is the barometer of water quality that gets reported to Council on a regular basis.

The Municipality's Blue Drop Scores for its three Water Treatment Systems (Plants), are as follows:

1. Alicedale - 88,65%
2. Grahamstown - 79,90%
3. Riebeek East - 68,85%

The Municipality's Green Drop Scores for its three Waste Water Treatment Systems (Plants), are as follows:

4. Alicedale - 82,35%
5. Belmont Valley - 63,64%
6. Mayfield - 58,82%

The Green Drop status refers to the quality of the effluent that Makana discharged into the environment. The plants at Belmont Valley and Mayfield will receive improved monitoring to ensure that quality of the discharged effluent is improved.

The Municipality currently supplies water from two sources, which are the Fish River and Howieson's poort. Capacity on human resources is still a challenge especially on technical expertise in order for Makana to respond effectively. To address this lack of capacity, Amatola Water was contracted to transfer skills to Makana's Staff.

3.2. Waste Water (sanitation) Provision

3.2.1 Introduction to Sanitation Provision

In terms of the Water Services Act (Act no. 108 of 1997) and declaration of the powers and Functions by the Minister of Water Affairs and Forestry in 2004 Makana Municipality is acting as both Water Services Authority and Water Service provider. The Authority function means that the Municipality is responsible for regulation, quality, ensuring access, monitoring and evaluation of basic sanitation. The provider function means that the Municipality is responsible for access, provision operations and maintenance of all water provision mean The Department of Water Affairs is responsible for policy formulation,

regulation and enforcement. The Department of Corporate Governance and Traditional Affairs is responsible for funding of some sanitation capital projects through MIG. The Municipality is having a responsibility of implementing sanitation projects and maintenance thereof.

Level and standard of services	The Municipality has met the target of providing households with basic sanitation services for informal settlements. It is currently providing the basic level of services as per the RDP standards. The sewer infrastructure is very old and makes use of asbestos pipes which are no longer manufactured in South Africa. This results in continuous sewer blockages and overflows. The main wastewater treatment plant is currently overloaded. capacity on human resources, especially on technical expertise in-order for the Municipality to respond effectively on issues of operations and maintenance, is still a challenge.
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Annual performance as per Key performance indicator in sanitation services

Indicator	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the Financial Year under review (actual numbers)	Number of Households/customer reached during the Financial Year	Percentage of achievement during the year	Major challenges and remedial action
Households with access to sanitation services	1%	1986	569	629	100%	
Indigent households with access to free basic sanitation services	8064 have benefited.	7930	8000	8604	100%	The number that still needs to register as indigent is unknown. Remedial action: An audit will be undertaken of the rural areas

All Clinics and schools were provided with adequate sanitation services during the year under review.

Challenges

Most schools have sanitation infrastructure but there are water pressure problems at a number of schools that are being addressed through a Development Bank of South Africa external loan. Makana is also challenged with increasing pressure on its waste water treatment leading to works overflow i.e. Belmont Valley which is near full capacity.

3. Electricity

3.3.1 Introduction to Electricity

The Makana Municipality's Electricity Department ensures that its customers get good supply of quality service in compliance with the quality criteria prescribed by the national Electricity Regulator. The Department has the duty of refurbishing electrical infrastructure and the responsibility of connecting customers who are not on the grid.

The Department is also responsible for project implementation as well as day-to-day operations and maintenance.

Level and standard of services	<p>Customers are provided with a bulk 11 kilovolts of electricity. Some of this electricity is provided from solar energy.</p> <p>The Municipality provides streetlights in accordance to the standards as outlined in the National Energy Regulator of South Africa (Nersa) guidelines. it also provides high masts which are funded by the Municipal infrastructure grant (Mig).</p> <p>Medium and low voltage electricity is distributed according to consumer requirements.</p>
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Annual performance as per Key performance indicator in Electricity Services

Indicator	Total number of household or customers expected to benefit	Estimated backlogs (actual numbers)	Target set for the financial year under review (actual numbers)	Number of households or customers reached during the financial year	Percentage of achievement during the year	Major challenges and remedial action
Households with access to electricity services	169	0	169	250	+100%	Funding for electrification of rural area (formalised infill area). All avenues of funding will be investigated.
Indigent households with access to basic electricity services	813	0	300	416	70%	none

3.4. Housing

3.4.1 Introduction to Housing

The Municipality fullfils the following roles in respect of the provision of housing:

- Provision of serviced land for housing development as per the Housing Act;
- To compile Housing Sector plans for a period of five years;
- To compile housing needs surveys for housing delivery purposes;
- To facilitate the development of housing,

- To ensure that the houses that are built conform to the minimum building standards for residential houses.

The following role players are involved in the housing delivery process:

- Portfolio Committee: Considers housing inputs from the ward councillors, ward committees and housing officials.
- Ward Councillors: Provide housing needs and housing plans in respect of their constituents.
- Ward Committees: Provide housing needs from their respective ward residents.
- Housing Officials: Assist and guide the council in housing delivery to ensure that the end-user is satisfied with the product delivered. To ensure that service delivery does take place.
- Beneficiaries: Provide the municipality with their needs and what kind of output to be delivered by the municipality.
- Eastern Cape Housing Development Board: Provide land for housing development.
- Council: Approves the housing delivery plans.
- National Housing Board Regulatory Council: Ensure that the minimum building standards are adhered to and the registration of all housing contractors.
- Department of Human Settlements: Provide the funding for housing development.

As far as Breaking New Ground (BNG) housing is concerned, it is the responsibility of the Eastern Cape Provincial Department of Human Settlements to provide housing, with the Makana Municipality serving as the facilitating agent for the Province. Makana only has the Mayfield Housing Project that is a BNG project.

Makana has a backlog of 13 400 housing units and 1392 sites are serviced for development. The following projects are being actioned i.e. Seven Fountain, Fort Brown, Alicedale, Ethembeni, Mayfield Phase II, Glebe Township, Transit Camp and Newtown. The challenges are rocky sites and bulk sewer concerns at Mayfield Housing Project.

3.5 Free Basic Services and Indigent Support

3.5.1 Introduction to Free Basic Services and Indigent Support

The Makana Municipality provides free basic services to registered indigent residents and also has a policy for indigent support that is implemented by the Finance Department.

Component B

Roads

3.6. Introduction to Roads

The maintenance of the Makana Road network involves 4 major role players:

- a) The Provincial Road Construction Unit presently constructing a surfaced road between Grahamstown and Alicedale. The road is situated partially within Makana and Sundays River jurisdiction.
- b) The District Road Engineer (provincial maintenance unit) is responsible for 155, 0 km surfaced trunk and main roads as well as 663,0km of gravel roads within the rural areas of Makana . The condition of these roads is presently poor.
- c) The Makana Council is responsible for the maintenance of 176,0km of gravel and 163.0km of surfaced roads within the urban areas. The roads are generally in a poor to fair condition owing to lack of financial resources.
- d) A District Roads Forum has been established to address the problem of a lack of communication between the role-players.

The road network consists of a national road between Port Elizabeth and King William's Town consisting of ± 45km surfaced road being maintained by the National Roads Agency. The road is in a fair to good condition. The Department is currently maintaining only Rural District Roads.

Level and standard of road services	The 16 503 erven within the urban areas of Makana have an acceptable surfaced or gravel access road to each erf. The 400 erven within the informal areas have no acceptable access. Maintenance done is of a high standard utilising cold premix, chip and spray and acceptable decomposed shale with a CBR of 45. However lack of skilled and limited financial resources hinders continuous programmed maintenance and resolving crisis management is the norm.
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Annual performance as per Key Performance indicator in Road Maintenance

Indicator	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year	Major challenges and remedial action
Households without access to gravel or graded roads	400	400	2	0	0	Informal Area is not surveyed. Sub strata not suitable for grading. Scarce skills of foreman/supervisors and operators required.
Road infrastructure requiring upgrade	10%	3	3	800	100%	Lack of finance Staff shortage Inexperience staff

Annual performance as per Key Performance indicator in Roads Maintenance

Planned new road infrastructure actually constructed	2.5 Km	176km	6.0km	600	40%	Insufficient funding
Capital budget reserved for road upgrading and maintenance effectively used.	2,4%	176Km	6	600	40%	Contractors not performing Scarce road surfacing skills

Component C

Planning and Development

3.7. Local Economic Development (and Tourism)

Brief presentation of LED strategy/plan

The Municipality's LED Strategy was approved in February 2010.

