

MBHASHE ANNUAL REPORT

2011/2012



**DRAFT DOCUMENT FOR DISCUSSION
PURPOSES ONLY**

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ABBREVIATIONS

ABBREVIATIONS	MEANING
LED	<i>Local Economic Development</i>
P.A	<i>Personal Assistant</i>
ECDC	<i>Eastern Cape Development Corporation</i>
IDP	<i>Integrated Development Plan</i>
MSA	<i>Municipal System Act</i>
PGDP	<i>Provincial Growth and Development Plan</i>
HOD	<i>Head of Department</i>
NGOs	<i>Non-Government Organisations</i>
PMS	<i>Performance Management System</i>
SDBIP	<i>Service Delivery and Budget implementation Plan</i>
MFMA	<i>Municipal Finance Management Act</i>
GDP	<i>Gross Domestic Product</i>
GVA	<i>Gross value Added</i>
ADM	<i>Amathole District Municipality</i>
MLM	<i>Mbhashe Local Municipality</i>
KDC	<i>Kei Development Corporation</i>
SMME	<i>Small Micro and Medium Enterprise</i>
DBSA	<i>Development Bank of South Africa</i>
LM	<i>Local Municipality</i>
DM	<i>District Municipality</i>
HR	<i>Human Resources</i>
UFH	<i>University of Fort Hare</i>
DEDEA	<i>Department of Economic Development and Environmental Affairs</i>
VLP	<i>Village Link Person</i>
MIG	<i>Municipal Infrastructure Grant</i>
CBNRM	<i>Community Based Natural Resource Management</i>
IPW	<i>Instruction to Performance Work</i>
PAC	<i>Project Adjudication Committee</i>
PDOHS	<i>Provincial Department of Human Settlements</i>

PART ONE INTRODUCTION AND OVERVIEW

1 FOREWORD BY THE MAYOR

Cllr N.O. Mfecane

HONOURABLE MAYOR

2 ANNUAL PROGRAM PRIORITIES' STATEMENT

Thank you

Mr M Somana

MUNICIPAL MANAGER

3 OVERVIEW OF THE MUNICIPALITY

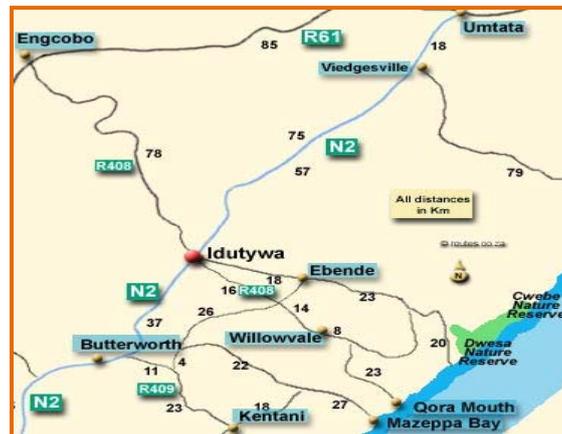
3.1 DEMOGRAPHIC PROFILE

Mbhashe municipality is situated in the south eastern part of the Eastern Cape Province, and is bound by the Qhora River in the south to Mncwasa River in the north along the Indian Ocean. The municipality borders the following municipalities:

- King Sabata Dalindyebo (in the eastern part)
- Ngcobo (to the western part)
- Mnquma (to the South)
- Ntsika Yethu (in the South-Western part)

Mbhashe has earned the name from the beautiful river called Mbhashe which flows from the banks of Ngcobo flowing through Dutywa, Gatyana also referred to as Willowvale and Xhora also referred to as Elliotdale. Mbhashe is comprised of the three towns of Dutywa, Gatyana and Xhora and numerous rural settlements. The area also boasts the head offices of the AmaXhosa Kingdom at Nqadu Great Place.

FIGURE 1: GOOGLE MAPS DUTYWA ROUTE



Mbhashe is 3030.47 km² in area and consists of 31 wards and 63 Councillors. The vision of the Municipality is a **“vibrant institution able to provide quality and accessible services to all its communities in a socio economic manner, with the aim of benefitting her people”**. Four clusters of key development priorities are identified i.e. LED and Environment, Social Needs, Infrastructure and Institutional and Finance clusters which were aligned to five local governments’ key performance areas.

On the 18th of May 2011, local government elections were held and the new demarcation of municipal boundaries were added from 21 wards to 31 wards which include areas from Intsika Yethu Municipality and Mnquma. The areas which form part of Mbhashe are Ketu, Sikobeni, Ziwundane, Mqonci, and Gwadana Tribal.

3.2 SOCIO ECONOMIC CONTEXT

The Mbhashe Municipality is overwhelmingly rural, where the majority of residents is 95.41% live on tribal land and more than half which 54.12% of households own their properties, of which 90.32% are fully paid-up owners. Mbhashe has only two unsettled land claims seeking land for housing and for

livestock farming. The Local Municipality performs poorly in respect of Crime owing to limited police coverage by geographical area and particularly by population size. However, the local crime rate is 14.58 crimes per 1000 people is low and has declined substantially at about -3.70% p.a over the past three years.

3.2.1 Mbhashe Population

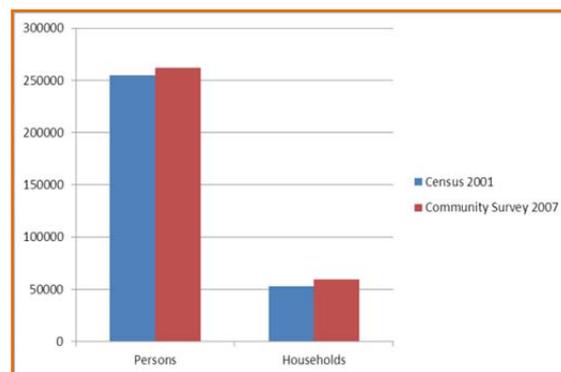
i. Comparison of Census 2001 Data with Community Survey 2007 Data

TABLE 1: STATISTICS AND COMMUNITY SURVEY 2007

PERSONS		HOUSEHOLDS	
Census 2001	Community Survey 2007	Census 2001	Community Survey 2007
255 071	262 008	52 886	59 705

ii. Comparison of Census 2001 Data with Community Survey 2007 Data

FIGURE 2: STATISTICS SA AND COMMUNITY SURVEY 2007



The current population of Mbhashe according to Community Survey in 2007 shows that the population has increased from 255071 to 262 008 people and households have increased from 52886 to 59 705. The population distribution ranges between 6 068 people and 2 108 households and 14 822 persons per ward and an estimate of 3 324 households. The average household size has 5-6 people. The population is distributed as follows:-

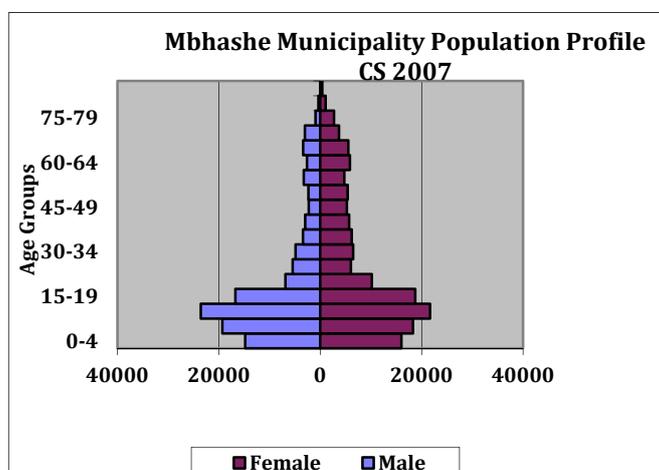
iii. Population Distribution by Race

TABLE 2: STATISTICS AND COMMUNITY SURVEY 2007

RACE	POPULATION	
African	261,699	99.88
Coloured	57	0.02
Indian	178	0.06
White	77	0.02
TOTAL	262,011	100%

iv. Population Pyramid

FIGURE 3: STATISTICS SA AND COMMUNITY SURVEY 2007



In terms of the demographic profile of the Mbashe Municipality it is evident that there is a large population that are school going with 43% of the population being under the age of 15. This would imply that there would be a greater need for social services such as schools and crèches, as community facilities such as sports fields. There is a high dependency ratio on the economically active portion of the population.

3.3 LOCAL ECONOMY

The local economy is highly concentrated, dominated by the Community Services sector in terms of both GVA and employment. The cost of doing business in the area is lower than the Provincial average, considering the favourable distance, and travel time to the major economic centre of East London as well as favourable expenditure on transport, communication and finance relative to the Provincial average. Further considerations are severely limited access to business service providers and fairly limited access to development and financial support institutions, contrasted with comparatively high municipal regulatory capacity.

Mbashe claims the most youthful population of 54.09% aged less than 20 years as well as the highest rates of poverty is 90.38% and dependency is 5.10 in Amathole, coupled with high unemployment (78.51%) and higher than average proportion of people is 7.12% aged over 64 years. An indication of the depth of poverty in the area is revealed by the Municipality's share of the Provincial poverty gap (6.01%), which is substantially higher than its share of the Provincial population (4.31%).

The Municipality's low **Productivity** score points to the low GDP per worker (formal and informal), a shortage of skills available to the economy, and particularly low growth in value creation relative to labour remuneration and especially employment. Mbashe emerges with the lowest **Formal Economy Performance** in the Eastern Cape, principally on the basis of being the most grant-dependent local economy in the Province. Other factors are the highly concentrated economy and poor GDP performance.

However, Mbashe emerges as a leading economy, both nationally and Provincially, In respect of formal employment growth performance and has experienced a positive shift in share of employment, but a negative shift in share for GDP contribution from 1996 to 2004. By contrast, the Municipality falls into the top half of all municipalities in the Province on **Economic Absorption Capacity** on the basis of relatively high total disposable income and buying power. Negative contributory factors are

the negative income-expenditure balance and below average economic multipliers and informal sector capacity to generate economic opportunities relative to formal employment.

The local economy claims a comparative advantage, for both GDP and employment in Community Services, which is overwhelmingly dominated by Education (38.59% GVA and 46.24% employment).

Further **comparative advantages**, in terms of GDP contribution, are reflected for Agriculture centre on Forestry and Logging (8.11%); and Trade – centred on the Retail sub-sector (11.15%) emerge as a further employment advantage.

The Municipality claims a range of leading products, including subtropical and deciduous fruit, maize, and tourism, where the latter is identified as having very high potential given the Municipality's favourable location on the Wild Coast. Dryland potential exists for maize and beans, and the area is identified as suitable for forestry. Good market (broilers, eggs) and field cropping (maize, and dry beans) as well as for hydroponics production, notably of tomatoes.

4 EXECUTIVE SUMMARY

4.1 VISION STATEMENT

“Provide quality and accessible services to her community and facilitate sustainable economic and social development through optimal utilization of her potential, and maximizing of opportunities for the creation of a better life in partnership with her community”.

4.2 BROAD/TERTIARY OBJECTIVES AND STRATEGIES

The objectives and strategies relate to the targets for growth and development in the Eastern Cape for the period 2004-2014. These targets are listed as the following:-

- To maintain an economic growth rate of between 5% and 8% per annum;
- To halve the unemployment rate by 2014;
- To reduce by between 60% and 80% the number of households living below the poverty line by 2014;
- To establish food self-sufficiency in the Province by 2014;
- To ensure universal primary education (UPE) by 2014, with all children proceeding to the first exit point in the secondary education;
- To improve the literacy rate in the Province by 50% by 2014;
- To reduce by two-thirds the under-five mortality rate by 2014;
- To reduce by three quarters the maternal mortality rate by 2014;
- To halt and begin to reverse the spread of HIV/AIDS by 2014;
- To halt and begin to reverse the spread of tuberculosis by 2014;
- To provide clean water to all in the Province by 2014; and
- To eliminate sanitation problems by 2014.

4.3 SECONDARY OBJECTIVES AND STRATEGIES

There are six strategic objectives which are key to the implementation of these targets. The key strategic objectives are described as follows:-

- Systematic poverty eradication through a holistic, integrated and multi-dimensional approach to pro poor programming;
- Agrarian transformation and strengthening household food security;
- Consolidation, development and diversification of the manufacturing base and tourism potential;
- Human Resource Development;
- Infrastructure Public development; and
- Sector and Institutional transformation.

4.4 PRIMARY OBJECTIVES (STRUCTURED INTO 5 KPA'OF LOCAL GOVERNMENT STRATEGIC AGENDA)

KPA 1: Local Economic Development

- Development of a vibrant Agricultural sector able to sustain itself towards 2014;
- To ensure comprehensive management of heritage resources;
- Creation of viable and sustainable enterprises able to increase economic growth rate by 6% in 3 years;
- Develop and market Mbashe as a tourist destination towards 2014;
- To develop and market Mbashe as an investment destination; and
- To create an environment conducive for business growth and development

KPA 2: Service Delivery

- To ensure maximum and sustainable usage of land by 2014;
- To provide adequate housing to 75% of households by 2014;
- To provide adequate accommodation to needy municipal employees;
- To provide clean and safe municipal properties;
- To provide quality and trafficable road network throughout Mbhashe by 2014;
- To provide the 3 units (towns) with adequate electrical service;
- To provide electricity to all wards;
- Enhance management of disasters within Mbhashe;
- Provision of sporting facilities; and
- Provide and extend the use of recreational facilities.

KPA 3: Good Governance

- To retain scarce skills in our area;
- To ensure compliance with legislation;
- Ensuring that all stakeholders participate in the municipality;
- Ensure integration of government programmes;
- Create conditions conducive for a healthy working environment;
- To ensure that an effective PMS is complied with and
- Create climate conducive to the workings of the council and councilors.

KPA 4: Financial Viability

- To improve audit opinion;
- To have an effective Risk Management Strategy;
- Prepare budget according to circular 48;
- Ensure that the municipality is financially viable;
- Present fully GRAP compliant Annual Financial Statements; and
- Smooth running of IT & communication.

KPA 5: Municipal Transformation

- Ensure proper demarcation of land;
- Ensure proper compliance with by-laws;
- To ensure the development of a credible IDP;
- Training, development & empowerment of staff;
- Development and capacity of the vulnerable groups; and
- Ensure that there are proper delegations in the municipality.

PART TWO KEY PERFORMANCE AREAS ACHIEVEMENTS REPORTS

CHAPTER ONE: ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (KPA 1)

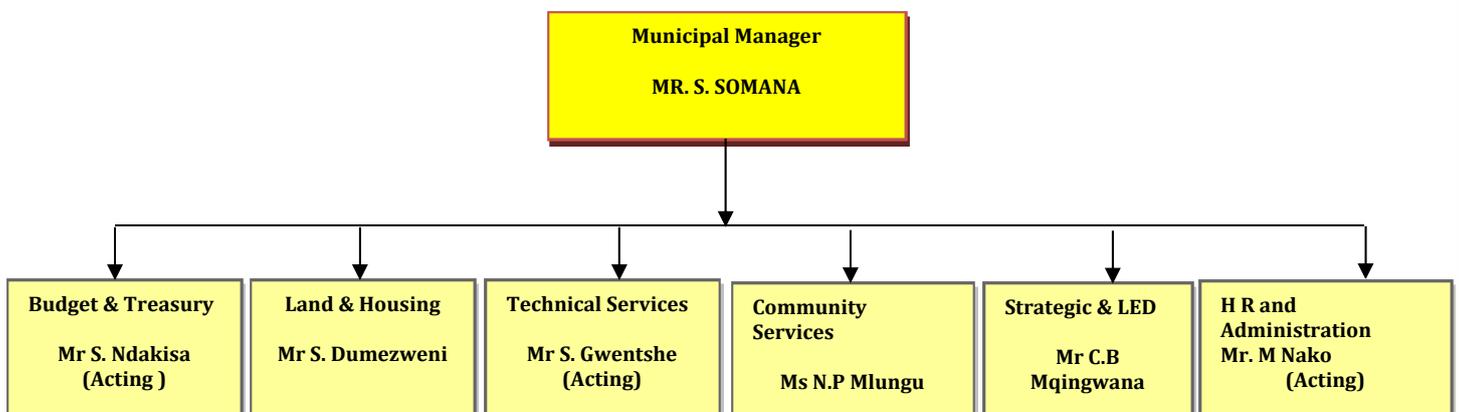
The purpose of this function is to render a professional support service that is well aligned to the municipality's Integrated Development Plan (IDP) as well as to the needs of the municipality's stakeholders and customers.

