



INTEGRATED DEVELOPMENT PLAN 2021/22



TABLE OF CONTENT

FOREWORD BY THE MAYOR		1
	FOREWORD BY MUNICIPAL MANAGER	3
1. CHAPTER ONE – EXECUTIVE SUMMARY		6
1.1 INTRODUCTION		6
1.2 THE MUNICIPALITY AT GLANCE		7
1.2.1 Spatial Planning		8
1.2.2 The Environment		9
1.2.3 Population		10
1.3 BASIS FOR THE IDP DEVELOPMENT		10
1.3.1 IDP Assessment		11
1.3.2 The Process Plan		14
1.3.3 IDP Institutional Arrangements		14
1.3.4 Roles And Responsibilities of Stakeholders		16
1.3.5 Public Participation		18
1.4 THE IDP STRATEGIC APPROACH		18
1.4.1 IDP Key Issues		19
1.5 PORT ST. JOHNS STRATEGIC AGENDA		19
1.5.1 Background Introduction		19
1.5.2 Catalytic Projects		20
1.5.3 Service Delivery and Budget Implementation Plan (SDBIP)		23
1.5.4. Monitoring of the IDP through the Performance Management System		24
1.6 SUMMARY OF BUDGET ALLOCATIONS FOR 2021/22 – 2022/23		24
2. PLANNING, DEVELOPMENT PRINCIPLES & POLICIES		29
2.1 INTRODUCTION		29
2.2 POLICY FRAMEWORK		29
2.2.1 The Municipal Systems Act (32 of 2000)		29
2.2.2 Sustainable Development Goals		30
2.2.3 The National Development Plan (VISION 2030)		31
2.2.4 Government Outcomes 1 - 14		32
2.2.5 The National Infrastructure Plan		33
2.2.6 National Spatial Development Framework		35
2.2.7 Regional industrial Development Strategy		36
2.2.8 National Priorities (State of the Nation Address 2020)		36

2.2.9	The Back To Basics Approach	37
2.2.10	Integrated Service Delivery Model	38
2.2.11	The Spatial Planning and Land Use Management Act	42
2.2.12	Provincial Priorities (State of the Province Address 2020)	42
2.2.13	Provincial Development Plan (PDP) (Vision 2030)	42
2.2.14	Eastern Cape Provincial Economic Development Strategy	44
2.2.15	District Municipal IDP Framework	45
3.1	DEMOGRAPHIC PROFILE	47
3.1.1	Population Distribution	47
3.1.5	HIV and AIDs Estimates	51
3.2	SPATIAL PLANNING	55
3.2.1	Background	55
3.2.2	Status Quo	55
3.2.3	Spatial Planning And Land Use Management Act (SPLUMA)	56
3.2.3.2	Purpose	57
3.2.4	Human Settlements	59
3.2.5	Natural Environmental Analysis	64
3.3	BASIC SERVICE DELIVERY	67
3.3.1	Infrastructure Service Profile	67
3.3.2	Infrastructure status quo	67
3.3.3	Infrastructure Asset & Investment Plan	67
3.3.4	Access To Water	68
3.3.5	Access To Sanitation	74
3.3.7	Access To Electricity And Energy Supply Sources	77
3.3.8	Access To Telecommunication	80
3.3.9	Roads & Storm Water	81
3.3.10	Transportation	83
3.3.11	Community Services	84
3.3.17	Environmental Management Profile	94
3.4.1	Overview Of Municipal Financial Viability	99
3.4.2	Capability To Execute Capital Projects	99
3.4.3	Free Basic Services Cost To The Municipality	101
3.4.4	Financial Management By-Laws & Policies	102
3.4.5	Financial Recovery Plan	106
3.4.6	Supply Chain Management	106
3.4.7	Infrastructure Assets	106
3.4.9	Revenue Management	109
3.4.10	Audit Outcomes, Audit Committee and Internal Audit	110
3.4.11	Valuation Roll	110

3.4.12	Budget Alignment	111
3.4.13	Expenditure Management	111
3.4.14	Municipal Standard Charts Of Accounts (MSCOA)	111
3.5.1	Economic Development Profile	114
3.5.4	Key Economic Sectors	134
3.5.7	Natural Capital	142
3.6	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	152
3.6.1	Overview of Good Governance Issues	152
3.6.2	Intergovernmental Relations	152
3.6.3	Structures Created Within The Municipality	153
3.6.4	Risk Management	160
3.6.5	Fraud & Corruption Prevention Plan	161
3.6.7	Petitions And Complaints Management	162
	Key Focus Areas	163
3.7.1	Institutional Synopsis	165
3.7.2	Functions And Powers	168
3.7.3	Municipal Overview	169
3.7.4	Organisational Structure/ Organogram	169
3.7.6	Human Resource Development	172
3.7.7	Municipal Policies	174
4.1	Introduction	177
4.2	Municipal Needs Analysis	177
4.3	Main KPAs	180
4.4	Municipal Key Issues	181
4.5	IDP Priorities	181
4.6	Municipal Vision	182
4.7	Batho Pele Principles	182
4.8	KPAs, OBJECTIVES & STRATEGIES	184
4.8.1	Municipal Planning and Co-operative government	184
4.8.2	Goals and Strategic objectives linked to National, Provincial outcomes	185
4.9	INSTITUTIONAL SCORECARD	190
4.10	Provincial and National Projects from other Sectors	213
5.1	INTRODUCTION	229
5.1.2	Capital Budget	230
5.1.3	Cash Flow Statement	231
5.1.4	Alignment Of The Municipal Budget With The Municipal Goals And Objectives	232
5.2	BUDGET IMPLEMENTATION PLAN	234
6.	SECTOR PLANS	246

6.1	SECTOR PLANS	246
6.1.1	Introduction	246
6.2	Spatial Development Framework	246
6.3	PORT ST JOHN'S MASTER PLAN	249
6.4	HOUSING SECTOR PLAN (HSP)	251
6.5	LED STRATEGY	255
6.6	PORT ST JOHN'S ENVIRONMENTAL PLAN	266
7.	PERFORMANCE MANAGEMENT	280
7.1	PERFORMANCE MANAGEMENT FRAMEWORK	280
7.1.1	Overview	280
7.1.2	PMS Policies And Legislative Imperatives	282
7.1.3	Nature of PMS	284
7.2	THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)	286
7.2.1	Introduction	286
7.2.2	REPORTING ON THE SDBIP	287
8.	IDP APPROVAL	289

GLOSSARY OF TERMS

AIDS Acquired Immune Deficiency Syndrome
 ASGISA Accelerated and Shared Growth Initiative for South Africa
 AG Auditor General
 CBO Community Based Organization
 CPF Community Policing Forum
 CSIR Council for Scientific and Industrial Research
 DBSA Development Bank of South Africa
 DEAT Department of Tourism, Environment and Economic Affairs
 DFA Development Facilitation Act No 67 of 1995
 DRDLA Department of Rural Development & Land Affairs
 DHS Department of Human Settlements
 DME Department of Mineral and Energy
 DoE Department of Education
 DoH Department of Health
 DoSD Department of Social Development
 DoT Department of Transport
 COGTA Department of Cooperative Government & Traditional Affairs
 DPWRT Department of Public Works, Roads and Transport
 DSRAC Department of Sport, Recreation, Arts & Culture
 DWA Department of Water Affairs
 ECA Environmental Conservation Act
 EIA Environmental Impact Assessment
 ES Equitable Share (grant)
 FBS Free Basic Services
 ECDC Eastern Cape Development Corporation
 ECPGDS Eastern Cape Provincial Growth & Development Strategy
 EXCO Executive Committee
 GP Gross Geographic Product
 GIS Geographical Information System
 GVA Gross Value Added
 GAR Gravel Access Road
 HDI Human Development Index

 VIP Ventilated Improved Pit
 WSDP Water Services Development Plan
 VAT Value Added Tax

IDC Independent Development Corporation
 IDP Integrated Development Plan
 IDT Independent Development Trust
 IT Information Technology
 ITP Integrated Transportation Plan
 IWMP Integrated Waste Management Plan
 LDO Land Development Objectives
 LED Local Economic Development
 MEC Member of the Executive Committee
 MDG Millennium Development Goals
 MIG Municipal Infrastructure Grant
 MFMA Municipal Finance Management Act
 MM Municipal Manager
 MSIG Municipal Support & Institutional Grant
 MSA Municipal Systems Act, 2000
 MSA Municipal Structures Act, 1998
 NDC National Development Corporation
 NEMA National Environmental Management Act
 NER National Electrification Regulator
 NGO Non-Governmental Organizations
 NSS National Sanitation Strategy
 ORTDM OR Tambo District Municipality
 PATA Promotion of Administrative Justice Act
 PMS Performance Management System
 PPP Public Private Partnership
 RDP Reconstruction and Development Programme
 REDs Regional Electricity Distributors
 RTP Responsible Tourism Planning
 SMME Small Medium and Micro Enterprises
 SOE State Owned Enterprises
 SADC Southern African Development Community
 SALGA South African Local Government Association
 SANDF South African National Defense Force
 SAPS South African Police Service
 SGB School Governing Body
 SMME Small, Medium and Micro Enterprise



MAYOR
CLLR. N. MLOMBILE-CINGO

FOREWORD BY THE MAYOR

It is my privilege and pleasure to introduce the 2021/22 Integrated Development Plan (IDP) Review. The Municipal Council would like to take this opportunity to thank our residents and stakeholders for their continued support and contribution as we passionately work towards our vision of uplifting the people out of poverty through economic emancipation.

In the past term Port St. Johns Municipality worked tirelessly to maintain a credible IDP, that served as a positive baseline in the development of 2017/22 IDP. The 2020/21 IDP maintained the same status as it was rated high in five of our six Key Performance Indicators (KPIs). It is our hope that the Municipality will continue putting more effort in maintaining this positive status which is ideal for all our stakeholders and service delivery.

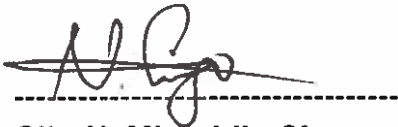
IDP is a process that has become central to local government in driving delivery of basic services to our communities. The IDP sets out core principles, mechanisms and processes that give meaning to developmental local government. It sets our progressive move towards social and economic upliftment of our communities. The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), Chapter 3 section 40 (1), stipulates that the three spheres of government (National, Provincial and Local spheres) are distinct, interdependent and interrelated. The IDP thus ensures that our municipal programs are well coordinated, aligned and integrated across the three spheres of government.

Arising from the five-year IDP 2017/2022, the municipality has undertaken a review of its strategic goals and objectives to guide the implementation of municipal programmes. These programmes are informed by the needs of our communities gathered through public participation engagements. This review is underpinned by the Council's motive to adapt to the prevailing conditions whilst also reflecting on the current progress.

In focusing on service delivery priorities of the national government i.e. reducing poverty, creation of decent work and sustainable livelihood; sustainable use and development of natural resources, education; health; fighting crime and corruption; and rural development, we have ensured that our IDP aligns with these national priorities, with special emphasis on the priorities that directly affect Port St. Johns Municipality.

As in our previous IDPs, we are again proud to announce that our IDP remains the strategic driver of both our budget and our performance management system. Having laid a solid platform for deepening community participation in our IDP, we are hopeful that, henceforth, our ward based planning process becomes the vehicle for entrenching participation in the IDP, in order to maximize co-ordination and synergy between priorities and Municipal programs. In addition, we wish to continue and extend our sectoral engagement with various departments in the next coming years.

I encourage each and every resident of Port St. Johns Municipality, business, community and non-governmental organizations to take this opportunity to engage with us and provide feedback to us on our IDP and its implementation. For it is only with your commitment to working together with us that we can achieve our Municipal vision and bring about a Municipality that is efficient and meets all your expectations.



Cllr. N. Mlombile-Cingo
Mayor

FOREWORD BY MUNICIPAL MANAGER



MUNICIPAL MANAGER
MR. H.T. HLAZO

In compliance with the provisions of the Local Government Municipal Systems Act, the Municipality had successfully undertaken the review of the Integrated Development Plan for 2021/2022 financial year, which emanates from the adopted five-year IDP 2017/22. The 2021/22 IDP Review is a culmination of the activities as contained in the IDP, Budget and PMS Process Plan that was approved by Council in August 2020, which include amongst other activities Public Participation being at the forefront of all Municipal planning, implementation and monitoring. The public participation process, as mandated by Chapter 4 of the Municipal Systems Act is an integral part of the IDP development. Accordingly, a series of consultative sessions in a form of IGR and IDP Representative Forums were held in the course of 2020/21 financial year in which all stakeholders were invited.

The IDP follows the prescribed template developed by the Department of Cooperative Governance and Traditional Affairs (COGTA) and the chapters are set as required by the Municipal Systems Act. The Municipality has also ensured that the Back to Basics policy is incorporated into the IDP and also forms a part of the monthly reports by relevant managers and the leadership. The war rooms have also found an expression in our 5-year IDP with a clear detail on the formation of the War Room structures and the responsibilities.

Having followed a very rigorous programme of consultation, both internally and externally, the 2021/22 IDP review is one which the community, politicians and staff of the Municipality can take ownership of and work together in ensuring that the vision, objectives, strategies and plans are implemented to the best of our ability as we move forward to ensure that indeed Port St. Johns Municipality is the destination of Choice. As we continue striving for excellence, we wish to acknowledge all role players and all stakeholders who supported and contributed to this review.

In the same breath we also wish to acknowledge progress in the Building Inclusive Green Municipality Project (BIGM), in which the Municipality has partnered with the City of Fredericton in Canada to improve its Asset Management and Climate Change mitigation and adaptation plans. Again in 2021/22 the Municipality has set aside some allocation towards supporting the project implementation.

We thank the Canadian Government for sponsoring this project and also thank SALGA for affording us this great opportunity to be one of the six municipalities to participate in this capacity building programme. This project has become a very important component of our IDP, in which we want to sustain even beyond the project timeframes.

Again, our IDP Review is anchored on six Key Performance Areas which give direction to the plans and programmes we will put in place to realize our transformational priorities, which include:

- Spatial planning
- Basic Service Delivery
- Financial Viability and Management
- Local Economic Development
- Good Governance and Public Participation
- Municipal Transformation and Institutional Development

I have no doubt that we will be guided towards greater service delivery excellence during this financial year, and that we will be making even more progress possible, together.



H.T. Hlazo
Municipal Manager

CHAPTER 1

EXECUTIVE SUMMARY

1. CHAPTER ONE – EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Port St Johns Local Municipality (Area: 1291km²) is a Category B municipality situated within the OR Tambo District on the coast of the Indian Ocean in the largely rural province of the Eastern Cape. It is bounded by Ingquza LM in the north-West and Nyandeni LM South-West. It is the smallest of the five municipalities in the district, making up 11% of its geographical area. It comprises coastal and inland areas that fall under the jurisdiction of the former Transkei.

The seat of the municipality is in the main town of Port St Johns, which is known for its beautiful beaches and mountainous terrain, with hills, cliffs and sandy dunes. The municipality's beautiful scenery, its natural vegetation and the pristine beaches referred to above are the main attractions for tourism. It has land for commercial use and an environmentally-friendly residential area. There are 1 053 types of plants and 164 plant families found around Port St Johns. This unique vegetation harbours rare bird species, providing evidence of the rich biodiversity in Port St Johns. The main City or Town in Port St Johns Local Municipality is Port St Johns and the main economic sectors are Tourism and agriculture. The Port St Johns Local Municipality is well known nationally for its beautiful scenery, natural vegetation and pristine beaches which are the main attraction for tourism.

The figure below shows the locality of PSJ LM within the OR Tambo District municipal.

Figure 1.1: PSJ Geographic Location within the OR Tambo District Municipality.



Source: Urban Econ Development Economists, 2016

This document represents a 2021/22 IDP review for Port St Johns Municipality. It has been produced in fulfilment of the requirements of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000). This IDP document covers a range of issues and programmes under the following titles:

1. The Executive Summary
2. Planning and development principles and Government policies and imperatives
3. Situation Analysis
 - a. Demographic Profile
 - b. Spatial Planning
 - c. Basic Service Delivery
 - d. Financial Viability and Management
 - e. Local Economic Development
 - f. Good Governance and Public Participation
 - g. Municipal Transformation and Institutional Development
4. Planning for the Future
 - a. Vision, Mission, Values
 - b. Strategies and Objectives
 - c. Project Priorities
5. Municipal Budget
6. Integration and Alignment
 - a. Sector Plans
 - b. Institutional Arrangements
 - c. Performance Management Framework
 - d. Service Delivery Budget and Implementation Plan (SDBIP) Framework
7. Approval

1.2 THE MUNICIPALITY AT GLANCE

Documenting key statistical information pertaining to the Port St. Johns municipality, enables the municipality to observe various developments in key areas that influence the social and economic life of every citizen within the Port St. Johns. These key statistics drawn from Census (2001 & 2011), community survey (2016) and ECSECC (2019) include demographic profile, education level, age profile, employment profile and household income profile of people residing in the municipality. Knowledge of these key areas in turn enhances the municipality's ability to make service delivery decisions that aid in achieving greater social and economic development of the municipality. The overview of the demographic profile

of the municipality indicates that the population of Port St. Johns has been on an incline, having risen from 168 000 people in 2017 to 175 000 people in 2021. This rise puts greater pressure on the service delivery priorities of the municipality. The following table summarizes key municipal statistics, and a further detail is given on the situation analysis chapter under the demographic profile.

Table 1.1: Municipal Key Statistics

CATEGORY	STATISTIC
Total population	175 000
Number of households	36 800
Population growth rate	0.9%
Household size (average)	1.20%
Male Population	79 290
Female Population	92 551
Unemployment	50.89%
Flush toilets connected to sewerage	8 840
Weekly refuse removal (once a week)	0.53%
Piped water inside dwelling	3.80%
Energy for lighting (Electricity	58.12%

Source, ECSECC, 2019

1.2.1 Spatial Planning

According to its environmental profile, PSJ municipality has a strong tourism industry, which is well-supported by a variety of hills, dunes, rivers, and the mountainous terrain that meet its picturesque beaches as highlighted above. In terms of settlement pattern, the municipal area is characterized by a predominantly scattered rural settlement pattern with approximately 135 communities /villages distributed over the municipal area of 1 301 km² at an average density of 126 persons/ km².

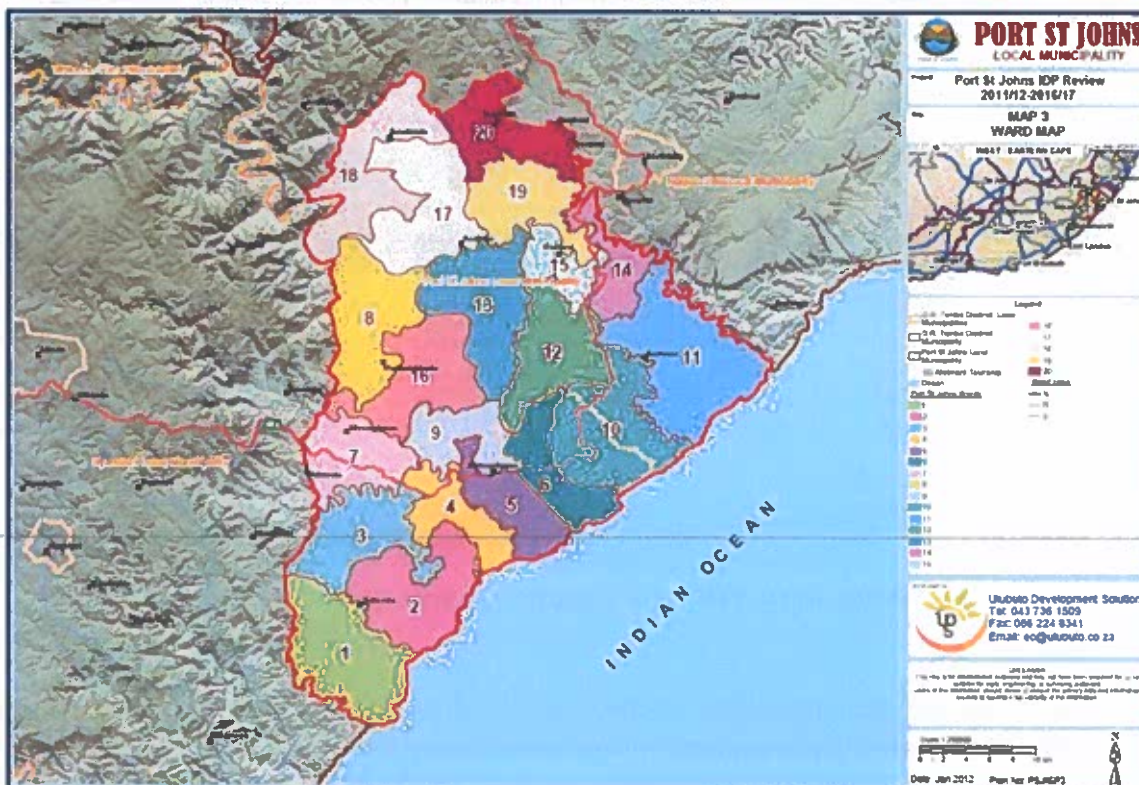
Nearly 90% of all the dwellings in the municipality are located in traditional tribal settlements. The municipality is by and large a rural municipality with 20 wards spreading all over approximately 135 rural villages which are supported by a Small Urban Centre of Port St Johns (ward 6).

1.2.2 The Environment

Port St Johns Local Municipality (PSJLM) is located in the north-eastern portion of the Eastern Cape Province, in the former homeland of Transkei. The western and north-western boundary is formed partly by the Mzintlava River and Ingquza Hill Municipality, whilst Indian Ocean is to the south and south-eastern. The Mneni River and Nyandeni Municipality area make up the western boundary. It has one town on the mouth of Umzimvubu River, Port St Johns, which is approximately 90km from Mthatha.

Port St. Johns is known for its rich cultural resource base and its green natural environment. This requires the leadership to come up with innovative strategies to sustain this natural wealth of this region taking into consideration the social and environmental health of the residents. Another emerging factor that has caught the attention of the leadership is the climate change. With this emergence, there is a consensus to focus strategies on climate change, paying particular attention to mitigation factors as well as looking at adaptation strategies. This will reduce communities' susceptibility to climate change.

Figure 1.2: The figure below shows wards within our boundaries:



Source, Port St. Johns IDP 2011-17

1.2.3 Population

When compared to other regions, the Port St Johns Local Municipality accounts for a total population of 175,000, or 11.3% of the total population in the O.R.Tambo District Municipality, with the King Sabata Dalindyebo being the most populous region in the O.R.Tambo District Municipality for 2019. The ranking in terms of the size of Port St Johns compared to the other regions remained the same between 2009 and 2019. In terms of its share the Port St Johns Local Municipality was very similar in 2019 (11.3%) compared to what it was in 2009 (11.3%). When looking at the average annual growth rate, it is noted that Port St Johns ranked fourth (relative to its peers in terms of growth) with an average annual growth rate of 1.0% between 2009 and 2019.