The LED goals that were identified to stimulate economic growth and development in the Municipality are the following:

- a) Increase RGDP by 3.5% per year to match district and the provincial growth rates by 2014
- b) Maintain employment at current levels from 2010 to 2011, with the view of increasing trade and service sector employment by 4% from 2012 to 2014
- c) Grow the tourism related component of the local economy by 10% by 2014
- d) Maintain sustainable levels of capital expenditure on key LED infrastructure from 2010 to 2014
- e) Increase the role of formal and informal strategic partnerships in and between the public and private sectors of Makana as a catalyst for growth
- f) Reduce income leakage and support SMME activity through increased local procurement and labour force support measures.

These goals were translated in strategies and programmes and projects that are reflected in the 2010/11 IDP and SDBIP. A fully fledged LED Directorate, with the co-operation of all the other directorates in the Municipality is responsible for the implementation on the LED strategy and plan.

The staff component of LED Directorate is fully populated, and the table below gives an indication of the positions, qualifications of staff and experience of the staff

Positions	Qualifications	Years –Experience
Manager Trade, Tourism & Heritage	Highest Qualification – National Diploma (Tourism Management)	6 years experience in Tourism Management and Local EconomicDevelopment
Manager: Agriculture	Bachelor of Agriculture in Economics	4 years experience in Agricultural Development Officer
Manager: SMME	Bachelor of Commerce (Economics and Business Management)	Five years experiences in enterprise and business development
Secretary	Diploma: Human Resource Management	Seven years experience in secretarial and administrative functions
Administrative Assistant	Secretarial Diploma	Six years experience in secretarial and administrative functions

The LED and Planning Directorate is constituted as follows:

- a) **Local Economic Development Section:** responsible for agricultural development, tourism development and promotion; trade and investment promotion and SMME development.
- b) **Town Planning Section:** responsible for preparation and approval of Spatial Development Framework and land use management.
- c) **Properties and Estates Division:** responsible for the management of municipal properties, including land and estates.

d) **Building Inspectorate Section:** responsible for the review and approval of building plans
During the year under review the municipality solicited funding to implement the following LED projects:

PROJECT	FUNDING SOLICITED
Tourism capacity building programme	R 200 000 secured from Cacadu District Municipality
Ceramic Demonstration Centre	R 2 500 000: secured from Small Enterprise Development Agency with the assistance of Zenzele Technological Demonstration Centre

3.7.1 Interventions to achieve key LED strategic objectives

- a) A spatial Development Framework is currently under review .The draft document has been finalised and is circulating within the internal departments for comments and inputs after which it will be presented to Council for approval.
- b) The Council approved the lease of 435.1 square meters to Zenzele Technological Demonstration Centre for the purpose of establishing the Ceramic Incubator.
- e) Egazini Memorial Site: landscaping and fencing of the site was done. The development of mosaic arts was also completed. The application to declare the space as a National Heritage Site was also approved by South African Heritage Resources Agency (SAHRA).
- f) Fifty (50) SMMEs were registered with CIPRO (Companies and Intellectual Property Registration Office).
- g) Exhibition spaces were allocated to 3 crafters to showcase their products during the National Arts Festival
- h) The business plan and implementation framework for the Creative City project were formulated and endorsed by all partners.
- i) Fiddlers Green was leased to the National Arts Festival for the management and development of an arts and crafts hub.
- j) A Memorandum of Understanding was concluded with SEDA to establish an SMME information centre in Grahamstown
- k) In partnership with ABSA 50 entrepreneurs were trained on marketing, tendering, BEE compliance, recording keeping and compilation of a business profile
- l) One Thousand (1000) jobs were created through the Community Works Programme.
- m) Seventy three(73) farmers were trained
- n) Mentorship assistance was secured for three farms Koodovale Farm, Commonage Armistice and Abattoir
- o) The contractor was appointed to develop tunnels at Yarrow Farm and Castle Farm

3.8. Planning

During this financial year the following land use applications were processed:

TYPE	RECEIVED AND PROCESSED	APPROVED
Rezoning	20	5
Subdivision	17	4
Consent Uses	4	3

Township Establishments	19	5
Various land applications	19	*N/A

No approvals due to the moratorium on the sale of land until the land audit is conducted

The following table lists the projects and partnerships established and the type of agreement in place.

Project	Organisation	MOU/Service Level Agreement
NDPG	National Treasury National Department of Tourism Izizwe Consulting and Project Engineers	Funding Agreement Funding Agreement SIA
Edu-Tourism	ThinaSinako Grahamstown Foundation	Funding Agreement Partnership Agreement
Small Scale Mining (Kaolin)	ECSECC Zenzele ECDC	MOU MOU
Wind Farm project	Innowind Rhodes University	MOU MOU
Bio-Mass	Nollen Group	MOU being crafted
Local Tourism Organisation	Makana LTO	SLA
National Arts Festival	National Arts Festival	Strategic Partnership
Alicedale Development Fund	ECDC ADF	MOU MOU
SEDA	Cacadu District Municipality	MOU

3.8.1 Annual performance as per Key Performance indicators in LED

	Indicator Name	Target Set for the Year	Achievement Level During the Year (absolute figure)	Achievement Percentage During the Year
1	Percentage of LED budget spent on LED related activities	100%	R3,147,580	91%
2	Number of LED stakeholder forum meetings held	5	3	70%
3	Percentage of SMMEs that have benefited from a SMME support programme	50%	40	40%
4	Number of job opportunities created through EPWP	100%	312	34%
5	Number of job opportunities created through PPP	155	155	100%

Challenges regarding LED Strategy Implementation

The Municipality has embarked on numerous programmes that require inter-directorate co-operation. Maximising inter-directorate co-operation within the Municipality remains a stumbling block however, strategies are being put into place to achieve maximum interdepartmental co-operation.

The legislative and policy framework regarding alternative energy poses a threat to the alternative energy projects that the Municipality is implementing, especially in terms of power purchase agreements.

Capacity building, buy-in and ownership by beneficiaries for projects that received funding remain a challenge and the Municipality is in the process of drafting SMME agricultural and small scale mining strategies to address this. The organisation of the business sector proved to be very challenging and the Municipality will address this by establishing a Mayoral Business Forum. Unnecessary red tape is negatively impacting investment attraction. Funding to draft a red tape reduction strategy is being sought.

Component D

Community & Social Services

3.9 Libraries; Archives; Museums; Galleries; Community Facilities; other services

Reporting Level	Detail	TOTAL
Overview	The provision of accessible community facilities to an acceptable standard for all people in Makana Municipality.	
Description of activity	<p>Provision of:</p> <p>Adequate library services for all sectors of the community.</p> <p>Access to library material for the purposes of education, information, recreation and aesthetic appreciation for all residing within the Makana municipal area. The strategic objectives of this function are to:</p> <ul style="list-style-type: none"> • Ensure that the residents have access to up-to-date information through libraries. • Ensure that there are libraries in needy areas. • provide an acceptable standard of service for all. <p>Decrease the illiteracy rate of the Makana community.</p>	
Analysis of function	<p>Statistical information:</p> <p>Quantity of materials circulated</p> <ul style="list-style-type: none"> • Main Library (Hill Street) 54,600 • Community Library 32,300 • Duna Library 23,300 • Fingo Library 40,957 • Alicedale Library 10,095 • Riebeeck East Library 11,016 <p>Total 182,662</p> <p>Number of current patrons</p> <ul style="list-style-type: none"> • Main Library (Hill Street) 15,164 • Community Library (Currie Street) 4,335 • Duna Library 7,325 • Fingo Library 1,187 • Alicedale Library 913 • Riebeeck East Library 347 <p>Total 29,271</p>	
Challenges	<ul style="list-style-type: none"> • Securing of land to build Riebeeck East Library. • Children's activities space at Fingo, Riebeeck East and Alicedale Library. 	