The main objectives of this function include:

- A well trained, motivated and developed workforce to deliver quality services;
- The implementation of the Employment Equity Plan (EEP) paying special focus in Recruitment, training and retention;
- All municipal employees and leadership possess the required competencies;
- A systematic human resources development and management;
- Sufficiently representative municipal systems;
- Safe and Healthy working environment;
- Optimal utilization of available information system tools and processes;
- Maintained good employer employee relations;
- Continuous improvement of municipal performance;
- Proper functioning council committees;
- Proper management and maintenance of the municipal fleet;
- Proper talent management of the municipality's human capital;
- Reduction of risk exposure of the municipality in terms of assets, personnel, financial and general political context;
- Professional management of the development planning processes within the municipality; and
- Alignment of the municipality's organizational establishment in-line with the assigned powers and functions.

1.1 MANAGEMENT ORGANISATIONAL STRUCTURE (as at 30 June 2012)

FIGURE 4: MANAGEMENT ORGANISATIONAL STRUCTURE AS AT 30 JUNE 2012



During this period under review, two section 57 managers were suspended and therefore their names are not reflected, and names reflected on the above diagram are officials who acted in their positions for the period under review.

1.2 EMPLOYMENT EQUITY

The following tables below represent the status of the employment equity within Mbashe Municipality as at 30 June 2012.

- **Top management levels (section 57 managers)**

The following table represents the status of the employment equity within Mbashe Municipality as at 30 June 2012.

TABLE 3: MBHASHE HUMAN RESOURCE ADMINISTRATION DEPARTMENT

TARGET GROUP: GENDER AND RACE	LEVEL OF REPRESENTATION: REQUIRED FIGURE/TOTAL WORKFORCE	% OF TOTAL WORKFORCE
African female	2/6	25%
African male	4/6	80%
Coloured female	0/6	0%
Coloured male	0/6	0%
Indian female	0/6	0%
Indian male	0/6	0%
White female	0/6	0%
White male	0/6	0%

- **Total workforce (as at 30 June 2012)**

TABLE 4: MBHASHE HUMAN RESOURCE ADMINISTRATION DEPARTMENT

TARGET GROUP: GENDER AND RACE	LEVEL OF REPRESENTATION: REQUIRED FIGURE/TOTAL WORKFORCE	% OF TOTAL WORKFORCE
African female	49/160	31%
African male	111/160	69%
Coloured female	0/160	0%
Coloured male	1/160	0.61%
Indian female	0/160	0%
Indian male	0/160	0%
White female	0/160	0%
White male	0/160	0%

- **Employees with disabilities**

TABLE 5: MBHASHE HUMAN RESOURCE ADMINISTRATION DEPARTMENT

TARGET GROUP: GENDER AND RACE	LEVEL OF REPRESENTATION: REQUIRED FIGURE/TOTAL WORKFORCE	% OF TOTAL WORKFORCE
African female	0/0	0%
African male	1/160	0.61%
Coloured female	0/0	0%
Coloured male	0/0	0%
Indian female	0/0	0%
Indian male	0/0	0%
White female	0/0	0%
White male	0/0	0%

1.2 HUMAN RESOURCES STATISTICS PER FUNCTIONAL AREA

- Full Time Staff Complement per Functional Area

EXECUTIVE MANAGEMENT				
NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1	Municipal Manager – S57	1	1	-
2	Human Resources and Administration Manager – S57	1	0	-
3	Chief Financial Officer – S57	1	1	-
4	Land and Housing Manager – S57	1	1	-
5.	Strategic/IDP Manager – S57	1	1	-
6.	Community Services Manager – 57	1	1	-
7	Technical Services Manager – S57	1	1	-
TOTAL		7	6	1

- Technical Department

TECHNICAL SERVICES DEPARTMENT				
NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1	Technical Services Manager –57	1	1	-
2	PMU Manager	1	1	-
3.	Plant Operator	3	3	-
4.	Roads Assistant	6	6	-
5.	Electrical Technician	1	-	1
6.	Roads Technician	2	2	-
7.	Technician	1	-	1
8.	Finance and Administration Officer	1	1	-
9.	Departmental Secretary	1	1	-
10.	Roads Superintendent	1	1	-
TOTAL		17	15	2

- Technical staff registered with professional bodies

TECHNICAL SERVICES	NO. OF TECHNICAL SERVICE MANAGERS	NO REGISTERED IN THE ACCREDITED PROFESSIONAL BODY	PENDING REGISTRATION CONFIRMATION IN THE ACCREDITED PROFESSIONAL BODY	NO. NOT YET REGISTERED IN THE ACCREDITED PROFESSIONAL BODY
Technical Services Manager	1			
PMU Manager	1			

- Community Services

COMMUNITY SERVICES DEPARTMENT – TRAFFIC SECTION				
NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Community Services Manager	1	1	-
2.	Chief Traffic Officer	1	1	-
3.	Traffic Officer – Testing	2	1	1
4.	Traffic Officer – Law Enforcement Supervisor	3	-	3
5.	Safety and Security Officer	1	-	1
6.	Grade L Examiner	1	1	-

COMMUNITY SERVICES DEPARTMENT – TRAFFIC SECTION				
NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
7.	Traffic Warden	14	13	1
8.	E-Natis Clerk	1	1	-
9.	Departmental Secretary	1	1	-
TOTAL		25	18	6

- **Community Services Department – Pound Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Pound Master	1	1	
2.	Pound Assistant	8	1	7
3.	Senior Community Services Officer	1	-	1
TOTAL		10	2	8

- **Community Services Department – Waste Management Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Environmental Officer	1	-	1
2.	Driver/Supervisor	6	5	1
3.	Caretaker community hall	3	3	-
5.	Sports field and Ground Assistant	4	-	4
4.	General Assistant	35	35	-
5.	Refuse Assistant	19	19	-
TOTAL		68	62	6

- **Budget and Treasury Office**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Chief Finance Officer	1	1	-
2.	Senior Finance Officer	1	1	-
TOTAL		2	2	0

- **Budget and Treasury Office – Supply Chain Management Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1	Procurement Officer	1	1	

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
2.	Asset Clerk	1	1	
3.	Procurement Clerk (Buyer)	1	1	
TOTAL		3	3	

- Budget and Treasury Office – Revenue Management Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Revenue Accountant	1	1	
2.	Indigent Support Officer	1		1
3.	Customer Care Clerk	1	1	
4.	Billing Clerk	1	1	
5.	Cashier	3	3	
TOTAL		7	6	1

- Budget and Treasury Office – Expenditure Management Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1	Expenditure Accountant	1	1	
2.	Expenditure Controller	1		1
3.	Expenditure Clerk	1	1	
TOTAL		4	3	1

- Budget and Treasury Office – Information and Communication Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	ICT Technician	1	1	
TOTAL		1	1	

- Strategic Department**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Strategic/IDP/LED Manager	1	1	
2.	IDP/LED Coordinator	1	1	
3.	LED Officer – Tourism	1	1	
4.	LED Officer – SMME	1	1	
5.	LED Officer – Agriculture	1	1	
6.	IDP/PMS Officer	1		1

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
7.	Departmental Secretary	1	1	
TOTAL		6	5	1

- **Land and Housing**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Land and Housing Manager	1	1	
2.	Senior Land and Housing Officer	1	1	
3.	Housing Officer	1	1	
4.	Officer – Land Use Management	1	0	1
5.	Property Clerk	1	1	
6.	Departmental Secretary	1	1	
TOTAL		6	5	1

- **Human Resources and Administration – Human Resources Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	HR and Administration Manager	1	0	
2.	Senior HR Officer	1	1	
4.	HR and Admin Officer	1	1	
6.	Payroll Officer	1	1	
8.	Departmental Secretary	1	1	
9.	Labour Relations Officer	1		1
TOTAL		6	4	1

- **Human Resources and Administration – Administration Section**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Administrator	1		1
2.	Unit Administrator	2		2
3.	Records Officer	1	1	
4.	Records Clerk	1		1
5.	Committee Clerk	2	2	
6.	Council Support Clerk	3	1	2
7.	Council Driver	1	1	
8.	Messenger	2	2	

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
9.	Office Cleaner/Tea maker	9	8	1
TOTAL		22	15	7

- **Office of the Municipal Manager**

NO	APPROVED POSITIONS	APPROVED AND BUDGETED POSITION	FILLED POSTS	VACANT POSTS
1.	Office Coordinator	1	1	
2.	Compliance and Legal Officer	1		1
3.	Officer – SPU	1	1	
4.	Communications Officer	1	1	
5.	Internal Auditor	1		1
6.	Secretary to MM	1	1	
7.	Secretary to the Speaker	1		1
8.	Mayoral Driver	1	1	
9.	Driver for the Office of the Speaker	1		1
10.	Secretary to the Mayor	1	1	
TOTAL		10	6	4

- **Staff Level of Education and Skills**

TOTAL NO. OF STAFF	NO. OF STAFF WITHOUT GRADE 12	NO. OF STAFF WITH SENIOR CERTIFICATE ONLY	NO. OF STAFF WITH TERTIARY/ACCREDITED PROFESSIONALS TRAINING
160	69	18	53

- **Trends on Total Personnel Expenditure**

FINANCIAL YEARS	TOTAL NUMBER OF STAFF	TOTAL APPROVED OPERATING BUDGET	PERSONNEL EXPENDITURE (SALARY AND SALARY RELATED)	PERCENTAGE OF EXPENDITURE
2006-2007	104	42 460 598		
2007-2008	128	54 768 142	27 060 245	49%
2008-2009	154	90 540 172	35 129 586	34.8%
2009 – 2010	154	120 307 000		
2010 – 2-11	154	149 446 000		
2011 - 2012	160			

- **List of Pension and Medical Aids to whom Employees Belong**

PENSION FUND	
Names of Pension	No of Members
1.Eastern Cape Group Municipal Pension Fund	69
2. South African Municipal Workers Union (SAMWU)National Provident Fund	59

MEDICAL AID	
Names of Medical Aid	No of Members
LA Health Medical Aid Scheme	14
Bonitas Medical Aid Scheme	19

SAMWUMED	08
Hosmed Medical Aid Scheme	27
Keyhealth Medical Aid Scheme	01

1.1 IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEMS (PMS)

Accordingly, the assessment of performance for the year 2011/12 has been conducted. The approach followed is the evidence based assessment where each departmental activities portfolio of evidence is provided as reflected in the SDBIP.

The key performance indicators as reflected in the SDBIP are assessed against what has been achieved or not achieved being the portfolio of evidence.

The performance assessment for the year 2011/12 has been conducted for all the operational areas of the municipality. The municipality has not included section 57 managers in the performance assessment due to misalignment of scorecards to SDBIP and SDBIP to IDP.

Therefore the assessment has been focused on institutional or organizational performance in line and therefore that means that there is no performance bonus that will be considered for the managers as per regulations.

The performance report covers institutional performance and some of the programmes that were part of the SDBIP were not funded and therefore do not form part of the assessment and this report. The assessment approach is evidence based. The Portfolio of Evidence is linked to key performance indicators as reflected on the Service Delivery and Budget Implementation Plan (SDBIP).

Score level reflects achievement level as guided by the regulation.

Here are the key reflections:

- The municipality does not have a proper performance management system
- There is no performance management policy in the municipality except for the performance management framework;
- There has not been a quarterly performance assessment as required by law until the last quarter of 2011/12.
- This is attributed to the fact that there has not been a champion as most municipal managers have acting;
- There has not been resources focusing of performance management of the municipality, from human resources and otherwise;
- This has challenged capacity and understanding of the municipality in effectively implementing performance management.

Areas of Attention In Relation to PMS

- The development and implementation of an effective performance management system
- Development of performance management policy for the municipality
- Development of aligned organizational scorecard
- Development of aligned departmental scorecards
- Alignment of SDBIP with IDP
- Alignment performance agreements and scorecards with SDBIP
- Monthly reporting mechanism
- Quarterly reporting and assessment of performance as required by regulation
- Half-yearly reporting and assessment as required by law
- Annual performance reporting and assessment in line with section 46 reporting requirements
- Performance monitoring and evaluation

1.4 MAJOR CHALLENGES AND REMEDIAL ACTIONS IN REGARD TO HUMAN RESOURCE AND ORGANIZATIONAL MANAGEMENT

Regarding the human resource and organisational management, the following are the main challenges:-

- There's no Human Resource Strategy;
- Salaries are very low and not attractive; and
- There's limited budget for salaries which leads to more vacancies.

Some of the remedial actions required involve:-

- Development of the Human Resources Strategy is required
- Development of the retention strategy is important and
- There's an need to concentrate more on LED and increase rate of collection

CHAPTER TWO: BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS (KPA 2)

2.1 WATER SERVICES

The Mbashe municipality is currently not performing this function; Amathole district municipality is responsible to perform this function as a water services authority.

The Mgwali Water Supply Project started in August 2010 with target of completion by July 2011 will be the main supply of water to Dutywa .The Mbashe North Water Supply scheme is also underway and will complement this one on completion. The completion of Mgwali Water Supply project will ease water supply situation of Dutywa Town and surrounding villages. The completion of the other project s will further ease water supply situation of Dutywa Town and surrounding villages.

On Quality of Life, Mbashe emerges as the most underdeveloped in the Province with the lowest level of access to water services (see table 1), below average access to clinics and very limited access to electricity, sanitation, and refuse services. By contrast, Mbashe fares well on access to adequate shelter and reflect above Provincial average access to schools.

- **Access to Water by Households**

TABLE 5: STATS SA

DESCRIPTION	HOUSEHOLDS
Dwelling	1 504
Inside Yard	3 020
Piped from access point outside yard	10 223
Borehole	1 081
Spring	873
Rain tank	4 172
Dam/Pool/Stagnant water	158
River/Stream	38 172

Water Vendor	412
Other	89
TOTAL	59 704

- **Levels and standards in water services**

TABLE 6: ANNUAL PERFORMANCE INDICATORS IN WATER SERVICES

NO	INDICATOR NAME	NO OF HH EXPECTED TO BENEFIT	ESTIMATED BACKLOGS	TARGET	NUMBER OF HH REACHED	PERCENTAGE ACHIEVED
1	Percentage of households with access to potable water	18	125000	42000	8000	
2	Percentage of indigent households with access to free basic potable water	11	52000	30000	10 000	
4	Percentage of clinics with access to potable water	10	28	6	988,281	
5	Percentage of schools with access to potable water	3	363	0		
6	Percentage of households using buckets	13	6000	2500	1000	

2.2 ELECTRICITY SERVICES

- **Electricity services delivery strategy and main role-players**

The main role players with regard to electrification are the following:-

- ♣ Mbhashe Municipality;
- ♣ Eskom; and
- ♣ Department of Minerals and Energy.

The municipality's role with regard to electricity is only the prioritization of areas to be electrified as required in terms of the IDP and the municipality's development objectives and priorities.

- **Level and standards in electricity services**

The municipality area has a very huge backlog in electricity provision; about 50% of Mbhashe households do not have access to electricity. About 3000 households were targeted during the 2010/2011 financial year but due to Eskom's challenges, Eskom only managed to continue with the targets set for 2009/2010.