The population projection of Port St Johns Local Municipality shows an estimated average annual growth rate of 0.9% between 2019 and 2024. The average annual growth rate in the population over the projection period for O.R.Tambo District Municipality, Eastern Cape Province and South Africa is 0.9%, 0.9% and 1.3% respectively. The Eastern Cape Province is estimated to have an average growth rate of 0.9% which is very similar than that of the Port St Johns Local Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is very similar than that of Port St Johns's projected growth rate.

Table 1.2: Population Projections

	Port St Johns	O.R.Tambo	Eastern Cape	National Total	Port St Johns as % of district municipality	Port St Johns as % of province	Port St Johns as % of national
2019	172,000	1,510,000	7,290,000	59,000,000	11.3%	2.4%	0.29%
2020	173,000	1,530,000	7,360,000	59,800,000	11.3%	2.4%	0.29%
2021	175,000	1,540,000	7,430,000	60,600,000	11.3%	2.4%	0.29%
2022	177,000	1,560,000	7,500,000	61,500,000	11.3%	2.4%	0.29%
2023	178,000	1,570,000	7,570,000	62,300,000	11.3%	2.4%	0.29%
2024	180,000	1,580,000	7,630,000	63,100,000	11.3%	2.4%	0.28%
Average Annual growth 2019-2024	0.88%	0.92%	0.92%	1.35%			

Source: IHS Markit Regional Explorer version 2020

4.81.3 BASIS FOR THE IDP DEVELOPMENT

In 2016 the municipality took a decision to develop a new IDP for its new term, that being necessitated by a number of circumstances that warrant the changes and inclusion in the IDP. The development of the IDP was a response to the legal requirement in particular the Local Government Municipal Systems Act 32 of 2000

Section 25 under "Adoption of Integrated Development Plans". For 2021/22 the Municipality had undertaken a review as guided by the provisions of the same Act.

1.3.1 IDP Assessment

After the adoption of IDP 2021/22, a copy was submitted to the Department of COGTA for assessment. Due to Covid 19 regulations the IDP assessment was conducted virtually by MEC's panel, assessing each Key Performance Area. The municipality obtained an overall high rating, which indicates the credibility of the IDP.

However, we are committed to correct the areas raised by Cogta, which include the following:

Key Performance Area	MECs Comments	Corrective Measure
Spatial Planning, Land, Human Settlement and Environmental Management	<ul style="list-style-type: none"> ▪ The municipality must review its Spatial Development Framework to align with the SPLUMA 2017 guidelines. 	The Review has been undertaken and expected to be completed before end of 2021/22 including submission to Council for approval.
	<ul style="list-style-type: none"> ▪ The municipality must develop the land audit report and land invasion policy to better understand its situation. 	All municipal properties appear in the valuation roll. The municipality has initiated a benchmarking exercise and will be producing the draft Invasion Policy before the end of 2021/22 financial year.
	<ul style="list-style-type: none"> ▪ The municipality must establish an operational Integrated Geo – Spatial land information system. 	A consideration for this system is being made for 2021/22 with the assistance of the O.R. Tambo District Municipality.
	<ul style="list-style-type: none"> ▪ The municipality must indicate budget provision for planned housing projects. 	This will be reflected on the 2021/22 IDP Review.
	<ul style="list-style-type: none"> ▪ The municipality must develop Air Quality Management Plan that is in line with the plan for the District, Province and the National Framework; and source assistance from DEDEAT and DEFF for the development of the plan. 	Consultations and benchmarking has been initiated in 2021/22 and the Policy will be developed in 2021/22 with the assistance various stakeholders.
	<ul style="list-style-type: none"> ▪ The municipality must delop environmental by – laws. 	The process has been initiated and the consultations will roll-out before the end of 2021/22 and the finalization will be carried to 2021/22.

Final IDP REVIEW 2021/22

Basic Service Delivery and Infrastructure Planning	<ul style="list-style-type: none"> The municipality must clearly reflect at least an integrated transport plan that talks to the customers from District Municipality Plan. 	This will be reflected on the 2021/22 IDP Review
	<ul style="list-style-type: none"> The municipality must develop Safety and Security Plan that will guide implementation of Safety and Security. 	Consideration is being made for 2021/22.
	<ul style="list-style-type: none"> The municipality must develop Roads and Storm Water Management Plans. 	Consideration is being made for 2021/22 with the assistance of the District Municipality
	<ul style="list-style-type: none"> The municipality must develop a Maritime Transport Plan and Coastal Committee for Coastal Zone Management. 	Consideration is being made for 2021/22 with the assistance of the District Municipality
	<ul style="list-style-type: none"> The municipality must reflect the disaster management by – laws in the IDP. 	This will be reflected on the 2021/22 IDP Review
	<ul style="list-style-type: none"> The municipality must reflect emergency procurement measures and the disaster management plan. 	Municipality will consider using district disaster management plan.
Financial Planning and Budget	<ul style="list-style-type: none"> The municipality must develop and implement Revenue Enhancement Strategy. 	The Project is underway and anticipate its completion in end of 2021/22 financial year.
	<ul style="list-style-type: none"> The municipality must spend 100% of its Capital Budget and grants. 	The plan of the Municipality is to have 100% expenditure in its capital Budget and all grants and these expenditures will be reflected on the 2021/22 IDP Review as required.
	<ul style="list-style-type: none"> The municipality must develop cleansing strategies and bill its consumers monthly. 	This is being done on a continuous basis and will be reflected on the 2021/22 IDP Review to show improvement.
	<ul style="list-style-type: none"> The municipality must collect its revenue more than 50% from consumers in terms of financial norms and standards. 	The municipality commits in improving its revenue collection and the improvement will be reflected on the next IDP Review.
Local Economic Development	<ul style="list-style-type: none"> The municipality must reflect existing LED specific policies. 	This will be reflected on the 2021/22 IDP Review.
	<ul style="list-style-type: none"> The municipality must capture and analyse Information on the demographics. 	This will be reflected on the 2021/22 IDP Review

	<ul style="list-style-type: none"> The municipality must reflect alignment between local priorities to the Provincial and National LED Priorities. 	This will be reflected on the 2021/22 IDP Review
	<ul style="list-style-type: none"> The state of economic infrastructure of the municipality must be captured in the situational analysis. 	This will be reflected on the 2021/22 IDP Review
Good Governance and Public Participation	<ul style="list-style-type: none"> The municipality must develop Public Participation Strategy that reflects community involvement in the IDP development. 	The Public Participation Strategy is in Place and it will be reflected as such on the 2021/22 IDP Review
	<ul style="list-style-type: none"> The municipality must reflect on the functionality of War Rooms. 	This will be reflected on the 2021/22 IDP Review.
	<ul style="list-style-type: none"> The municipality must develop Stakeholder Communication Strategy. 	The Process is underway and anticipated to be completed before end of 2021/22.
	<ul style="list-style-type: none"> The municipality must reflect the development of Ward Based Plans for all wards and the contribution of the district. 	The process of developing ward-based plans will be strengthened in 2021/22 with the assistance of COGTA and upon completion will be reflected on the IDP.
	<ul style="list-style-type: none"> The municipality must have complaints management systems. 	The Municipality intends to strengthen and formalize this aspect in 2021/22.
	<ul style="list-style-type: none"> The municipality must ensure that Legal Services Office or unit is in place. 	The Legal office is in place and this will be reflected on the 2021/22 IDP Review as such
Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> The municipality must indicate critical and scarce skills that are a challenge. 	This will be reflected on the 2021/22 IDP Review.
	<ul style="list-style-type: none"> The municipality must reflect on strategies on employee wellness. 	This will be reflected on the 2021/22 IDP Review.
	<ul style="list-style-type: none"> The municipality must reflect on frequency of performance assessment. 	This will be reflected on the 2021/22 IDP Review.

Table 1.3: MEC's Ratings

KPA 1 SP	KPA 2 BSD	KPA 3 FVM	KPA 4 LED	KPA 5 GG&PP	KPA 6 MTID	OVERAL RATING
HIGH	MEDIUM	HIGH	HIGH	HIGH	HIGH	HIGH

Source, MEC Report, EC COGTA (2020)

Below is the performance and the assessment results of the Municipality for the current Council term:

Rating	2017/18	2018/19	2019/20	2021/22
OVERALL RATING	HIGH	HIGH	HIGH	HIGH

1.3.2 The Process Plan

Port St. Johns Municipality prepared and adopted a Process Plan for the development of IDP 2021/22 on 31 August 2020 in terms of Section 28 (1) of the Municipal Systems Act (2000) which aligns the IDP, Performance Management System (PMS), and the budget preparation process.

The process plan ensures alignment between the preparation processes for the Budget, the IDP, and the Performance Management System (PMS). The process plan aims to guide the planning process and the entire development of the IDP and includes the following:

- A programme specifying timeframes for the different planning phases;
- Appropriate mechanisms, processes and procedures for consultation with local communities, organs of state, traditional authorities, and other stakeholders in the IDP process; and
- The identification of all plans and planning requirements binding on the Municipality in terms of provincial and national legislation

1.3.3 IDP Institutional Arrangements

The table below shows the IDP structural arrangements:

Table 1.4: IDP Structures

Structure	Members of the structure	Terms of Reference
IDP/PMS and Budget technical Steering Committee	Chair: Municipal Manager Secretariat: Secretaries to the MM and the Chief Financial Officer	<ul style="list-style-type: none"> • Provide ToR for the various planning activities • Commission research studies • Considers and comments on inputs from sub-committees, study teams and service providers/advisors
	Composition: Top Management and Strategic Manager Adhoc representation: Executive Committee members	<ul style="list-style-type: none"> • Inputs from provincial sector departments and support providers • Processes, summaries and documents output • Makes content change recommendations • Prepares, facilitates and documents meetings

IDP/PMS and Budget Political Steering Committee	Chair: Mayor Secretariat: Secretary to the Mayor or Council Composition: Troika, Executive Committee, Top Management	<ul style="list-style-type: none"> • Considers and comments on inputs from the technical committee • Makes recommendations to the Council
Finance Sub-committee	Chair: Chief Financial Officer Secretariat: Chief Accountant Composition : Top Management Adhoc representation- Members of the Financial Services Standing Committee	<ul style="list-style-type: none"> • Prepares an action plan linked to the IDP process plan for the development of the annual budget • Reviews the previous and current year budget and sets basis for the next budget • Ensures that the budget is aligned to the IDP • Reviews the revenues sources of the municipality and proposes options for financing of the budget • Responsible for allocating self-generated revenues to the municipal departments based on a predetermined formula.
IDP and Budget Representative Forum	Chair: Mayor Secretariat: Secretaries to the Mayor and Council Composition: Government: Executive Committee All councilors Ward Committees and CDWs Top Management Regional / District Managers provincial Public: Stakeholder Representatives of organized groups Community Representatives (based on advert) Advocates for unorganized groups	<ul style="list-style-type: none"> • Represent the interests of their constituents in the IDP processes • Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government • Ensure communication between all stakeholder representatives including the municipal government • Monitor the performance of the planning and implementation processes. • Participate in the process of setting up and monitoring “key performance indicators” in line with the Performance Management Manual.

Manager IDP/Strategic Manager	<ul style="list-style-type: none"> • Responsible for the preparation of the Process Plan in line with the District Framework Plan. • Responsible for the day to day management of the planning process under consideration of time, resources and people, ensuring: <ul style="list-style-type: none"> ○ Involvement of all different role players, especially officials, ○ That the timeframes are being adhered to ○ That the planning process is horizontally and vertically aligned and complies with national and provincial requirements, ○ That outcome is being documented. • Secretariat to Steering Committee and Representative Forum and • Management of service providers
Chief Financial Officer	<ul style="list-style-type: none"> • Convenes the finance sub committee • Responsible for the day to day management of the budgeting process • Responsible for researching for grants/donations earmarked for the Port St. Johns Municipality to sensitize HODs to develop business plans • Ensure that timeframes relating to the budgeting process are being met

1.3.3 Roles And Responsibilities of Stakeholders

The IDP planning process includes a wide range of role-players. The following table drawn from our adopted process plan identifies key role players and their envisaged responsibilities.

Table 1.5: IDP Roles and responsibilities

Actors	Roles and Responsibilities
Executive Committee	<ul style="list-style-type: none"> • Recommend the Process Plan to Council • Overall management, coordination and monitoring of process and drafting of IDP

	<ul style="list-style-type: none"> • Approve nominated persons to be in charge of the different roles, activities and responsibilities • Overall management and coordination of planning process • Public participation • Ensure the annual business plan, budget and land use management decision are linked to and based on the IDP
Municipal Council	<ul style="list-style-type: none"> • Political decision making body • Consider, adopt and approve process plan and IDP • Ensure the annual business plans, budget and use management decision are linked to and based on the IDP. Adjust in accordance with the comments of the MEC for Local Government.
O.R. Tambo DM	<ul style="list-style-type: none"> • Prepare a framework plan
Ward Councilors, Ward Committees, Traditional Leaders and CDWs	<ul style="list-style-type: none"> • Major link between municipality, government and residents • Link the planning process to their wards or constituencies • Organizing public consultation and participation • Participation of the ward committees in the IDP Representative Forum
Municipal Manager/ IDP Manager	<ul style="list-style-type: none"> • Prepare the Process Plan • Undertake the overall management and co-ordination of the planning process • Ensure that all relevant actors are appropriately involved • Nominate persons in charge of different roles • Be responsible for the day-to-day management of the drafting process • Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements • Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council. • Ensure proper documentation of the results of the planning of the IDP document, and • Adjust the IDP in accordance with the MEC for local Government's proposals • The Municipal Manager may delegate some of these functions to an IDP-Manager
Municipal and Government Officials	<ul style="list-style-type: none"> • Provide relevant technical, sector and financial information for analysis for determining priority issues • Contribute technical expertise in the consideration and finalization of strategies and identification of projects • Provide departmental operational and capital budgetary information • Be responsible for the preparation of project proposals, the integration of projects and sector programmes, and

	<ul style="list-style-type: none"> • Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for alignment • Charged with the responsibility of preparing business plan for different programmes and projects
Community at Large	<ul style="list-style-type: none"> • Represent interests, contribute knowledge and ideas (Representative forum) • Inform interests groups, communities and organizations. • Analyze issues, determine priorities, negotiate and reach consensus • Participate in designing project proposals • Discuss and comment on the draft IDP • Monitor performance in implementation • Conduct meetings with groups, communities etc. to prepare for the follow-up on relevant planning activities.

1.3.4 Public Participation

Various forms of public engagements have been held in this financial year to ensure public involvement in the development of the IDP. This process has further been bolstered by the District Municipality, sector departments as well as the NGOs and private sectors. In terms of the Municipal Systems Act the Plan is further advertised for public comment before the final submission in May this year.

Below are some of public participation mechanisms that have been used by Port St. Johns Municipality in adhering to the provisions of the Municipal System Act:

- Use of IDP Representative Forum to verify data & add additional data
- Use of Councilors and Traditional leaders to call meetings to keep communities informed on the IDP progress (including CDWs and Ward Committees)
- Published annual reports on municipal progress
- Notices to inform communities of the progress
- Making the IDP document available for public comments
- Outreaches by Port St. Johns Municipality to communities and stakeholders

1.4 THE IDP STRATEGIC APPROACH

This IDP development sees a fundamental shift from the previous information-laden and cumbersome formatted IDPs, to a more user-friendly and strategic document.

The IDP strategies have been aligned to the following National, Provincial, and District Level initiatives:

- a) Sustainable Development Goals
- b) National Development Plan (Vision 2030)
- c) Government Outcomes
- d) National Priorities (State of the Nation Address 2020)
- e) Back to Basics
- f) Provincial Priorities (State of the Province Address 2020)
- g) Provincial Growth and Development Strategy
- h) Provincial Growth and Development Plan
- i) District Development Plan

1.4.1 IDP Key Issues

The following highlights the main KPAs:

- Spatial planning
- Basic Service Delivery
- Financial Viability and Management
- Local Economic Development
- Good Governance and Public Participation
- Municipal Transformation and Institutional Development

1.5 PORT ST. JOHNS STRATEGIC AGENDA

1.5.1 Background Introduction

The PSJ municipality at its development of IDP 2017/22 evolved a multi-prong approach that lays foundation for launching a multi-year strategy that asserts Port St. Johns to become the New Eastern Cape's Tourism Epicenter. The same approach has been used during the review of IDP 2021/22. Methodically this approach is premised on identifying strategy leader projects that gears PSJ to being a "Destination of Choice". These Strategy Leader Projects are in either new productive investment, addressing basic needs, being remedial replacement investments and or crisis responsive. The success of these Strategy Leader Projects is based on them being supported by Strategy Supporter Projects, meeting operational requirements, and rigorously addressing community needs. The PSJ development agenda is heightened and given momentum by the

entire national and provincial government mega investments projects within the OR Tambo District namely:

- N2 Wild Coast
- Umzimvubu
- Wild Coast SEZ
- Agri-Parks & Hubs
- Oceans Economy
 - Aquaculture
 - Marine / Coastal Tourism
 - Maritime economy
- ICT Broadband

Further, the PSJ Strategic Agenda will be conducted within the context of development of long term vision for the entire region of OR Tambo, PSJ and the Integrated Wild Coast Development work, in which PSJ seeks to be a key anchor of a couple of development niches that stupa tourism in the eastern part of the Eastern Cape. The long term vision and plan for both PSJ and OR Tambo District shall seek to integrate the national, provincial and all sector programmes and projects within its space including allowing its Spatial Development Framework to be influenced by these mega investment projects.

1.5.2 Catalytic Projects

A catalyst is described as something that ‘precipitates an event’ or something that causes change. Catalytic projects speed-up realization of the municipal strategies leading to community needs being met, and facilitates speedier realization of the Vision.

The Municipality has identified a number of projects that seek to stimulate change and development in the Municipality. It must, however, be noted that these projects are being implemented in partnership with the delivery agents. In this regard, the Municipality will be playing more of the facilitation and enabling roles. The following catalytic projects are aimed at revitalizing the economy and growth trajectory for the Port St. Johns Municipality:

Table 1.6: Catalytic Projects

PROJECT	DESCRIPTION	PARTNERS	PROGRESS
PSJ Sewer Project	Medium term development aimed at improving	Port St. Johns Municipality	A council resolution was taken and a series of consultation has been held on the matter.

	sanitation in the Municipal area	O.R. Tambo District Municipality	Environmental authorization has been issued, which specifies a site. On design stage
N2 Wild Coast	Medium to long term development aimed at upgrading the roads infrastructure for major anticipated economic spin offs	Port St. Johns Municipality SANRAL	SANRAL appointed ECPTA to implement biodiversity offset project. Four outreach facilitators from 4 towns (Bizana, Flagstaff, Lusikisiki and Port St Johns) currently work in consultation with the municipalities affected by the project. Construction of Tombo to Qaka at the completion stage with the greenfields of Ndwalane to Ntafufu to go to tender stage.
Shopping Mall	Medium term development aimed at developing the town		Consultation stage to source a funder. Public engagements have been initiated to negotiate for the closure of the public facility.
Office Precinct	This is a medium term development which will see the development of offices to cater for the government institutions in Port St. Johns	Port St. Johns Public Works	
Waterfront Development	This is a medium term development which will see the development of the first beach as one of tourist attractions	Department of Environmental Affairs Port St. Johns Municipality	Feasibility study completed submitted for NDT support and a service provider (COEGA) was appointed to do technical work. Currently COEGA is doing community survey. COGTA, DPSA and National Treasury committed to support the municipality in the implementation of the project.
Airstrip upgrade	This is a medium-term project that will see the upgrade of the existing Runway and terminal aviation facilities. This will allow for	Port St. Johns Municipality Department of Transport Caguba Community DBSA COGTA National Treasury	The proposal was submitted to the municipality and was welcomed. Engagements are underway; this includes a visit of the Airstrip for proper planning. More engagements are still to unfold

	airplanes to make use of the airstrip, when diverting from Mthatha		Draft MOU in place, Budget consultations are underway.
Oceans Economy Development: <ul style="list-style-type: none"> • Maritime Resource centre • Harbour • Aquaculture development 	Maritime resource centre Medium to Long term development responding to the oceans economy agenda	DOT	Engagements are being undertaken between Department of Transport and Public Works for release of sites for development of the centre. The municipality is intending to request O.R.Tambo DM for assistance for business plan development. Small Harbour and Coastal Properties Mini Lab was undertaken and report being prepared to cabinet.
	Fish Factory Medium to Long term development responding to the oceans economy agenda	DPW, DAFF, Troyan Foods, CPA	A private partner has been identified, engagements are underway Fishing licence issued by DAFF to some our communities. 07 Fishing Coops were given fishing rights for 15 years.
	Harbour Long term development responding to the oceans economy agenda	Port St. Johns Municipality Public Works, PUBLIC WORKS, DOT, SAMSA	Feasibility study is completed.
	Aquaculture development Medium to Long term development responding to the oceans economy agenda	DAFF, DEDEAT,NMMU, ECDC	Feasibility study is underway
ICT Broadband	This is a medium term development for improving the connection and network systems in the entire Port St. Johns region	Port St. Johns Municipality O.R. Tambo District Municipality Department of Telecommunications ECSECC	The contract for the service provider (USASSA) that was initially appointed was terminated and ECSECC is in a process of appointing new service provider to finalise the project.

Street and High mast Project	This is a medium term development aimed at improving the face of the town whilst contributing towards crime reduction	Port St. Johns Municipality DEDEAT	DEDEAT has committed in funding the project.
Small Town Revitalization	Short to a long term development aimed at infrastructure economic transformation	Port St. Johns Municipality Office of the Premier	<ul style="list-style-type: none"> • Aggate Terrace • Marine Drive • stormwater
Agri Parks	Agri-Parks are aimed at creating an enabling environment for economic development and job creation, with a focus on value chains for dominant products in a short to medium term	DRDAR DRDLR PSJLM ORTDM / Ntinga DA	<ul style="list-style-type: none"> • Port St. Johns identified as a Farmer Production Support Unit (FPSU) Site • Business Plan has not yet been adopted by ORTambo DM Council because the project has migrated to Ntinga DA for implementation. • DRDAR has appointed service provider to do feasibility study for pack house development for Dumasi FPSU.

Source: PSJ Municipality IDP 2017-22

1.5.3 Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP has been operational for several years. Previously through its implementation, the Auditor General noted the following concerns:

- The alignment between budget, the IDP, and the SDBIP needs improvement;
- The reported actual performance does not always match the targets set; and
- Inadequate evidence submitted by officials to justify reported performance.
- Need to strengthen internal controls
- Lack of POE's to support work done

Taking cognizance of the above, the Office of the Municipal Manager has embarked upon a project to ensure that the content of the SDBIP is 'SMART', and that better alignment exists between the IDP, Budget, and SDBIP. Major strides are being made towards improvement in this regard. With the approval of the Performance Management System (PMS) in 2014, the municipality has embarked upon a process of cascading performance managements from the Municipal

Manager and Senior Managers to all employees. With the signing of performance agreements, it becomes mandatory to keep a Portfolio of Evidence, so as to enhance performance reporting at all levels. The plan is to cascade Performance Management to the lowest level by 2022. Policy workshop has been conducted to address some of the issues raised on PMS challenges and the accountability agreements for other employees have been developed.