Highlights	<ul style="list-style-type: none">• Office space at Hill Street Library for Mobile Librarian and Library Clerk.• Installation of library detector system and cctv cameras at Duna, Fingo and Community Libraries .• Providing public access to internet at Fingo and Hill Street Libraries using “Connect with Cacadu”. Vibrant literacy and audio projects in all libraries.
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Component E

Environmental Protection

3.11. Environmental Management

FUNCTION

To ensure and co-ordinate full integration of environmental considerations, protocols and practices into all Makana municipal activities.

OVERVIEW

Environmental management function is a strategic one, providing environmental leadership to the municipality and the community at large. The municipality function with its partners through the Makana Environmental Forum, a forum of local individuals and organizations with a focus on environmental matters in the municipality. The municipal environmental programmes and plans are communicated to the public through the quarterly meetings of the forum. During the 2013/14 financial year, an environmental policy of the municipality was compiled and submitted to the Portfolio Committee for Public Safety & Community Services.

PROGRAMMES

The implementation of Makana LEAP is a strategic project of the environmental management section through the following activities:

1. Implementation of the environmental education and training strategy

This project forms part of, and emanates from the environmental education and training strategy for Makana municipality identified during the Makana Local Environmental Action Plan process (LEAP). The environmental education and training strategy addresses specific education and training needs of a number of stakeholders within the precinct of municipality such as:

- The general public
- Business and industry
- Municipality employees
- Learners in formal education institutions such as schools
- Livestock owners; and

■ The agriculture and eco-tourism sector

a) The general public

Twelve Community Environmental facilitators from all wards of the municipality were appointed in the public environmental education pilot project during the 2013/14 financial year. These individuals were ward based and served to assist their ward counsellors, ward committees and the municipality with community environmental education on waste management at a household level. A further 25 youth were employed by the Youth on Waste project funded by the Department of Environmental Affairs to serve as Community Environmental Educators.

b) Learners in formal education institutions

The public environmental education and training programme of the municipality is also being implemented at school level in partnership with various local schools. In this regard the municipality supported of eight local disadvantaged schools to be part of the eco-schools project. The eco-schools programme is designed to encourage curriculum-based action for a healthy environment. The municipality observes and participate in several important national and international environmental events such as the Arbor day and used these as vehicle for environmental education and awareness campaign.

c) Municipal employees

The Environmental Education and Training strategy proposes specific education and training interventions, focus areas and programmes notably Municipal employees. For municipal employees, the strategy suggests building capacity for environmental management and sustainable development amongst all employee categories including councilors and ward committees. No environmental training for municipal employees have been undertaken due to lack of funding and no-commitment and lack of support from the Environmental Local Government SETA.

2. Local community engagement and public participation processes

The Makana Environmental Forum two public gatherings last year. The main focus of these meetings was on water supply and availability. The directorate of infrastructure and engineering assisted in addressing technical matters pertaining to water related infrastructure.

3. Identification of funding sources for environmental projects

During the last financial year, an environmental project proposal was submitted to the LGSETA for the training of municipal employees. Another proposal for funding was developed with the assistance of the business development manager at the Local Economic Development directorate for recycling co-operatives. The proposal was submitted to Cacadu District municipality for consideration.

MAIN CHALLENGES

The general lack of funding to initiate community environmental projects remains a threat towards the implementation of IDP projects. There is a general lack of responsiveness from other spheres of government or institutions. This is particularly in cases of institutional support and funding sources at the disposal of these organizations.

3.12. Waste Management (solid)

<p>Strategy and main role player</p>	<p>The overall objective of waste management is to reduce the generation of waste; reduce the environmental impact of all forms of waste to ensure the health of the people of Makana. The Municipality’s waste management system has enhances the quality of its environmental resources. The roles and responsibilities in terms of the National Waste Management Strategy for local government include:</p> <ul style="list-style-type: none"> • Waste minimisation: Local Government has to implement and enforce appropriate national waste minimisation initiatives and promote the development of voluntary partnerships with industry. • Recycling: Local Government is to establish recycling centres and/or facilitate community initiatives. • Waste collection and transportation: Local Government is to improve service delivery. • Waste disposal: Local Government is to take responsibility for the establishment and management of landfill sites, and to promote the development of regionally based facilities. Formalising and controlling of scavenging is the responsibility of the permit holder.
<p>Level and standard of services</p>	<p>It is expected that every household has access to waste collection services. The Municipality is expected to collect refuse from every household on a regular basis.</p>

Annual performance as per Key performance indicator in refuse removal services

Indicator	Total Number of Households/ Customers expected to Benefit	Estimated Backlogs (actual numbers)	Target Set For the Financial Year under review (actual numbers)	Number of Households/ Customers reached During the Financial Year	Percentage of Achievement During the Year	Major Challenges and Remedial Action
Households with access to refuse removal services	23 366	648(farm houses) Rural areas	0	22500	97%	For vehicles and equipment that need to be replaced. A budget of R3.7 million has been set aside to alleviate the situation. Illegal dumping is a major challenge in Makana. The Municipality is engaged in community awareness programmes.

3.13. Fire and Rescue services

Function Public Safety	
Sub-Function: Fire & Rescue Section	
Reporting Level	Detail
Overview:	Includes fire-fighting, fire safety and awareness campaigns
Mission statement	It is the mission of Makana Fire and Rescue to create a safer environment for all persons in our society by providing an efficient and effective fire-fighting, emergency, rescue and fire safety service within the framework of the resources available.
Core Functions	<p>Core Functions (As per the Fire Brigade Services Act 99 of 1987)</p> <ul style="list-style-type: none"> • Preventing the outbreak or spread of a fire • Fighting or extinguishing a fire • The protection of life or property against fire or other threatening danger • The rescue of life or property from fire or any other threatening danger; and • The performance of any other function connected with any of the matters related to the above. <p>These functions are performed in accordance with Standard By-Laws relating to Fire Brigade Services, which was promulgated on 11 June 1982 (Provincial Notice 661 / 1982)</p> <p>Administration Section This section deals with the day-to-day administrative activities of the Fire and Rescue Section which includes report writing, typing, recording and updating of information and all other related activities as required. This section is headed by the Manager and includes the Station Commander, Senior Clerk and Messenger.</p> <p>Operational Section This section consists of one (1) Platoon Commander, four (4) Senior Fire Fighters, twelve (12) Fire Fighters and four (4) Retainer Fire Fighters. A total of four (4) Control Room Operators and three retainer fire fighter posts were filled during this financial year. Two(2) Platoon Commanders and eight (8) fire fighter posts are vacant.</p> <p>The operational section implements the practical aspects relating to fire fighting and other emergency incidents. To achieve its aim this section is responsible for the following:</p> <ul style="list-style-type: none"> • The attendance and handling of all fires, rescues and emergency incidents. • The acquisition of vehicles and operational equipment. • The maintenance of vehicles and equipment. • The checking and cleaning of fire hydrants. • The training of public by group inspections and lectures.