Only Eskom is the sole provider of electricity and the municipality is not capable to provide electricity in her.

TABLE9: ANNUAL KEY PERFORMANCE INDICATOR IN ELECTRICITY INDICATOR

NO	INDICATOR NAME	NO OF HH EXPECTED TO BENEFIT	ESTIMATED BACKLOGS	TARGET	NUMBER OF HH REACHED	PERCENTAGE ACHIEVED
1	Percentage of households with access to electricity services	13	50 000	15000	8000	
2	Percentage of indigent households with access to basic electricity services	10	38000	12000	5000	
4	Percentage of indigent households with access	4	15000	4000	2500	

NO	INDICATOR NAME	NO OF HH EXPECTED TO BENEFIT	ESTIMATED BACKLOGS	TARGET	NUMBER OF HH REACHED	PERCENTAGE ACHIEVED
	to free alternative energy sources					

- **Major challenges in electricity services and remedial actions**

Challenges regarding the provision of electricity relates to the one that is provided by DME through the municipality. This has affected the provision of late transfer of the funds by the Department of Energy resulted in the delay of the project starting. The first transfer was done end of year just before the Annual industrial shut down. The project officially started in mid-January 2010.

Remedial actions are as follows:

Extra resources and man power had to be deployed on site in order to bring the project back to schedule.

2.3 SANITATION

There is a major concern with respect to access to sanitation. There has been an increase from 73.8% to 74.2% of households having no access to proper sanitation. There has been an increase in the number of VIP Toilets from 5.8% to 14.2% however, this has had limited impact on improving the quality of life of the population of Mbhashe, and a concerted effort needs to be made to address this.

- **Level and standards in sanitation services**

TABLE10: ANNUAL KEY PERFORMANCE INDICATOR IN SANITATION INDICATOR

NO	INDICATOR NAME	NO OF HH EXPECTED TO BENEFIT	ESTIMATED BACKLOGS	TARGET	NUMBER OF HH REACHED	PERCENTAGE ACHIEVED
1	Percentage of households with access to sanitation services	15	40 000	14000		
2	Percentage of indigent households with access to free basic sanitation services	6	8500	8500	3000	
4	Percentage of clinics with access to sanitation services	44	28	6	988,281	
5	Percentage of schools with access to sanitation services	3	363	0		

- **Access to Sanitation**

TABLE 11: ACCESS TO SANITATION

DESCRIPTION	HOUSEHOLDS
Flush Toilet	1 520
Flush Septic tank	1136
Chemical toilet	518
VIP	1 566
Pit latrine	8 480
Bucket latrine	174
Dry Toilet facility	1 982
None	44 328
TOTAL	59 704

2.4 ROAD AND ROAD MAINTENANCE

Road and road maintenance is the responsibility of technical Services department. This department is responsible for development and/ or operation & maintenance of basic services relevant to municipal infrastructure within the Mbashe Local Municipality Area. The infrastructure includes,

- ♣ Internal (Access) Roads;
- ♣ Offices and Community Services Buildings;
- ♣ LED and Community Services Infrastructure;
- ♣ Electricity – Street Lighting for Towns;
- ♣ Maintaining Liaison with the Amatole District Municipality for Water, Sanitation and Sewerage; with Eskom for electricity and Department of Roads and Public Works for provincial roads and EPWP.

2.5 Establishment and Performance of Mbashe Project Management Unit (PMU)

Mbashe Local Municipality has partly established and has been continuing with the process of establishing a fully-fledged PMU to implement this programme (MIG) and to meet all the conditions to enable access to the MIG funds. The establishment of the PMU is targeted for the dedicated implementation of MIG (and/or other infrastructure projects); to produce all the necessary reports, attend all the provincial coordination meetings, and to meet all other duties and responsibilities as set out in "Roles and Responsibilities of Municipalities and PMUs in the Management, Administration and Implementation of the MIG programme".

This has to be noted that the Municipality has PMU Manager, who is also Acting Technical Manager as since February 2011 due to unresolved suspension of the later.

The Municipality had submitted the 2011/12 PMU business plan on 15 June 2011 to Province for approval for an amount of R 2,100,600.00 to meet up its establishment cost. The PMU business plan was approved on 4 July 2011 for an amount of R 1,312,360.00, which was 4% of MTEF allocation, compliant to MIG condition but the amount was less than the previous year's approved amount of R 1 640 450.00 as PMU establishment budget and caused lot of inconvenience in running the PMU in 2011/12.

- **Road maintenance services delivery strategy and main role-players**

The role of the Municipality with regards to road maintenance is to

- ♣ Provide Mbashe residents with the realistic expectations on service levels concerning road infrastructure;
- ♣ To ensure that minimum standards of maintenance are adhered to;
- ♣ To look for external resources in augmenting the limited resources of the Municipality in maintaining the infrastructure and
- ♣ To maintain the road network on a yearly basis.

- **MIG Allocation**

According to the approved DoRA allocation, the following amounts are allocated to the MIG programme for Mbashe Local Municipality for financial years 2010/11 – 2012/13:

- **Financial Year Allocation**

- 2011/12: R 32,809,000.00
- 2012/13: R 39,893,000.00
- 2013/14: R 42,087,000.00

Mbhashe Local Municipality had submitted MIG business plans for the two years allocations. The status of approvals as of 30 September 2012 is given hereunder:

- 2011/12: R 32,809,000.00 (100 of Allocation)
- 2012/13: R 39,800000.00 (100% of Allocation)
- 2013/14: R 30,814,000.00 (73% of Allocation)

Mbhashe Local Municipality has spent R 36,959,480.35, which is 113% of 2011/12 MTEF Allocation of R 32,809,000.00. The municipality has lent R 4,150,480.35 to PMU to continue with ongoing projects implementation, which would be reimbursed from 1st transfer of MIG Funds of 2012/13.

- **Basic service Delivery Projects**

TABLE12: BASIC SERVICE DELIVERY PROJECTS

No	MIG ID no	Description/Project Name	Total Cost	Expenditure up-to end of 2011/2012	Projected Expenditure 2012/2013
		<u>2011/2012 Projects</u>			
19	187099	Mbhashe: Doti Access Road	2,504,227.49	1,563,507.16	-
20	187442	Mbhashe: Bongweni Access Road	2,639,260.00	2,807,407.02	-
21	187398	Mbhashe: Luxhomo Access Road	1,718,587.49	1,588,095.28	-
22	187523	Mbhashe: Gudlindlu to Lunweleni Access Road	2,692,045.19	2,193,170.21	510,875.01
23	187520	Mbhashe: Makakanzima to Xobo Access Road	2,852,852.79	2,358,110.55	-
24	187515	Mbhashe: Mngeka Access Road	2,547,190.00	3,009,816.98	-
25	187526	Mbhashe: Melitafa to Sirhosheni Access Road	5,303,069.99	4,525,730.06	944,917.66
26	187514	MbhasheL Ncihana to Xuba Access Road	2,037,752.00	1,493,504.91	-
27	187533	Mbhashe: Nobulala-Mpange Access Road	1,783,032.99	1,578,686.87	106,358.28
28	187466	Mbhashe: Mngcakathelweni to Ntshuqe Access Road	1,528,313.99	1,205,805.81	166,481.67

No	MIG ID no	Description/Project Name	Total Cost	Expenditure up-to end of 2011/2012	Projected Expenditure 2012/2013
29	187521	Mbhashe: Flatini-Goqo Access Road	3,056,628.00	2,646,941.48	365,175.19
30	187522	Mbhashe: Nakazana Access Road	1,783,032.99	2,339,331.51	-
31	187464	Nomawaka Access Road	2,455,125.00	1,597,164.85	-
32	187516	Mbhashe: Bongweni Access Road (Willowvale)	982,050.00	983,306.32	-
33	187525	Mbhashe: Jotela Access Road	2,801,909.00	2,643,746.72	-
34	187590	Nkanya Access Road	2,547,190.00	2,611,623.81	-
		<u>2012/2013 Projects</u>			
35	194668	Riverview-Xobo	3,943,489.69	249,668.74	2,265,498.50
36	194671	Mdwaka-Hlamathi	3,015,402.13	203,365.25	1,680,803.34
37	194679	Ncedana-Komkhulu	2,677,498.76	-	1,486,824.22
38	194670	Fubesi-Nqabara High School	2,317,798.91	185,278.82	1,341,313.31
39	194781	Manzibomvu to Zithulele	3,584,990.63	-	2,139,644.10
40	194701	Nolungile to Phokoloshe	1,518,599.30	-	811,159.58

No	MIG ID no	Description/Project Name	Total Cost	Expenditure up-to end of 2011/2012	Projected Expenditure 2012/2013
41	194695	Ngxabane to Makamisa	3,355,088.22	-	2,044,805.58
42	194656	Zembe-Magoxo	3,732,400.24	-	2,282,512.15
43	194676	Vinindwa-Mazizini	3,408,905.80	-	1,819,962.23
44	194677	Njemane to Bethane	1,293,063.68	113,642.54	795,730.12
45	194654	Khanya	2,513,095.76	-	1,507,857.46
46	194689	Tafeni-Macirheni	1,738,349.19	-	1,043,009.51
47	194690	Jongulwandle-Gqubhuzeni	2,098,049.03	-	1,321,770.89
		<u>2013/2014 Projects</u>			
48	Yet to process	Gwadu Multipurpose Centre	Yet to process	-	30,000.00
49	Yet to process	Gcalekaland Cultural Village	Yet to process	-	30,000.00
50	210158	Hawkers' Stall - Elliotdale: Phase 1	3,781,573.14	-	30,000.00
51	207354	Nquba Access Road	3,085,226.52	-	30,000.00

No	MIG ID no	Description/Project Name	Total Cost	Expenditure up-to end of 2011/2012	Projected Expenditure 2012/2013
52	207265	Nkojane to Dayi Access Road	2,680,941.65	-	30,000.00
53	207353	Jelevani Access Road	3,125,262.43	-	30,000.00
54	207343	Phatilizwe Access Road	3,125,262.43	-	30,000.00
55	207352	Gobizembe Access Road	2,959,283.45	-	30,000.00
56	209294	Road surfacing - Willowvale: Phase 5	2,341,777.63	-	30,000.00
57	210115	Road Surfacing – Dutywa	4,354,703.07	-	30,000.00
58		PMU Establishment	1,312,360.00	1,150,829.71	1,981,519.65
		Adjust Advance Expenditure			4,150,480.35
		Total	132,902,013.48	55,490,757.40	39,800,000.00

- **Level and standards in road maintenance services**

TABLE 13: ANNUAL KEY PERFORMANCE INDICATORS IN ROAD MAINTENANCE

NO	INDICATOR NAME	NO OF HH EXPECTED TO BENEFIT	ESTIMATED BACKLOGS	TARGET	NUMBER OF HH REACHED	PERCENTAGE ACHIEVED
1	Percentage of households without access to gravel or graded roads	80	48 000	6600	6600	100
2	Percentage of road infrastructure requiring upgrade	75	900km	150km	7500	-
3	Percentage of planned new road infrastructure actually constructed	25	300km	150km	7500	100
4	Percentage of capital budget reserved for road upgrading and maintenance effectively used.	03	1164km	150km	7500	-

- **Major challenges in road maintenance services and remedial actions**

The main challenges are as follows:

- ♣ Lack of equipment; and
- ♣ Lack of financial resources.

Currently the Municipality has approached the department of roads and public works for funding; a service level agreement is due to signed shortly in this regard.

2.5 WASTE MANAGEMENT

Mbhashe municipal refuse removal operates within the urban areas of the three towns of Dutywa, Willowvale and Elliotdale and the major focus is on general waste minimization and reduction. These towns are in Ward 1, 13 and 25.

Trucks are used to collect and dispose waste with five refuse assistants in each truck with each driver also employed as a supervisor for the team. In rural areas, only selected villages within a ward are scantily targeted for this service. There are also challenges in transported the collected refuse to the dump sites in towns.

The waste management activities involved the following activities:

- Refuse collection for all THREE units is prioritized;
- Bulk of work for Dutywa done afternoon to evening to avoid congestion in town;
- Drivers also used as supervisors;
- Elliotdale landfill site completed and licensed;
- Dutywa and Willowvale transfer stations not yet started because of land invasion issues in Willowvale and will dispose at the Ibika Regional Waste Site .Licensing of the transfer stations is in progress;
- Currently fencing of the waste sites for protection is prioritized and rehabilitation commenced in the previous financial year but not yet completed;
- Fleet used for refuse collection is aging and costing much on maintenance and repairs;
- Dutywa cleaning and beautification R5m project funded by DEA had a positive impact in Dutywa, in terms of additional staff and refuse bins;
- Involvement of Cholakonke Recyclers in reducing waste in Dutywa and job creation for local youths and have also gained recognition and support by Buyisa e-bag and
- Certain areas in rural areas are serviced by the food for waste programme and are not adequately making any impact.

- **Challenges**

- Provision of acceptable disposal sites and staffing to ensure safety in the sites;
- Addition of new trucks;
- Refuse removal only focused on urban areas leaving the larger Mbhashe area uncared for;
- Medical waste dumped in Willowvale together with general waste; and
- Unlicensed dump sites in Willowvale and Dutywa.

- **Strengths**

- Successful cleaning awareness campaigns for all three units;
- Involvement of locals in cleaning their areas;
- Involvement of learners on the importance of cleaning environment; and
- Positive reception of the service provided by the recipients

- **Weaknesses**

- Limited budget;
- No recycling initiatives in Elliotdale and Willowvale; and
- Use of dump sites for waste disposal in Dutywa and Willowvale.

- **Remedial Action**

- To work with ADM in providing acceptable transfer stations for Dutywa and Willowvale;
- Staff improvement and training;
- Additional equipment and trucks suitable for waste removal;
- Sourcing of funds for waste related projects;
- Enhancement of recycling projects; and
- Awareness campaigns for municipal employees and law enforcement agents (SAPS, Environmental officers, health inspectors) on possible dumping of medical waste by local practitioners and hospitals.

2.6 MUNICIPAL BEAUTIFICATION & CREATION AND MAINTENANCE OF PARKS STATUS QUO

- Provision of flower beds for all three units;
- Maintenance of streets and grass cutting; and
- Invasion of alien plants (gum, lantanas, bugweed, wattle and others) in Willowvale town with lesser infestation in Elliotdale and Dutywa.

- **Challenges**

- Eradication of alien plants;
- Lack of control in painting of billboards and business buildings in towns; and
- Lack of commitment and control of property owners taking responsibility of their buildings and vacant sites.

- **Strengths**

- Improved flower beds

- **Weaknesses**

Maintenance of grounds; and
Eradication and control of alien plants in Willowvale .Elliotdale and Dutywa

- **Remedial Action**

- Staffing;
- Co-ordination of government departments to collectively eradicate alien plants; and
- Implementation of by-laws.

- **Role-players / Stakeholder Analysis Of Waste Management**

TABLE14: STAKEHOLDERS IN MBHASHE WASTE MANAGEMENT

STAKEHOLDER	INTEREST	INFLUENCE	RANKING
Ratepayers	Cleaner environment and improved values of their properties	High	High
Business	Cleaner environment & improved business	High	High
Environmentalists/ Lobby groups	Environmental sensitive initiatives	High	High
Councillors of Mbashe	Political mileage	High	High
ADM	Legislative requirement of support	Medium	Medium
Department of Environment	Support and funding	Medium	Medium
Management & Staff	Performance bonus & implementers	Medium	High
Traditional Leaders	Service delivery	Low	Medium

- **Annual performance as per key performance indicators in waste management services**

TABLE 15: ANNUAL PERFORMANCE INDICATORS IN WASTE MANAGEMENT

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to refuse removal services	59 706	56 122	3273	3273	100%

It must be noted that refuse management services are rendered in the three towns of Mbashe, being Dutywa, Willowvale and Elliotdale. No formal service is rendered in the nearby townships. In rural areas, only selected villages within a ward are scantily targeted for this service. There are also challenges in transported the collected refuse to the dump sites in towns.