1.5.4. Monitoring of the IDP through the Performance Management System

Port St. Johns Municipality has an approved Performance Management policy, which serve as the guideline document for the implementation of the Performance Management System (PMS) within the Municipality. The implementation of performance management is guided by various legislative prescripts and requirements. The PMS Policy is inclusive of the following interrelated processes:

- (i) Planning;
- (ii) Implementation;
- (iii) Monitoring;
- (iv) Evaluation

The Municipality's PMS facilitates increased accountability, learning, improvement, as well as providing early warning signals to facilitate decision-making. The PMS monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resources and the PMS being closely integrated across all functions at an organizational and individual level. The most valuable reason for measuring performance is that what gets measured gets done. Once performance planning and the IDP have been completed and departmental SDBIP's are in place, they need to be implemented by executing the work in accordance with these plans. As the work is executed, it needs to be continuously monitored and periodically measured and reported on.

1.6 SUMMARY OF BUDGET ALLOCATIONS FOR 2021/22 – 2022/23

Table 1.7: 2021/22 - 2022/23 Medium Term Revenue & Expenditure Framework

Revenue Summary

Description	DRAFT ANNUAL BUDGET 2021/22	DRAFT ANNUAL BUDGET 2022/23	DRAFT ANNUAL BUDGET 2023/24
Equitable Share	168 140 000,00	175 438 000,00	170 354 000,00
EPWP	1 593 000,00	0	0
MIG	36 146 000,00	38 862 000,00	40 484 000,00
INEP	8 034 000,00	6 500 000,00	7 000 000,00
LGSETA	100 000,00	0,00	0,00

1.7 KEY MUNICIPAL REPORTS

1.7.1 Annual Report

Annual report is the key reporting instrument for departments to give report against the performance targets and budgets outlined in their strategic plans and Municipal Budget allocations. Annual report is therefore required to contain information on service delivery as contained in the SDBIP of the year under review, in addition to financial statements and the audit report. It is meant to be a backward-looking document, focusing on performance in the financial year that has just ended. It also report on how the budget for that financial year was implemented as well as the challenges encountered throughout.

In terms of section 121(1) of the MFMA, every municipality and municipal entity must prepare an Annual Report for each financial year. The purpose of the Annual Report is to provide a record of activities, report on performance against the budget and promote accountability to the local community for the decisions made throughout the year. The Mayor must submit the Annual Report within 7 months after the end of the financial year. Thereafter, Council is required to consider the Annual Report and the oversight report on the Annual Report within 9 months after the end of the financial year, i.e. before the end of March.

The 2018/19 Integrated Annual Report, was compiled in terms of the MFMA and the Municipal Systems Act, 32 of 2000 (MSA), MFMA National Treasury Circular 63 read in conjunction with MFMA National Treasury Circular 11, and National Treasury Revised Annual Reporting template requirements. It reflects the financial and non-financial performance of the Municipality and its entity for the period 1 July 201 to 30 June 2019 against the approved 2018/19 Service Delivery and Budget Implementation Plan (SDBIP).

1.7.2 Auditor General's Report

The report of the Auditor-General on the Audit of the Annual Financial Statements of the Municipality for the financial year ended 30 June 2019, has been received. The Auditor-General performed an audit and issued a report on the following:

- Fair presentation and absence of material misstatements in the financial statements (i.e. all transactions or event have been dealt with in accordance with accounting and financial reporting disciplines);
- Reliable, usefulness and credible performance information for purposes of reporting on predetermined performance objectives; and
- Compliance with key legislation governing financial and performance matters

The Auditor-General has expressed a qualified opinion on the Annual Financial Statement for year ending 30 June 2019 and Performance Information. The basis for the qualified opinion has been attributed to Irregular Expenditure, Employee Related costs, Receivables from non exchange transactions, Payables from exchange transactions, Cash flow statements, General Expenses, Commitments register, Internal controls and Property Rates. The municipality is working tirelessly on the above matters which formed basis of the qualified opinion. An Action plan has been drawn and will be monitored on a monthly basis by the structures of Council to deal with the findings at a detail. It must however, be mentioned that there are still weaknesses as highlighted in the management report issued by Auditor General which are being worked on tirelessly in order to obtain an unqualified audit opinion. Issues raised by Auditor General to rescue the situation have been accepted and we will work in conjunction with AG to improve the situation.

Table 1.8: Audit Outcome

Financial year	2016/17	2017/18	2018/19	2019/20
OUTCOME	Qualified	Qualified	Qualified	Qualified

CHAPTER 2

PLANNING AND

DEVELOPMENT PRINCIPLES,

GOVERNMENT POLICIES AND

IMPERATIVES

2. CHAPTER 2 – PLANNING, DEVELOPMENT PRINCIPLES & POLICIES

2.1 INTRODUCTION

This section identifies key Planning and Development Principles that guide the IDP and planning decision-making in the Municipality. Also included in this section is a summary of the applicable government priorities and policies guiding organs of state and Port St. Johns Municipality.

2.2 POLICY FRAMEWORK

2.2.1 The Municipal Systems Act (32 of 2000)

The Municipal Systems Act (MSA) is the key piece of legislation guiding the preparation of IDPs. Section 26 of the act compels all municipalities to prepare IDPs as their primary and overriding management tool. Section 26 also lists key components that an IDP must reflect which are summarized as follows:

- The Council's Vision for the long-term development of the Municipality;
- An assessment of the existing level of development within the Municipality, including the identification of communities without access to basic municipal services;
- Council's development priorities and objectives, inclusive of its local economic development aims, as well as the internal transformation needs;
- Council's development strategies, which must be aligned with any national or provincial plans and planning requirements binding on the Municipality in terms of legislation;
- A municipal Spatial Development Framework (SDF), which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the Municipality; and
- Key Performance Indicators and targets determined through an organizational performance system, based on the priorities identified in the IDP

The development of this IDP document has been prepared in accordance with the requirements of the MSA as well as with the Municipal Planning and Performance Management Regulations (R796 of 2001).

2.2.2 Sustainable Development Goals

At the United Nations Sustainable Development Summit on 25th September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030.

The Sustainable Development Goals therefore, build on the Millennium Development Goals (MDGs); eight anti-poverty targets that the world committed to achieving by 2015. The MDGs, adopted in 2000, aimed at an array of issues that included slashing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all. The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The Sustainable Development Goals are summarized as follows:

Goal 1: End poverty in all its forms everywhere.

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3: Ensure healthy lives and promote well-being for all at all ages.

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 5: Achieve gender equality and empower all women and girls.

Goal 6: Ensure availability and sustainable management of water and sanitation for all.

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10: Reduce inequality within and among countries.

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

Goal 12: Ensure sustainable consumption and production patterns.

Goal 13: Take urgent action to combat climate change and its impacts.

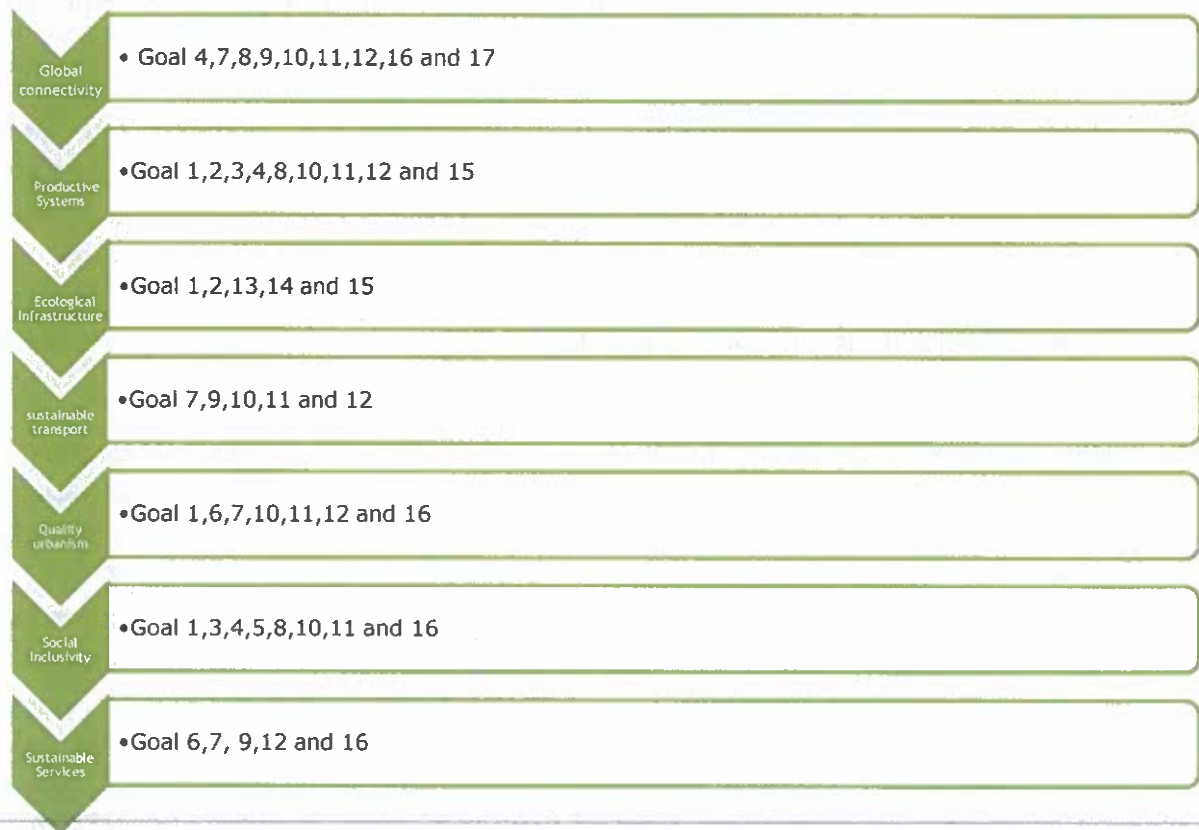
Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Figure 2.1: Alignment between SDF Principles and SDG's



2.2.3 The National Development Plan (VISION 2030)

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC), a structure that was appointed by President Jacob Zuma in May 2010. The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realize these goals by drawing on the energies of

its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. In addressing the concerns that underlay the development of NDP, the document sets out six interlinked priorities, namely:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy, and accountability;
- Bringing about faster economic growth, higher investment, and greater labour absorption;
- Focusing on key capabilities of people and the state;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

The NDP is a plan for all South Africans, which provides a framework to guide key choices and actions of both civil society and the state. Amongst other things, the NDP depends on municipal IDPs to unpack and operationalize these priorities, something which this IDP strives to do through its objectives and strategies.

2.2.4 Government Outcomes 1 – 14

The Government's outcome-based approach arose out of a realization by government that change was not happening as rapidly and effectively as required. It noted that progress was being made in many areas, and that greater access to services was being provided to many communities. However, government was not achieving the outcomes to ensure a "better life for all" and many communities were rightly impatient with the quality, relevance, and adequacy of government service delivery. Out of this backdrop the outcomes approach was developed ensuring that government is focused on achieving the expected real improvements in the lives of South Africans. The approach clarifies what is expected to be achieved, how it will be done, and where it will take place. It insists that the different spheres of government improve the lives of citizens rather than just carrying out their functions.

The fourteen outcomes are summarized below:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;

5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive, and responsive economic infrastructure network;
7. Vibrant, equitable, and sustainable rural communities, with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective, and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Creation of a better South Africa, and contributing to a better and safer Africa and World;
12. An efficient, effective, and development oriented public service and an empowered, fair, and inclusive citizenship
13. A comprehensive, responsive and sustainable social protection system.
14. A diverse, socially cohesive society with a common national identity

These outcomes provide strategic focus and do not cover the whole of government's work and activities. This IDP document seeks to address each of these outcomes and our objectives and strategies have been designed and aligned accordingly.

2.2.5 The National Infrastructure Plan

The National Infrastructure Plan is based on a spatial analysis of the country and identifies 18 Strategic Integrated Projects (SIPs) therein. The SIPs cover a range of projects earmarked to expand the economic and social infrastructure platform of the country throughout its nine provinces.

The Presidential Infrastructure Coordination Commission (PICC) was established to:

- Coordinate, integrate, and accelerate implementation;
- Develop a single common National Infrastructure Plan that will be monitored and centrally driven;
- Identify who is responsible and hold them to account;
- Develop a 20 year planning framework beyond one administration to avoid a stop-start pattern to infrastructure roll-out.

Under this guidance, the PICC has identified Strategic Integrated Projects (SIPs). Some of the SIPs talk indirectly to Port St Johns Municipality, but the following four have direct bearing on the Municipality, hence the IDP has been aligned to them:

Table 2.1: National Infrastructure Plan' relevance to PSJ

SIP No.	DESCRIPTION/PROJECT	RELEVANCE TO PSJ
SIP 3	South-Eastern node & corridor development	This development includes the N2-Wild Coast Highway which is aimed at improving access into KwaZulu-Natal and national supply chains
SIP 6	Integrated municipal infrastructure project	Develop national capacity to assist the 23 least resourced districts (19 million people) to address all the maintenance backlogs and upgrades required in water, electricity and sanitation bulk infrastructure. The road maintenance programme will enhance service delivery capacity thereby impacting positively on the population.
SIP 10	Electricity transmission and distribution for all	Expand the transmission and distribution network to address historical imbalances, provide access to electricity for all and support economic development. Align the 10-year transmission plan, the services backlog, the national broadband roll-out and the freight rail line development to leverage off regulatory approvals, supply chain and project development capacity.
SIP 11	Agri-logistics and rural infrastructure	Improve investment in agricultural and rural infrastructure that supports expansion of production and employment, small-scale farming and rural development, including facilities for storage (silos, fresh-produce facilities, packing houses); transport links to main networks (rural roads, branch train-line, ports), fencing of farms, irrigation schemes to poor areas, improved R&D on rural issues (including expansion of agricultural colleges), processing facilities (abattoirs, dairy infrastructure), aquaculture incubation schemes and rural tourism infrastructure.
SIP 15	Expanding access to communication technology	Intends to provide 100% broadband coverage to all households by 2020 through establishing core Points of Presence (POPs) in district municipalities, extend new Infracore fibre networks across provinces linking districts, establish POP's and fibre connectivity at local level, and further penetrate the network into deep rural areas. The project has been launched at the

		district and is being rolled out to the locals including PSJ.
SIP 18	Water and Sanitation	This SIP focuses on developing a 10 year plan to address the estimated backlog of adequate water supply to 1.4 million households and basic sanitation to 2.1 million households whilst also layering favourable conditions for economic growth through the provision of water and sanitation infrastructure. Projects will include a focus on a new infrastructure, rehabilitation, upgrading and the improvement of water infrastructure management.

2.2.6 National Spatial Development Framework

The NSDP is a spatial development perspective that aims to provide a clearer picture of the current spatial patterns in the country and provides guidelines (perspectives) on spatial planning. The following are the key principles outlined in the NSDP that have been taken into account in the formulation of this review.

- ▶ **Principle 1:** Rapid, sustainable and inclusive economic growth is the foremost priority for the country. It is a pre-requisite for the achievement of other policy objectives;
- ▶ **Principle 2:** Government must meet constitutional obligations to provide basic services to all citizens everywhere in the country. But beyond this, *spending on fixed investment should be focused mainly on areas of existing strong economic growth or future potential;*
- ▶ **Principle 3:** In areas that do not demonstrate future economic potential, efforts to address development challenges must *'focus on people, not place'*. This means *investing in social support, human resource development and labour market intelligence, instead of unsustainable infrastructure*. These social investments will empower people with knowledge and choice so that they can move to areas with greater opportunities if they wish to; and
- ▶ **Principle 4:** To address the spatial distortions of apartheid, settlement development should be steered into a configuration of nodes linked to main growth centers through creative exploitation of activity corridors and movement patterns.

It is important therefore that the municipality builds internal planning capacity that will enable it to respond to these emerging NSDP concepts. Accordingly, Port St.

Johns SDF has been developed in accordance with this National framework and Spatial Planning is one of the priorities of the term. This on the main includes the review of the Spatial Development Framework and the development of a Localized Spatial Development Framework.

2.2.7 Regional industrial Development Strategy

The RIDS Strategic Intent is outlined as follows:

- To enable all areas in the SA economy to attain their optimal economic potential by facilitating local development embedded in a regional/district through linkages within existing and latent industrial and economic base.
- To stimulate investments that will promote sustained high growth in a local community
- To focus on a region's potential and identify what local stakeholders can and need to do to ensure their local community reaches its potential
- To assess a community's comparative advantage, identify new or existing market opportunities for businesses, and reduce obstacles to business expansion and creation
- To have an impact on the economic viability districts
- To create new jobs, help communities retain existing jobs, help businesses access capital.
- To contribute to a broader national framework with a spatial dimension, in order to increase each region's global competitiveness.

We subscribe to this strategic intent and have systematically designed a programme that will enable us to respond effectively to the challenges of our own economy. As such, we have improved integration of the LED programme with ruling IDP and SDF in order to achieve better spatial economic integration and sustainability in our interventions. In undertaking this, the strategy takes into account our contributions to regional economy.

2.2.8 National Priorities (State of the Nation Address 2020)

Over the past year, government implemented measures to ignite economic activity, restore investor confidence, support employment and address the urgent challenges that affect vulnerable society members. Massive new investments are needed to make significant gains in job creation. Government thus aims to raise even more investment by again hosting the Investment Conference which last year resulted in concrete agreements between organised labour, business, the

community and government. These agreements aim to create 275 000 additional direct jobs every year. The Competition Amendment Bill will take effect soon and will open up new opportunities for South Africans to enter various sectors of the economy and compete on an equal footing.

More special economic zones will be established and the small business incubation programme will be expanded. This will see township digital hubs established to provide entrepreneurial services to businesses and youth who want to start their own businesses. The President said that government has also extended the Employment Tax Incentive for another 10 years and has called on the private sector to support the Youth Employment Service, which places unemployed youth in paid internships. In addition, the requirement for work experience at entry-level in state institutions has been done away with. A move towards the fourth industrial revolution got emphasized.

2.2.9 The Back To Basics Approach

Port St. Johns municipality is one of the Municipalities that adopted the Back to Basics Program and is reporting on the programme on a monthly basis. The Council adopted a Back to Basics Action Plan and appointed a Back to Basics Champion to ensure successful implementation of the Action Plan.

The municipality has aligned some of its programmes and projects to the five pillars of Back to Basics and continues to ensure its adherence to the B2B framework. Below are the five pillars as stated on the back to basics policy and how the municipality is responding to each:

Table 2.2: Back to Basics (B2B)

No.	PILLAR	ACTION
1	Putting people first	Monthly monitoring and hosting of ward committee meetings and community meetings, outreach programmes and IDP roadshows
2	Delivering basic services	The implementation and facilitation of operational and maintenance plans of different service department: roads, electricity, water, sanitation and community services
3	Good governance	Council structures are in place and monthly and quarterly meetings are held to play the oversight role.
4	Sound financial management	<ul style="list-style-type: none"> The municipality is working towards improving its internal controls

		<ul style="list-style-type: none"> • Generating expenditure reports on a monthly basis, • Is reviewing its finance policies according to legislation • Is in a process of developing a revenue enhancement strategy • Undertook a comprehensive debt collection project in the 2018/19
5	Building capabilities	The municipality has a Workplace Skills Plan in place and it is implemented accordingly. Skills audit will be undertaken in the year under review

The municipality has further integrated these into the municipal strategic framework and into the SDBIP. The scorecards of the relevant senior managers will reflect indicators and targets that respond to the Back to Basic approach.

2.2.10 Integrated Service Delivery Model

2.2.10.1 Purpose

The province is embarking on a coordinated approach, the Integrated Service Delivery Model (ISDM), dubbed Operation Masiphathisane, to provide comprehensive, integrated and transversal services to communities through effective and efficient multi-sectoral partnerships. This calls for:

- A shared understanding of the model;
- The reconfiguration of structures to support the roll-out of the Operation Masiphathisane; and
- The establishment of War Rooms

2.2.10.2 Objectives

Create a shared understanding of the model

Present a reconfiguration of structures to support the roll-out of the ISDM

Present an update on progress in the rollout.

Share some challenges experienced in the rollout

2.2.10.3 Integrated Service Delivery Model (ISDM) Rationale

- Mis-alignment between IGR structures and other policy implementation platforms resulting into their under utilization

- No vertical and horizontal linkages
- Often very low participation of sector departments at local level
- IGR will seat separately independent of IDP meetings
- Co-operation on sector departments is anticipated to improve
- Lack of community ownership of services rendered hence persistent social unrest
- Lack of proper monitoring and evaluation to track impact of service delivery on the citizens of the Province

2.2.10.4 What is Operation Masiphathisane?

- A coordinated and integrated service delivery model of action to address the empowerment of Youth and Women, Social Ills of the communities
- Communities participating in governance, Bringing Government to the people
- A Ward-based initiative targeting disease management in the wards with special emphasis on HIV, TB and poverty a developmental approach to disease prevention, child and maternal health, infancy mortality rate, orphan and vulnerable childcare
- A model where an aggressive behavior change will be vigorously implemented using the existing cadres to focus their efforts on: crime, adolescent health, sexual behaviour, substance abuse, road accidents, abuse (gender-based and children), etc.

2.2.10.5 Institutionalization and Governance Structure (Roles & responsibilities)

District Task Team

Chairperson:

- Executive Mayor

Secretariat:

- Municipal Manager

Selected Roles & Responsibilities:

- Household profiles and socio---economic data
- Review local level reports to monitor interventions
- A point where bottom–up community needs and technical analytical top-down possibilities meet
- A point of decision making for issues that need Provincial intervention

- The aggregated District needs are met by Provincial Departments and other stakeholders resource allocations
- Produce an aggregated District Task Team report

Local War Room

Chairperson: Local Mayor

Secretariat: Municipal Manager

Selected Roles & Responsibilities:

- Ensure the establishment of Ward War Rooms
- Facilitate training, coaching and mentoring support to the War Room in terms of interventions and referrals
- Provide support to War Rooms in terms of interventions and referrals
- Technical analysis of the needs from the people relative to the profiles
- Collate and categorize the needs and allocate to appropriate sector and level
- Prepare and carry out implementation through War Rooms and report back
- Provide feedback to District and Ward War Rooms
- Produce an integrated Local War Room Report

Ward War Room

Chairperson: Ward Councillor

Secretariat: Community Development Worker (CDW)

Members: Ward Committee, All Heads of Community Structures in the Ward, Civil Society Organizations, Faith-Based Organizations, Private Sector, Local Business, Traditional Leaders, Key sectors (health, Safety and security, education, social development, municipal services etc.)