Reporting Level	Detail
Description of Activity	<p>Reduction of vegetation fires:</p> <p>The key objective is to try and minimize the amount of vegetation fires. Emphasis is put on:</p> <ol style="list-style-type: none"> 1) Analyzing the risk areas. 2) Training the farmers on proper control burnings tactics. 3) Awareness campaigns involving the Fire Protection Associations, Albany Working for Water, Parks Department, and DAFF etc.
Overview:	Includes fire-fighting, fire safety and awareness campaigns
Special Services	<p>Services At Fires:</p> <p>Annually the Municipality decides on tariff charges, which the department will levy for services rendered. In this tariff layout the cost of the use of fire appliances, service vehicles, staff and equipment, specialized extinguishing media, training etc. are laid down. Due to the fact that the fire department is an emergency service where the majority of its service is of a human nature, income from this source is very low.</p> <p>Fire Prevention:</p> <p>Businesses are inspected to ensure that they comply with fire safety regulations. A total of 215 businesses were inspected during the financial year.</p> <p>Disaster Management Services:</p> <p>Makana Municipality, established a Disaster Management Office and employed a Disaster Management Officer</p> <p>Building Plans:</p> <p>Building plans are scrutinized to ensure that they comply with fire safety regulations. A total of 215 businesses were inspected during the year under review.</p> <p>Flammable liquids:</p> <p>Flammable liquid inspections are carried out on businesses that deal with flammable liquids. The annual tariff of charges also makes provision that all businesses dealing in the sale, manufacture, handling or storage of flammable liquids or gases must register and acquire a license from the municipality. An annual license fee for this purpose is therefore payable after safety requirements have been met. A total of</p> <p>Fire Hydrants</p> <p>Fire Hydrants inspections are done regularly to ensure that they are clean, clearly marked and in operation.</p> <p>Water Deliveries</p> <p>As an additional income, the department delivers water to farms situated within the protected area upon request. Normal water tariffs are charged and include the use of the fire engine plus the distance travelled. Water is also delivered to rural communities in municipal area of jurisdiction, for the Department of Technical and Infrastructural Services, who is then responsible for the charges.</p> <p>Motor Vehicle Accidents:</p> <p>The Directorate responds to motor vehicle accidents to assist with vehicle extrication, patient treatment, hazardous materials, etc.</p>

Training and Awareness	<p>Training of Staff</p> <p>Lectures and practical drills are presented to the staff of the Fire Department on various subjects of fire fighting, rescues, handling of hazardous incidents and legislation applicable to the fire service. This is In - Service training and only focus on preparedness of Fire Fighters to combat fires and other emergencies. A total of eight (8) Fire Fighters were professionally trained in Fire Fighting at Rural Metro Training Centre in Greytown, KZN through Cacadu District Municipality.</p> <p>Public Training</p> <p>Fire awareness campaigns are conducted at rural communities, schools and clinics within Makana to make the community aware of the dangers of fires.</p> <p>Elementary Fire Fighting training is presented to businesses to enable their staff to react immediately when a fire occurs at their workplace whilst it is still small.</p>
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Challenges

1. Water delivery to farm households. Department of Technical and Infrastructural Services is responsible for the Water Services function. The Fire Department should only play a role in a crisis situation.
2. Staff shortages.
3. Lack of fire stations in Riebeeck East, Alicedale and Grahamstown East.
4. Handling of after-hours complaints.
5. Task grading of higher posts within the department is a challenge.

Achievements

1. Residents were trained on fire-fighting techniques and more fire fighters were employed.
2. A Disaster Management Office was established and a Disaster Officer was appointed to deal with all disaster-related matters.

Component F

Health

Following a Parliamentary decision to provincialise the provision of primary health care, all staff and assets were transferred to the Provincial Health Department as this component does not apply to the Makana Municipality.

Component G

Security and Safety

The Makana Municipality does not have an in-house policing force but does actively participate in the Local Safety and Security Forums.

3.14. Traffic and Law Enforcement

Function: Public Safety

Sub Function: Traffic and Licensing

Reporting Level	Detail
Overview:	Includes Traffic, Licensing, Road Worthiness and Technical Services
Description of activities Traffic Law Enforcement	<p>The key function of the Traffic Department is to provide safer roads for all stakeholders within the Makana area.</p> <p>The Municipality has a mandate to:</p> <ul style="list-style-type: none"> • Conduct preventative traffic patrols and enforce traffic legislation • Enforce speed limits • Attend traffic accidents • Enforce parking legislation • Enforce municipal bylaws <p>The key objective of this function is to ensure safe and free flow of traffic within Makana Municipal area.</p>
Driving Licenses	<p>These services include all driver testing functions.</p> <p>The Municipality has a responsibility to :</p> <ul style="list-style-type: none"> • Test applicants and issue learner licenses • Test applicants and issue driving licenses • Renew credit card driving licenses • Renew and issue Professional driving licenses <p>The key objective of this function is to ensure safety on the roads by ensuring a high level of competency amongst vehicle drivers.</p>

Roadworthy Testing	<p>These services include all vehicle testing functions. The Municipality has a responsibility to:</p> <ul style="list-style-type: none"> • Test vehicle • Issue roadworthy certificates <p>The key objective of this function is to ensure safety on our roads by ensuring roadworthy vehicles</p>
Technical services	This service is responsible for the maintenance of all road markings and road signs

Analysis of functions	Number of targeted violations	
	LICENSING OF DRIVERS	
	Licensed drivers	620
	Learner drivers without supervision	35
	Other offences related to driving licenses	75
	REGISTRATION/LICENSING OF MOTOR VEHICLES	
	Unlicensed/unregistered motor vehicles	791
	Other	83
	MOVING VIOLATIONS	
	Driving under the influence	3
	Reckless/negligent driving	1
	Speeding	916
	Traffic lights	56
	Stop sign	490
	Other road signs	670
	Illegal overtaking	15
	Lane changes	31
	Other moving violations	173
	STOPPING AND PARKING	
	Stopping	110
	Danger obstruction	63
	Parking vehicle entrance	6
	Exclusive parking bays	19
	Other	241
	LOADS PROJECTIONS	
	Passenger overload	31
	Exceed projection limits	0
	Spillage	3
	VEHICLE DEFECTS	
	Service/parking brake	47
	Tyres	161
	Silencer	1
	Other	181
	Public motor vehicle offences	33

	Municipal bylaws	14
	Safety belt	678
	Cell phone	142
	Other	55

	NOTICES	
	Discontinue	14
	Total Law enforcement Income	R 3079 050

	ROADWORHY	
	Vehicles tested	197
	Vehicles passed	155
	Vehicles failed	42

	DRIVING LICENSES	
	Total drivers/learners licenses	R2439180
	Total applications for learners licenses	2577
	Total applications for drivers licenses	2333
	Total applications for PDP	788

	VEHICLE LICENSING	
	Total vehicle licensing income	R 2801 333
	Total retained	R 1185 546

	IDP PROJECTS	
Funded projects	<ul style="list-style-type: none"> • Road safety projects • Speed humps at schools • Purchase of law enforcement equipment • Junior Traffic training Centre training • N2 Ranger project 	

	ACHIEVEMENTS	
	1. Three festivals were held in Grahamstown successfully.	
	2. Law enforcement showed an increase in paid offences.	
	3. A reduction was seen in the number of fatalities on the roads.	
	4. Increased service delivery in the vehicle and driving license section continued with the help of one traffic officer assisting to cope with the demand.	
	5. Road marking in the greater Makana area was maintained .	
	6. All sections show an increase in money collected and this has all been done within our budgetary constraints.	
	7. All IDP projects have been completed and Makana participated in the Local Transport Forum.	
	8. There was constant monitoring of stray animals.	

CHALLENGES FOR NEXT 5 YEARS	
	QUALITY CONTROL CASES:
	To implement a quality control system whereby control spots have been identified and surveys conducted to determine the adherence rate of the public regarding certain offences. The idea is to have a display board with the results there-on visible to the public. The Department will set a standard for offences; no projects will be held on the offences if surveys prove public adheres to these standards.
	With this the Department will try and set clear goals for the public to be achieved. This will give the public some sense of ownership and hopefully lead to voluntarily compliance of all traffic rules. If voluntary compliance does not work, we will intervene with law enforcement projects to encourage compliance.
	ACCIDENT REDUCTION:
	To use accident database for the identification of accident hotspots and types of offences that cause accidents. These hotspots and causes will then be targeted to reduce accidents.
	WARRANT REDUCTION:
	To put in place measures to reduce the amount of outstanding warrants of arrests.
	TAXI PROJECTS:
	To implement road safety strategies for taxi owners and drivers.
	Law enforcement in conjunction with the objective and goals of the Arrive Alive campaign.