- **Backlogs for Refuse Removal**

TABLE16: REFUSE REMOVAL BACKLOGS

Refuse removal						
Backlogs to be eliminated (n0. HH not receiving the minimum standard service)	56 122					
Backlogs to be eliminated (%: total HH identified as backlog/total numb of HH in the municipality)	94%					
Spending on new infrastructure to eliminate backlogs (R000)	0					
Spending on renewal of existing infrastructure to eliminate backlog (R000)	0					
Total spending to eliminate backlogs (R000)	0					

Refuse removal						
Spending on maintenance to ensure no new backlogs (R000)	0					

2.6 HOUSING AND TOWN PLANNING

Housing section's goal is to establish and maintain adequate shelter and sustainable residential environment and communities of Mbhashe Local Municipality as constitutional requirement and also provide other amenities i.e. access to clean water, sanitation, electricity, roads and other amenities. In terms of sec 26 of the Constitution of the Republic of South Africa, everyone has the right to have access to adequate housing.

According to the Housing Act 107 of 1997 section 8 (1) (f), every municipality must, as part of the municipality's process of IDP, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction.

- **Functions of the Municipality are the following:**

- Identify beneficiaries;
- Identification of land (as per Housing Sector Plan in the IDP);
- Prioritise projects;
- The Municipality plays the role of the developer i.e the developers submits a project application to the MEC making use of procurement documents, agreements, and /or contracts when applying for the project and the implementation thereof;
- The Municipality undertakes all planning and project activities;
- May select service providers with the Provincial Department of Human Settlement;
- May be service providers, provided that they have the obligatory capacity as defined in the capacity model developed by the Prov. Dept;
- Approve Engineering Designs with the Department; and
- And any other role determined by the MEC and a Municipality.

- **Stakeholders Involved In Housing Development**

- Beneficiaries;
- Mbhashe Local Municipality (act as a developer);
- Amathole District Municipality (assisting the MLM in the construction of services);
- Funders (e.g. Provincial Department of Human Settlement, implementation partners, relevant government departments (e.g Dept. of Water Affairs, Strategic partners i.e Teba Development for contract management and Development Bank of South Africa as implementing agent on Rural Housing project in Elliotdale);
- Professional teams (Town Planners, Engineering Consultants, Land Surveyors, Project Managers);
- Municipal Councillors;
- Traditional leaders and
- Community Development Workers.

- **Level and standards in Housing and town planning services**

Table 17: Annual performance indicators in housing and town planning

NO	INDICATOR NAME	NO OF HH EXPECTED TO BENEFIT	ESTIMATED BACKLOGS	TARGET	NUMBER OF HH REACHED	PERCENTAGE ACHIEVED
1	Percentage of households	8 505	8 505			

NO	INDICATOR NAME	NO OF HH EXPECTED TO BENEFIT	ESTIMATED BACKLOGS	TARGET	NUMBER OF HH REACHED	PERCENTAGE ACHIEVED
	living in informal settlements					
2	Percentage of informal settlements that have been provided with basic services					
3	Percentage of households in formal housing that conforms to the minimum building standards for residential houses	7 853	23000	200	200	

TABLE 2: ANNUAL PERFORMANCE AS PER KEY PERFORMANCE INDICATORS IN HOUSING AND TOWN PLANNING

- **Major challenges in housing and town planning services**

- Poor workmanship and product of emerging contractors
- Low quality of completed units and the large number of incomplete housing units
- Lack of serviced land
- Death of beneficiaries before occupying their houses
- Insufficient integration of efforts among the different spheres of Government and among the various departments within the local authority.
- Unresolved land issues
- The housing backlog
- Lack of funds for bulk infrastructure
- Lack of staff capacity
- The Emerging Contractors (Local Builders) who were utilized in old projects lacked capacity and thus resulted in delays as well as slow production rate.
- Local Builders were not interested to work for the old projects due to low budget margin. The Municipality found it difficult to complete the blocked projects within a given time as they had to depend on learner builders in the area who did not have much building knowledge.

- **Remedial Actions**

- Municipalities are attacked with policies, legislation, goals. Objectives and strategies that can be overwhelming and difficult to interpret and implement. Therefore municipal housing staff members should be supported as much as possible through capacity building and support.
- Political interference must be minimised and even ruled out.
- Staff capacity should be enhanced by means of education, training and mentoring.
- Delivery must be speeded up in order to achieve the quantity and quality delivery targets and improve people's quality of life and dignity

2.7 SPATIAL PLANNING (Preparation and approval process of SDF)

Spatial planning aims to positively shape the way any city develops in space into the future. It includes the preparation of plans that will guide the physical development of that particular city (where, what and when). Spatial plans are used to assess applications submitted by property developers. They also guide changes in land-use rights and guide public investment in infrastructure. Spatial plans do not however, give or take away land use rights.

The implementation of these plans relies on partnerships between the private sector, communities and other spheres of government. A SDF is therefore a useful and effective tool with which to manage and monitor growth and development in the city, and informs investors about what they are 'buying' and where development opportunities exist in the short and longer term.

It will offer predictability, as once it has been approved by the full Council and the Provincial Government; it will be the basis on which the officials decide on new development proposals.

The SDF plan is to fulfill the following:

- Direct decision-making that may impact on the Municipal area;
- Direct development investment to areas that would ensure the most sustainable return of investment;
- Guide development in a spatially efficient way, ensuring linkage and alignment to regional and national development policies and programmes;
- In response to specific trends and dynamics, direct investment to areas of greatest potential and to target areas of greatest need so as to promote economic growth and alleviate poverty;
- Ensure improved linkages within Mbashe and beyond its boundaries to stimulate effective and sustainable integrated development; and
- Protect natural systems in Mbashe.

2.8 LAND USE MANAGEMENT

✓ **Rezoning**

The department of land and housing has embarked on a process of finalizing the land use regulation document by means of a proper land use zones. This project will help minimizing the illegal use zones as per individual erven. Rezoning is processed using Transkei Standard Town Planning Scheme – 1984.

Plans have been adopted by Mbashe Council. They will be published in the Government Gazette wherewith after they will be enforced.

✓ **Removal of Restrictive Conditions**

Where necessary conditions on any title deed are been removed in terms of the relevant Act

2.8 TOWNSHIP ESTABLISHMENTS

The municipality has processed a number of applications for the township ship establishment for various areas. We have exercised all legislations for this kind of development such:

1. Development facilitation Act – 67 / 1995
2. Less Formal Township Establishment Act – 113 / 1991
3. Townships Ordinance – 33 / 1934

✓ **Subdivisions**

The department is currently busy with the surveying of all land that has not been surveyed. The objective is to allocate the erf number to all municipal owned land and to regulate illegal demarcation of municipal commonage. Land is subdivided using Townships Ordinance – 33 / 1934

✓ **Major challenges in spatial planning services**

Challenge

- ♣ Lack of detailed spatial plans to direct future development of priority development areas.

✓ **Remedial action**

- ♣ Secure funding to undertake detailed spatial plans for other priority areas in Mbhashe. Secure funding to undertake detailed spatial plans for other priority areas in Mbhashe.

2.8 INDIGENT POLICY IMPLEMENTATION

The municipality has adopted a policy on indigent after consultations have been made with relevant stakeholders. The municipality is implementing the indigent policy by provision minimum electricity required to the needy households. With the areas where there's no electricity the policy makes a provision for the distribution of alternative energy. The council agreed that the alternative energy that is mostly used by households in the area is paraffin and wood and therefore paraffin must be the one provided to households.

To implement the policy, the indigent register that is supplied by the ward councillors to the municipality is used to get the recipients. In most cases, the list is not authentic and does not reflect the correct beneficiaries but had to rely on it as there's no method fair enough to have the list. Most of the time, this has caused confusion, chaos and created squabbles and tensions amongst the people.

In light of the confusion and chaos created, the municipality decided to embark on a fully fledged indigent registration process in all its entire wards with the view of cleansing and updating its indigent register for all the households residing within the jurisdiction of Mbhashe Municipality. The exercise started with a meeting that was arranged with the Speaker: Clr. Madingana as a communication channel to all Councilors, Ward Committee members and Community Development Workers (CDW's) including Traditional Leaders. A number of awareness campaign meetings about the project and its objectives were held throughout Mbhashe Municipal area in centred around Dutywa, Willowvale and Elliotdale.

Subsequent to that, temporary data gatherers and capturers were recruited and appointed from within the community in the municipal area. The communication awareness conducted was followed by data gatherers collecting information from the customer/consumer/community contact points as means for augmenting data gathering points. Indigent registration forms were used to verify information and ascertain whether they meet criteria according to the approved indigent support policy. Verify each household in all wards for a period of about four months.

CHAPTER THREE: MUNICIPAL (LED) FRAMEWORK IMPLEMENTATION (KPA3)

3 OVERVIEW OF THE LED STRATEGY

3.1 LED UNIT

The LED within the municipal environment derives its mandate from the section 152 (1) (c) of the constitution of the republic of South Africa, which reads “to promote social and economic environment”. Mbashe municipality has established the units which offer potential benefits for the management, implementation and monitoring of LED programmes and/or projects.

In addition to LED, the unit deals with the Integrated Developmental Planning, the Performance Management Systems and the Integrated Governmental Relations. The unit is comprised of the following personnel:

- Strategic Manager;
- LED/IDP Co-coordinator;
- LED Officer: Agricultural Development;
- LED Officer: SMME;
- LED Officer: Tourism;
- IDP/PMS Officer (Vacant) and
- Administrator.

3.2 LED EXPERTISE

The Municipal LED unit is comprised of the following staff:-

- Manager (s.57);
- LED Co-coordinator;
- LED Officer: tourism specialist;
- LED Officer: Agriculture agricultural specialist; and
- LED Officer: SMME business management specialist.

In addition to LED, the unit deals with the Integrated Developmental Planning, the Performance Management Systems and the Integrated Governmental Relations. The unit therefore has this additional staff:-

- IDP/PMS Officer (Vacant)
- Administrator

3.3 LED STAKEHOLDER FORUM

There are other institutions that work with and closely with the municipality in implementation of LED programmes and projects, there's a structure that involves many other stakeholders i.e. the LED forum. All these organizations are required by council resolution to report their activities in the LED forum. The forum is composed of:

- Mbashe LED standing committee Councilors;
- Mbashe LED officials;
- Local tourism organisations;
- Community trusts;
- Co-operative forum;

- Mbhashe farmers association;
- Community based organizations dealing with LED;
- Local business forum; and
- Government institutions dealing with economic development.

3.4 PROGRESS TOWARDS ACHIEVING THE LED KEY OBJECTIVES

3.4.1 Spatial Development Framework (SDF)

In the past two financial years the municipal SDF, created opportunities for promotion and investment creating market confidence. The SDF created opportunities by availing more land for commercial purposes.

The Council has approved the following lease agreements in respect of development to private investors for commercial purposes:-

1. Ace Ngcobo development

In addition to that, the council has also approved rezoning of land; the majority of applications were applications for change from household to commercial property. The following are the approved rezoning applications:-

2. Erf 1645 in respect of a filling station
3. Erf 153, 154 and 156 consolidated and rezoned in respect of a commercial enterprise and
4. Erf 127, 128 and 129 consolidated and rezoned in respect of banking facilities

3.4.2 Investment and Trading By-laws

The municipal by-laws have prepared but not yet made public including those that relate to LED. A process plan has been fully developed from a stage of public awareness until the stage of promulgation and gazetting.

3.4.3 Provision of Reliable Infrastructure

Improving the quality of roads in our municipality is the priority set by council. The problem is the backlog on the rural roads which were largely not done before; this phenomenon leads the municipality into prioritising the rural roads. To reduce the backlog in the three towns, the municipality has undertaken to do the town roads every financial year. In the year under review, the road which was supposed to be done is Willowvale CBD; however the contractor failure led to municipal failure to provide road on the street named.

3.4.5 Maintenance of Basic Infrastructure

The municipality is currently experiencing a serious problem regarding backlogs especially on the rural areas. The municipality received a grant funding from IEC which was intended to create proper access.

3.4.6 Comparative and Competitive Advantage

Mbhashe's communications infrastructure which is comprised of transport and telecommunications is underdeveloped, with the lowest percentage road surfacing of 0.37% in the Province and very limited to 14.32% direct access to telephones by the local population. The Municipality does have operational rail and air transport facilities coupled with favourable cellular network coverage. The municipality has also advantage of closer proximity to Mthatha and the Provincial secondary economy of East London.

On Quality of Life, Mbhashe emerges as the most underdeveloped in the province with the lowest level of access to water services, below an average access to clinics and very limited access to electricity, sanitation, and refuse services. By contrast, an Mbhashe fare well on access to adequate shelter and reflects above provincial average access to schools.

Mbhashe's best performance on this index is for Economic infrastructure, with four commercial banks, 10 post offices with banking capability and five ECDC properties – three commercial properties in Dutywa, an industrial property in Willowvale and a business property such as the hotel in Cwebe Nature Reserve. The Municipality is overwhelmingly rural, where the majority of residents approximately 95.41% live on tribal land and more than half approximately 54.12% of households own their properties, of which 90.32% are fully paid-up owners. Mbhashe has only two unsettled land claims seeking land for housing and for livestock farming.

The Local Municipality performs poorly in respect of Crime owing to limited police coverage by geographical area and particularly by population size. However, the local crime rate is 14.58 crimes per 1000 people is low and has declined substantially to about -3.70%p.a over the past three years.

The local economy is highly concentrated, dominated by the community services sector in terms of both GVA and employment. The cost of doing business in the area is lower than the Provincial average, considering the favourable distance, and travel time to the major economic centre of East London as well as favourable expenditure on transport, communication and finance relative to the Provincial average. Further considerations are severely limited access to business service providers and fairly limited access to development and financial support institutions, contrasted with comparatively high municipal regulatory capacity.

Mbhashe claims the most youthful population with 54.09% aged under 20 years as well as the highest rates of poverty with 90.38% and dependency of 5.10 in Amathole, coupled with high unemployment (78.51%) and higher than average proportion of people (7.12%) aged over 64 years. An indication of the depth of poverty in the area is revealed by the Municipality's share of the Provincial poverty gap at 6.01%, which is substantially higher than its share of the Provincial population 4.31%.

Mbhashe emerges as a leading economy, both nationally and provincially, in respect of formal employment growth performance and has experienced a positive shift in share of employment, but a negative shift in share for GDP contribution from 1996 to 2004. By contrast, the Municipality falls into the top half of all municipalities in the Province on Economic Absorption Capacity on the basis of relatively high total disposable income and buying power. Negative contributory factors are the negative income-expenditure balance and below average economic multipliers and informal sector capacity to generate economic opportunities relative to formal employment.

The local economy claims a comparative advantage, for both GDP and employment in Community Services, which is overwhelmingly, dominated by Education 38.59% GVA and 46.24% employment. Further comparative advantages, in terms of GDP contribution, are reflected for Agriculture centred on Forestry and Logging at 8.11%; and Trade centred on the Retail sub-sector at about 11.15% emerge as a further employment advantage.

The Municipality claims a range of leading products, including subtropical and deciduous fruit, maize, and tourism, where the latter is identified as having very high potential given the Municipality's favourable location on the Wild Coast. Dryland potential exists for maize and beans, and the area is identified as suitable for forestry. Good market (broilers, eggs) and field cropping (maize, and dry beans) as well as for hydroponics production, notably of tomatoes.