Roles & Responsibilities:

- Ward level coordination and planning
- Conduct household and ward profiles
- Mobilize communities and hold community dialogues
- Collate and categorize the needs and refer to appropriate sector and level
- Use the multitude of field workers available in different sectors including non-government sector to identify household and community needs
- Provide feedback to respective communities

2.2.10.6 Difference between Ward Committees and War Rooms

Table 2.3: Ward Committees and War Rooms

WARD COMMITTEE	WAR ROOM
Is a Legal entity (as per section 73 of the Municipal Structures Act, 117 of 1998) established to link communities with their Local Council for service delivery	Is a Model to improve access to service delivery by households and communities, it links all spheres of government with the people at ward level and the model is championed by Presidency
Participation is restricted to 10 community members representing specific portfolios	Participation is open to all community based organizations, private sector and Provincial/National sector departments
Plays an advisory role in all matters of the ward	Coordinates identification and provision of services to identified households /community and ensures cooperative governance for better & more fast tracked service delivery
Term of ward committees linked to council, in terms of section 24 of the Municipal structures Act	Permanent structure- only changes Chairperson if he/she is as a Councillor as per the Municipality term of office
Focuses more on identification of community needs rather than household needs	Needs identification process covers household And community. Household walk-ins also submit their needs at War Room

2.2.10.7 Municipality's Response to the Operation

In O.R. Tambo District Municipality, all Councillors in the district and six Troikas from the District and Local municipalities have been trained on the model. The War Rooms have been launched at a municipal level along the District Municipality in the presence of the Councillors Ward Committee and CDW's in 2017. The municipality has successfully cascaded the war rooms to all wards out of 20 Wards in its jurisdiction.

2.2.10 The Spatial Planning and Land Use Management Act

The Spatial Planning and Land Use Management Act (SPLUMA), 2013 was assented to by the President of the Republic of South Africa on 5 August 2013. It came into operation on the 1st of July 2015. It is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments. SPLUMA has become the official overarching legislation for development planning in the country and has repealed the following legislations previously used for various development planning purposes:

- Removal of Restrictions Act, 1967 (Act No. 84 of 1967)
- Physical Planning Act, 1967 (Act No. 88 of 1967)
- Less Formal Township Establishment Act, 1991 (Act No. 133 of 1991)
- Physical Planning Act, 1991 (Act No. 125 of 1991)
- Development Facilitation Act, 1995 (Act No. 67 of 1995)
- More detail on the implementation of this Act is dealt with in the next chapter, which is the Situation Analysis, under Spatial Planning.

2.2.11 Provincial Priorities (State of the Province Address 2020)

The Eastern Cape government is ready to roll out the National Health Insurance (NHI) scheme to the rest of the province. The focus will be on building on infrastructure progress made in the NHI to revitalise provincial and regional hospitals. The project had been piloted in the Alfred Nzo and OR Tambo districts. The speech focused in the past five years as head of the government and further said the pilot project had yielded valuable results. Milestones were highlighted in education, health, agriculture and infrastructure achievements during his term at the helm. Access to education continues to improve, more have access to basic services like electrification, water and sanitation, and broadened access to health care, resulting in improved life expectancy.

2.2.12 Provincial Development Plan (PDP) (Vision 2030)

Based on the National Development Plan (NDP), the Provincial Development Plan (PDP) seeks to outline a development path for the province. Vision 2030 sets the development agenda and priorities for the next 15 years (2015-2030), building

on the Provincial Growth and Development Plan (PGDP) of 2004-2014. The plan proposes key programmes and projects for implementation up to 2030 and suggests arrangements for implementation of the plan, tracking and accountability.

The provincial plan starts from the premise that key structural features hobble the provincial economy and social progress. The plan therefore strives for social and economic justice. It places particular emphasis on transforming the apartheid spatial geography. The plan promotes cultural development, inclusion and respect for diversity. It further encourages citizen participation and co-responsibility for development. It promotes ethical, integrated multi-agent action predicated on relative strengths of institutional partners. This is not a plan for government alone, but for the entire province. The Eastern Cape PDP has 5 goals, which are:

Goal 1: A growing, inclusive and equitable economy

The PDP aims to develop a growing, inclusive and equitable economy. This includes a larger and more efficient provincial economy that optimally exploits the competitive advantages of the Eastern Cape, increased employment and reduced inequalities of income and wealth.

Goal 2: An educated, empowered and innovative citizenry

The PDP seeks to ensure that people define their identity, sustain their livelihoods, live healthy lives and raise healthy families, develop a just society and economy, and play an effective role in the development of their communities, as well as the politics and governance of the state at all levels.

Goal 3: A healthy population

The PDP seeks to ensure that all citizens of the Eastern Cape live longer and healthy lives. This will mainly be achieved by providing quality healthcare to people in need. The health system must value patients, care for communities, provide reliable service and value partnerships. In addition, the system should rest on a good primary healthcare platform and be integrated across primary, secondary and tertiary levels of healthcare.

Goal 4: Vibrant, equitably enabled communities

The PDP seeks to ensure that by 2030, the Eastern Cape is characterized by vibrant communities in which people can responsibly exercise their growing

freedoms. The plan aims to address spatial disparities across the province, and seeks to guide the development and use of instruments to achieve this. These instruments include legislation and policy, spatial targeting of infrastructure and other investments, and planning itself. Where and how people live and work is the most visible manifestation of spatial equity.

Goal 5: Capable, conscientious and accountable institutions

The PDP seeks to build capable, conscientious and accountable institutions that engender and sustain development partnerships across the public, civic and private sectors. It aims to construct and mobilize multi-agency partnerships for development, encouraging the emergence of a strong, capable, independent and responsible civil society committed to the province's development.

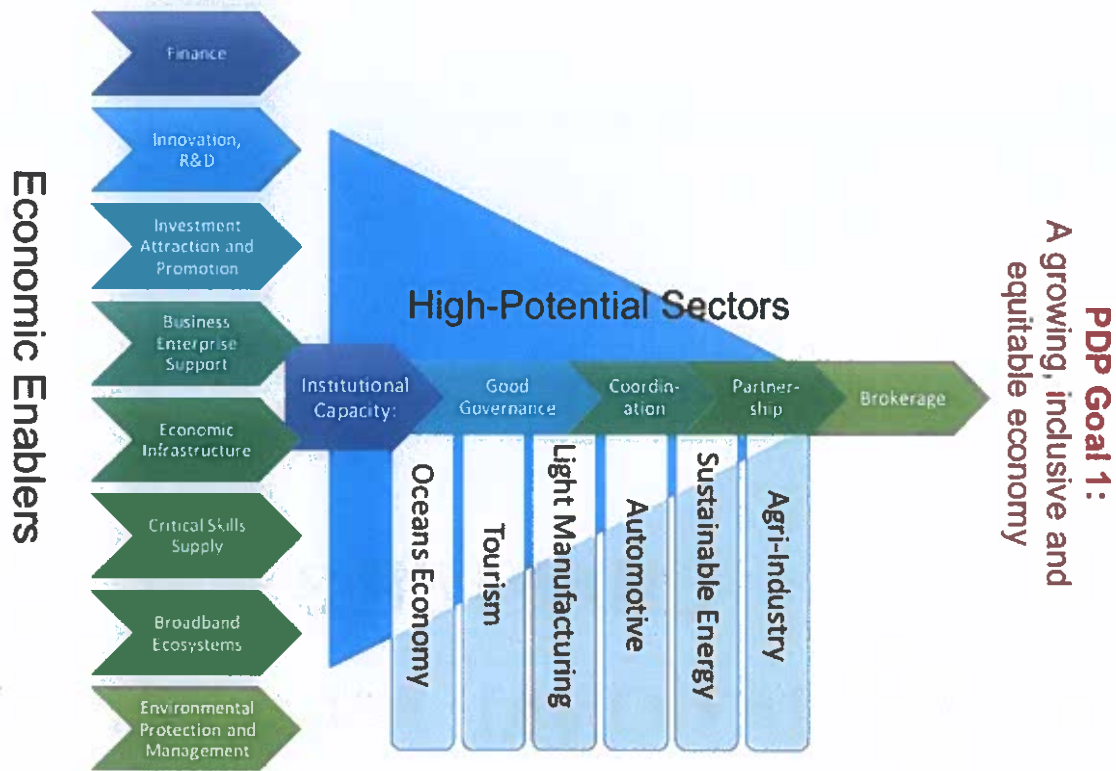
The province will build the necessary capabilities to anchor these multi-agency partnerships and empower people to meaningfully participate in their own development. Given that over 70% of the population is rural, the fortunes of the province are inherently bound up with the future of its rural areas.

While urbanisation is an undeniable trend, we estimate that the majority of the population will still be outside of the metropolitan areas in 2030. The Eastern Cape is set to remain a rural province for the foreseeable future and this situation demands appropriate development and support measures. Therefore rural development is a key priority and has been integrated into all the goal areas. In its development of strategic goals, objectives and strategies for its new five-year term, Port St. Johns Municipality has aligned itself to these Provincial Goals as contained in the Provincial Development Plan.

2.2.13 Eastern Cape Provincial Economic Development Strategy

The Eastern Cape Provincial Economic Development Strategy (PEDS) is one critical document for consideration during planning. The diagram below synthesises neatly the framework for the strategy. The Economic Goal and Objectives of the PEDS is built upon the growth pillars of six 'high-potential sectors' and eight 'economic enablers'. All of these hinge critically upon institutional capacity, this is elaborated on below in "making the strategy work.

Figure 2.2: PEDS Strategic Framework



The PEDS has been taken into consideration when formulating this review. As a municipality located within OR Tambo DM and EC Province we are bound by the commitments made in the above mentioned economic development framework.

2.2.14 District Municipal IDP Framework

The DM provides a framework for managing and facilitating uniform and coherent planning in the region. This is coordinated through its IDP framework which is developed in terms of the requirements of the Municipal Systems Act 2000. Such a framework also informs this IDP review. Port St. Johns Municipality is part of district IDP representative forum and therefore are informed and able to influence its development.

CHAPTER 3

SITUATIONAL ANALYSIS

3. CHAPTER 3 – SITUATIONAL ANALYSIS

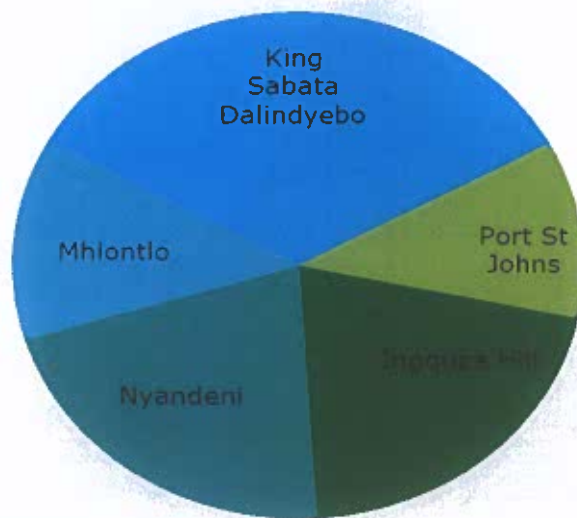
1.5 3.1 DEMOGRAPHIC PROFILE

3.1.1 Population Distribution

In this section, an overview is provided of the demography of the Port St Johns Local Municipality and all its neighboring regions, and South Africa as a whole. In an attempt to improve and update statistical planning information various sources have been used and referenced to inform the analysis in this section. The chart below shows the Population of the O.R. Tambo District Municipality:

Chat 3.1: Distribution of the population by municipality 2019

Total population
O.R.Tambo District Municipality, 2019

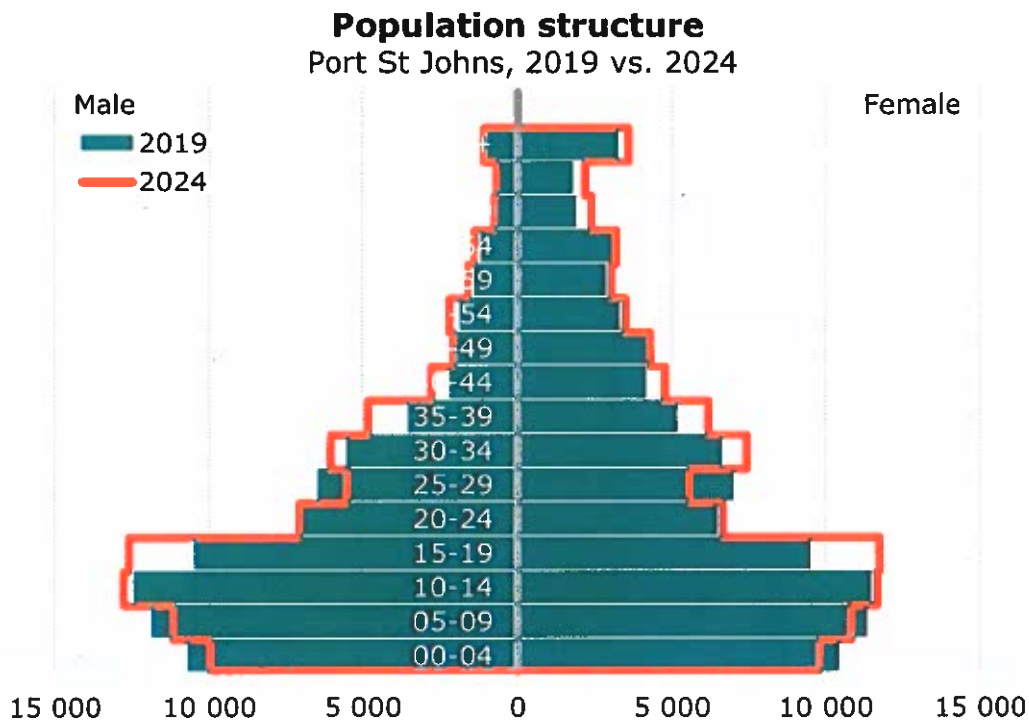


Source: IHS Markit Regional Explorer version

When compared to other regions, the Port St Johns Local Municipality accounts for a total population of 175,000, or 11.3% of the total population in the O.R.Tambo District Municipality, with the King Sabata Dalindyebo being the most populous region in the O.R.Tambo District Municipality for 2019. The ranking in terms of the size of Port St Johns compared to the other regions remained the same between 2009 and 2019. In terms of its share the Port St Johns Local Municipality was very similar in 2019 (11.3%) compared to what it was in 2009 (11.3%). When looking at the average annual growth rate, it is noted that Port St Johns ranked fourth (relative to its peers in terms of growth) with an average annual growth rate of 1.0% between 2009 and 2019.

This increase in population equates to increased demand in municipal services. This has been noticeable in many areas including the provision of electricity. The increase in population has resulted in increase in number of households and this increase requires more provision of municipal services. In terms of electricity the municipality is noticing a rise in numbers of infills, which Eskom is trying to address. More hospitals and schools are needed to service this growing population. Employment opportunities are a demand as the employment rate remains high. The town itself needs expansion to accommodate this growing population. Water resources are also inadequate to cater for this population.

Chart: 3.2: Population pyramid - Port St Johns Local Municipality, 2019 vs. 2024



The population pyramid reflects a projected change in the structure of the population from 2019 and 2024. The differences can be explained as follows:

- In 2019, there is a significantly larger share of young working age people between 20 and 34 (22.8%), compared to what is estimated in 2024 (21.3%). This age category of young working age population will decrease over time.
- The fertility rate in 2024 is estimated to be significantly higher compared to that experienced in 2019.

- The share of children between the ages of 0 to 14 years is projected to be significant smaller (36.8%) in 2024 when compared to 2019 (39.7%).

In 2019, the female population for the 20 to 34 years age group amounts to 11.7% of the total female population while the male population group for the same age amounts to 11.1% of the total male population. In 2024, the male working age population at 10.4% does not exceed that of the female population working age population at 11.0%, although both are at a lower level compared to 2019.

3.1.2 Dependency Ratio

Chart 3.3 Dependency Ratio

EC154 : PORT ST JOHNS DEPENDENCY RATIO



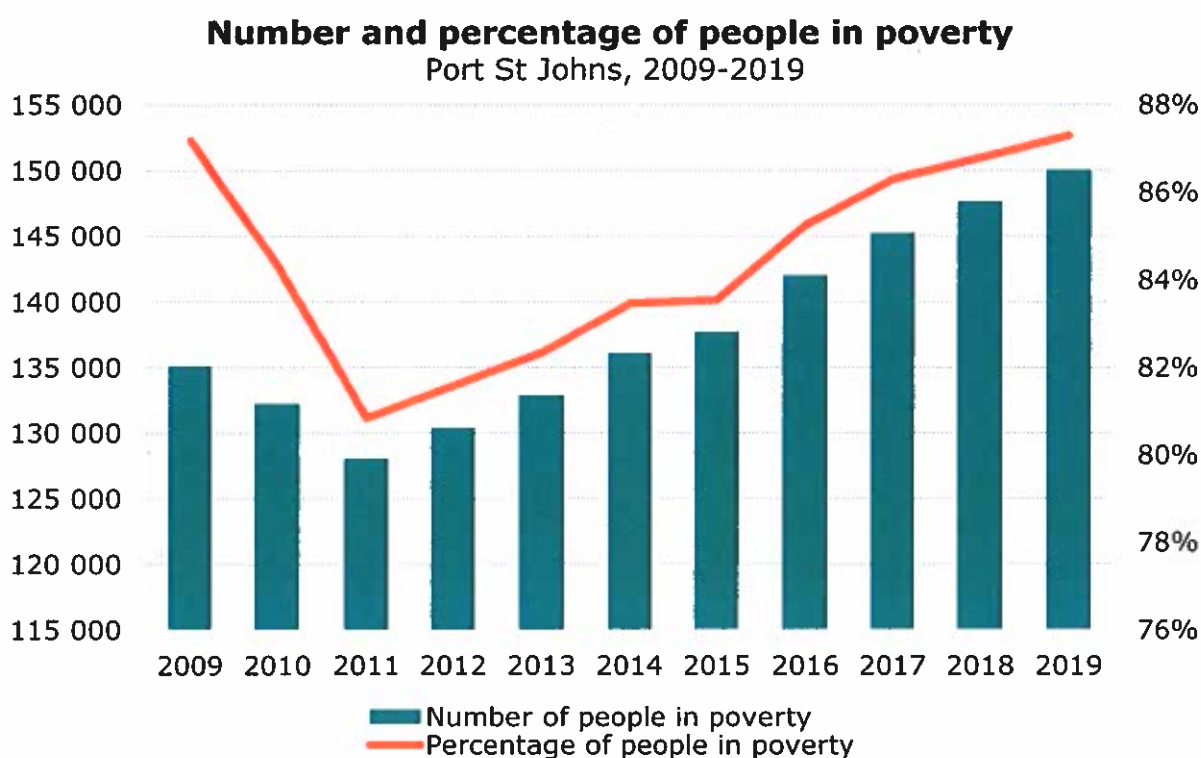
Table 3.1: Depedency Ratio

	2011	2016
	%	
EC154 : Port St Johns	92.9	90.1

Source: Statistics South Africa (2011 Census and 2016 Community Survey)

3.1.3 People living in Poverty

Chart 3.4 Number and Percentage of People Living in Poverty



Source: IHS Markit Regional eXplorer version 2070

In 2019, there were 150 000 people living in poverty, using the upper poverty line definition, across Port St Johns Local Municipality - this is 11.04% higher than the 135 000 in 2009. The percentage of people living in poverty has increased from 87.17% in 2009 to 87.29% in 2019, which indicates an increase of -0.122 percentage points.

Table 3.2 Percentage of People Living In Poverty by Population Group

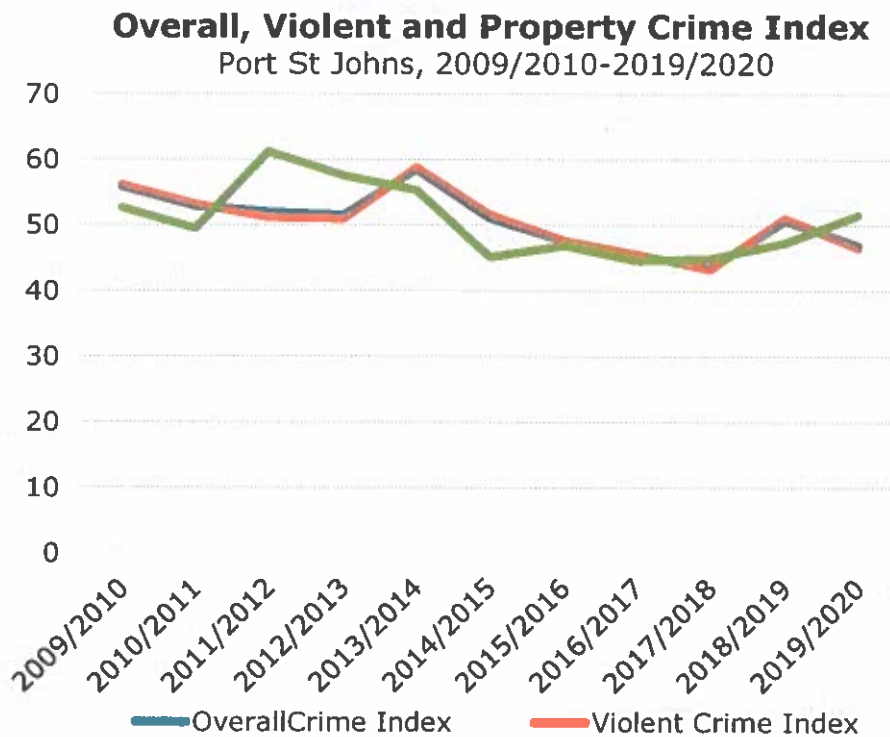
	African
2009	87.5%
2010	84.7%
2011	81.2%
2012	81.9%
2013	82.7%
2014	83.8%
2015	83.9%
2016	85.6%
2017	86.7%
2018	87.2%
2019	87.7%

Source: IHS Markit Regional eXplorer version 2070

In 2019, the population group with the highest percentage of people living in poverty was the African population group with a total of 87.7% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by -0.202 percentage points, as can be seen by the change from 87.49% in 2009 to 87.69% in 2019.

3.1.4 Violent and Property Crime Index

CHART 1. IHS CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - PORT ST JOHNS LOCAL MUNICIPALITY, 2009/2010-2019/2020 [INDEX VALUE]



Source: IHS Markit Regional eXplorer version 2070

For the period 2009/2010 to 2019/2020 overall crime has decrease at an average annual rate of 1.73% within the Port St Johns Local Municipality. Violent crime decreased by 1.88% since 2009/2010, while property crimes decreased by 0.20% between the 2009/2010 and 2019/2020 financial years.

3.1.5 HIV and AIDs Estimates

HIV and AIDS can have a substantial impact on the growth of a particular population.