CHALLENGES ENCOUNTERED IN PROVIDING SERVICES	
Duty hours	
	Officers are still working on Wednesday and Friday nights. These two nights are regarded as the most problematic as this is an active university town with a lot of activities taking place after hours. With the available manpower, this Department can only deploy a few officers during above-mentioned hours.
Lack of overtime	
	Funding challenges and restrictions placed on the working of overtime, limits the Departments ability to provide services after hours except for an officer placed on standby to attend to complaints and accidents. Limited prevention and/or high visibility projects can be implemented.
Roadworthy	
	The opening of the Private Roadworthy Testing Station was a result of the decrease in the Roadworthy figures.
Licensing	
	The payment of Licenses at the Post Office gave rise a decrease in the income derived from the Licensing activities

Function: Horticulture and auxiliary services sub-function: Cemeteries		
Overview:	This sub-function includes the maintenance of cemeteries in Grahamstown, Alicedale and Riebeeck East.	
Description of activity:	<p>The services provided include:</p> <ol style="list-style-type: none"> 1. Administration of electronic recording system for burials 2. Cemetery maintenance 3. Contract management <p>CHALLENGES Acquisition of land for new Cemetery in Alicedale Funding to maintain Cemeteries. Theft of artefacts and metal railings</p> <p>ACHIEVEMENTS Extensions to Mayfield, Waainek, including additional service roads for Mayfield. planted a further 100 trees at Mayfield cemetery. Procurement of Contracts for the maintenance of grassed areas: Waainek, Mayfield, Historical, Lavender Valley and Kings Flats cemeteries</p>	<p>± 875 burials annually</p> <p>12 contracts</p>
Function: Horticulture and auxiliary services sub-Function: Nursery		
Overview:	The nursery is maintained for the production of greening material for the Municipality.	
Description of activity:	<p>The services provided include:</p> <ol style="list-style-type: none"> 1. The production of ground covers, shrubs and trees. 2. Maintenance of ornamental section for decorations. 3. Production of annuals for street displays 4. Sales to public. 5. Support to the Millennium tree planting initiative that sees approximately 640 trees planted throughout Makana Municipality annually. <p>CHALLENGES Maintaining a cost-effective centre Water deliveries in support of Departments without sufficient capacity.</p> <p>ACHIEVEMENTS</p> <ol style="list-style-type: none"> 1. Renovation of hardening off section for shrubs. 2. Retention centre for approximately 2,000 trees for funded projects. 3. Growing of 2,300 trees and a further 1250 indigenous shrubs. 	
Function: Horticulture and auxiliary services sub-function: Projects		
Overview:	Includes funded projects including that of the Botanical gardens that have been or are to be outsourced.	
Project description	<p>Funded projects include:</p> <ol style="list-style-type: none"> 1. EPWP – River Bed maintenance, Sport Ground and cemetery maintenance. 2. Makana Resort- Completion of Phase 2 upgrade to infrastructure 3. Kowie Catchment Campaign 4. Greening project (Wood street) 5. Millenium Tree Planting Project (Logistical) 6. Woodstreet Park <p>Challenges</p> <ul style="list-style-type: none"> • Manpower to monitor and evaluate projects. • Vandalism of sport ground buildings and perimeter fencing. <p>Achievements</p> <ol style="list-style-type: none"> 1. Completion of Wood street Park 2. Completion of Egazini Gardens 3. Completion of new Indoor Sport Centre in Extension 6. 	<p>R1,5 -million R11 Million R25,000 R10-million R30,000</p>

Component I

Financial and Other Services

3.16. Financial Services

REFER TO ANNUAL FINANCIAL STATEMENTS

3.17. Human Resource Services

Presentation of the Organisational Structure

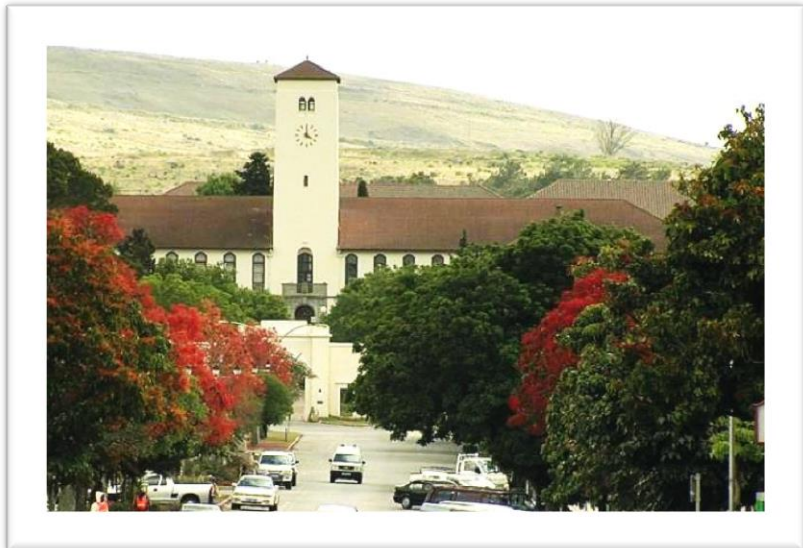
During the year under review the Makana Municipality undertook a review of its organisational structure through the contracting of the Price Waterhouse Coopers. This resulted in a new Macrostructure which Council approved as Phase 1.

3.18. Information and Communication (ICT) Services

Makana developed a ICT Policy to deal with the Information Technology and Information Systems requirements as well as the protection of both the integrity and correct usage of the IT resources. The establishment of a fully-fledged Information and Technological Services Unit was proceeded with the employment of a IT Manager, a Systems Administrator and two temporary workers.

CHAPTER 04

Organisational Development Performance



Component A

Introduction to the Municipal Personnel

4.1. Employees Totals, Turnover and Vacancies

4.1.1. Municipal Manager and Section 57 Managers

	Approved Positions (e.g MM-S57 etc)	Number of Approved and Budgeted posts.	Filled Posts	Vacant Posts
1	Municipal Manager	1	No	1
2	Director Corporate Services	1	Yes	0
3	Chief Financial Officer	1	No	1
4	Director Local Economic Development	1	No	1
5	Director Technical & Infrastructure	1	Yes	0
6	Director Community & Social Services	1	Yes	0
	Total	6		3

4.1.2. Full time staff complement per function

1. EXECUTIVE MAYORS OFFICE – Cllr ZJ Peter

Advertised Posts	Number of approved posts	Number of filled posts	Vacant posts
Communications Officer	1	1	0
Events Co-ordinator	1	0	1
Strategic Manager: Mayor's Office	1	0	1
PA to Executive Mayor	1	0	1
Coordinator: Disabled	1	0	1
Coordinator: Youth	1	1	0
Driver	1	1	0
Special Programmes Officer	1	0	1
Total	8	3	5

2. MUNICIPAL MANAGERS OFFICE – Vacant

Advertised Posts	Number of approved posts	Number of filled posts	Vacant posts
Monitoring and Evaluation Manager	1	1	0
PA to Municipal Manager	1	1	0
IDP/PMS Manager	1	1	0
Clerk PMS/IDP	1	1	0

Total	4	4	0
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3. OFFICE OF THE SPEAKER– Cllr R M Madinda-Isaac

Advertised Posts	Number of approved posts	Number of filled posts	Vacant Posts
Executive Secretary PA	1	1	0
Constituency Development Officer	1	1	0
Manager Participation	1	1	0
Total	2	2	0

4. LOCAL ECONOMIC DEVELOPMENT – Vacant

Advertised posts	Number of approved posts	Number of filled posts	Vacant posts
Director: LED	1	0	1
Manager: Trade/ Investment	1	1	0
Clerical Assistant	1	1	0
Secretary to Director	1	1	0
Manager Agriculture	1	0	1
Cleaner	1	1	0
Total	6	5	1

5. CORPORATE SERVICES DIRECTORATE – Mr M Madlavu

5.1. ADMINISTRATION

Advertised Posts	Number of approved posts	Number of filled posts	Vacant Posts
Director	1	1	0
Assistant Director	1	1	0
Manager: Support Services	1	1	0
Senior Admin Officer	1	1	0
Senior Committee Clerk	1	1	0
Committee Clerk	1	1	0
Replicator Driver	1	1	0
Senior Typist	1	0	1
Typist	1	0	1
Chief Clerk	1	0	1
Registry Clerk	1	1	0
Records Clerk	2	2	0
Switchboard Operator	1	1	0