The strategic framework for economic development in the Eastern Cape identifies four key areas:-

- N2 corridor;
- Umzimvubu catchments dam;
- Kei rail; and

- Agro-processing.

Mbhashe Municipality will benefit most from the Kei Rail as it connects between Mthatha to East London. The Kei Rail Project currently forms part of a broader, multi-sectoral approach to boosting economic growth in the Kei Development corridor (KDC), encompassing the area between East London and Mthatha. This includes the formulation of a sustainable socio-economic development strategy; an integrated development plan and an implementation action plan. These plans centre on developing the economy in the KDC in support of a sustainable rail service.

Mbhashe's economic potential if harnessed can also be used in addressing poverty and meeting the government's target of halving unemployment and poverty by 2014. Forestry is one of the projects that Mbhashe is presently working on and is one of the major projects identified in ASGISA's infrastructural projects. Large acres of land was left underutilized by farmers who claim that, there's a lot of machinery needed for them to continue with maize production, and their option is in the bio-fuels industry. The bio-fuels initiative is also a project where Mbhashe could succeed on in creation of employment and fighting poverty.

Targeted areas for investment and major economic potentials for Mbhashe includes:-

- Agricultural Development;
- Fishing;
- Mining and quarrying;
- Transport facilities;
- Bio-fuels;
- Mari culture;
- Tourism;
- Building, construction and roadwork;
- Indigenous Medicinal plants;
- Manufacturing and SMME and
- Forestry.

3.4.7 Enterprise support and business development

a) Maize Production

The municipality in partnership with the farmers is engaged on a massive maize production programme. The programme is done in a way which will not collide with the Department of Agriculture's massive production. The programme is called "Silimile", and was implemented in 25 wards, where the ward identifies a 50ha area. The wards participating in the programme currently are 25. Tractors are then clustered together for that particular area; the farmers provide money to buy fuel and pay for the driver and the municipality co-ordinates, provides the fertilizer and seed for all the 50ha in 25 wards.

ASGISA – EC further boosted the programme through their support of 200ha area in Nqadu. The intention of the municipality is to engage the private sector on secondary processing of the maize. On the pipeline is the establishment of feedlots where the maize can be used for animal feed.

b) Vegetable Production

Huge support from the municipality went to the Co-operatives and Siyazondla groups across the municipality. The programme involved the supply of seeds and seedlings to the mentioned groups.

With the bulk of vegetables produced, people use it for household consumption and the remainder is usually sold. The produce is usually huge and could not all be sold; hence the introduction or establishment of the Agri-park. The agri-park will serve as market for the produce from the vegetable farmers and help process the vegetables into soup and other products. At the time of reporting,

problems such as electrical voltage in the park hinder production process and the vegetable produced at the park are transported to Alice where the production plant is up and running.

c) Tourism

The municipality has beautiful landscape which attracts investors and tourists along the coastal route in the wild coast. The municipality has therefore supported different initiatives which will help unleash tourism and investment potential of the region. Initiatives supported during the year are as follows:-

- Feasibility and business planning for the establishment of the Gcaleka Cultural and Tourism centre;
- Co-coordinating through the Project Advisory Committee the establishment and construction of the Qatywa Community Lodge and Tourism Centre;
- Assisting the Nqabara Community Development Trust in finding an investor towards the establishment of the Nqabara Lodge; and.
- Struggling in vain to resolve the conflict involving the community and the Dwesa Cwebe Community Land Trust and bringing in the private investor to help boost the tourism potential of the area. This was to be done by major renovations and reconstruction of Dwesa chalets and Haven Hotel respectively.

d) Private and Public Partnerships

- The council is working together with Umngcunube Development in the livestock Improvement Programme. The programme was piloted in the coastal Elliotdale areas and is now going to move beyond.
- There are other organisations which the municipality works with, but there are no formal partnerships established with them, such organisations are ASGISA – EC, World Vision and Isibaya.

3.4.8 Number of Formal SMME's Establishments

Whilst there is no statistical information to be provided, there are a number of growing businesses established during the year, such as:-

- Saloons;
- Car wash;
- Grocery enterprises;
- Food chains; and
- Internet cafes etc

3.5 LED AGRICULTURE SECTION

Types of projects implemented by LED as 30 June 2012

TABLE18: LED ALGRICULTURE PROJECTS

PROJECT	PROJECT DESCRIPTION	AMOUNT	SOURCE
Fencing and Irrigation scheme	Providing fencing Material to identified areas	R70 000.00	Mbashe
Maize production	Contribute to ASGISA through partnership	R1 000 000.00	Mbashe
Wool Processing Equipment	Provide processing equipment to sharig sheds	R500 000.00	Mbashe
Business Planning	Assist fishing and forestry coops in business planning	R200 000.00	Mbashe

3.6 LED SMME SECTION

Types of projects implemented as at 30 June 2012

TABLE19: LED SMME PROJECTS

PROJECT	PROJECT DESCRIPTION	AMOUNT	SOURCE
Fencing and Slabbing	Fencing of ward 7 and constructing of a slab	R130 015.95	Mbashe
Container Removal	Removing of a container for Kei poultry co-operative	R15 000.00	Mbashe
Fencing	Fencing of Badi Community Development Co-operative	R188 097.00	Mbashe
Construction Equipment	Supply of concrete mixer, 1 engine powered and 50 packets of cement	R60 000.00	Mbashe

3.7 LED TOURISM SECTION

– Report on the Grahamstown National Arts Festival 2012

Grahamstown National Arts Festival is South Africa showcased its excellence and spirit of Ubuntu to the world. Similarly, the 2012 edition of the National Arts Festival offered South Africans and the international community a platform to celebrate our diverse cultures and to engage each other's mind minds and hearts through darts. The Eastern Cape Province is an integral part of South Africa's cultural history. This province is the birth place and home of leading South African cultural icons whose names are etched in the international cultural landscape.

Budgeted Amount

The amount that was budgeted for was R60 000.00 for stall, accommodation and registration fee for the whole event. (10 days)

Parties Consulted

- SCM; and
- Acting CFO.

Findings

Based on the report that was submitted by the executive structure of Mbashe Crafters stated that the 2012 sales were very high because of the number of the people attended the festival. Most of their products were almost sold out during the festival and also people places some orders from crafters.

Report on 2012 Tourism Indaba Held in Durban ICC

Purpose

Tourism Indaba is trade show whereby it attracts and targeting national and international visitors to come and showcase or market their tourists destination to the people and around the world. It is a well-known tourism trade worldwide. It is a platform whereby tourism product owners, municipalities, businesses etc marketing themselves on this prestigious trade show.

Legal Requirements

- South African Tourism White Paper amended in 1996 for promotion and marketing of tourism national and international
- Constitution of RSA, Chapter 7 section 152 of 180 1996, as amended a municipality must promote Social and Economic Development.

- SATOUR constitution

Background

Indaba is one the largest tourism marketing events on the African calendar and one of the top three 'must visit' events of its kind on the global calendar. It showcases the widest variety of Southern Africa's best tourism products, and attracts international visitors and media from across the world. Indaba is owned by South African Tourism and organized by Water & Wizard Creative (Pty) Ltd. For two years in a row, INDABA has won the award for Africa's best travel and tourism show. This award was presented by the association of World Travel Awards.

Budgeted Amount

The amount that was budgeted for was R50 000.00 for stall, accommodation and registration fee for the whole event and promotional material was also provided on separate budget.

Parties Consulted

- SCM;
- Acting CFO; and
- Municipal Manager.

Findings

Based on the findings through focus groups and questionnaire by new events organizer, they mentioned that 2012 Tourism Indaba was the best as compared to previous ones. The highest number of international tourists visited the indaba was very high and also people were attended through business processes. Most of the people were not aware about Mbashe and other parts of the Wild Coast so by exhibition at Tourism Indaba made a major change and positive impact through tourism recognition and marketing of our tourism attractions and product owners.

Number of Product Owners Trained/Trainings Held

Report submitted by African Divas on the training of Community Trust Board of Trustees at Qatywa Village in Mbashe Municipality in the Eastern Cape.

Introduction

African Divas was contracted by Mbashe Municipality to conduct the training of Qatywa Community Trust Board of Trustees from the 13th to the 17th of February 2012. The training was conducted in the Qatywa village community hall.

Background

The Qatywa community trust has been in existence since 2006, though there has been much activity except for the appointment of the board of trustees who have been pursuing registration of the trust amongst other things. The trust was set up as a way of consolidating the funds that they receive from the community assets such as the sand, imizi (a special kind of grass that is used to make grass mats, traditional beer filters, grass containers etc) as well as the money that is collected from the ships that pass by to capture fishes from the sea as the community is situated near the sea. The aim is that these funds should benefit the whole community through community development projects.

Follow Up Action Plan

On the fourth of the workshop a quarterly work plan was drawn together with the participants. All the participants were so motivated that wanted to see progress it their community trust. The facilitator assisted the group to get started immediately by encouraging them up a simple action plan.

Activity	Time Frame	Responsibility
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Activity	Time Frame	Responsibility
1. Follow up/facilitate process of registration of the trust	February-March	Facilitator & Chairperson
2. Hold the meeting of Board of Trustees on regular basis	February 24 th & on monthly basis thereafter	Chairperson & Secretary
3. Opening of the bank account	March-April 2012	Chairperson, secretary & treasurer
4. Transfer of trust funds to the bank account	March-April	Chairperson & treasurer
5. Hold a community meeting to explain to them the way forward & solicit their views on business planning process.	February/March & on quarterly basis thereafter	Board of Trustees
6. Complete the profile and annual business plan of the Trust	March-April	Board of Trustees
7. Commence with crop farming as it was agreed that it will be the first project to focus on.	March-April	Board of Trustees

Certificate of Attendance awarded by African Divas

Name	ID Number	Date of Issue
Nomzamo Dwezekile	8611150840086	17 / 02 / 2012
Nosipho Qabaza	6912241617083	17 / 02 / 2012
Nobonke Same	7810200085308	17 / 02 / 2012
Lalendle Dikilokhwe	5402165864086	17 / 02 / 2012
Sibongile Bangaza	8112250723082	17 / 02 / 2012
Lilomelo Maqili	5311255765089	17 / 02 / 2012
Nokwakha Gaqelo	7007110832084	17 / 02 / 2012
Babalwa Tywaleni	7512252416083	17 / 02 / 2012
Kenneth Phopho Mqwaza	7112065115081	17 / 02 / 2012
Nceba ngubechanti	7005085983080	17/02/2012
Nomchole Mnyamana	7603015964087	17/02/2012
Bongani Ndlela	8501017062083	17/02/2012
Bafana Tonga	6106205157083	17/02/2012

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%	4 192 703.55	91.14%
2	Number of LED stakeholder forum held	Not budgeted for 2011/2012		
3	Percentage of SMME that have benefited from a SMME support program	100%	362 744.75	Overspent by 20,91%
4	Number of job opportunities created through EPWP	N/A	N/A	N/A
5	Number of job opportunities created through PPP	N/A	N/A	N/A

Challenges Regarding Led Strategy Implementation

These are some of the challenges regarding LED implementation and they include:-

- ♣ Insufficient budget to implement LED projects and programs;
- ♣ Council is focusing on projects that are not sustainable;
- ♣ Inability of the business sector to participate on LED initiatives;
- ♣ Supply chain management is not linked to LED though supplier development programs;
- ♣ There are no LED programs linked to indigent beneficiaries intended to change the environment; and
- ♣ Lack of implementation of municipal by-laws

CHAPTER FOUR: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

4.1 AUDITED FINANCIAL STATEMENTS (Annexure A)

This section contains the consolidated statements and the relevant information is reflected on Annexure A. The relevant include the following:

- ♣ Statement of Financial Position;
- ♣ Statement of Financial Performance;
- ♣ Statements of Changes in Net Assets;
- ♣ Supporting Notes to the Financial Statements;
- ♣ Remuneration of Councillors, Directors and all the Officials;
- ♣ Budget to Actual Comparison (narrative explanation in respect of actual income and expenditure when compared to budget); and
- ♣ Grants and Transfers spending (amount received and spent each quarter).

4.2 LONG TERM CONTRACTS (Lease Agreements)

MAJOR LEASE AGREEMENTS FOR MBHASHE LOCAL MUNICIPALITY

TYPE OF DEVELOPMENT	DEVELOPER	LEASE PERIOD	AREA
Dutywa Mall – old tennis court	Sibabalwe developers	50 years	Dutywa
N2 mall	Nogoduka	50 years	Dutywa
Willowvale mall	SombimbisheDv	50 years	Willowvale
Golf Course	Mr Mphahlwa	50 years	Dutywa
Entertainment area	Mr A Ncobo	30 years	Dutywa
Statistics SA	Mr A. Mafu - Stats obo	99 years	Dutywa
Business complex	Alliance property group	50 years	Dutywa
Student village	G-line Trading enterprise	50 years	Dutywa
Middle income houses	Center point developers	Freehold titles	Dutywa
Middle income houses	Merbombo projects	Freehold titles	Dutywa

4.3 Grants and Transfers spending (amount received and spent each quarter).

Grant details			Amount received and spent each quarter									
Project name	Donor name	BF amount	01 JUL - SEPT		OCT - DEC		JAN - MAR		APR - JUN		Total	
			Rec.	Spent	Rec.	Spent	Rec.	Spent	Rec.	Spent	Rec.	Spent
Equitable-Share	NT		43 849 000	18 092 135	35 079 000	43 849 000	26 310 000	91 783 188.93		91 783 188.93	105 238 000	100 177 178.93
FMG	NT	234 055	1 500 000	101 266.32		218 854.10		154 932.13		1 145 483.84	1 500 000	1 620 540.39
MSIG	NT				790 000			198 817		480 537	790000	679 354
MIG	NT		23 000 000	16 715 702.03	6 047 000	24675876.76	3 762 000	26702041.96		29503521.96	32 809 000	29 503 521.96
Grant-Library	LG				700000	54 680.41		252120.30		96 348.98	700000	403 149.69
Electrification	NT		15 680 000	9 288 000	2 500 000	8 052 631.58		630 000	2 500 000	169 719.30	20 680 000	18 140 350.88
Local Government Grant	LG		1 000 000	280 989.68	340 000	251 473.20			245 000	484 491.11	1 340 000	1 245 000

4.4 Annual performance as per key performance indicators 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 of expenditure on capital budget	57 905 000	48 392 000	84%
		Target set for the year (35%) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the operational budget
2	Salary budget as a percentage of the total operational budget	59 568 802 128 229 000(46)	51 727 299	87%
		Target set for the year (20% or less) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the actual revenue
3	Total actual trade creditors as a percentage of total actual revenue	10 705 242 174 692 342(6%)		
		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	19 589 000 181 718 000(11%)	17 142 000	88%
		Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
5	Rate of municipal consumer debt reduction	20%		
6	Percentage of MIG budget appropriately spent	31 168 550	31 168 550	100%
7	Percentage of MSIG budget appropriately spent	790 000	790 000	100%

CHAPTER FIVE: GOOD GOVERNANCE

5 OVERVIEW OF THE EXECUTIVE AND COUNCIL FUNCTION AND ACHIEVEMENTS

5.1 THE COUNCIL (Matters reserved for decision of Council and cannot be delegated)

The following powers and functions are reserved for resolution by the Council after consideration of a report and recommendation from the Standing Committee appointed by the Council to consider such matters in the first instance provided that the Council may, in its sole discretion and upon the recommendation of the Speaker, consider any such matter of own accord and without prior reference to the Standing Committee concerned and provided further that Standing Committees may perform those duties and exercise those powers specifically delegated to them hereunder, subject to compliance with the terms and conditions contained in this policy and such further conditions as the Council may, by resolution, determine:

- ♣ The approval or amendment of the Integrated Development Plan;
- ♣ The passing of By-laws and standing orders in terms of enabling legislation and the determination of policy;
- ♣ The consideration of proposed amendments to Laws and Ordinances;
- ♣ The imposition of rates and taxes;
- ♣ The raising of loans;
- ♣ The approval of the annual Operating and Capital Budget and the revision of same;
- ♣ The approval of overspending on the total Capital and Expenditure budgets;
- ♣ The approval of tariffs and charges in connection with any function referred to in section 84 of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998) and Part B of Schedules 4 and 5 of the Constitution;
- ♣ The approval in principle of projects, with a view to the provision of funds in the Capital Budget; and
- ♣ The entering into a Service Delivery Agreement in respect of the provision of a new Municipal Service in terms of Section 76(b) of the Municipal Systems Act, 2000 (Act No 32 of 2000);
- ♣ The establishment of committees referred to in section 79 of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998)
- ♣ The election of the Mayor and Speaker of Council;
- ♣ The approval of the remuneration of Councillors, including the revision thereof;
- ♣ The nomination of the Council's standing representatives on outside bodies and the District Municipality;
- ♣ The nomination of members to serve on the valuation court;
- ♣ The alienation of immovable property;
- ♣ The naming of streets, settlement areas and other public places;
- ♣ The consideration and amendment of town planning schemes save as otherwise provided for in these delegations;
- ♣ The consideration of subdivisions and change of use of land belonging to the Council;
- ♣ The appointment and the termination of services of the Municipal Manager; and
- ♣ The appointment and the termination of services of those managers directly accountable to the Municipal Manager

5.2 THE EXECUTIVE COMMITTEE

The Executive Committee (EXCO) is the principal committee of the council. It investigates and considers the matters allocated to it and where appropriate to report and make recommendations thereon to Council, save and except in respect of those matters specifically delegated to it or where specifically regulated otherwise.