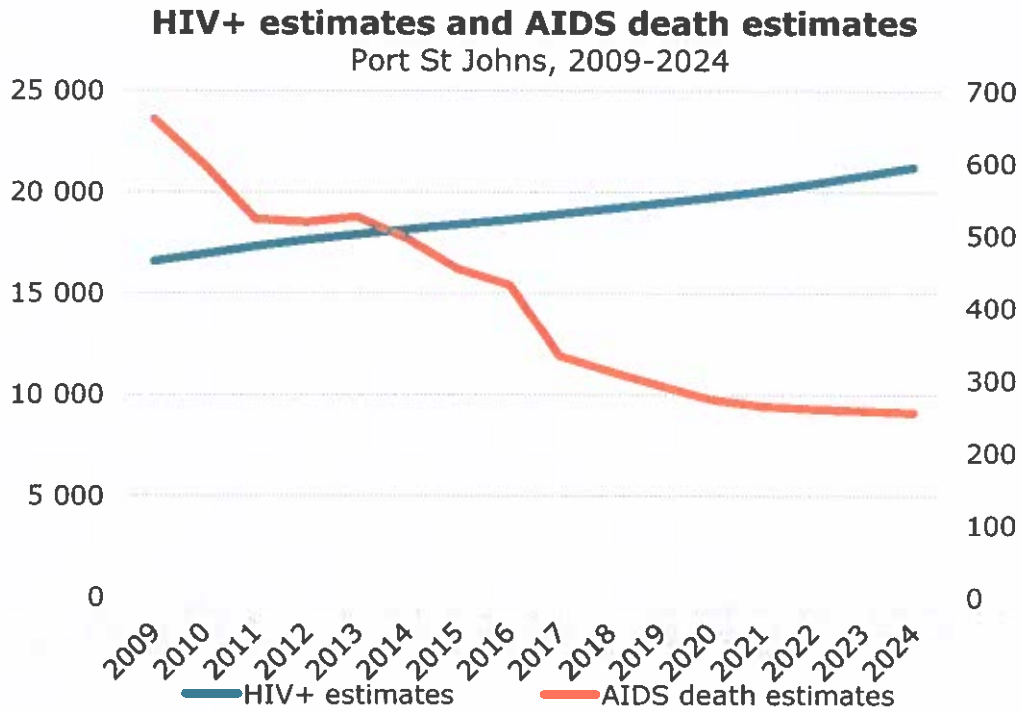
TABLE 1. NUMBER OF HIV+ PEOPLE - PORT ST JOHNS, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2009-2019 [NUMBER AND PERCENTAGE]

	Port St Johns	O.R.Tambo	Eastern Cape	National Total	Port St Johns as % of district municipality	Port St Johns as % of province	Port St Johns as % of national
2009	16,600	158,000	769,000	6,190,000	10.5%	2.2%	0.27%
2010	16,900	162,000	785,000	6,340,000	10.5%	2.2%	0.27%
2011	17,300	166,000	803,000	6,520,000	10.5%	2.2%	0.27%
2012	17,600	169,000	819,000	6,680,000	10.4%	2.2%	0.26%
2013	17,900	172,000	833,000	6,820,000	10.4%	2.1%	0.26%
2014	18,200	174,000	847,000	6,960,000	10.4%	2.1%	0.26%
2015	18,400	177,000	861,000	7,110,000	10.4%	2.1%	0.26%
2016	18,600	179,000	874,000	7,250,000	10.4%	2.1%	0.26%
2017	18,900	182,000	890,000	7,420,000	10.4%	2.1%	0.25%
2018	19,200	185,000	906,000	7,600,000	10.4%	2.1%	0.25%
2019	19,500	188,000	922,000	7,780,000	10.3%	2.1%	0.25%
Average Annual growth 2009-2019	1.62%	1.74%	1.84%	2.32%			

Source: IHS Markit Regional eXplorer version 2070

In 2019, 19 500 people in the Port St Johns Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.62% since 2009, and in 2019 represented 11.32% of the local municipality's total population. The O.R.Tambo District Municipality had an average annual growth rate of 1.74% from 2009 to 2019 in the number of people infected with HIV, which is higher than that of the Port St Johns Local Municipality. The number of infections in the Eastern Cape Province increased from 769,000 in 2009 to 922,000 in 2019. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2009 to 2019 with an average annual growth rate of 2.32%.

CHART 2. AIDS PROFILE AND FORECAST - PORT ST JOHNS LOCAL MUNICIPALITY, 2009-2024
[NUMBERS]

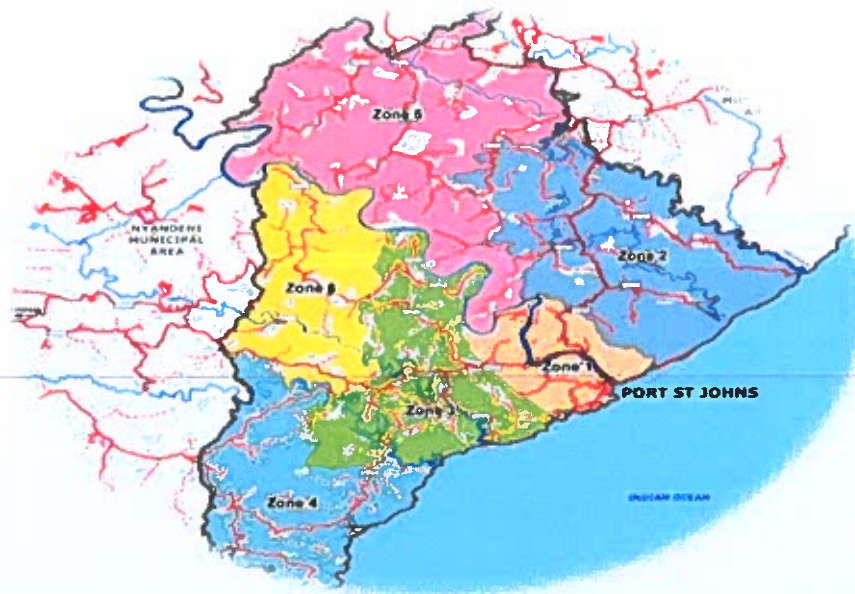


Source: IHS Markit Regional eXplorer version 2070

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 661 in 2009 and 293 for 2019. This number denotes and decrease from 2009 to 2019 with a high average annual rate of -7.82% (or -368 people). For the year 2019, they represented 0.17% of the total population of the entire local municipality.

KEY PERFORMANCE AREA #1

SPATIAL PLANNING (SP)



3.2 SPATIAL PLANNING

3.2.1 Background

In terms of Section 26(e) of the Local Government: Municipal Systems Act, No. 32 of 2000 (the "MSA") requires all municipalities to compile Spatial Development Frameworks (the "SDF") as a core component of Integrated Development Plans (the "IDP"). SDFs enable Council, communities, industries, service providers, and government agencies to plan, budget, and develop with confidence and certainty.

3.2.2 Status Quo

A Spatial Development Framework was developed by Port St. Johns Municipality and was adopted by council in 2010. After a thorough consideration on the validity of the framework and the spatial complexity of issues, the municipality has agreed to review its Spatial Development Framework, taking into consideration the advent of the Spatial Planning and Land Use Management Act that came into effect in 1st July 2015. The review of the framework commenced in 2019/20 financial and is currently undergoing consultations. The outstanding consultations and submission to Council will be undertaken in 2020\21 financial year. This review has been commissioned in line with Port St. Johns development agenda, which talks to a number of developments earmarked for the area from different spheres of government. Apart from government plans, the municipality is pursuing private partnership for the development of its nodes which are reflected on the SDF.

The main aim of the Spatial Development Framework is to formulate spatially based policy guidelines whereby changes, needs and growth in the region can be managed to the benefit of the whole community. The Spatial Development Framework further guides and informs all decisions of the Municipality relating to use, development and planning of land. This will have to be balanced with the need to provide adequately for the social and economic needs of the growing population. In particular, it will identify opportunities for future development and conservation and make recommendations as to where and how development or conservation should take place. In doing so, the framework will not make detailed proposals for specific land portions, but will rather provide broad spatial guidelines to assist decision making with regard to land use/spatial planning. The Spatial Development Framework (2010 review) for the Port St Johns indicates and informs the following:

- Status quo analysis of the Port St John's area
- Vision and objectives for desired spatial form

- Policies and guidelines with respect to land use management
- Desired spatial form

The need for the preparation of a Spatial Development Framework for the Port St Johns was identified as a result of a number of imperatives, which also necessitated the review of the SDF:

- **The Spatial Development Framework forms a legally binding component of the Port St Johns Integrated Development Plan**

This Spatial Development Framework is a refinement of the broad spatial framework guidelines as contained in the Port St Johns IDP.

- **The need to formulate and implement spatial planning guidelines and policies**

Proper land use planning guidelines and policies in the Port St Johns are lacking and in some cases outdated. The absence of proper planning guidelines therefore necessitates the preparation of a detailed Spatial Development Framework for the area to manage future land use.

- **Legislative requirements**

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and its Regulations require all Local Authorities to prepare Spatial Development Frameworks.

- **Increasing pressure for development**

Demand for development in the Port St John's and rural areas is putting pressure on existing scarce resources and sustainability of the region and the environment. Specific reference is made to the valuable agricultural land of the area as well as the unique unspoiled coastal region.

- **The imperative to implement and maintain sustainability**

Sustainability of the natural and man-made environment is of critical importance for long term land use management and effective development.

3.2.3 Spatial Planning And Land Use Management Act (SPLUMA)

3.2.3.1 Background

- Pre-1994 Planning was designed to serve a different political idea – segregation, differentiation, and privilege;
- Multiple laws, multiple institutions and parallel processes instituted by the pre-1994 pieces of legislation;
- Planning laws were fragmented across the old boundaries of the then four (4) provincial administrations, homelands, and Self-Governing Territories (SGT);

- In 1994, South Africa inherited complex and disjointed planning systems which manifest in unequal, incoherent and inefficient settlement patterns;
- The Development Facilitation Act, 1995 (Act No. 67 of 1995) ("the DFA") was promulgated as an interim measure to deal with this legacy.
- SPLUMA emerged through the Green Paper (1999) and White Paper (2001) processes to replace the DFA as the legislative instrument to regulate spatial planning and land use management in the country.

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) is a national law that was passed by Parliament in 2013. The final version of these Regulations (Regulations in terms of SPLUMA GG 38594 GN R239) was published on 23 March 2015. The law came into effect on 1 July 2015, while a commencement date for the Regulations are yet to be published.

3.2.3.2 Purpose

SPLUMA aims to develop a new framework to govern planning permissions and approvals, sets parameters for new developments and provides for different lawful land uses in South Africa. SPLUMA is a framework law, which means that the law provides broad principles for a set of provincial laws that will regulate planning. SPLUMA also provides clarity on how planning law interacts with other laws and policies. The law is important because the repeal of many apartheid era laws has left our planning laws fragmented, complicated and inconsistent. For this reason, section 3 of SPLUMA says that the law tries to develop a 'uniform, effective and comprehensive system' of planning that 'promotes social and economic inclusion'.

3.2.3.3 SPLUMA Regulations

The powers of traditional councils in relation to planning and land use are governed by regulation 19(1) and (2) of the SPLUMA Regulations, which read:

19 (1) "A traditional council may conclude a service level agreement with the municipality in whose municipal area that traditional council is located, subject to the provisions of relevant national or provincial legislation, in terms of which the traditional council may perform such functions as agreed to in the service level agreement, provided that the traditional council may not make a land development or land use decision.

(2) If a traditional council does not conclude a service level agreement with the municipality that traditional council is responsible for providing proof of allocation of land in terms of the customary law applicable in the traditional area to the

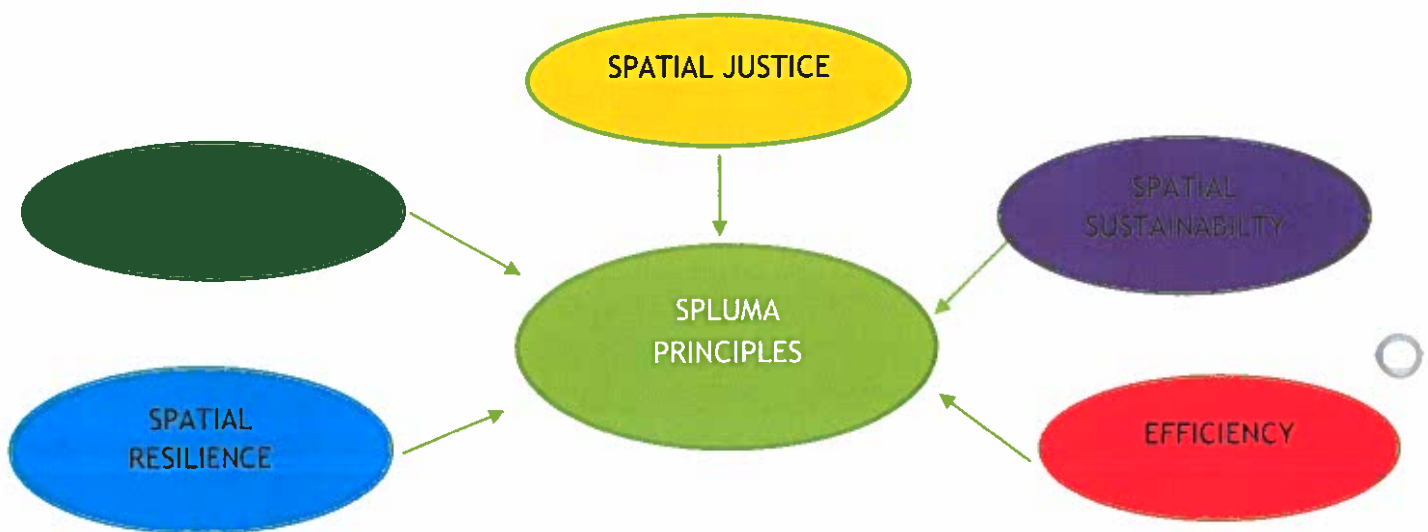
applicant of a land development and land use application in order for the applicant to submit it in accordance with the provisions of the Regulations.”These provisions provide that a municipality can conclude an agreement with a traditional council which would allow a traditional council to take over some of the land planning and land use powers and functions that are vested in the municipality (as long as the traditional council is not empowered to make a decision in relation to land planning and land use).

In cases where the municipality does not conclude this type of agreement with a traditional council, the traditional council would be required to provide proof of land allocation in terms of customary law.

3.2.3.4 SPLUMA Principles

The graphic below illustrates the principles of Spatial Planning and Land Use Management Act.

Figure 3.1: SPLUMA Principles



3.2.3.5 SPLUMA Implementation

Port St. Johns Council adopted delegations to give effect to the SPLUMA and also the categories of development applications into category 1 & 2. The Municipality resolved for a Joint Municipal Planning Tribunal with Ingquza Hill Local Municipality. Subsequently, a call for nomination was issued in terms of section 35 of SPLUMA.

- The shortlisting for tribunal members was undertaken and subsequently their appointment by the Ordinary Council Meeting of 15 December 2016
- Terms and conditions of service for MPT members was formulated
- By-laws adopted and gazette published (assisted by CoGTA-EC)
- Council resolved to be the Appeal authority
- Seating allowance for tribunal members was adopted by council
- Training and induction of tribunal members was done and more training continue to unfold
- Tariffs have been adopted
- The municipality also appointed officials, which includes Senior Manager responsible for Planning and Engineering service, the Legal advisor and a qualified Town Planner who is also responsible for amongst other things the implementation of SPLUMA.

3.2.3 Human Settlements

Our role in housing is only limited to facilitation and administration of beneficiary registrations and monitoring. We depend on the department of human settlements for funding of housing programmes. However, the municipality plays a crucial role in the management of land including ensuring rightfull occupation of land. This is done through the implementation of by-laws in partnership with relevant stakeholders. A recent invasion of human settlement was done close to one of Port St. Johns tourist attractions, the 2nd Beach, but has been stopped.

In 2021/22 the Municipality will be undertaking the development of its GIS assisted by the O.R. Tambo District Municipality. This will allow the municipality to better understand its geo-spatial land information through capturing, storing, analyzing, and displaying geographically referenced information of the municipal area.

The role of the Department of Human Settlements is to develop sustainable human settlements for needy South African Citizens through the delivery of the following key programs.

- Upgrading of Informal Settlements
- Rural settlement development
- Affordable Rental Housing (project at Feasibility stage)
- Access to basic services (informal Settlement upgrading project)
- Rectification of defective houses
- Release of state land for human settlements development

- Housing Assistance for Destitute and Vulnerable People (Homeless women, elderly persons, people with disabilities, Child-headed households for the whole of OR TAMBO)
- Housing Assistance for Military Veterans

3.2.4.1 Housing Statistics

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2019, the Port St Johns Local Municipality comprised of 36 800 households. This equates to an average annual growth rate of 1.20% in the number of households from 2009 to 2019. With an average annual growth rate of 1.04% in the total population, the average household size in the Port St Johns Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2009 decreased from approximately 4.7 individuals per household to 4.7 persons per household in 2019.

TABLE 2. NUMBER OF HOUSEHOLDS - PORT ST JOHNS, O.R.TAMBO, EASTERN CAPE AND NATIONAL TOTAL, 2009-2019 [NUMBER PERCENTAGE]

	Port St Johns	O.R.Tambo	Eastern Cape	National Total	Port St Johns as % of district municipality	Port St Johns as % of province	Port St Johns as % of national
2009	32,600	306,000	1,690,000	13,900,000	10.7%	1.93%	0.24%
2010	32,900	309,000	1,710,000	14,100,000	10.7%	1.93%	0.23%
2011	33,200	312,000	1,730,000	14,400,000	10.6%	1.93%	0.23%
2012	33,600	317,000	1,750,000	14,700,000	10.6%	1.92%	0.23%
2013	33,800	320,000	1,760,000	15,000,000	10.6%	1.92%	0.23%
2014	34,000	322,000	1,780,000	15,300,000	10.6%	1.91%	0.22%
2015	34,500	328,000	1,810,000	15,700,000	10.5%	1.91%	0.22%
2016	35,300	336,000	1,850,000	16,100,000	10.5%	1.91%	0.22%
2017	36,200	345,000	1,900,000	16,400,000	10.5%	1.91%	0.22%
2018	37,200	355,000	1,940,000	16,700,000	10.5%	1.92%	0.22%
2019	36,800	351,000	1,920,000	17,000,000	10.5%	1.91%	0.22%
Average Annual growth 2009-2019	1.20%	1.40%	1.27%	2.06%			

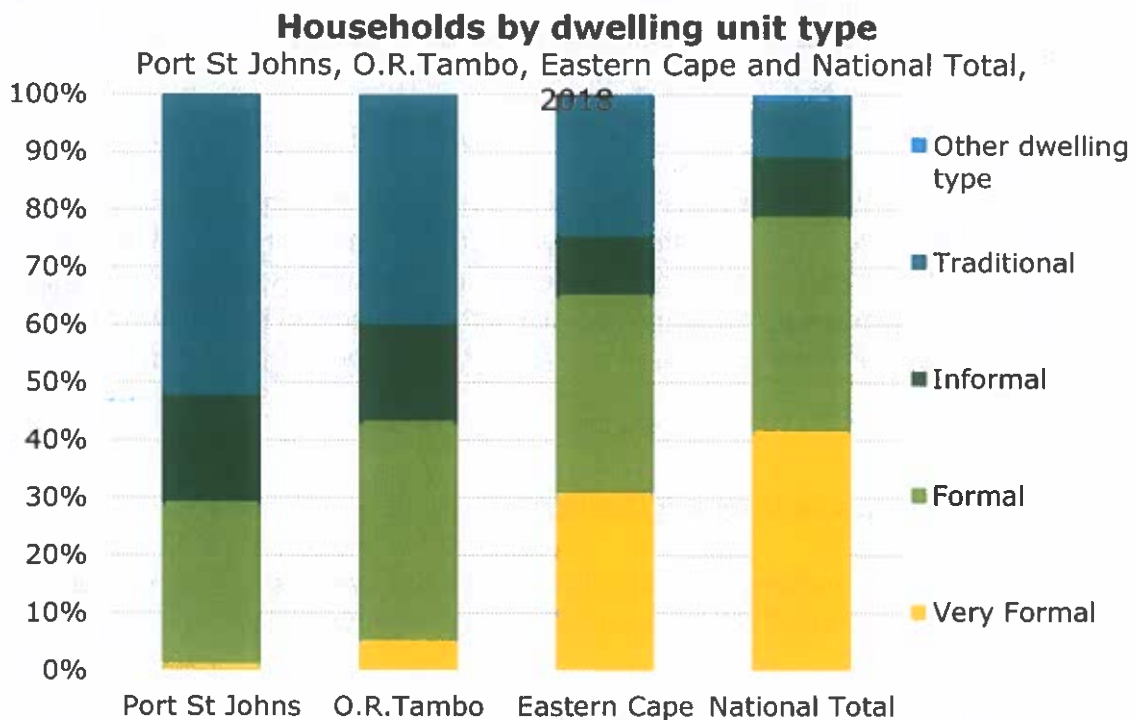
Source: IHS Markit Regional Explorer version 2070

Relative to the district municipality, the Port St Johns Local Municipality had a lower average annual growth rate of 1.20% from 2009 to 2019. In contrast, the province had an average annual growth rate of 1.27% from 2009. The South Africa as a whole had a total of 17 million households, with a growth rate of 2.06%, thus growing at a higher rate than the Port St Johns.

The composition of the households by population group consists of 99.0% which is ascribed to the African population group with the largest amount of households by population group. The Coloured population group had a total composition of 0.5%

(ranking second). The White population group had a total composition of 0.3% of the total households. The smallest population group by households is the Asian population group with only 0.2% in 2019.

Chart 3.6: Households by Dwelling Unit Type - Port St. Johns, O.R.Tambo, Eastern Cape & National



Source: IHS Markit Regional eXplorer version 2070

Port St Johns Local Municipality had a total number of 449 (1.24% of total households) very formal dwelling units, a total of 10 200 (28.12% of total households) formal dwelling units and a total number of 6 700 (18.49% of total households) informal dwelling units.