Civic Amenities Clerk	1	0	1
Senior Civic Hall Caretaker	2	2	0
Civic Hall Caretaker	3	3	0
Caretaker Assistant	3	3	0
Total	22	18	4

5.2. HUMAN RESOURCES Vacant

City Hall	Approved posts	Filled posts	Vacant posts
Assistant Director	1	1	0
HR Practitioner	1	1	0
Senior Admin Officer	1	1	0
Personnel Clerk grade 1	1	1	0
Personnel Clerk grade 2	1	1	0
Industrial Relations Officer	1	0	1
EAP Officer	1	1	0
Skills Development Officer	1	1	0
Secretary	1	1	0
Total	9	8	1

6 . FINANCIAL SERVICES DIRECTORATE – Chief Financial Offer. Vacant

Approved position	Number of approved posts per position	Filled posts	Vacant posts
Director	1	0	1
Secretary	1	1	0
FINANCIAL ACCOUNTING			
Accountant	1	1	0
Principal Clerk	1	0	1
Manager: Supply Chain	1	0	1
Supply Chain Officer	1	1	0
Buyer	1	0	1
Clerk	1	1	0
Storeman	1	1	0
Assistant Storeman/Clerk	1	1	0
Assistant Storeman	1	0	1
Clerk Grade 2 (Fuel)	1	0	1
Stores Attendant	1	1	0
EXPENDITURE			

Deputy Director	1	1	0
Administrative Officer	1	1	0
Senior Clerk (creditors)	1	1	0
Clerk grade 1	1	1	0
Clerk grade 2	1	1	0
Creditor Clerk	2	2	0
Driver/Operator	1	0	1
INCOME			
Assistant Director: Revenue	1	1	0
Total	22	16	6

7. TECHNICAL AND INFRASTRUCTURAL SERVICES DIRECTORATE – Dir. E T Myalato

7.1. HOUSING AND ESTATE - Vacant

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
Assistant Director	1	1	0
Housing Manager	1	0	1
Senior Admin Officer	1	1	0
Admin Officer	1	0	1
Clerk grade 1	3	3	0
Data Capturer	1	0	1
Messenger/Driver	1	0	1
Totals	9	4	5

7.2. TOWN PLANNING

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
Manager: Town planning and Land use	1	1	0
Town Planners	3	1	2
Town Planning Assistant	1	0	1
Clerk Grade 1	1	1	0
Building Control Officer	1	0	1
Building Inspector	3	2	1
Typist Clerk Grade 3	1	0	1
Total	11	5	6

7.3. CIVIL ENGINEERING – Mr D Mlenzana

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
----------------	--------------------------	------------------------	--------------

Deputy Director	1	1	0
Assistant Director: Roads	1	1	0
Assistant Director: Water	1	1	0
Senior Mechanic	1	1	0
Administrative Assistant: Fleet	1	0	1
Mechanic	3	1	2
Trade Worker Special grade	3	2	1
Trade Worker grade	3	1	2
Senior Technician: Roads	1	0	1
Foreman: Roads	2	2	0
Operator: Special grader	2	1	1
Operator grade 2/1	4	4	0
Truck Driver	6	6	0
Supervisor Driver: Roads	6	1	5
Operators grade 3	2	0	2
General Workers: Roads	52	47	5
Supervisor: Stormwater	2	2	0
Handyman	2	1	1
General Worker: Stormwater	10	10	0

7.4. WATER AND SANITATION Ms N Tshicilela

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
Assistant Director	1	1	0
Senior Technician	2	1	1
Technicians	4	4	0
Waterworks/ Wastewater Operators	13	4	9
Waterworks/Wastewater Shiftsman	16	12	4
General Worker	18	5	13
Total	54	27	27

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
Artisan Plumbers	7	2	5
Trade Worker grade 4/3/2/1	9	0	9
Supervisor Driver	8	3	5
Sewerage Worker	36	24	12
Total	60	29	31

7.5. ELECTRICAL DEPARTMENT – MR J.SITETO

7.5 (a) Administration and Technical

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
Deputy Director	1	1	0
Senior Superintendent	1	0	1
Electrician	1	0	1
Artisan Assistant	1	0	1
Electrical Technician	1	0	1
Electrical Trade Worker	1	0	1
Technical Officer	1	1	0
Technical Assistant	1	1	0
Revenue Protection Office	1	0	1
Typist Clerk grade 1	2	2	0
Total	11	5	6

7.5 (b) Distribution – Mr M Radu

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
Assistant Director	1	1	0
Senior Foreman: Distribution	1	1	0
Electricians	9	7	2
Artisan Assistant	11	8	3
Supervisor: High Mast	1	0	1
Light Fitter: High Mast	1	1	0
Artisan Assistant	1	1	0
Street Lighter	3	3	0
Supervisor: Trenching	1	1	0
Senior Worker	9	7	2
Storeman	1	1	0
Total	39	32	8

7.6 PROJECT MANAGEMENT UNIT- Mr B Shembe

Adverted posts	Number of approved posts	Number of Filled posts	Vacant posts
PMU Manager	1	1	0
Senior Technician	2	2	0
Financial Controller	1	0	1
Social Facilitator	1	1	0
Total	5	4	1

8. COMMUNITY AND SOCIAL SERVICES DIRECTORATE – Mr. M Planga

8.1. FIRE AND RESCUE - Mr Welkom

Advertised posts	Number of approved posts	Number of filled posts	Vacant posts
Assistant Director	1	1	0
Senior Clerk	1	1	0
Platoon Commander	4	2	2
Senior Firefighter	8	4	4
Control Room Operator	4	4	0
Senior Firefighter	5	5	0
Retain Firefighter	5	5	0
Firefighter/Junior Firefighter	20	12	8
Station Commander	1	1	0

8.2. TRAFFIC DEPARTMENT – Mr. C Hanekom

Advertised posts	Number of approved posts	Number of filled posts	Vacant posts
Assistant Director	1	1	0
Asst. Superintendent law enforcement	1	1	0
Senior Traffic Officer	3	2	1
Traffic Officer grade 2/3	7	6	1
Assistant Superintendent (Licensing)	1	0	1
Examination Testing and Technical Foreman	1	0	1
Road signs(Driver/Supervisor)	1	0	1
General Worker	4	4	0
Vehicle Examiner	1	0	1
Examiner Assistant	1	0	1
Driver testing Officer	2	2	0
Senior Licensing Officer	1	1	0
Licensing Officer	1	0	1
Clerk grade 1	2	2	0
Senior Clerk	3	2	1
Total	30	21	9

8.3. ENVIRONMENTAL HEALTH AND CLEANSING - Mr. J Esterhuizen

Advertised Posts	Number of approved posts	Number of filled posts	Vacant posts
Assistant Director	1	1	0
Senior Environmental Health Officer	1	0	1
Environmental Health Officer	5	2	3
Licensing Clerk	1	1	0
Admin Clerk grade 1	1	1	0
Assistant Superintendent	1	1	0
Total	10	6	4

Advertised posts	Number of approved posts	Number of filled posts	Vacant posts
Driver compaction	3	2	1
Senior Worker	23	23	0
Driver Operator(tractor/trailer)	1	1	0
General Worker	25	25	0
Driver (CM 10)	1	1	0
Operator Front End	1	1	0
Driver Tipper Truck	4	3	1
Tractor Driver(Skips)	1	1	0
Supervisor Driver	2	2	0
Bulldozer Driver	1	1	0
Gatekeeper	1	1	0
Pest Controller	2	2	0
Driver/Supervisor	1	1	0
Street & Toilet Cleaner	20	20	0
Total	82	84	2

8.4. PARKS DEPARTMENT – Mr. K Bates

Advertised post	Number of approved posts	Number of filled post	Vacant posts
Assistant Director	1	1	0
Superintendent	1	1	0
Sport and Recreation Officer	1	1	0
Clerk grade 3	1	1	0
Typist/ Clerk grade 1	1	1	0
Foreman	1	1	0
Driver Operator	1	1	0
Lumber Worker	5	5	0
General Workers	24	13	11
Tractor Driver	4	2	2
Horticultural Assistant	1	0	1
Caretaker	3	2	1
Machine operator	20	17	3
Caretaker Assistant	2	0	2
Cemetery Attendant	1	1	0
Supervisor Operator	1	0	1
Supervisor Driver	3	1	2
Leading Hand	2	2	0