It receives reports from Committees of Council established to assist the functioning of the EXCO by Council, and forward these reports to Council when it cannot dispose of the matters in terms of its delegated powers.

✓ **Inherent Functions**

- ♣ To identify the needs of the municipality;
- ♣ To review and evaluate the needs referred to in the above in order of priority;
- ♣ To manage the drafting and implementation of the Integrated Development Plan;
- ♣ To identify and develop criteria in terms of which progress in the implementation of the strategies, programmes and services referred to in 2.2.3 above can be evaluated, including key performance indicators, which are specific to the municipality and common to local government in general;
- ♣ To assign responsibilities associated with the implementation of the integrated development plan and the monitoring of progress related thereto, to the Municipal Manager;
- ♣ To evaluate progress against the key performance indicators;
- ♣ To recommend strategies, programmes and services to address priority needs through the integrated development plan and estimates of revenue and expenditure, taking into account any applicable national and provincial development plans;
- ♣ To recommend or determine the best methods, including partnership approaches, to deliver those strategies, programmes and services to the maximum benefit of the community;
- ♣ To oversee the provision of services to communities in a sustainable manner;
- ♣ To manage the development of a Performance Management System;
- ♣ To recommend to Council regarding the establishment of mechanisms in order to monitor and review the Performance Management System so as to improve:
 - (i) the economy, efficiency and effectiveness of the municipality;
 - (ii) the efficiency of credit control and revenue and debt collection services; and
 - (iii) the implementation of by-laws;
- ♣ The election of the Chairpersons of Standing Committees;
- ♣ To consider and recommend the adoption of the estimates and the expenditure of the municipality;
- ♣ To ensure that Council decisions are implemented; and
- ♣ To make recommendations on proposed policy.

✓ **Delegated Authority**

- ♣ To consider reports and decide on matters recommended to it by the Standing Committees and, where appropriate, to report and make recommendations thereon to Council;
- ♣ To decide on investments on behalf of the municipality within the policy framework determined by the Minister of Finance upon consultation with the Chief Financial Officer;
- ♣ To determine or alter the remuneration, benefits or other conditions of service of the Municipal Manager or Managers directly responsible to the Municipal Manager; within a policy framework to be determined by the Council;
- ♣ To decide on the expropriation of immovable property or rights to immovable property within a policy framework to be determined by the Council;
- ♣ To accept and take final decisions on cashiers' shortages and surpluses;

- ♣ To consider and finalise matters relating to any shortage in funds or loss of movable property of or under the control of Council;
- ♣ To transfer funds from one approved project to another approved project or change the scope of projects;
- ♣ To authorise visits outside the Republic of South Africa; and
- ♣ To consider and finalise any matter not specifically reserved by Council.

5.3 STANDING COMMITTEES

a) **Finance Committee**

To investigate and consider issues falling within the ambit of the following functional areas and to report and make recommendations thereon to the Executive Committee:

- ♣ The asset management;
- ♣ Annual Estimates;
- ♣ Insurances;
- ♣ Investments;
- ♣ Credit Control and Indigent Policies; and
- ♣ Municipal Revenue and Expenditure;

✓ **Functions**

- ♣ To prepare and submit annually to the Executive Committee an operating and capital budget;
 - ♣ To consider the municipality's financial policies, long-term financial planning and budgeting of the Council;
 - ♣ To initiate, guide and monitor the evolution of the notion of peoples budget/participation budget;
 - ♣ To ensure that expenditure patterns respond to the developmental agenda and priorities of the municipality according to defined short, medium and long-term council programmes;
 - ♣ To advise the Executive Committee on additional financial matters such as the fixing of charges and fees or tariffs, investment of funds, loan redemption and renewal funds, financial regulations and assessment of rates;
 - ♣ To consider reports involving expenditure not provided for on its Budget;
 - ♣ To consider the Financial Statements and Audit reports;
 - ♣ To monitor regularly the efficiency of Financial Management Systems;
 - ♣ To control all accounting and costing work of all departments;
 - ♣ To control the keeping of accounts of the municipality;
 - ♣ To monitor all trust and reserve accounts created for specific purposes;
 - ♣ To consider and make recommendations on insurance matters;
-
- ♣ To advise the Executive Committee on matters relating to raising of loans, the consolidated capital development and loans fund, financial regulations and the fixing of tariffs and charges;
 - ♣ To draft control measures for funds allocated to the municipality;
 - ♣ To advise the Executive Committee on overall management and the allocation and control of financial and other assets of the municipality;
 - ♣ To liaise constantly with both National Treasury and Provincial Treasury on matters relating to this Committee; and
 - ♣ To make recommendations on proposed policy concerning matters falling within the ambit of the Committee's functions.

b) **Human Resource and Administration Committee**

✓ **Terms of Reference**

To investigate and consider issues falling within the ambit of the following functional areas and to report and make recommendations thereon to the Executive Committee:

- ♣ Industrial Relations;
- ♣ Personnel Administration;
- ♣ Public Administration;
- ♣ Occupational Health and Safety;
- ♣ Conditions of Service and Staff Benefits;
- ♣ Employee assistance Programme;
- ♣ Training and capacity building;
- ♣ Special programmes;
- ♣ Communications; and
- ♣ Public participation.

✓ **Functions**

- ♣ To advise the Executive Committee on standing orders for the regulation of proceedings and of all other matters relating to the management, powers and duties of the Council and its Committees;
- ♣ To oversee the structuring of the administrative organ of the municipality in order to respond and advance the developmental gender of the municipality;
- ♣ To oversee the development, implementation and regular evaluation of a Human Resource Development programme for the administration of the municipality;
- ♣ To oversee the integration/rationalization process;
- ♣ To manage and monitor the employment equity principles during the employment process;
- ♣ To determine a policy framework for the recruitment and selection of all employees, except the Municipal Manager and Managers accountable to the Municipal Manager;
- ♣ To consider industrial relations matters including disciplinary and grievance procedures;
- ♣ To consider the process of the negotiations in respect of salary/wage increase and benefits;
- ♣ To consider measures relating to the Commission for Conciliation, Mediation and Arbitration and the Bargaining Council;
- ♣ To recommend to the Executive Committee on those matters that fall within the jurisdiction of the Bargaining Council, excluding the areas reserved for Council;
- ♣ To oversee and monitor Human Resource Planning and approval of a staff establishment for the municipality in accordance with the provisions of section 66 of the Municipal Systems Act, 2000, (Act No 32 of 2000);
- ♣ To consider the fixing of conditions of service for staff members of the municipality;
- ♣ To consider the establishment of a process or mechanism to evaluate regularly the staff establishment and if necessary, to review the staff establishment and the remuneration and conditions of service;
- ♣ To advise on the adoption of appropriate systems and procedures aimed at ensuring fair, efficient, effective and transparent personnel administration;
- ♣ To advise on strategies and mechanisms aimed at developing the human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way in compliance with the Skills Development Act, 1998 (Act No 81 of 1998) as amended;
- ♣ To monitor compliance with the Code of Conduct for Municipal staff members;
- ♣ To act as a Disciplinary Committee upon such instructions as may be received from the Council and/or Executive Committee from time to time;
- ♣ To consider all matters relating to occupational safety and health;
- ♣ To receive reports on and consider all computer operations of the Council and report any irregularities to the Executive Committee; and
- ♣ To make recommendations on proposed policy to be followed concerning matters falling within the ambit of the Standing Committee's functions.

c) **Planning and Development Committee**

✓ **Terms of Reference**

To investigate and consider issues falling within the ambit of the following functional areas and to report and make recommendations thereon to the Executive Committee:

- ♣ Land Administration;
- ♣ Building maintenance and administration;
- ♣ Housing;
- ♣ Land Reform and Settlement Plans;
- ♣ Roads;
- ♣ Water and Sanitation;
- ♣ Electricity;
- ♣ Engineering Services;
- ♣ Municipal Infrastructure; and
- ♣ Town Planning;

✓ **Functions**

- ♣ To consider capital development programmes;
- ♣ To outline principles for prioritization of projects and effective distribution of services;
- ♣ To ensure that developmental projects undertaken on behalf of the community adhere to basic principles of the RDP, such as public participation, Human Resource Development and economic development;
- ♣ To ensure that the existence of a systematic development of a database on the state of infrastructure development in the municipality with intention to determine the impact and extent of backlogs;
- ♣ To ensure that development of infrastructure is in line with the broader strategic development plan of the municipality;
- ♣ To monitor and consider matters relating to immovable and movable property of Council except as otherwise provided;
- ♣ To consider settlement terms in respect of compensation for expropriated property or property acquired by purchase and make recommendations to the Executive Committee;
- ♣ To consider matters relating to property valuations and the maintenance of property records in respect of settlement areas;
- ♣ To consider all matters relating to the provision, maintenance and operation of Infrastructural Services and Housing;
- ♣ To consider and finalise offers and leases, in respect of property where such transactions are made in terms of Council policy;
- ♣ To consider the acquisition of properties in the name of the Council;
- ♣ To consider the renewal of lease contracts with existing tenants;
- ♣ To consider the substitution of tenants for the remaining period of a lease agreement where the original tenant applies to be released from the lease agreement in respect of a fixed property;
- ♣ To consider building plans;
- ♣ To consider applications for change in land use and the subdivision/consolidation of land; and
- ♣ To make recommendations on proposed policy to be followed concerning matters falling within the ambit of the Standing Committee's functions.

d) Local Economic Development Committee

✓ **Terms of Reference**

To investigate and consider issues falling within the ambit of the following functional areas and to report and make recommendations thereon to the Executive Committee:

- ♣ Local Economical Development;
- ♣ Tourism;
- ♣ Agriculture;
- ♣ SMMEs;
- ♣ Fisheries;
- ♣ Film industry;
- ♣ Facilitate the capacity building and accessing of resources, technology and other productive forces by SMME's in all spheres in particular agriculture;
- ♣ Initiative and monitor an investment code consistent with the national and provincial frameworks; and
- ♣ Ensure the implementation of the urban renewal and rural development strategies informed by local needs and dynamics.

✓ **Functions**

- ♣ To give direction in the formulation of policy for commercial, tourism and agricultural development;
- ♣ To develop a comprehensive economic development programme with clearly defined parameters;
- ♣ To facilitate the assertion of local government as the center of coordination of economic development;
- ♣ To coordinate an inter-departmental economic development cluster for synergizing of governmental programme in economic development;
- ♣ To develop guidelines for public-private sector economic partnerships;
- ♣ To coordinate the evolution and activity of local "Investment Council";
- ♣ To consider applications for the amendment of certificates of registration to provide for changes in trading names and types of commodities sold; and
- ♣ To make recommendations on proposed policy to be followed concerning matters falling within the ambit of the Standing Committee's functions.

e) Social Needs Committee

✓ **Terms of Reference**

To investigate and consider issues falling within the ambit of the following functional areas and to report and make recommendations thereon to the Executive Committee:

- ♣ Environmental Health;
- ♣ Traffic Control;
- ♣ Disaster Management;
- ♣ Transport;
- ♣ Community and Recreational Facilities; e.g., sports fields, cemeteries, libraries, etc.;
- ♣ Safety and Security;
- ♣ Environmental Issues; and
- ♣ Monitoring Aids Programmes.

✓ **Functions**

- ♣ To identify the social needs of the community;
- ♣ To review and evaluate those needs in order of priority;
- ♣ To ensure that effect is given to the RDP principles;
- ♣ To establish health standards for all public and private institutions engaged in various activities in line with national guidelines;
- ♣ To monitor the efficiency of health, education, and welfare institutions in the area of jurisdiction of the municipality;
- ♣ To recommend the outlawing of activities of institutions, individuals, enterprises etc, whose functioning violates determined health standards;
- ♣ To ensure implementation of the indigent policy in line with national guidelines;
- ♣ To monitor efficiency of provision of free basic services offered by the municipality;
- ♣ To liaise with the education department for location of education institutions and other resources;
- ♣ To facilitate the establishment of an inter departmental cluster in order to synergize health, education and welfare programmes;
- ♣ To oversee and monitor the provision of facilities for development talents of youth, women and disabled in sporting, cultural and artistic activities in the areas of the municipality;
- ♣ To facilitate the procedures for arts, craft and cultural material by communities including seasonal arts and culture exhibitions;
- ♣ To facilitate the upgrading of material at existing libraries to ensure relevance to the processing challenges of the day;
- ♣ To establish guidelines for public/private partnerships for realization of the programmes related to this Committee;
- ♣ To consider matters relating to problem animal control;
- ♣ To recommend the leasing of flea markets, kiosks, and any other low volume outlets that provide an amenity for the public at places such as sports grounds, swimming pools, beach pavilions and other recreation or leisure amenities under the municipality's control;
- ♣ To consider all matters relating to Passenger Transport Services and Transportation Planning;
- ♣ To consider matters relating to the manufacturing, processing, selling and distribution of foods, environmental health conditions and removal of nuisances from the area under the jurisdiction of the municipality;
- ♣ To consider the licensing of dogs, the impounding of animals and the sale or destruction thereof in terms of relevant legislation;
- ♣ To consider the controlling and abating of nuisances;
- ♣ To consider applications for the keeping of animals and to exceed the prescribed numbers in urban areas;
- ♣ To make recommendations on proposed policy to be followed concerning matters falling within the ambit of the Standing Committee's functions.

5.5 OTHER COMMITTEES

– **Audit Committee (Statutory)**

✓ **Terms of Reference**

To investigate and consider issues falling within the ambit of the following functional areas and to report and make recommendations thereon to the Council:

- ♣ Internal Control Systems;
- ♣ Risk Management;
- ♣ Accounting Practices;
- ♣ Information Systems; and

- ♣ Auditing.

✓ **Functions**

- ♣ To advise on the establishment of a Performance Management System in terms of section 38 of the Municipal Systems Act, 2000 (Act No 32 of 2000);
- ♣ To advise on the establishment of mechanisms for monitoring and reviewing the Performance Management System;
- ♣ To make recommendations regarding the management of the valuation of the adequacy and efficiency of the Internal Control Systems, Risk Management, Accounting Practices, Information Systems and Auditing processes applied in the daily management of the municipality; and
- ♣ To recommend and monitor the implementation of measures which may best serve to enhance the reliability, integrity, objectivity of financial statements and the performance activities within the municipality.