Table 3.5 Households by Dwelling Unit Type - Port St. Johns and the rest of O.R.Tambo, 2018

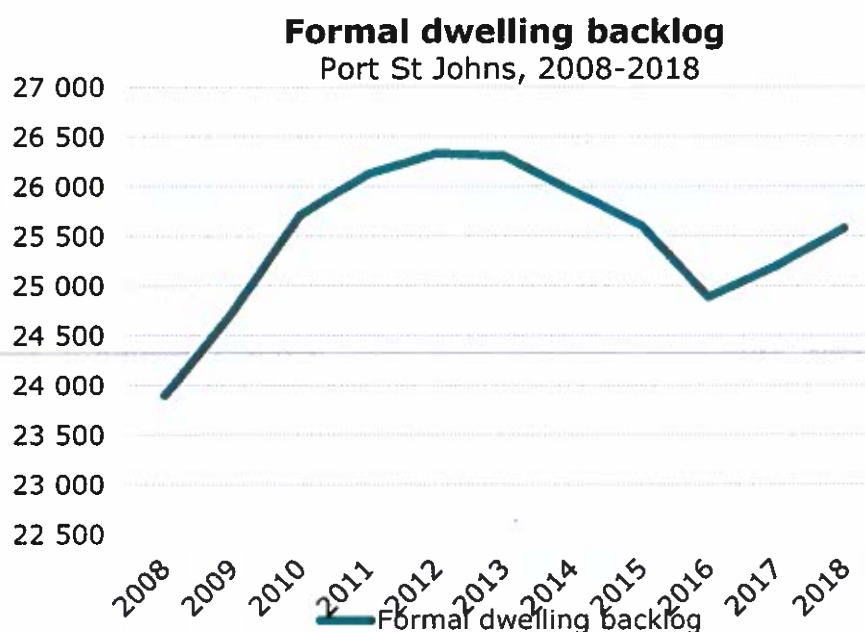
	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Port St Johns	449	10,180	6,696	18,837	43	36,204
Ingquza Hill	618	26,097	11,382	27,149	393	65,640
Nyandeni	375	24,665	12,876	33,822	387	72,125
Mhlontlo	630	16,796	7,754	22,727	144	48,051
King Sabata Dalindyebo	15,962	55,373	19,499	34,532	859	126,224
Total O.R.Tambo	18,034	133,110	58,207	137,067	1,826	348,245

Source: IHS Markit Regional eXplorer version 2020

The region within the O.R.Tambo District Municipality with the highest number of very formal dwelling units is King Sabata Dalindyebo Local Municipality with 16 000 or a share of 88.51% of the total very formal dwelling units within O.R.Tambo. The region with the lowest number of very formal dwelling units is Nyandeni Local Municipality with a total of 375 or a share of 2.08% of the total very formal dwelling units within O.R.Tambo.

3.2.4.2 Challenges to Housing Delivery

Chart 3.7: Formal Dwelling Backlog - Number of Households not living in a Formal Dwelling - Port St Johns Local Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 2020

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2008 the number of households not living in a formal dwelling were 23 900 within Port St Johns Local Municipality. From 2008 this number increased annually at 0.68% to 25 600 in 2018.

The total number of households within Port St Johns Local Municipality increased at an average annual rate of 1.67% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number of households in South Africa.

Table 3.6: Challenges and Interventions

Challenges	Interventions
Inadequate project management	Enhance capacity through Accreditation Grant for municipalities and improve contract and programme management.
Poor contractor performance	Strict construction management including enforcement of contract terms Enhanced performance management and streamlined responsibilities between the Province, municipalities and contractors
Supply chain management delays	Enhance institutional capacity and monitor developer procurement processes
Bulk infrastructure inadequacy	Lobby for additional fund and restructure grant funding

South African cities and towns have experienced rapid urbanization over the past few years. Migration has made it difficult to address housing backlog. As a result, a huge demand exists for diverse forms housing. When decent housing is provided, it creates an opportunity for sustainable economic growth and social development. This rapid migration has resulted in four informal settlements being formed in Port St Johns (Greens Farm, Zwelitsha, Mpantu and Nonyevu). A complex land identification process, inadequate infrastructure and spatial anomalies have also contributed to the slow progress on housing delivery. Port St Johns Municipality is also hindered by an uneven terrain and distorted settlement patterns. Over the past few years, there has been a significant shift in the legislative and policy environment that have a huge bearing on spatial planning and also on the socio-economic environment.

The Municipality is planning to review its housing sector plan for 2021/22 financial year; which at its core will be aimed at enhancing existing housing delivery mechanisms and move towards effective delivery taking into consideration both infrastructure and economic development. Among other things, focus must be

given to accelerating housing provision whilst improving skills levels, SMME's and providing social amenities. Key among other strategies that should be taken into consideration is bridging-finance to ensure that all income levels have access to housing. The municipality is not accredited by the Department of Human Settlements; therefore it does not enjoy a developer status. There are capacity constraints that are being experienced in the public sector in general, especially around the issues of project management. Consideration should be made by both the municipality and the provincial department to make a provision out of the capital budget for operational expenses for planning, engineering, project management and social facilitation to ensure efficient delivery in the short term.

3.2.4.3 Current Housing Projects

Table 3.7 Current Project Implemented by Human Settlements

#	Project	Number of Houses
1.	Ntafufu	350
2.	PSJ 256	(OR TAMBO 730)
3.	PSJ 362	(OR TAMBO 2016)
4.	PSJ	50
5.	PSJ	321
6.	PSJ	259
7.	Bolani	97
8.	Tombo	97
9.	Tombo	26
9.	Lutshaya	300
10.	PSJ	806

3.2.5 Natural Environmental Analysis

As alluded above the municipality is situated along the Indian Ocean and is well resourced with natural assets such as forests, rivers, sea, beautiful cliffs and mountains.

Table: 3.8 Natural Assets

NATURAL RESOURCES	THREATS	PLAN
Forest	Deforestation occasioned by land invasion (housing) and veld fires	Conduct awaress progams
Rivers	Persistant drought, effluent discharged to our streams, rivers filled by sand and illegal sand mining	Legal sand mining or sand dradging. Apart from this we have strict law enforcement measures
Oceans	Illegal fishing	Law enforcement measures and awareness

There is functional environmental unit in the municipality because the Environmental Officer has been filled and there is one person seconded by Department of Environment Forestry and Fisheries.

KEY PERFORMANCE AREA #2

BASIC SERVICE DELIVERY



3.3 BASIC SERVICE DELIVERY

3.3.1 Infrastructure Service Profile

Understanding the extent to which households as well as businesses are provided and have access to infrastructure services is central to delivering the mandate of a developmental local government.

3.3.2 Infrastructure status quo

Our analysis of service delivery gaps and challenges points to the following high level summary of issues which have been dealt with in detail in the sections that follows:

- Backlogs for basic services (water, sanitation, refuse collection) remain unacceptably high in most of our areas
- Visual road index shows a poor and decaying infrastructure network characterised by potholes and unmaintained gravel roads
- Some villages still do not have access to electricity
- Poor Public transport infrastructure
- Community amenities and social facilities are insufficient to service our growing demand from especially young people
- Despite our proven popularity for tourism, our investment resources are severely limited and fail to make sufficient dent to our infrastructure backlogs resulting in potential loss of investment revenue.
- The purchasing of more machinery has assisted the municipality in dealing with service delivery backlogs in both capital projects and maintenance programme.

3.3.3 Infrastructure Asset & Investment Plan

PSJ has developed a three year capital and infrastructure asset investment plan based on its medium term expenditure framework. This plan is largely influenced by our approved MIG programme and is currently being updated with additional capital infrastructure projects budgeted for implementation by our partners including sector departments.

However, the fact that the plan is not derived from a longitudinal master plan makes it difficult to forecast and quantify the required levels of capital investments in order

to strategically reverse our backlogs and ensure sustainable provision for the required maintenance programs. It is our intention to set up such a plan and build it within our long term strategic plan so that we can begin to lobby for the relevant resources and lead our organizations development trajectory towards the desired future as envisaged in our IDP vision. The Municipality has also improved in its grant expenditure reaching 100% over the past two years.

In planning for the provision of housing, the Municipality has identified priority areas for implementation of human settlement projects. Housing demand in the municipality has increased from 11 000 beneficiaries in 2002 to an estimated 22 000 beneficiaries to date. Demand for low cost housing in the urban area is estimated to be 1600 units. Data collection has been done for most of the wards. Middle to high income demand is estimated to be in the order of 800 units for middle income and 500 units for high income, the municipality is busy developing housing needs register.

3.3.4 Access To Water

3.3.4.1 Service Level Agreement with OR Tambo DM

OR Tambo District Municipality is the Water Services Authority & provider for all areas under the jurisdiction of PSJ Municipality. As such an authority, the DM is responsible for planning and governance functions, which include:

- Development of Water services policies and by-laws;
- Local Regulatory function;
- Water Services Planning;
- Tariff Determination;
- Water Quality Monitoring and Environmental Safety;
- Revenue Management;
- Communication and Customer Relation;
- Free Basic Services; and
- Drought relief.

The following functions are included under water services planning:

- Water Conservation and Water Demand Management;
- Water Services Master Plans;
- Water Services Development Plan (WSDP);
- Asset Management Plan; and
- Water Safety Plans.

The current status of the Water Services Policies and By-Laws is as follows:

- Water Services By-Law: Approved by Council;

- Indigent Policy: Approved by Council;
- Tariff Policy: Approved by Council;
- Free Basic Policy: Approved by Council;
- Credit Control/Debt Collection Policy: Approved by Council;
- Occupational Health and Safety Specification: Approved by Council; and
- Procurement Policy: Approved by Council.

3.3.4.2 Water sources

The two primary sources for water supply in PSJ are Bulolo dam with 90% reliability and yield of 1 Mℓ/day and Mngazi river system with 100% reliability and yield of >2Mℓ/day. Port St Johns receives its raw water from the Bulolo River via the upper Bulolo dam which has a catchment area of 3, 2 km² and an estimated capacity of 30000 m³, the Bulolo main dam with a catchment area of 6, 8 km² and a capacity of 255000 m³. The supply is supplemented by raw water pumped from an off-channel storage dam of 600000 m³ capacity located adjacent to the Mngazi River and accessible from the access road to the Mngazi River Bungalows. Sadly both these sources are experiencing very low levels.

3.3.4.3 Water quality

The Bulolo stream provides a source of high quality water (acidic) to Port St Johns. The water quality from the Mngazi River was good at the time of construction.

3.3.4.4 Water infrastructure

Transfer from the Upper Bulolo Dam to the Main Dam is effected during spilling and via a low level outlet in the concrete weir. Raw water is gravitated from the main dam to a 2mℓ/day treatment works situated below the dam. Raw water from the Mngazi Off-Channel dam is pumped to a raw water storage balancing dam situated above the treatment works. Following treatment the clear water is gravitated via a 250 mm dia. GMS pipeline to a 1.5 Mℓ reservoir situated adjacent to the off-take to Mt. Thesinger and from there distributed via a continuation of the 250 mm pipeline to the various suburbs in Port St Johns via the bulk supply and reticulation network. The existing reticulation in the town consists of:

- 2,1 km x 160 mm dia. mPVC gravity pipeline to the town centre
- 3,6 km x 110 mm dia. mPVC gravity pipeline to Tiger Flats
- 0,5 km x 140 mm dia. mPVC rising main to the 120 m³ reservoir supplying Mtumbane
- 0,7 km x 160 mm dia. mPVC gravity main to Mtumbane

- 1,4 km x 75 mm dia. AC pipeline to the 465 m³ Second Beach reservoir.

3.3.4.5 Water Source sufficiency and alternatives

The MAR at the Bulolo dam site is 1,26m³/ and the assured yield (1:50 year return period) of the dam has been assessed as 0,35M m³/a or approximately 960m³/day. This source is to be augmented by off-channel storage of "surplus" river flows in the Mngazi River. An application for a water use license has been issued by the Dept. of Water Affairs and Forestry for abstraction of C365000 m³/p.a from the Bulolo system and 700000m³/p.a from the Mngazi River respectively.

3.3.4.6 Infrastructure for Urban Areas

a) CBD/First Beach Areas

These areas are presently served with water however some of the pipelines are old and require upgrading. The bulk supply to the area is adequate.

b) Mtumbane

This area is inadequately served with water.

c) Naval Base

The water supply will have to be upgraded to this area to ensure that the required demand flows can be met. It may be necessary to increase storage capacity.

d) Mpantu

The present water supply to this area is from rain water harvesting. When this area is developed a supply main will have to be brought in along the river bank from the CBD area. The costs of this will be high due to the length of the main and having to meet the minimum flow demands for firefighting purposes.

e) Agate Terrace/Ferry Point

This area gets its water from rain harvesting and springs against the mountain. This system should be retained as it would be too costly to service with a conventional reticulated supply.

f) Military Base

The present supply to the area will require upgrading to meet the future demands. Additional storage will be required at a suitable elevation to ensure that the minimum pressures are maintained.

According to OR Tambo district IDP the Port St John's LM Regional Water Supply under the Port St Johns LM, which supplies rural village will be integrated into the proposed regional scheme. Thus far, approximately R90million has been allocated for the development of this particular scheme since its inception. Phase 2 of the bulk services is under construction and Phase 2b is on tender, with implementation

scheduled for mid -2012. A business plan with an approximate amount of R25million has been submitted to the DWA for Dam construction.

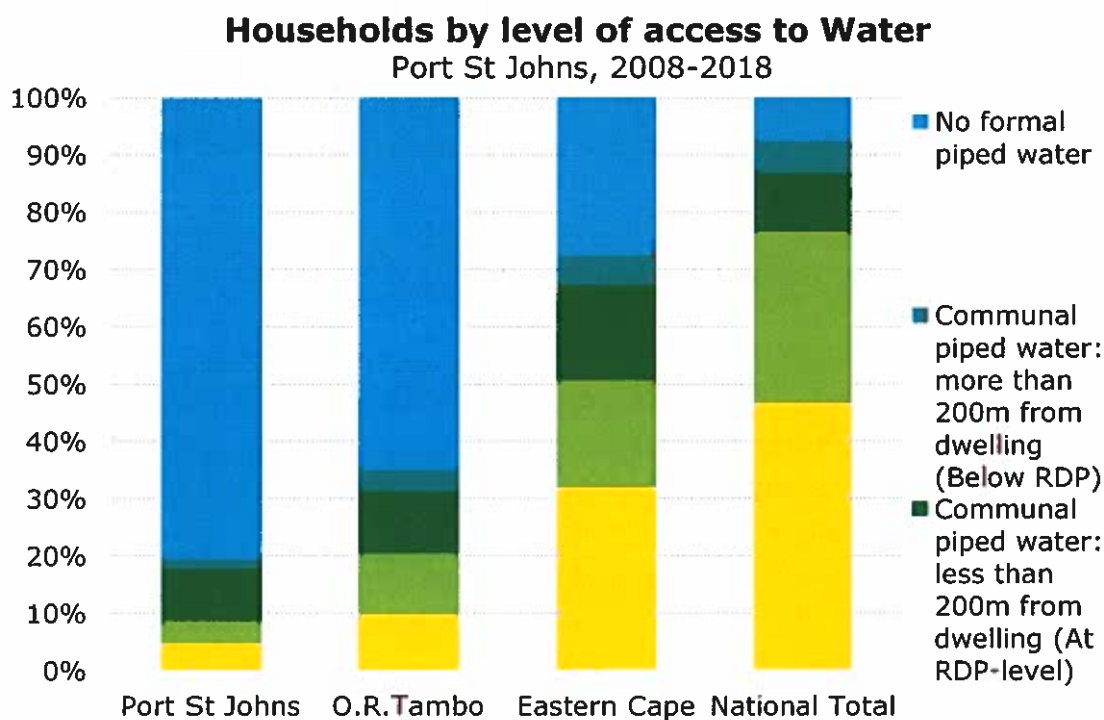
3.3.4.7 Household Access to water Supply

The O.R Tambo District Municipality was declared a Water Services Authority (WSA) in terms of Local Government Municipal Structures Act 117 of 1998. This gave the district powers and functions for the planning and provision of water services in its area of jurisdiction which includes PSJLM. Water provision has therefore not been devolved to the municipality and this has a negative effect on the local municipality as there is limited control and involvement in the provision of water. There is no proper channel of communication between the LM and the DM and there is no service level agreement in place to regulate water provision.

The four most rural municipalities in the OR Tambo District (IHLM, PSJ LM, Mhlontlo LM and Nyandeni) have a backlog that is over 90% in terms access safe and clean drinking water. Water cleaning is a challenge in Port St Johns because of the lack water treatment works and challenges of water demand management. This problem is exacerbated by our scared rural settlement and terrain which make it very expensive to provide basic services.

The chart below shows the extent of access to water supply in PSJ and other municipalities in the District.

Chart 3.8: Households by Type of Water Access - Port St Johns, O.R.Tambo, Eastern Cape and National Total, 2018



Source: IHS Markit Regional Explorer version 2070

Port St Johns Local Municipality had a total number of 1 720 (or 4.76%) households with piped water inside the dwelling, a total of 1 380 (3.80%) households had piped water inside the yard and a total number of 29 200 (80.66%) households had no formal piped water.

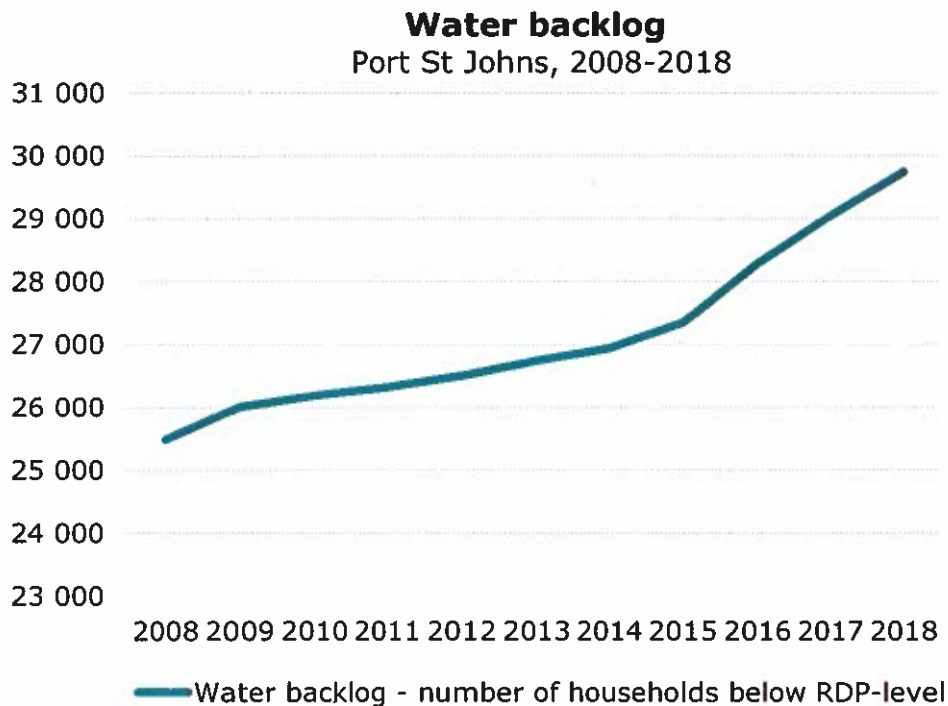
Table 3.9: Households by Type of Water Access - Port St Johns and the rest of O.R.Tambo, 2018

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Port St Johns	1,724	1,377	3,367	535	29,201	36,204
Ingquza Hill	1,884	2,247	3,606	1,574	56,329	65,640
Nyandeni	5,415	2,555	11,156	2,937	50,061	72,125
Mhlontlo	2,380	4,061	9,454	3,522	28,634	48,051
King Sabata Dalindyebo	22,342	27,322	10,366	4,355	61,840	126,224
Total O.R.Tambo	33,746	37,561	37,949	12,923	226,066	348,245

Source: IHS Markit Regional eXplorer version 2070

The region within the O.R.Tambo District Municipality with the highest number of households that have piped water inside the dwelling is the King Sabata Dalindyebo Local Municipality with 22 300 or 66.21% of the households. The region with the lowest number of households that have piped water inside the dwelling is the Port St Johns Local Municipality with a total of 1 720 or 5.11% of the households.

Chart 3.9 Water Backlog - Port St Johns Local Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 2070

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2008 the number of households below the RDP-level were 25 500 within Port St Johns Local Municipality, this increased annually at 1.56% per annum to 29 700 in 2018.

The total number of households within Port St Johns Local Municipality increased at an average annual rate of 1.67% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number of households in South Africa.

3.3.5 Access To Sanitation

The Central Business District (CBD) has been reticulated for water borne sanitation system but this is not connected up to the individual erven.

The CBD area is thus presently served by conservancy and septic tanks. This infrastructure is old and much of it is dysfunctional. The conservancy tanks are not always emptied at the required frequency. The majority of the septic tanks are filled or nearly filled with sludge so the retention time within the tanks is limited. The soak-away drains are blocked which leads to the creation of wet marshy conditions

in the immediate area. This also leads to an environment conducive to the breeding of mosquitoes and diseases.

There is a proposed WWTW for the area with an estimated capacity of 3.5MI/day. An Ecological Impact Assessment was done in October 2017 recommending preferred sites for the WWTW from a least environmental impact perspective.

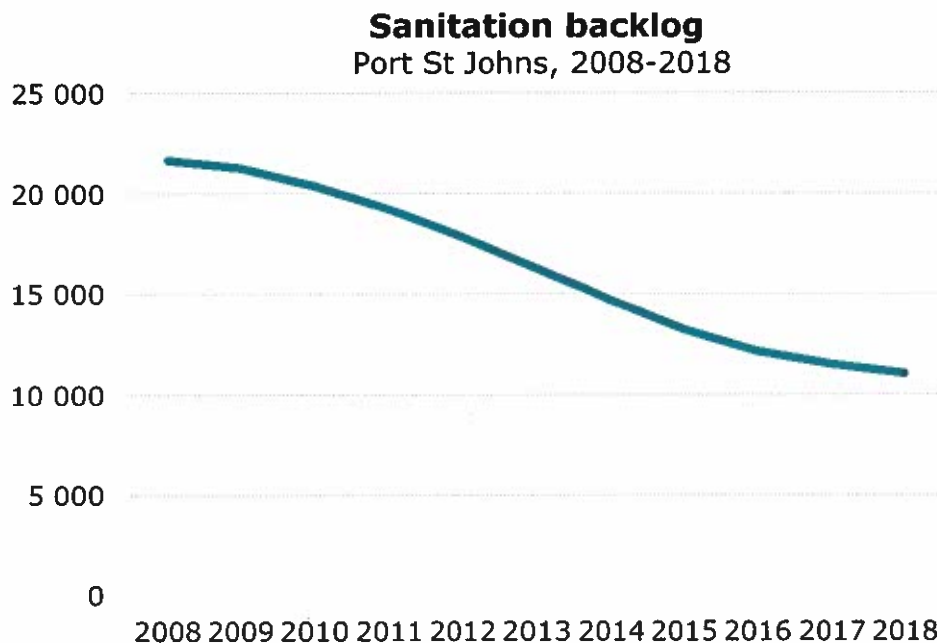
Table 3.10: Households by Type of Sanitation - Port St Johns Local Municipality and the rest of O.R.Tambo, 2018

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Port St Johns	8,840	16,325	5,523	454	5,061	36,204
Ingquza Hill	7,628	42,936	11,052	882	3,141	65,640
Nyandeni	7,004	52,742	7,414	236	4,729	72,125
Mhlontlo	5,052	28,565	10,539	190	3,706	48,051
King Sabata Dalindyebo	38,266	65,363	15,327	567	6,701	126,224
Total O.R.Tambo	66,791	205,932	49,855	2,330	23,338	348,245

Source: IHS Markit Regional eXplorer version 2070

The region within O.R.Tambo with the highest number of flush toilets is King Sabata Dalindyebo Local Municipality with 38 300 or a share of 57.29% of the flush toilets within O.R.Tambo. The region with the lowest number of flush toilets is Mhlontlo Local Municipality with a total of 5 050 or a share of 7.56% of the total flush toilets within O.R.Tambo District Municipality.