Commonage Technician	1	1	0
Artisan Assistant	1	0	1
Senior Worker	3	3	0
Total	78	54	24

8.5. LIBRARIES – Ms. P Vubela

Positions Approved	Approved Posts	Filled Posts	Vacant Posts
Assistant Director	1	1	0
Librarian	6	5	1
Librarian Assistant	12	11	1
Library Cleaner	7	7	0
Security Guard	1	1	0
Senior Librarian	1	1	0
Junior Librarian Assistant	1	0	1
Librarian Helper	1	1	0
Total	30	27	3

Annual performance as per key performance indicators in Municipality Transformation and Organisational Development

	Indicator Name	Total Number of People (planned for) During the Year Under Review	Achievement Level during the Year Under Review	Achievement Percentage During the Year Under Review	Comments on the Gap
1	Vacancy rate for all approved and budgeted posts	30	20	60%	The outstanding posts have been advertised
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	6	3	33%	Various suspensions were experienced at this level
3	Percentage of Section 57 Managers including Municipal Managers who attended at least one skills development training course within the financial year	6	2	33%	Various suspensions were experienced at this level
4	Percentage of Managers in Technical Services with a professional qualification	6	6	100%	
5	Percentage of municipalities within the district that have a fully functional Performance Management System (District Municipality only)	Not Applicable			

6	Percentage of staff that have undergone a skills audit (including competency profiles) within the current five year term	612	0	1%	Process will be addressed as one of the outcomes of the Organisational development process of the Municipality.
7	Percentage of councillors who attended skills development training within the current five year term	27	4	100%	Training was hampered by a severe lack of funds.
10	Percentage of staff complement with disability	1	1	100%	
11	Percentage of female employees	131	131	100%	
12	Percentage of employees that are aged 35 or younger	57	44	77%	

Component B

Managing the Municipal Workforce

4.2. Implementation of the Performance Management System (PMS):

4.2.1. Individual Performance Management System

The Performance Management System was not implemented in the year under review as no Performance Agreements were signed and no reviews could be conducted because of that failure to sign Performance Agreements. The target to cascade the Performance Management System to lower levels which would include the Managers reporting to the Directors, could also not be performed because the senior level of Management had not signed performance agreements.

4.2.2. Institutional Performance Management System

The Municipality Performance Management Policy Framework was revised during the year under review, but the Council did not approve it because of outstanding internal consultation processes. The matter will be finalised in the next financial year.

4.2.3. Major challenges and remedial actions with regard to Human Resource and Organisational Management

The Makana Municipality continues to face challenges related to the inability to retain key engineering skills. As a response to this challenge, the Makana Municipality has developed and adopted a Scarce Skills and Retention Policy. The Scarce Skills and Retention policy seeks to provide a framework for the retention of critical skills and also provide incentives for such skills.

Due to organisational growth and new challenges, the Municipality proceeded with a review of its organisational structure and a phased approach was adopted by council where by certain Directorates were re-aligned. The second phase of the Organisational Structure Review is at the level of the Local Labour Forum and will be finalised in the next financial year.

4.3. Injuries, Sicknesses and Suspensions

4.3.1. Comment on suspensions and cases of misconduct:

During the year under review, three cases of “Injury On Duty” were reported to the Compensation Commission . In the same year the Makana Municipality dismissed five employees for various cases of misconduct.

The services of the Municipal Manager, the Human Resources Manager and the Assistant Director: Housing were terminated for various reasons. The Manager: Supply Chain resigned from the service of Council.

Component C

Capacitating the Municipal Workforce

4.4. Skills Development and Training

During the year under review the Makana Municipality developed and adopted a Workplace Skills Plan which was forwarded and approved by the Local Government SETA (LGSETA).

The following training programmes were undertaken with regard to staff development:

Details	Training undertaken
Councillors	<ul style="list-style-type: none"> • Basic Computer Braille – 1 Councillor • Local Government Law and Administration – 3 Councillors
Staff:	<ul style="list-style-type: none"> • Advanced Admin Skills for Personal Assistants and Secretaries – 24 Officials • Operations Management – 20 Officials
Ward Committee Members	<ul style="list-style-type: none"> • Facilitation of Development Projects and Service Delivery – 70 Ward Committee Members

Challenges

1. A lot of training could not take place because of the scarcity of funds.
2. The convening of the Training Committee also could not take place for various reasons. The matter will receive attention in the next financial year.

4.4.1 All staff registered with professional bodies

Technical Services	Total Number of Technical Services Managers	Total Number of Registered Professional Body Accredited	with Total Number of Pending Registration Confirmation with Accredited Professional Body	Total Number not registered with Accredited Professional Body
Water	1	1	0	0
Electricity	3	2	0	1
Technical	4	2	0	2
Town Planning	2	1	0	1
Project Management Unit	1	0	0	1

4.4.2. Levels of Education and Skills

Total Number of Staff	Number of Staff Without Grade 12	Number of Staff with Senior Certificates Only	Number of Staff with Tertiary/ Accredited Professional Training
612	323	139	150

Component D

Managing the Workforce Expenditure

4.5. Employee Expenditure

Financial Year	Total Number of Staff	Total Approved Operating Budget	Personal Expenditure (Salary Related)	Percentage of expenditure
2012 - 2013	638	329 015 780	109 929 051	30,01%
2013 - 2014			1248358105	

4.5.1 List of pension and Medical Aid Scheme to which employees belong.

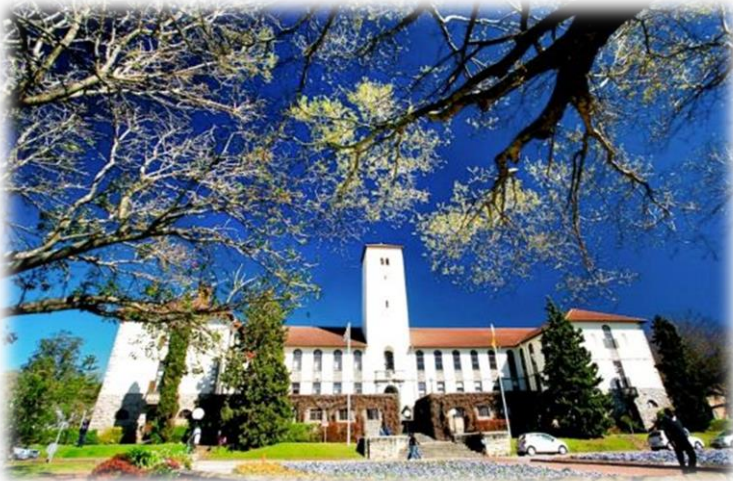
Names of pension fund	Number of staff	Name of Medical Aids	Number of staff
Cape Joint Pension Fund	0	Bonitas	156
Cape Joint Retirement	176	LA Health	109
SALA Pension Fund	20	Samwumed	86
SAMWU Provident Fund	345	Key Health	27
		Hosmed	5

4.5.2 Employee related costs (section 56 / 57 employees, of staff members and also councillors).

Employee Related costs	2013	2014
Salaries	113293993	1248358105
Remuneration of Councillors	7 782 497	83366735

CHAPTER 05

Financial viability and Performance



Annual performance as per Key performance indicator in financial viability				
	Indicator Name	Target Set for the year R(000)	Achievement Level during the year R(000)	Achievement percentage during the year
1.	Percentage expenditure of capital budget	R317171300.00	R67020011.00	21%
		Target Set for the year (35%) R(000)	Achievement Level during the year R(000)	Achievement percentage during the year versus the operational budget
2.	Salary budget as a percentage of the total operational budget	R124144000.00 R344644000.00	R122516791.10	36%
		Target Set for the year (20% or less) R(000)	Achievement Level during the year R(000)	Achievement percentage during the year versus the actual revenue
3.	Trade creditors as a percentage of total actual revenue	R89915201.00	R360767725.00	24.93%
		Target Set for the year (80% and more) R(000)	Achievement Level during the year R(000)	Achievement percentage during the year
4.	Total municipal own revenue as a percentage of the total actual budget	R389369000.00	R360767725.00	92%
		Target Set for the year R(000)	Achievement Level during the year R(000)	Achievement percentage during the year
5.	Rate if municipal consumer debt reduction	R203220754.59	R152415566.01	74%
6.	Percentage of MIG budget appropriately spent	R27998000.00	R15894982.90	56%
7.	Percentage of MSIG budget appropriately spent	R890000.00	R937674.45	105%