✓ **Delegated Authority**

- ♣ To monitor and oversee the auditing of performance measurements as provided for in terms of section 41(1) (c) of the Municipal Systems Act, 2000 (Act No 32 of 2000);
- ♣ To submit a report of the results of the audit performed in terms of section 45(b) of the Municipal Systems Act, 2000 (Act No 32 of 2000);
- ♣ To interview members of Senior Management, Advisors, Consultants and employees of the municipality and to deal directly with external auditing functionaries in the office of the Auditor-General and any external party it may deem necessary; and
- ♣ To have unrestricted access to all records and information relating to the activities of the municipality which are necessary for the performance of the duties of this Committee.

– **Traditional Leaders**

Mbhashe Municipality is among the few Municipalities in the Eastern Cape that have embraced the participation of the Traditional Leaders in the affairs of local government to the extent that our Municipality was identified as pilot site for the functioning and participation of Traditional Leaders in Local Government. Our Municipality also boasts on being the seat of the AmaXhosa Kingdom, located in Ngqadu Great Place in Willowvale. His Majesty, King Zwelonke Sigcau is by virtue of his status, officiating in any function within Mbhashe that befits his status like the visit by the Ministers. Traditional Leaders are part of the critical stakeholders participating in the IDP Representative Forum. As if that is not enough, they also form an integral part of the day to day operations of the Municipality through their nine representatives in our Council Structures. They participate in Council, Standing Committee and any other formation within the Council. In matters of participation in the Council, they are given full status to air their views through their representatives.

5.5 MECHANISM AND PROCEDURES OF PUBLIC PARTICIPATION AND COMMUNITY BASED PLANNING

One of the main features of the Integrated Development planning process is the involvement of community and stakeholder organizations in the process. Participation of affected and interested parties is obligatory in the IDP drafting process and is set down in SECTIONS 16-18 of the Municipal

Systems Act. This is to ensure that the IDP addresses the real issues that are experienced by the citizens of a municipality.

The Mbhashe Local Municipality comprises a large geographical area with many people. To ensure that there is representation of various organized and groups our Municipality will be using following approach:

The Amathole District Municipality will place a blanket notice on the Local newspaper (Daily Dispatch) inviting interested parties to participate in the Representative Forums (Mbhashe Local Municipality being one).

- ♣ Languages being used as medium of communication will be English and Xhosa;
- ♣ National and Community radios will be used including Umhlobo Wenene, University of Transkei Community Radio, Khanya Community Radio;
- ♣ Use of Local Circulating Newspapers; and
- ♣ Announcements in churches, schools, community activities like Imbizo, weddings etc.

5.6 COMMUNITY BASED PLANNING

This municipality has launched the community based planning for the integration of community needs at ward level. The process of collecting information from wards through CBP is done at three levels, viz;

1. Village level
2. Ward level
3. Municipal Wide

The CBP starts at village level where information on the current status of the village, the needs and priorities of the village are collected. At ward level all the information collected at villages is consolidated into a ward plan. The ward plans are then collected and consolidated into this IDP document.

In all these levels, municipal officials, ward councilors, ward committees, community development workers assist the villagers in answering the questionnaire issued.

Website is still updated as more information is being put on the website. One can visit the site on www.mbhashemun.gov.za

The local newspaper (Daily Dispatch) is the paper that rarely covers what is happening in Mbhashe internally, we make use of the printed material to report to the people via ward committees and ward councilors.

5.7 WARD COMMITTEES

Mbhashe has twenty six **(31) wards** stretching from Dutywa, Willowvale and Elliotdale areas. In all the wards, ward committees have been duly established by the Council under the stewardship of the Office of the Speaker. Once established, the ward councilors as chairpersons of these structures take over and manage their functionality through briefings on the resolutions taken in the Council and seek views of the community and ward committee. Ward Committee members are given sitting allowance

of R50 per sitting and added to that is the subsistence and travel allowance which is generally based on the distance travelled and/or costs incurred.

A dedicated Council Support Clerk has been appointed to support the functioning of these very important structures of Council. The Council is still considering establishing a fully-fledged unit to support, among other things, the functioning of the Ward Committee, for it has been established that one official cannot do the job.

There are still challenges of channeling the views of the ward committees through the Council structures. Though established, one cannot confirm the proper functioning of these structures except during the IDP planning process. The Municipality is also challenged in managing the payment of the stipends and sitting allowances to the Ward Committee members. This is cumbersome and tedious process that is open to abuse and fraud.

5.8 COMMUNITY DEVELOPMENT WORKERS

Currently the Mbashe Municipality has full complement of community Development workers for all the wards who are working hand in hand with the ward councilors. The list is part of the annexure F.

5.9 INTERGOVERNMENTAL RELATIONS

The IGR was launched on the 30 May 2006, and the following departments took part when the launch was held, they are:-

- ♣ Department of Social development;
- ♣ Department of Education;
- ♣ Department Arts, Recreation and Culture;
- ♣ Department of Home Affairs;
- ♣ Department of Agriculture;
- ♣ Department of health;
- ♣ Department of Correctional Services;
- ♣ South African police Services; and
- ♣ Department of Environmental Affairs and Tourism (now DEDEA)

The process of the IDP as set out in the process plan calls for the participation of all government departments in the process. These government departments are participating in the process.

✓ Challenges

Use of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector departments

6 Attendance Status of Council Committee Members, EXCO and other Statutory Committees

THE COUNCIL

The table below represents the attendance status of Council committee members:

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
P. Madingana – (Speaker)	2	3	5
N.O Mfencane- (Mayor)	5	0	5

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M. Bhele- (Chief Whip)	4	1	5
I.N Quvile	5	0	5
N. Nqwaliso	5	0	5
N. Tswila	5	0	5
S. Futshane	5	0	5
S.H Mfihlo	4	1	5
T. Nodlilwa	5	0	5
X.A Zimba	5	0	5
M. Khwakhwi	5	0	5
B. Jamnda	5	0	5
M.G Mgushelo	4	1	5
N. Sigcawu	5	0	5
M. Peter	5	0	5
X.O Willie	5	0	5
T. Tshika	4	1	5
B. Mbalela	5	0	5
N. Buyeye	5	0	5
J.S Tutsheni	5	0	5
P. Faniso	5	0	5
M.M Mcotsho	5	0	5
M.J Savu	5	0	5
B.N Mqoqi	4	1	5
M. Ndinisa	3	2	5
M. Mapungu	5	0	5
F. Ndaule	5	0	5
N. Magatya	3	2	5
Z. Pencil	5	0	5
M. Mbovu	4	1	5
M. Zidlele	5	0	5
M.W Jiya	5	0	5
T.Z Lubaxa	5	0	5
M. Noyila	4	1	5
S. Hoyo	5	0	5

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
N. Stefana	5	0	5
B. Sigcawu	4	1	5
S.S Magwa	5	0	5
F. Khekhetshe	4	1	5
X.P Baleni	5	0	5
N. Janda	3	2	5
N. Benya	5	0	5
A.T Magoda	4	1	5
X.M Tyodana	4	1	5
M.S Jafta	4	1	5
N.V Lumkwana	5	0	5
V.S.K Mbewu	4	1	5
N. Nonjaca	4	1	5
A. Mbambiso	5	0	5
P. Methu	4	1	5
F. Mbiko	5	0	5
N. Ndlodaka	5	0	5
N. Xhungu	3	2	5
D.T Ntsengwa	3	2	5
A.L Xana	3	2	5
Y.G Mhlathi	5	0	5
M. Tetyana	3	2	5
M. Takani	2	3	5
S. Wulana	3	2	5
T. Mafanya	5	0	5
N. Mangaliso	4	1	5

- **Special Council Meetings**

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
P. Madingana – (Speaker)	2	0	2
N.O Mfencane- (Mayor)	2	0	2
M. Bhele- (Chief Whip)	2	0	2
I.N Quvile	2	0	2
N. Nqwaliso	2	0	2
N. Tswila	2	0	2
S. Futshane	2	0	2
S.H Mfihlo	2	0	2
T. Nodilwa	2	0	2
X.A Zimba	2	0	2
M. Khwakhwi	2	0	2
B. Jamnda	2	0	2
M.G Mgushelo	2	0	2
N. Sigcawu	2	0	2
M. Peter	2	0	2
X.O Willie	2	0	2
T. Tshika	2	0	2
B. Mbalela	2	0	2
N. Buyeye	2	0	2
J.S Tutsheni	2	0	2
P. Faniso	2	0	2
M.M Mcotsho	2	0	2
M.J Savu	2	0	2
B.N Mqoqi	2	0	2
M. Ndinisa	2	0	2
M. Mapungu	2	0	2
F. Ndaule	2	0	2
N. Magatya	2	0	2
Z. Pencil	2	0	2
M. Mbovu	2	0	2
M. Zidlele	2	0	2
M.W Jiya	2	0	2
T.Z Lubaxa	2	0	2

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M. Noyila	2	0	2
S. Hoyo	2	0	2
N. Stefana	1	1	2
B. Sigcawu	2	0	2
S.S Magwa	2	0	2
F. Khekhetshe	2	0	2
X.P Baleni	2	0	2
N. Janda	2	0	2
N. Benya	2	0	2
A.T Magoda	1	1	2
X.M Tyodana	2	0	2
M.S Jafta	2	0	2
N.V Lumkwana	2	0	2
V.S.K Mbewu	2	0	2
N. Nonjaca	2	0	2
A. Mbambiso	2	0	2
P. Methu	2	0	2
F. Mbiko	2	0	2
N. Ndlodaka	2	0	2
N. Xhungu	2	0	2
D.T Ntsengwa	2	0	2
A.L Xana	2	0	2
Y.G Mhlathi	2	0	2
M. Tetyana	2	0	2
M. Takani	2	0	2
S. Wulana	2	0	2
T. Mafanya	2	0	2
N. Mangaliso	2	0	2

- **STANDING COMMITTEES**

This section represents reports on the functioning of the standing committees by reflecting the attendance status of standing committee members. The table represent the attendance status:

- **Human Resource and Administration Committee**

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M. Peter –(Chairpeson)	3	2	5
N. Nonjaca	3	2	5
M. Mcotsho	1	4	5
N. Lumkwana	3	2	5
N. Tswhila	2	3	5
M.M Titshala	1	4	5

- **Planning and Development Committee**

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
X.O Willie – (Chairperson)	1	5	6
F. Ndawule	0	6	6
N. Buyeye	1	5	6
M. Khwakhwi	1	5	6
N. Mangaliso	1	5	6
Chief Sigcawu	0	6	6

- **Budget and Treasury**

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M. Noyila – (Chairperson)	3	1	4
X.P Baleni	2	2	4
M. Ndinisa	3	1	4
D.T Tsengwa	2	2	4
F. Mbiko	3	1	4
M.P.G Manxiwa	2	2	4

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
N. Magatya	2	2	4

- **Social Needs Committee**

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M. Mbomvu- Chairperson	1	5	6
S.S Magwa	1	5	6
Benya	0	6	6
N. Xhungu	0	6	6
Y.G Mhlathi	1	5	6
N. Ngubechanti	1	5	6

Audit Committee

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
W.A Plaatjes	5	5	5
S. Sethene	5	5	5
S.M Mbewu	5	5	5
G.E Duitwileng	5	5	5
S. Sethene	5	5	5
W.S Mbelekwa	5	5	5

Municipal Public Accounts meetings (MPAC)

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M Gushelo- Chairperson	9	0	9
T. Goniwe Mafanya	9	0	9
N. Mangaliso	9	0	9
M.A.B Dumalisile	9	0	9
S.S Magwa	9	0	9
N. Magatya	9	0	9
A. Bambiso	9	0	9
Z. Lubaxa	9	0	9
F. Mbiko	9	0	9
M.Quvile	9	0	9
S. Wulana	9	0	9

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M.M Cotsho	9	0	9
F. Ndaule	9	0	9
T. Tshila	9	0	9

Local Economic Development Committee

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
N Stefano –(Chairpeson)	1	2	3
Savu	0	3	3
Z. Pencil	0	3	3
Tetyana	1	2	3
Bambiso	1	2	3
Dumalisile	1	2	3

Infrastructure Standing Committee

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
O.X Willie	1	0	1
N. Buyeye	1	0	1
M. KHWAKHWI	1	0	1
N. Mangaliso	1	0	1
S. Futshane	1	0	1
T. Nodliwa	1	0	1
F. Khekhetshe	1	0	1
N. Nkqwiliso	1	0	1
M. Takani	1	0	1
S.H Mfihlo	1	0	1
T.Z Lubaxa	0	1	1
B.N Mqoqi	1	0	1

Community Services Standing Committee

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
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Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
M. Mbomvu –(Chairperson)	1	0	N/A
Z. Pencil	0	1	N/A
N. Xhungu	0	1	N/A
Mhlathi	1	0	N/A
Tutsheni	1	0	N/A
Faniso	1	0	N/A
Mapungu	1	1	N/A
Zidlele	1	0	N/A
Bhele	1	0	N/A
Magoda	0	1	N/A
Ndlodaka	1	0	N/A
Xana	1	0	N/A

Executive Committee

Member of Committee	Number of meetings attended	Number of meetings absent	Number of scheduled committee Meetings
Mfecane O.N (Mayor) (Chairperson)	3	4	7
M. Peter	3	4	7
S.K Mbewu	3	4	7
M. Mbomvu	3	4	7
X.O Willie	3	4	7
M. Noyila	3	4	7
F. Khekeshe	2	5	7
D.T Ntsengwa	3	4	7
N. Stefano	3	4	7
N. Xhungu	2	5	7

5.10 LEGAL MATTERS (Management of Litigation)

NAME OF ATTORNEYS	ADDRESS	RESPONSIBLE PERSON/REFERENCE	NAME OF MATTER	TYPE OF MATTER	STATUS OF MATTER	PROJECTED COSTS
Neville Borman & Botha	22 Hill Street, Grahamstown, 6139	Mr J Powers	Disciplinary hearing - Miss S Mini and Mr H Molakalaka	Labour	Matter set down for hearing on the merits on 6, 7 and 8 July 2011	R200 000
Wikus Van Rensburg	36 Western Road, Central, Port Elizabeth, 6006	Mr W Van Rensburg	Mbhashe Local Municipality vs Madingana Phakamisa & Others - Mthatha High Court Case No. 1122/2011	Interdict	Rule Nisi discharged	R100 000
Mancotywa Ndzabela Inc.	16A King Street, Kilimanjaro Building, Butterworth, 4960	M810/09/810	Mbhashe Municipality vs Skymedia Marketing - Idutywa Magistrate's Court Case No. 414/2008			
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Ruth Onukwe	Eviction	Awaiting Judgment	R200 000 - no appeal
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Tamsanqa Somkoko	Eviction	Awaiting Judgment	R30 000
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Lizwi Nyembezi - Mthatha High Court Case No. 846/2011	Eviction	Postponed to 21/07/11 to file Replying Affidavit	
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali/Zola/M323	Mbhashe Local Municipality vs Sindiswa Langeni - Mthatha High Court Case No. 843/11	Eviction	See Case No. 842/2011	R15000
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali/Zola/M323	Mbhashe Local Municipality vs Nobesuthu Magwaxaza - Mthatha High Court Case No. 842/11	Eviction	Postponed to 21/07/11 to file Replying Affidavit	R140 000
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs George Sandou (N.O.) Oxford	Eviction	See Case No. 842/11	R15000