Chart 3.10 Sanitation backlog - Port St Johns Local Municipality, 2008- 2018



Source: IHS Markit Regional Explorer version 2070

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2008 the number of Households without any hygienic toilets in Port St Johns Local Municipality was 21 600, this decreased annually at a rate of -6.50% to 11 000 in 2018.

Table 3.11: MIG Water and Sanitation (Ongoing)

WATER/SANITATION	PROJECT NAME	Ward	TOTAL BUDGET FOR THE 2020/21
Waterborne sanitation	Port St. Johns town sewer	Ward 6	R 10 150 000
Water and Sanitation	Port St. Johns Sanitation	Ward 5	R 1 850 000
Water and Sanitation	Port St Johns sanitation	Ward 10	R 100 000
Water and Sanitation	Port St Johns sanitation	Ward 13	R 400 000

Water and Sanitation	Port St Johns sanitation	Ward 15	R 453 572
Water and Sanitation	Port St Johns sanitation	Ward 18	R 7 200 000
Water and Sanitation	KwaNyathi Regional Bulk Water Supply - Feasibility Study	Ward 13,17,18,19, 20 PSJ LM) & (1,3,21 Ngquza LM)	
Water and Sanitation	Port St Johns Regional Water Supply Scheme Phase 5	Ward 12	R 1 403 248

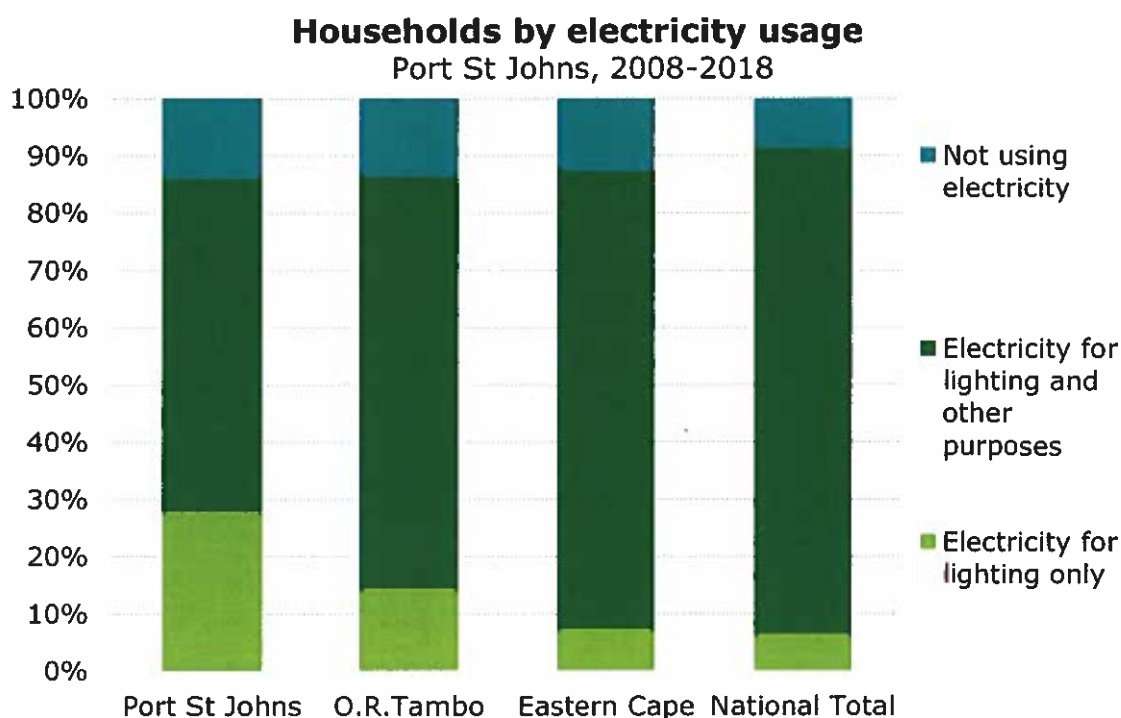
3.3.6 Access To Electricity And Energy Supply Sources

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

3.3.7.1 Electricity Statistics

Eskom is a sole provider of bulk electricity services in our jurisdictional areas while the municipality only purchases and resells to households few other users.

Chart 3.11: Households by Type of Electrical Connection – Port St Johns, O.R.Tambo, Eastern Cape and National Total, 2018



Source: IHS Markit Regional eXplorer version 2070

Port St Johns Local Municipality had a total number of 10 100 (27.92%) households with electricity for lighting only, a total of 21 000 (58.12%) households had electricity for lighting and other purposes and a total number of 5 050 (13.96%) households did not use electricity

Table 3.13: Households by Type of Electrical Connection - Port St Johns and the rest of O.R.Tambo, 2018

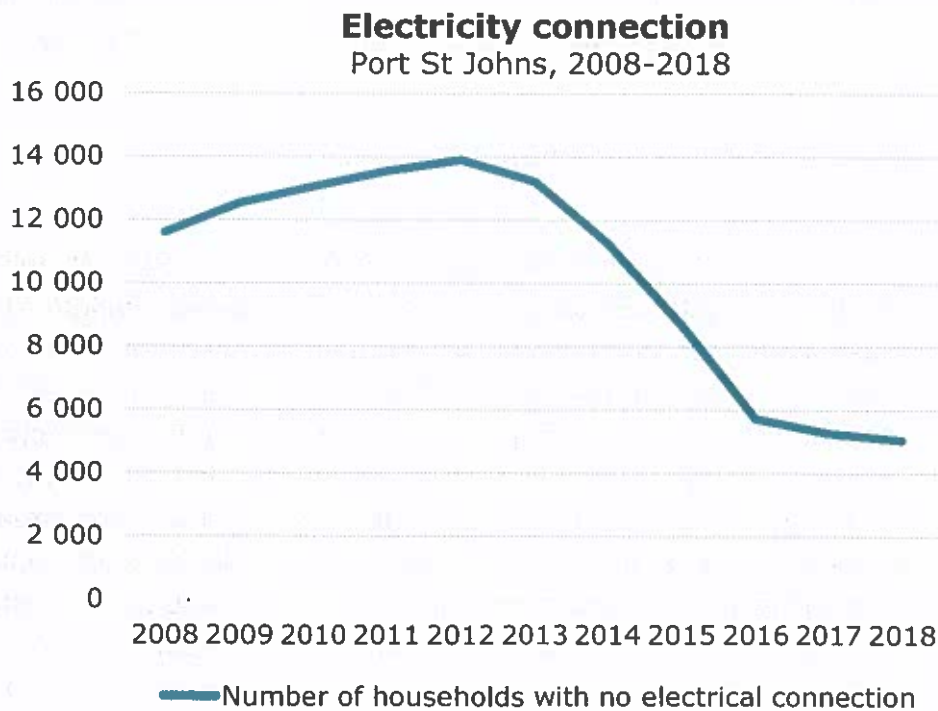
	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Port St Johns	10,108	21,044	5,053	36,204
Ingquza Hill	14,220	41,681	9,739	65,640
Nyandeni	11,723	50,553	9,849	72,125
Mhlontlo	6,426	35,331	6,294	48,051
King Sabata Dalindyebo	7,785	101,957	16,483	126,224
Total O.R.Tambo	50,262	250,566	47,417	348,245

Source: IHS Markit Regional eXplorer version 2070

The region within O.R.Tambo with the highest number of households with electricity for lighting and other purposes is King Sabata Dalindyebo Local Municipality with 102 000

or a share of 40.69% of the households with electricity for lighting and other purposes within O.R.Tambo District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Port St Johns Local Municipality with a total of 21 000 or a share of 8.40% of the total households with electricity for lighting and other purposes within O.R.Tambo District Municipality.

Chart 3.12: Electricity connection - Port St Johns Local Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 2070

When looking at the number of households with no electrical connection over time, it can be seen that in 2008 the households without an electrical connection in Port St Johns Local Municipality was 11 600, this decreased annually at -7.98% per annum to 5 050 in 2018.

3.3.7.2 Department of Mineral and Energy (DME) Intervention

Other forms of energy provision have been explored by the Municipality and accordingly, the municipality has received an Intervention from the Department of energy with an amount of 9.2 million for 2019/20 Financial Year, through that funding the following areas were electrified:-

Table 3.14 Electrification projects for 2020/21

PROJECT	WARD	BUDGET
Bakaleni	17	760 000,00
Dangwana	7	2 660 000,00
Madakeni	2	2 970 000,00
Makhumbathini	2	760 000,00
Rhebu	1	2 052 000,00

3.3.7 Access To Telecommunication

Telkom has established telecommunication infrastructure in Port St Johns. In outlying rural areas, Digital Enhanced Cordless Telephone System (DECT) provides infrastructure for communication. Cellular telephones also provide coverage for up to 70% of the municipality. Despite this there remain significant backlogs especially in rural areas. Expansion of telecommunication technology and installation of conventional land lines is hampered by theft and vandalism of infrastructure. The major constraint in PSJ is the topography of the area. The mountainous terrain makes it very expensive to provide telecommunication infrastructure resulting in some areas not being provided for and certain instances having no cellular telephone coverage. Another factor is the rejection of high-masts by Environmental Affairs as they are not regarded as environmentally friendly in terms of Environmental Impact Assessments (EIA).

Chart 3.13: Households Access to Telecommunication

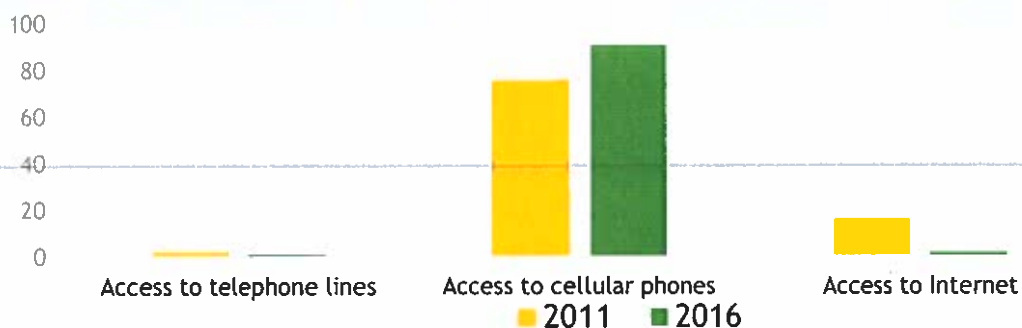


Table 3.15: Households Access to Telecommunication

	2011		2016	
	Number	Percent	Number	Percent
Access to telephone lines	793	2.3	357	1.0
Access to cellular phones	25911	76	30337	91
Access to Internet	5342	16	543	1.6

Source: Stats SA (census 2011 and Community Survey 2016)

Approximately 91% of households depend on cellular phones for telecommunication according to the table above. Technological development of the area is very slow and the situation has not changed from previous IDP reports. This situation has a negative impact on the efficiency of local businesses, emergency institutions, SAPS as well as general communication by communities and tourists. In the midst of the stagnant technological development, in 2016 we welcomed the national intervention of the Broadband Project as it was tabled in the State of the Nation address in 2015 to be delivered by the Department of Telecommunication and Postal Services. O. R. Tambo is one of the areas that have been prioritised to benefit in this project with its locals. Business case for Phase 1 has been developed and approved to connect 5803 sites. During SONA 2016, the President confirmed that funding to the tune of R740m over a three-year period has been allocated. Furthermore, the Minister of Finance announced an increase in the allocation for broadband to R1.6 billion over the MTEF. EC Provincial Broadband coordinating structures have been established.

3.3.9 Roads & Storm Water

3.3.9.1 Overview

The municipality is responsible for the construction, maintenance and upgrading of local access roads and storm water infrastructure done through the implementation of Rural Roads Asset Management system. Other roads are a responsibility of the District, Province and National department of Transport. The road backlog is estimated at over 1400km of access roads and the municipality is not able to adequately address this backlog due to resources at its disposal. There are generally low levels of investments in road and related infrastructures and this has resulted in compounding backlogs. Participants at the representative forum workshops raised numerous concerns over lack of service delivery and

infrastructure maintenance in many of our areas and also decried the wastage in terms of incomplete or poor workmanship experienced in certain projects. However, the municipality had now prioritised investments in roads, bridges and storm water infrastructure. The municipality has budgeted to spend R35 million on roads, pavements, bridges and storm water infrastructure development over the next 3 years. The budget will assist the municipality to develop Storm Water Management Plan.

To ensure that services are delivered, coordinated according to the set development priorities and also have an integrated Municipal approach to issues, the Municipality has established a full Project Management Unit which include technicians, project accountant, data capturer and ISD officer. The Municipality has also adopted an EPWP policy to mainstream and better manage the work opportunities created through municipal projects and initiatives. A road and Transport Forum has been established. The forum is represented by stakeholders ranging from taxi and bus operators to frequent users of public transport and sits on quarterly basis. Sector departments that offer community services are also part of the forum.

Table 3.16: Access Roads Constructed

PROJECT	WARD	BUDGET (R)
Ziphunzana to Njela	02	
Mbenengeni to Nqutyana	03	
Lughoqweni Access Road	15	
Xhaka Access Road	11	
Magoba Access Road	10	
Sandlulube Access Road	12	
Nyakeni Access Road	1	
Thontsini to Gangata	15	

Table 3.17: Access Roads Maintained 2020/21

PROJECT	BUDGET	WARD
Mfadaleni	7	
Chaguba	7	5
Ngqikiza	7	
Dedeni	7	10

Green to Swazini	7	09
Mbabalane to Diphini	7	
Tombo	7	04

3.3.10 Transportation

3.3.10.1 Status Quo

The OR Tambo District Municipality has developed an Integrated Transport Plan, Rural Road Asset Management System (RRAMS) and has committed in assisting the LM with its own ITP. The Municipality is currently using the District ITP for transport planning and management. The proposed N2 toll road holds significant potential for the nodal development in three specific areas –Tombo, Ntafufu and the Port St John’s urban node. Based on desktop research these are the three main areas that will be affected mainly due to increased traffic volumes as a result of transportation routes and tourism options. This in itself opens up a number of direct and indirect investment opportunities and a number of direct and indirect opportunities for entrepreneurial activity, including possible development in areas along the coastal node to the north and south of the Port St John’s urban area.

A need for a by-pass through Port St John’s town, as a safety measure has been a big concern, particularly in view of floods and traffic congestion during holiday months. With regard to other areas, the impact of the N2 toll road will be minimal based on their geographic location and distance from the road itself. The only significant benefit for areas that are distant from the R61 would be easier access to Mthatha and Port St John’s via the toll road, on the contrary, it is anticipated that taxi fares in this area will increase as a result of the tolling of this stretch of road and this could have a negative economic effect on the communities of Bambisana, Isilimela and other areas who need to access services in Mthatha and Port St Johns.

Through upgrades to the existing R61 road, the municipality has benefited through the construction of alternative roads and sidewalks (pedestrian and bicycle paths). The municipality has also managed to maintain and upgrade the taxi rank in town and in the process of engaging SANRAL for the formal establishment of the second Taxi Rank in Tombo. The two taxi ranks are operated by one taxi association. In a

bid to improve revenue collection, the Municipality has commissioned and completed a traffic licensing and testing centre. The municipality has received a license on Grade E capacity from the Department of Transport and the DLTC is operating.

We have both the transport and road forum which seats twice a year.

3.3.11 Community Services

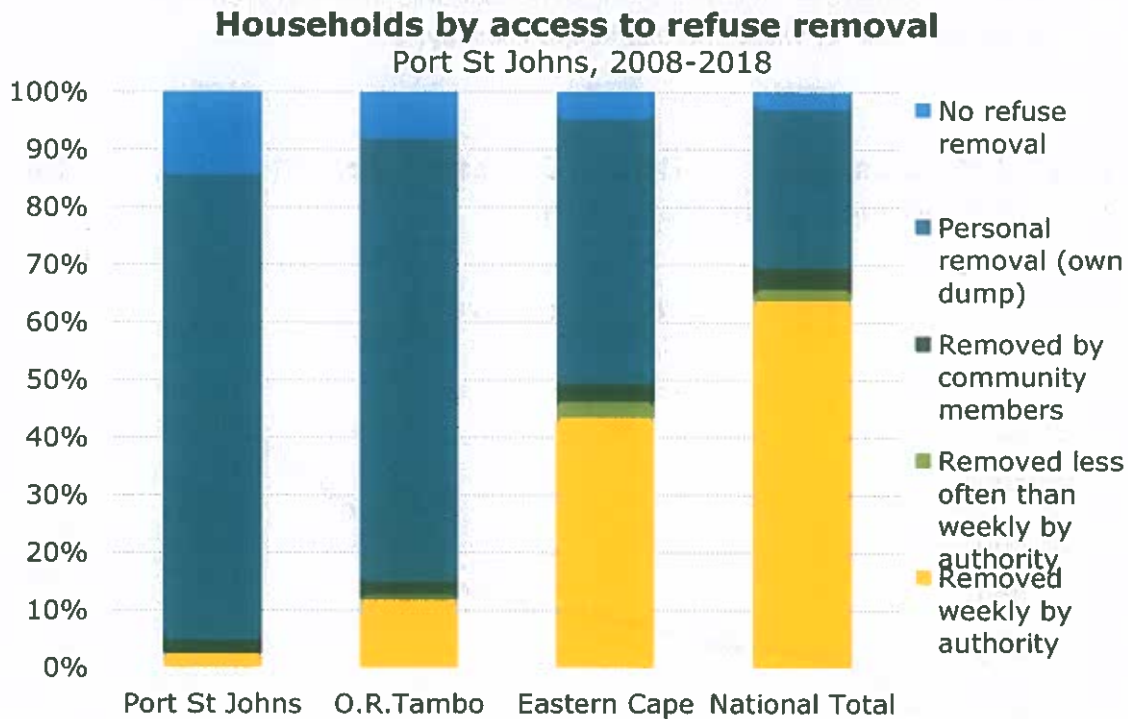
3.3.11.1 Mandate

The Sector seeks to be responsive to the needs of the communities utilizing available resources effectively to improve community livelihoods

3.3.11.2 Waste Management & Refuse Removal

PSJ municipality is responsible for providing refuse removal service to its areas of jurisdiction. In the rural areas there is no formal refuse disposal system. This function is still restricted in town and its surrounding areas, mostly tourism nodes, due to limited resources. In expanding this service, Tombo Business area is identified and refuse collection is undertaken once a week. In 2020\21 the municipality will be piloting a rural waste project which is aimed at addressing the backlog indicated below of low waste collection rates. The collected refused is transported to the landfill site which is licensed. The function for waste management is currently in existence and is filled in the organogram and is reflected by post designation Superintendent Waste Management which is equivalent to waste management officer and executes the same duties. The municipality is currently assisted by SALGA and Cogta in reviewing waste management by-laws. The trade effluent policy has been developed and is awaiting submission to Council for approval. Due to budgetary and financial constraints of the municipality, the institution has approached the department of Environment, Forest and Fisheries to assist with regards to operations and maintenance of trade effluent. Waste management forums seat at the district level and are attended by our staff on behalf of the municipality.

Chart 3.14: Refuse removal - Port St Johns Local Municipality, 2008-2018



Source: IHS Markit Regional eXplorer version 2070

Port St Johns Local Municipality had a total number of 847 (2.34%) households which had their refuse removed weekly by the authority, a total of 192 (0.53%) households had their refuse removed less often than weekly by the authority and a total number of 29 200 (80.74%) households which had to remove their refuse personally (own dump).

Table 3.18 Households by Refuse Disposal - Port St Johns and the rest Of O.R.Tambo, 2018

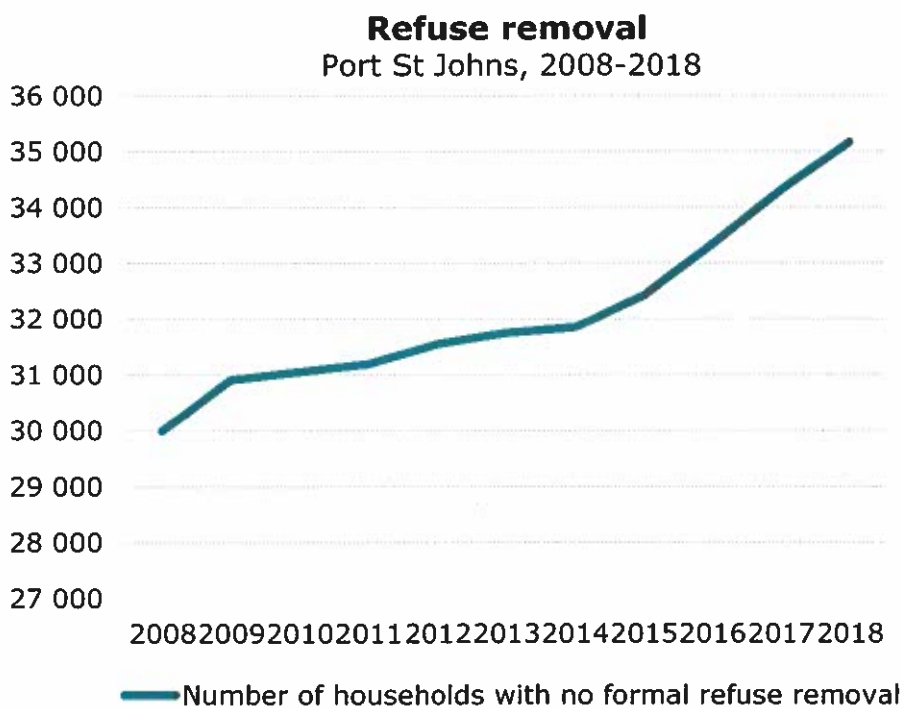
	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Port St Johns	847	192	726	29,230	5,209	36,204
Ingquza Hill	3,125	545	1,431	55,245	5,295	65,640
Nyandeni	1,624	347	1,048	61,902	7,205	72,125
Mhlontlo	2,195	480	1,807	37,665	5,903	48,051
King Sabata Dalindyebo	33,300	1,654	2,991	83,251	5,027	126,224
Total O.R.Tambo	41,091	3,218	8,004	267,293	28,639	348,245

Source: IHS Markit Regional eXplorer version 2070

The region within O.R.Tambo with the highest number of households where the refuse is removed weekly by the authority is King Sabata Dalindyebo Local Municipality with 33 300 or a share of 81.04% of the households where the refuse is removed weekly by

the authority within O.R.Tambo. The region with the lowest number of households where the refuse is removed weekly by the authority is Port St Johns Local Municipality with a total of 847 or a share of 2.06% of the total households where the refuse is removed weekly by the authority within the district municipality.

Chart 3.15 Households by Refuse Disposal - Port St Johns, O.R.Tambo, Eastern Cape and National Total, 2018



Source: IHS Markit Regional eXplorer version 2070

When looking at the number of households with no formal refuse removal, it can be seen that in 2008 the households with no formal refuse removal in Port St Johns Local Municipality was 30 000, this increased annually at 1.60% per annum to 35 200 in 2018.

The total number of households within Port St Johns Local Municipality increased at an average annual rate of 1.67% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number of households in South Africa.