Appendices & Attachments



Appendices

Appendix A

Councillors; committee allocation

Org	Ward	Surname & Name
ANC	PR	Bonani Boniwe
DA	03	Booyesen Marcelle
DA	12	Fargher Brian William
ANC	PR	Gaga Nomhle: Chairperson – Infrastructure Portfolio Committee
ANC	11	Gojela Mncedisi
DA	08	Jackson Brian Peter Neville
ANC	9	Jela-Solomon Kholiswa
ANC	14	Louw Ernest
ANC	10	Kolisi Vuyani:
ANC	7	Khubalo Malibongwe
ANC	13	Madinda Mthuthuzeli
ANC	PR	Madinda Rachel Misiwe: (Speaker)
DA	PR	Madyo Xolani
ANC	6	Masoma Nombulelo: Chairperson – Tourism And Cultural Industries Portfolio Committee
ANC	PR	Matyumza Mtutuzeli: Chairperson – Social Development Portfolio Committee
DA	04	May Lena
ANC	10	Meti Nomathamsanqa
ANC	PR	Ngeleza Thuleka
ANC	01	Ngoqo Nomhle Judith
ANC	PR	Notyawa Mbulelo Paul: Chairperson - Local Economic Development Portfolio Committee
ANC	PR	Peter Zamuxolo: Executive Mayor
COPE	PR	Plaatjie Ruth
ANC	PR	Ranchhod Piryawaden: Chairperson – Finance, Administration, Monitoring & Evaluation Portfolio Committee
DA	PR	Reynolds Les
ANC	PR	Tyantsula Nonzameko
ANC	05	Tame Mawandise Southey
ANC	PR	Wells Julia - Chief Whip

Appendix B

Committee and committee purposes

Portfolio Committees	Chairpersons	Members	Committee Purpose
Social Development Portfolio Committee	Clr. M. Matyumza	Clr. X. Madyo Clr. M. Khubalo Clr. B Fargher Clr. J. Wells Clr. V. Kolisi Clr. K Jela-Solomon Clr. L. May Clr. M. Booyesen	To deliberate and decide on the rendering of community services and social services
Finance, Administration, Monitoring & Evaluation Portfolio Committee	Clr. P Ranchhod	Clr. B. Fargher Clr. L. Reynolds Clr. N. Meti Clr. T. Ngeleza Clr. N. Gaga Clr. V. Kolisi	To deliberate and decide on financial and administrative matters. Also to oversee the monitoring and evaluation function of the municipality
Infrastructure Development portfolio Committee	Clr. N. Gaga	Clr. B. Bonani Clr. M. Tame Clr. E. Iou Clr. P. Ranchhod Clr. M. Madinda Clr. L.Reynolds	To deliberate and decide on infrastructural development matters.
Local Economic Development Portfolio Committee	Clr. P. Notyawa	Clr. N. Masoma Clr. M. Matyumza Clr. N. Ngoqo Clr. N. Platjje Clr. B. Bonani Clr. B. Jackson	To deliberate and decide on matters related to local economic development, agriculture and rural development.
Tourism & Cultural Industries Portfolio Committee	Clr. N. Masoma	Clr. B.Jackson Clr. J. Wells Clr. P. Notyawa Clr. E. Louw Clr. N. Tyantsula Clr. M. Gojela Clr. M. Booyesen	To deliberate and decide on tourism, heritage and creative industries.

Appendix C

Functions of the Municipality

Part B of Schedule 4	Part B of Schedule 5
Air pollution	Beaches and amusement facilities
Building regulations	Billboards and the display of advertisement in public places
Child care facilities	Cemeteries, funeral parlours and crematoria
Electricity and gas reticulation	Cleansing
Fire fighting services	Control of undertaking that sell liquor to the public
Local Tourism	noise pollution
Local Tourism animals	Facilities for the accommodation, care and burial of
Municipal Airports	Fencing and fences
Municipal planning	Licencing of dogs
Municipal health services	Licensing and control of undertakings that sell food to the public
Municipal public transport	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer specifically assigned to them under this constitution or any other law	Local amenities functions
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Local sport facilities
Stormwater management systems in built-up areas	Markets
Trading regulations	Municipal abattoirs
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Municipal parks and recreation
Municipal roads	
Noise pollution	
Pounds	
Public places	
Refuse removal, refuse dumps and solid waste disposal	
Street trading	
Street lighting local amenities	
Traffic and parking	

WARD REPORTING

Report on establishment and activities of the ward committees under the Office of the Speaker

The Constitution of the Country places an obligation on all Local Municipalities to establish Ward Committees immediately after the Local Government Elections. The primary function of the Ward Committees is to be a formal Communication Channel between the Community and the Council. To date Makana has managed to establish Ward Committees in all its Wards.

Appendix D

Ward Information

Contact Details of Ward Committee Members

WARD 1

INITIALS AND SURNAME
L. Mlambo
Z. Twani
K. Maki/Javu
M Ntlanjeni
B Kalani
M Lawu
K Mfihlo
L Skeyi
N Mdoko
S Faliteni

WARD 2

INITIALS AND SURNAME
M Mahlahla
M Bambiso
B Mgoshe
T. Ntlumbini
V Makinana
S September
N Malgas
A Adam
N Mengu
B Hanise

WARD 3

INITIALS AND SURNAME
E Malawana
C Daniels
M Makeleni
X Simakuhle
I Basson
N Yame
N Manyati
N Zwane
X Ngqawana
Goliath

WARD 4

INITIALS AND SURNAME
P Andrews
S Prince-Smith
K L Meyer
M Brown
E Hector
E Anderton
K Marney
A Groats

WARD 5

INITIALS AND SURNAME
L Kula
V Zwayi
T Kondile
C Goba
C Nkatsha
S Mazosiwe
V Vena
S Yekani
S Plaatjie
N Funani

WARD 6

INITIALS AND SURNAME
T Qinela
V Jacobs
N Klaas
N Platyi
Z Ponshe
X Notyawe
Z Plaatjie
L Bulani
B Jezi
N S Ngoqo

WARD 7

INITIALS AND SURNAME
V Tata
L Geelbooi
N Vuso
V Sodladla
L Ndzayo
N Mnyaka
M Mdoko
M Twani
V Royi
T Tsili

WARD 8

INITIALS AND SURNAME
B L. Dlukulu
CD Prince
M Salaze
NF Nkayi
T Singatha
M Mvula
L Nxopho
M Sullo
P Mbebe
P Coetzee

WARD 9

INITIALS AND SURNAME
T Qoko
P Ngoqo
S Mfecane
S Magadaza)
M Moya
M Dyasi
M Hoboshe
W Dywili
P Madyo
N Matya

WARD 10

INITIALS AND SURNAME
N Mthathi
M Noyila
G Mapapu
B Ngxizele
N Tsili
Z Cetu
N Ncanywa
N Nyengane
M Gule
M Mlonyeni

WARD 11

INITIALS AND SURNAME
M Koliti
N Nxakala
L Silo
N Ntile
X Losi
Z Choli
X Duma
N Mthuthi
T Nobhongwana

WARD 13

INITIALS AND SURNAME
T Seyisi
N Xhashimba
Y Manyati
N Cossie
N Mtya
S Goduka
B Bambatho
N Ndolo
X Gwente
N Kilani

WARD 14

INITIALS AND SURNAME
C Nel
P Kewuti
A Nomoyi
C Sias
E Jantjies
V Nesi
B Zembetha
M Antoni
M Bani
T Peku