NAME OF ATTORNEYS	ADDRESS	RESPONSIBLE PERSON/REFERENCE	NAME OF MATTER	TYPE OF MATTER	STATUS OF MATTER	PROJECTED COSTS
			Medium School - Mthatha High Court Case No. 844/2011			
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Monde Phuphuma - Mthatha High Court Case No. 845/11	Eviction	See Case No. 842/11	R15000
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Nocawe Vooi - Mthatha High Court Case No. 847/2011	Eviction	See Case No. 842/11	R15000
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Lindiwe Mabusela - Mthatha High Court Case No. 848/2011	Eviction	See Case No. 842/11	R15000
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Xolile Zuma - Mthatha High Court Case No. 27/2011	Eviction	Finalised - Sheriff to demolish the structure i.t.o. Order dd 31/03/11	N/A
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Tose Hlam - Mthatha High Court Case No. 25/201	Interdict	Finalised 31/03/11 - Interdicted from allocating sites from commonage 30 Willowvale	
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Mbhashe Local Municipality vs Rev. Luvuyo Krozani (N.O.) ZCC Church, Willowvale - Mthatha High Court Case No. 26/2011	Eviction	Sheriff to demolish i.t.o. Order 31/03/11	R4000
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1186	S Sondo vs Mbhashe Local Municipality	Liability of Defence	Ripe for Trial	± R6 000
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1366	Mokate Monk & Du Plessis vs Mbhashe Local Municipality - Mthatha High Court Case No. 415/09	Taxed costs (in favour of Municipality)	Plaintiff filed Application for Review of Taxatio	± R20 000
Jikwana Nginda &	Jikwana Business Blocks,	M1286	Combo Consulting CC	Liability of Municipality	Stagnant: Plaintiff does not	± R3 000

NAME OF ATTORNEYS	ADDRESS	RESPONSIBLE PERSON/REFERENCE	NAME OF MATTER	TYPE OF MATTER	STATUS OF MATTER	PROJECTED COSTS
Associates Inc.	22 Scanlen Street, Butterworth, 4960		vs Mbashe Local Municipality		prosecute claim	
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1572	L W Habe vs Mbashe Local Municipality and 20 others	Liability of Defendant	Defendant filed request for further particulars	± R12 000
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1364	N E Rulashe vs Idutywa Municipality	Negligence and Liability of Defence	Going to trial	± R18 000
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1605	Mbashe Local Municipality vs Yik Ho Sanli Property Rev	None (Drafting Contract)	Awaiting confirmation that matter finalised	
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1595	Mbashe Municipality VS Mafu	None (Drafting Contract)	Awaiting confirmation that matter finalised	
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1596	Mbashe Local Municipality vs ZCC-Dutywa	None (Drafting Contract)	Awaiting confirmation that matter finalised	
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1318	K Mcopele vs Local Municipality	Taxed cost	Awaiting payment of costs	± R3 000
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1318	Mbashe Municipality vs K Mcopele	Taxed Cost	Garnishee Order not affected yet	± R3 000
Jikwana Nginda & Associates Inc.	Jikwana Business Blocks, 22 Scanlen Street, Butterworth, 4960	M1361	Nomakotinte Mhlauli vs Mbashe Municipality			
C B Nguza & Associates	27 Victoria Street, Cathedral, Mthatha, 5099	Mr Nguza	The State vs Mpendulo Mbendeni & Others			
Unknown			Golden Security Services CC vs Mbashe Local Municipality - Idutywa Magistrate's Court Case No. 105/2011	Monies owing		
Unknown			Joint Prop (Pty) Ltd vs Nokonwaba Priscilla Gulwa and Mbashe Local Municipality - Idutywa Magistrate's Court Case No. 107/2011	Eviction		

NAME OF ATTORNEYS	ADDRESS	RESPONSIBLE PERSON/REFERENCE	NAME OF MATTER	TYPE OF MATTER	STATUS OF MATTER	PROJECTED COSTS
N S Nombambela Inc.	N S Nombambela Trust Building, Cnr Whack & Richardson Roads, Idutywa 5001	BAL/tw/B6831/201	T Marafane vs Mbashe Local Municipality			
L L Mjali Attorneys	Suite No. 11 - 13, 5th Floor, Sanlam Building, 50 Madeira Street, Mthatha	Mr Mjali	Illegal Invasion	Illegal demarcation of Willow vale commonage being Erf 130	On-going case	
Mr Ngida Attorneys		Mr Ngida	Illegal occupation	Mr Maqhula and others illegally occupied erf 441 and 442, Dutywa	On-going case	
Mr Ngida Attorneys		Mr Ngida	Illegal occupation	Mr Matsiliza Illegally occupied erf 442, Dutywa	On-going case	

PART THREE: FUNCTIONAL AREA OF REPORTING AND ANNEXURES

GENERAL INFORMATION (POPULATION STATISTICS)

MBHASHE LOCAL MUNICIPALITY
GENERAL INFORMATION

REPORTING LEVEL	DETAIL	TOTAL	
Overview:	Provide a general overview of municipality: this may include a short narrative of issues peculiar to the municipality and issues specific to the financial year being reported		
Information:	Statistical Information		
	Geography:		
	1 Geographical area in square kilometres Source: Statistics SA.	3030.47km	
	Demography:		
	2 Total population Note: Indicate source of information	262008	
	3 Indigent Population Source: Statistics SA.	59705	
	4 Total number of voters		
	5 Aged breakdown:		
	- 65 years and over	17682	
	- between 35 and 64 years	53864	
- between 15 and 34 years	77533		
- 14 years and under	112932		
	Source: Statistics SA.		
6 Household income:			
- over R25601 per month	368		
- between R12801 and R25600 per month	215		
- between R6401 and R12800 per month	1914		
- between R3201 and R6400 per month	1745		
- between R1601 and R3200 per month	2008		
- under R1,601 per month	134514		
- No income	118083		
	Source: Statistics SA.		

Function:	Finance and Administration
Sub Function:	Finance

Reporting Level	Detail	Total		
Overview:	Includes all activities relating to the finance function of the municipality. Note: grants information should appear in Chapter 4 on Financial Statements and related financial Information.			
Description of the Activity:	The function of finance within the municipality is administered as follows and includes:			
	<ul style="list-style-type: none"> - Revenue collection and debt management; - Expenditure management; - Auditing; and - Supply chain management 			
	These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:			
	<ul style="list-style-type: none"> - To outline revenue and expenditure forecast - To create the medium term strategic financial framework - To establish a base for monitoring progress - To link capital project with potential source of financing 			
	The strategic objectives of this function are to:			
	<ul style="list-style-type: none"> - To ensure significant increase in revenue collection - To verify debtors information - To pay creditors on time - To ensure that there's compliance in all sectors of the municipality 			
	The key issues for 200X/0Y are:			
	<List here>			
Analysis of the Function:	<Provide statistical information on (as a minimum):>			
	1 Debtor billings: number and value of monthly billings:		R (000s)	
	Function - <list function here e.g.: water, electricity etc>	<total>	<total>	
	- Number and amount billed each month across debtors by function (e.g.: water, electricity etc) and by category: Government, Business, Residents and Indigents	3402	R7072289.88	
	Note: create a suitable table to reflect monthly billed and received (against billed) across debtors by function (e.g.: water, electricity etc) and by category			
	2 Debtor collections: value of amount received and interest:	R (000s)	R (000s)	
	Function - <list function here e.g.: water, electricity etc>		R1521766.81	
	- Value received from monthly billings each month and interest from the previous month across debtors by function (e.g.: water, electricity etc) and by category: Government, Business, Residents and Indigents	<received>	<interest>	
	Note: create a suitable table to reflect amount received from that month's billings plus interest from the previous month across debtors by function and by category			
3	Debtor analysis: amount outstanding over 30, 60, 90 and 120 plus days:	R (000s)		
	Function - <list function here e.g.: water, electricity etc>			
	- Total debts outstanding over 30, 60, 90 and 120 plus days across debtors by function (e.g.: water, electricity etc) and category	<total>		
	Note: create a suitable table to reflect debts outstanding over 30, 60, 90 and 120 plus days across debtors by function and category			
4	Write off of debts: number and value of debts written off:		R (000s)	
	- Total debts written off each month across debtors by function (e.g.: water, electricity etc) and category	<number>	<value>	

	Note: create a suitable table to reflect write offs each month across debtors by function and category		
5	Property rates (Residential): - Number and value of properties rated - Number and value of properties not rated - Number and value of rate exemptions - Rates collectible for the current year	3118 0 3118	R (000s) R133450000 R0 R15000 R1465693.45
Reporting Level	Detail	Total	
6	Property rates (Commercial): - Number and value of properties rated - Number and value of properties not rated - Number and value of rate exemptions - Rates collectible for the current year	<number> <number> <number>	R (000s) <value> <value> <value> <value>
7	Property valuation: - Year of last valuation - Regularity of valuation	<year> <cycle>	
8	Indigent Policy: - Quantity (number of households affected) - Quantum (total value across municipality)	<total> <value>	
9	Creditor Payments: <List creditors here> Note: create a suitable table to reflect the five largest creditors individually, with the amount outstanding over 30, 60, 90 and 120 plus days	R (000s) <value>	<age>
10	Credit Rating: <List credit rating details here> List here whether your Council has a credit rating, what it is, from whom it was provided and when it was last updated	R (000s) <value>	<date>
11	External Loans: - Total loans received and paid during the year Note: Create a suitable table to reflect the balance of each external loan at the beginning of the year, new loans raised during the year and loans repaid during the year as well as the balance at the end of the year. Interest rates payable on each loan, together with the date of repayment should be also disclosed in the table.	R (000s) <received>	R (000s) <paid>
12	Delayed and Default Payments: <List delayed and default payments here> List here whether Council has delayed payment on any loan, statutory payments or any other default of a material nature	<value>	<date>
	Note: This information need not be reported here if reported as notes to the accounts.		

1. COMMUNITY AND SOCIAL SERVICES FUNCTION'S PERFORMANCE

Function:	Community and Social Services
Sub Function:	All inclusive

Reporting Level	Detail	Total
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Overview:	Includes all activities associated with the provision of community and social services		
Description of the Activity:	<p>The function of provision of various community and social services within the municipality is administered as follows and includes:</p> <ul style="list-style-type: none"> -Disasters prevention mitigation and recovery - Social Facilities - Environment <p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <ul style="list-style-type: none"> -Traffic section and law enforcement -Social Amenities (Libraries, community halls in 24 wards, Pounds, community sport grounds) -Cemeteries -Community Safety and Security <p>The strategic objectives of this function are to:</p> <ul style="list-style-type: none"> -To enhance management of disasters within Mbhashe -Provision of sporting facilities -To provide and extend the use of recreational facilities -To create an environmentally friendly environment <p>The key issues for 200X/OY are:</p> <p><List here></p>		
Analysis of the Function:	<Provide statistical information on (as a minimum):>		
1	<p>Nature and extent of facilities provided:</p> <ul style="list-style-type: none"> - Library services - Museums and art galleries - Other community halls/facilities - Cemeteries and crematoriums 	<p>no of facilities:</p> <p>3</p> <p>none</p> <p>29</p> <p>3</p>	<p>no of users:</p> <p><number></p> <p><number></p> <p><number></p> <p><number></p>
	<ul style="list-style-type: none"> - Child care (including crèches etc) - Aged care (including aged homes, home help) 	<p>-</p> <p>N/A</p>	<p><number></p> <p><number></p>
	<ul style="list-style-type: none"> - Schools - Sporting facilities (specify) - Parks 	<p>-</p> <p>4</p> <p>1</p>	<p><number></p> <p><number></p> <p><number></p>
	Note: the facilities figure should agree with the assets register		
2	<p>Number and cost to employer of all personnel associated with each community services function:</p> <ul style="list-style-type: none"> - Library services - Museums and art galleries - Other community halls/facilities - Cemeteries and crematoriums - Child care - Aged care - Schools - Sporting facilities - Parks <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package</p>	<p>-</p> <p>-</p> <p>5</p> <p>3</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p> <p><total></p>	<p>R(000s)</p> <p><cost></p> <p><cost></p> <p>R430899</p> <p>R63529</p> <p><cost></p> <p><cost></p> <p><cost></p> <p>R300932</p> <p><cost></p>
3	Total operating cost of community and social services function		R (000s)

Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target
<ul style="list-style-type: none"> Approved HIV/AIDS strategy; Approved Disaster management policy frameworks and plans (Metro and DM) 	< List here the actual performance achieved over the financial year, and the variance between performance planned and actual performance, providing an explanation of the variance. Also provide details of any improvements planned for next year.		

2. WASTE MANAGEMENT FUNCTION'S PERFORMANCE

Function:	Community Services - Waste Management
Sub Function:	Solid Waste

Reporting Level	Detail	Total	
Overview:	Includes refuse removal, solid waste disposal and landfill, street cleaning and recycling		
Description of the Activity:	The refuse collection functions of the municipality are administered as follows and include:		
	<List administration of each function here: this should detail what is offered, and how it is offered to the community>		
	These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:		
	<List here>		
	The strategic objectives of this function are to:		
	<List here>		
	The key issues for 200X/0Y are:		
	<List here>		
Analysis of the Function:	<Provide statistical information on (as a minimum):->		
1	Number and cost to employer of all personnel associated with refuse removal:		R (000s)
	- Professional (Engineers/Consultants)	<total>	<cost>
	- Field (Supervisors/Foremen)	<total>	<cost>
	- Office (Clerical/Administration)	<total>	<cost>
	- Non-professional (blue collar, outside workforce)	<total>	<cost>
	- Temporary	<total>	<cost>
	- Contract	<total>	<cost>
	Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package		
2	Number of households receiving regular refuse removal services, and frequency and cost of service:		R (000s)

	<ul style="list-style-type: none"> - Removed by municipality at least once a week - Removed by municipality less often - Communal refuse dump used - Own refuse dump - No rubbish disposal <p>Note: if other intervals of services are available, please provide details</p>	<p><total></p> <p><total></p> <p><total></p> <p><total></p> <p><total></p>	<p><cost></p> <p><cost></p> <p><cost></p>
3	<p>Total and projected tonnage of all refuse disposed:</p> <ul style="list-style-type: none"> - Domestic/Commercial - Garden <p>Note: provide total tonnage for current and future years activity</p>	<p><current></p> <p><current></p>	<p><future></p> <p><future></p>
4	<p>Total number, capacity and life expectancy of refuse disposal sites:</p> <ul style="list-style-type: none"> - Domestic/Commercial (number) - Garden (number) <p>Note: provide the number of tip sites, their total current capacity and the expected lifespan as at end of reporting period</p>	<p><capacity></p> <p><capacity></p>	<p><lifespan></p> <p><lifespan></p>
Reporting Level	Detail	Total	
5	<p>Anticipated expansion of refuse removal service:</p> <ul style="list-style-type: none"> - Domestic/Commercial - Garden 	<p><total></p> <p><total></p>	<p>R (000s)</p> <p><cost></p> <p><cost></p>
	<p>Note: provide total number of households anticipated to benefit and total additional operating cost per year to the municipality</p>		
6	<p>Free Basic Service Provision:</p> <ul style="list-style-type: none"> - Quantity (number of households affected) - Quantum (value to each household) <p>Note: Provide details of how many households receive the FBS provision, and the average value it means per household. Describe in detail the level of Free Basic Services provided.</p>	<p><total></p> <p><value></p>	
7	<p>Total operating cost of solid waste management function</p>		<p>R (000s)</p>

PART FOUR

ANNEXURES

- ♣ **Annual Financial Statements (Annexure A)**
- ♣ **Full Auditor General Report (Annexure B)**
- ♣ **Audit Action Plan (Annexure C)**
- ♣ **Audit Committee Report (Annexure D)**
- ♣ **List of Councillors, EXCO Members, Traditional Leaders, Standing Committee Members, Ward Committees and CDW (Annexure E)**