Annually, Port St Johns embarks on annual awareness cleaning campaign as a means of educating people about waste management and its impact on the environment. The Integrated Waste Management Plan (IWMP) was completed and was adopted by the council on February 2015 and MEC endorsed it on 7 March 2016 and is reviewed after 5 years. It is now implemented. The municipality has a

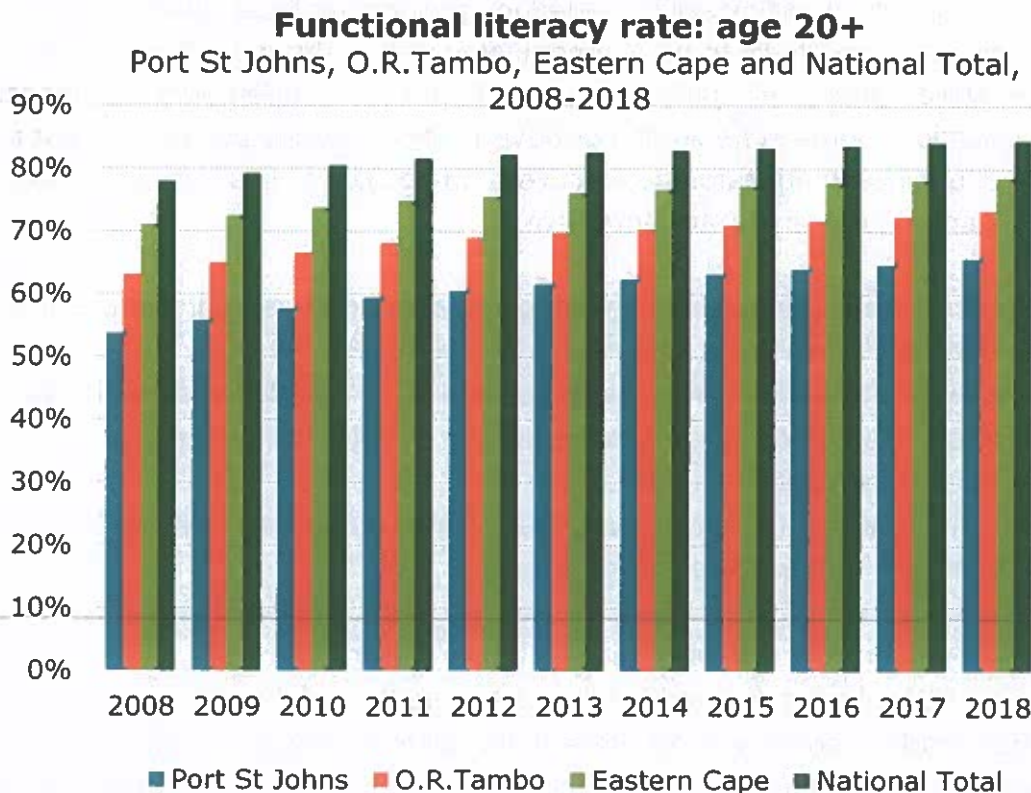
community recycling project (Vukayibambe recyclers) taking place in the landfill site. The project was funded by the O R Tambo District municipality. They make sorting of material and sell it for their own profit. The illegal dumping is prohibited through the enforcement of municipal by-laws which were gazzeted in 2007.

3.3.11.3 Solid Waste Disposal

Port St. Johns municipality landfill site is a licensed facility that is managed by the Municipality. The site gets rehabilitated on a quarterly basis with the assistance of the Engineering department. The department of Community Services has signed a Memorandum of Understanding with the department of Engineering to give effect to this rehabilitation.

3.3.12 Education Trends

Chart 3.16: Functional Literacy Age 20+, Completed Grade 7 or Higher - Port St Johns, O.R.Tambo, Eastern Cape and National Total, 2008-2018



Source: IHS Markit Regional eXplorer version 1692

The number of people without any schooling in Port St Johns Local Municipality accounts for 12.90% of the number of people without schooling in the district municipality, 3.98% of the province and 0.54% of the national. In 2018, the number of people in Port St Johns Local Municipality with a matric only was 10,500 which is a share of 8.52% of the district municipality's total number of people that has obtained a matric.

The number of people with a matric and a Postgrad degree constitutes 5.30% of the district municipality, 0.82% of the province and 0.06% of the national.

Provision of education and its programmes is the responsibility of the Department of Education as well as erection of early childhood learning facilities like crèches. The municipality plays a facilitation role. In particular the municipality needs to communicate information to relevant authorities in terms of key priority areas needing education infrastructure and services.

The municipality also has direct interest in the monitoring of education and functional literacy levels among its economically active population so as to ensure adequate supply of critical skills needed for growing the local economy. A number of schools are reportedly to be overpopulated with a shortage of classrooms and space while others are under populated and are undergoing a process of rationalization. Some schools do not have fencing thereby posing a threat to the safety of pupils and educators respectively. In addition to this, the maintenance of schools and equipment is still a problem.

In summary, the conditions and challenges that need to be addressed to improve the standard of education is summarized as follows:-

- Some schools are still mud structures and more new schools need to be built.
- Limited classrooms result in overcrowding of children in schools as such there is a need for additional classrooms.
- On the contrary, the small numbers of children in some schools have led to the need to rationalize existing schools.
- Some schools do not have access to clean water and sanitation putting children at risk of diseases such as cholera, diarrhoea etc.
- A number of schools need fencing to ensure the safety of children.
- Bad roads to some schools make it difficult to access such schools.
- Some schools have access to scholar transport programme whilst others do not have.
- Schools infrastructure needs to be improved, particularly access to libraries and science laboratories.

- Pit toilets are a challenge especially for early childhood development centres and lower primary schools

There is also a shortage of high schools, which results in many children having to travel long distances to get to school. This problem is compounded by a lack of scholar transport. There are few ABET centres. There are shortages of teachers, books, computers and lack of maintenance programmes.

The Department of Education has started initiative of reducing mud schools. Newly constructed schools are suitable even for the physically challenged.

Generally, PSJ has low levels of literacy than any other municipality in the district. According to the figure below it currently records a functional literacy rate (being the average number of adult population with 20 years and above who have the ability to read, write and spell equivalent to a grade 07 learners). This situation is hoped to reduce steadily over the next few years owing to improved enrolment levels among our primary schools. According to statistics StatsSA 2011, PSJ has recorded some improvements in terms of school enrolments among peoples aged 6 - 13 years of age. The same report further claims that approximately 16% of the population has no schooling while another 15.7% managed to attain a matriculation level by 2016. Only 2.9% of the adult population aged 20 years and above managed to attain education qualifications beyond matriculation, which is a decline from the 3.7% of 2011. This situation is viewed as a concern because it further compounds our development challenge. Our economy needs a skilled local labour force to be able to deal with required infrastructure development and improve chances of absorption of the unemployed into our active labour market. Port St Johns has no higher education centres such as colleges / FETs or SETAs. This has resulted in a number of school-leaving populations migrating out of Port St Johns to search for tertiary institutions in other regions. This has an impact in level of skills the municipality is able to retain.

3.3.13 Health

Primary health is a competence of the Provincial Department of Health. OR Tambo DM is responsible for municipal health. There are mainly four parties that provide health facilities in the study area namely, Department of health, OR Tambo District Municipality, PSJ municipality and Private institutions.

Health facilities and services

Port St John's municipality is composed of the following health facilities:

- Two Hospitals, that is, Isilimela and Bambisana
- Two Health Centres, that is, PSJ and Tombo
- One Community Based Service, in Bambisana
- Nineteen Clinics

The Municipality and the Department of Health are committed to ensuring that local communities have access to efficient health facilities. There are a number of challenges that hinder the effective provision of this service. These include limited staff and equipment as well as lack of sufficient staff accommodation in these areas.

There are no mobile points in the municipality, which are supposed to circulate once or twice a month depending on the demand of a particular area. Health visits are ideally supposed to be done every week in each mobile point but this is not done due to inadequacy of staff. Clinic services are generally not available at night or over weekends. The hospital in Isilimela sometimes has problems with its sewerage system while Ntafufu experiences problems with its telecommunication system. In addition to this, bad and poorly maintained roads result in the limited access to these facilities. HIV/AIDS is a serious threat to Port St Johns Municipality and has a negative impact on developmental aspects. It seems that the number of people infected constantly increases. Awareness campaigns and treatment centres are crucial.

3.3.14 Safety and Security

Traffic Services

The Unit helps to ensure a safe environment, and improves quality of life through effective traffic policing combined with efficient use of security officers. Traffic services include:

- Control and regulate all forms of traffic, promote education and training in road and traffic safety;
- Attend scenes of motor vehicle collisions and assist with traffic control, removal of injured persons, and removal of vehicles so that traffic may flow freely again; and
- Eliminate points of congestion, obstruction, hindrance, interference, or danger to vehicles and pedestrians.
- Other areas of service provision currently requiring attention include by-law enforcement and crime prevention.

The Municipality is currently having six Traffic Officers and is also recruiting five Traffic Officers so as to balance the work that needs to be executed. It also planning to introduce Traffic Temps that will be used to enforce law.

Security Services

Security services are a fully fledged department but intends to introduce Peace Officers and train VIP protection unit.

- The internal Security Services Section's responsibilities include:
- Protection of municipal assets;
- Access control to municipal buildings;
- Provides protection services to the political leadership
- The district is in a process of assisting the municipality to develop integrated community safety plan.

In its commitment to fight against crime, Port St. Johns works closely with partners such as SAPS, Department of Justice and other safety and security agencies in a bid to prevent and reduce the negative effect of crime to our communities. Port St Johns as a municipality has a shortage of staff whose service is to fight crime or law enforcement officers. The Municipality has established an Integrated Community Safety Forum which endorsed by Council in 22 June 2017. With the structure having been established and endorsed, the Municipality is busy developing a community safety plan that will coordinate and integrate the duties of the structure.

The SAPS has a number of members whose function is to fight crime in our area. These include members who are part of crime prevention, community service centre (CSC), crime investigation, court, and support service members. An area of approximately 1 300 square kilometres in PSJ is currently policed. The ratio of functional police officials per community is reported to be 1:2377 whereas the recommended ratio is 1:500. That implies that there is still a shortage of workforce in the field of SAPS. The most common incidents are the following:-

- Attacks on tourists
- Faction fights
- Theft
- Robbery
- Domestic related crime
- Disasters (road accidents and drowning) etc.

The station, among its priority, is focussed on addressing rape, murders, armed robbery, house breaking and assault with grievous bodily harm. Their main

objective, however, is to make the community safe and secure for all its members. These crimes are commonly believed to be result of a lack of or limited street lights in certain areas, liquor abuse, deserted informal houses, shebeens as well as incautious movements of tourists. Community awareness programmes are constantly held by the police and the relevant stakeholders such as municipal law enforcement officers. This is most likely to reduce the crime rate in Port St John's Local municipality.

3.3.15 Disaster Management

a) Introduction

The Disaster Management Act (57 of 2002) clearly outlines initiatives that must be undertaken to make sure that organs of state comply with the Act and policy framework on disaster management.

Port St. Johns Municipality is prone to different types of disasters, both natural and human made. It is therefore important to understand that natural disasters cannot be prevented, but that the least the Municipality can do is to develop strategies to mitigate the effectiveness of such natural disasters. In addition, it is important to note that human disasters can be prevented by making sure that continuous sharing of information takes place with the community at all times.

Disaster management is a direct responsibility of the District Municipality but the PSJ municipality works closely with the DM to ensure functional systems and processes for responding to local disasters such as fire and other emergencies. In 2019\20 financial year the municipality undertook the development of a localised Disaster Management Plan which was presented to a Policy workshop for comments. In 2020\21 the municipality will facilitate the approval of the plan along Disaster Management by-laws taking cue from those developed by the District. The municipality does not have a localised response plan which provides for setting up of policy and institutional arrangements for dealing with disasters and liaising with the District. Port St. Johns has a satellite disaster management centre managed by the OR Tambo DM. The centre is not well resourced to cope with disasters that occur in Port St Johns.

The well-equipped centre is located in Mthatha. Port St Johns municipality has made a budget allocation to be utilized as an immediate relief in the event of a disaster in Port St Johns communities.

The following are the common types of disaster risks:

- Shark Attacks – slaughtering of animals for ritual sacrifices could be the contributing factor to the increase of sharks on the coastline.

- Accidents linked to boat crossing in Umzimvubu, Mngazi and Noqhekwana Rivers.
- Veld fires
- communicable waterborne diseases
- Seasonal overcrowding at Second Beach as a result of lack of access to other beaches.
- Drowning in certain areas like Second Beach, Noqhekwana, Umzimvubu River and others.

b) Risk Assessment

The following classification of hazards has been identified for the Municipality:

Table 3.19: Risk Assessment

DISASTER RISK PRIORITY	RISK TYPE
1	Flooding
2	Drownings
3	Shark Attacks
4	Fires
5	Severe Weather conditions
6	Lighting incidents
7	Building collapse
8	Transportation incidents
9	Hazardous material
10	Airstrip caterstrophies

c) Risk Reduction and Prevention

Prevention and mitigation strategies identified in the District Disaster Management Plan include:

- The development of an early warning system for natural disasters such as floods, hailstorms, and droughts;
- Prevent forest fires by having fire breaks;
- Upgrade and maintenance of infrastructure;
- Develop protocols for specific risks;
- Public awareness campaigns;
- Replacement of old vehicles and machinery;
- Establish rehabilitation centres and implementation of regular patrols.
- Reduce and manage access control to airstrip area

3.3.16 Community Facilities (Public Amenities)

PSJ owns and manages a number of community facilities. In the last few years the municipality has developed and operated a number of community multipurpose halls. Due to lack of resources there is generally very little maintenance happening in most amenities especially sports fields, cemeteries, public parks and coastal or beach related facilities. Port St Johnshas two cemetery sites, one is at Mthumbane Township and the other is in town. Of these two only one operational – the one in town has exceeded its design capacity is exhausted. That one at Mthumbane is operational but it will be closed soon because of the space limit. The identification of a new cemetery is vital, as the lack of burial space in the existing cemeteries will seriously impact on service delivery in the near future. The municipality after doing land audit is currently negotiating with Caguba Tribal Authority for the land for cemetery. Community Halls are all vandalized except Matane and Woods. Sports Grounds are not in a good condition and they need maintainance.

3.3.17 Environmental Management Profile

3.3.17.1 State of Environment Overview

Port St Johns is charged with the responsibility to take care of the environment such as beaches, sand dunes, air quality, noise pollution, health and hygiene. Department of Environmental Affairs support the municipality by implementing programs and projects that are currently running like Working for the coast, Tuma Mina Program. The municipality also gets support from O.R. Tambo District Municipality by construction of Ablution Facilities at Mpande, Cwebeni and Manteku Beaches in previous years. Port St Johns is an important and strategic national and regional environmental space. It falls within the Wild Coast SDI gently undulating coastline, rocky outcrops and sandy beaches inhabit unique ecosystem that needs protection. One of the urgent priorities of the Council is the development of an Environmental Policy and other relevant and crucial strategic plan that will guide the environment management.

3.3.17.2 Physical Environment

a) Geography & Topography, Vegetation & Biodiversity, Nature & Conservation, Rivers & Drainage

Port St Johns has a unique geography, topography and vegetation. It is mainly characterized by mountainous terrain with hills, cliffs, beaches and sandy dunes. The area is so steep such that it makes development very expensive. The areas in close proximity to the ocean and rivers have a lesser gradient and are susceptible to flooding. Natural vegetation plays a vital role in the economic

performance of the area as it is one of the main attractions for tourists. Unlike most regions in the country, much of the natural vegetation in Port St Johns has not been touched. It is therefore imperative that communities are encouraged to conserve it and use it in a sustainable manner. Following are the types of vegetation that are found in the region:

- Coastal Forest Thornveld – found along coastal area.
- Coastal Bushveld Savannah mostly found in central part of the region.
- Eastern Valley Bushveld on the north western side.
- Afromontane Forest in the small pockets, mostly concentrated in the central eastern side of the region.
- Scarp Forest along the coast.
- Ngongoni Veld on the western parts of the municipality.
- Lantana – found almost in all the wards

Most of the natural vegetation within the municipality (73.5%) is undisturbed (Biodiversity GIS, 2007).

The only formal land-based protected area in PSJM is the Silaka Wildlife Reserve. This is a provincial nature reserve that covers 262.6 ha (0.2%) of the Municipality. The only Marine Protected Area in the PSJM is the Pondoland offshore Controlled Zone. The biomes of the PSJM include Savanna (52.41% of the Municipality), the Indian Ocean Coastal Belt (47.14% of the Municipality) and Grassland (0.13% of the Municipality). There are twelve different vegetation types that cover 128 712.9 ha of the 129 120 ha of the Municipality (Biodiversity GIS, 2007). These vegetation types include Ngongoni Veld (26.77% of the Municipality), Eastern Valley Bushveld (23.96% of the Municipality), and Scarp Forest (9.58% of the Municipality) (Biodiversity GIS, 2007).

The endangered terrestrial ecosystems include the Mount Thesiger forest complex (3.9% of the Municipality) and the mangrove forest (0.1% of the Municipality), while the vulnerable ecosystems include the Ngongoni Veld (15.49% of the Municipality), Transkei coastal forest (6.49% of the Municipality) and Midlands Mistbelt Grassland (0.01% of the Municipality). This means that 26% of the terrestrial ecosystems within the PSJM are threatened. The Ngongoni Veld is clearly very important, since it is a prominent vegetation type and threatened ecosystem within the PSJM. The Ngongoni Veld is so named since it is dominated by the Ngongoni grass (*Aristida junciformis*).

There are five rivers within the Municipality, the largest of which being the Umzimvubu River. There are also 88 wetlands and 13 estuaries (Biodiversity GIS, 2007). Three main rivers flow from the north to the Indian Ocean in the south and

separate PSJM into three catchments. The largest of these rivers is the Umzimvubu River. Some ward boundaries are delineated by these rivers. There is inadequate infrastructure (boats and bridges) to cross the rivers, which impacts on both the mobility and safety of the community.

Many communities have cited frequent drownings as a result. Drainage depends on river levels, storm conditions and tides, and is generally poor. Ecotourism plays an important role in the economy of the PSJM. It is therefore important to continue to protect the natural resources of the PSJM. Poor waste management practices can negatively affect and/or destroy such resources, giving further impetus for the practicing of sound waste management practices within the Municipality.

There are 1 053 types of plants and 164 plant families found around Port St Johns. This unique vegetation harbours rare bird species, providing evidence of the rich biodiversity in Port St Johns.

b) Geology and Soils

Port St Johns is dominated by sandstones of the Beaufort Group (Karoo Supergroup). Sediments of the Ecca Group are deposited around the Horst of the Table Mountain Group in the northern coastal region of Port St Johns. These sedimentary rocks are relatively resistant. Although the soils are suitable for intensive cultivation and vegetable gardening, they are generally highly erodible. The riparian areas and veld are poorly managed, which could result in the formation of erosion dongas and gullies.

c) Climate

Port St Johns is a subtropical coastal area with a moderate, humid climate. Summer temperatures range between an average of 20°C and 25°C.

Winters are mild with temperatures that range between an average of 8°C and 21°C. Annual rainfall is between 1 100 and 1 400 mm, and falls predominantly between October and March. While climatic extremes and local variations do occur, Port St Johns enjoys relatively good weather.

d) Open Space (Parks and Recreation)

The need for public recreational parks in Port St Johns cannot be overemphasized. A small park at the entrance of the town has been developed by the PSJ Development Agency and the new park on the way to Mpantu. Recreational facilities are limited to sports fields which are located in different wards. These facilities are currently maintained by municipality in terms of grass cutting using the tractor. Those sports fields are very few to meet the requirements and the needs of the Port St Johns clubs.

3.3.17.3 Climate Change

One of the priorities of the current term is to address the issues of climate change. The municipality is in a process of developing of Climate Change Policy. One key objective of the Policy will be to ensure that all Municipal Business Units are compelled to take environmental impacts of their activities / plans into consideration and ensure that there are suitable strategies in place which enable cooperative and coordinated environmental management throughout Municipal structures and activities.

Secondly the Policy will ensure that Port St. Johns is able to adapt to climate change related impacts and ensure that there are options available when decisions need to be made regarding adaptation and mitigation. The relevance, effectiveness and implementation of this policy will be managed through on-going monitoring, evaluation and review to ensure it reflects the most recent developments in climate change science and technology, and delivers on the Municipality's statutory responsibilities. Lastly the climate change strategy is being developed and will follow due processes.

KEY PERFORMANCE AREA #3

FINANCIAL VIABILITY & MANAGEMENT

3.4 FINANCIAL VIABILITY AND MANAGEMENT

3.4.1 Overview Of Municipal Financial Viability

All finances are managed under the Budget and Treasury Office. This is headed by the CFO. The department has two managers at the moment and has a shortage of capacity.

PSJ remains financially viable despite known challenges of:

- Lack of skills capacity in certain critical areas
- Low levels of revenue base coupled with poor rate of payment
- Consistent reliance on grant funding as the main source of our budget
- Limited systems and shortfalls in some aspects of our internal controls
- Limited revenue resources to cater for all our infrastructure needs
- Skewed budget with higher rate of operational expenditure compared to operational capital expenditure

3.4.2 Capability To Execute Capital Projects

This section summarizes key elements from the municipal budget. The municipality has capacity to spend its capital budget with the reflection of the previous financial years.

INTEGRATED DEVELOPMENT PLAN 2021/22

Table 3.20 Capital Expenditure by vote, functional classification and funding

EC154 Port St Johns - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2018/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure - Vote											
<i>Multi-year expenditure to be appropriated</i>	2										
Vote 8 - Executive AND Council (20: CS)		-	-	-	-	-	-	-	-	-	-
Vote 9 - LED (21: CS)		-	-	-	-	-	-	-	-	-	-
Vote 10 - Community Services (24: CS)		-	-	-	-	-	-	-	-	-	-
Vote 11 - Infrastructural Engineering (28: CS)		-	-	-	-	-	-	-	-	-	-
Vote 12 - Executive AND Council (30: CS)		-	-	-	-	-	-	-	-	-	-
Vote 13 - LED (31: CS)		-	-	-	-	-	-	-	-	-	-
Vote 14 - Municipal Manager (32: CS)		-	-	-	-	-	-	-	-	-	-
Vote 15 - Corporate Services (33: CS)		-	-	-	-	-	-	-	-	-	-
Vote 16 - Community Services (34: CS)		-	-	-	-	-	-	-	-	-	-
Vote 17 - Financial Services (36: CS)		-	-	-	-	-	-	-	-	-	-
Vote 18 - Infrastructural Engineering (38: CS)		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
<i>Single-year expenditure to be appropriated</i>	2										
Vote 8 - Executive AND Council (20: CS)		-	-	-	-	-	-	-	170	178	187
Vote 9 - LED (21: CS)		-	-	-	-	-	-	-	-	-	-
Vote 10 - Community Services (24: CS)		-	-	-	-	-	-	-	-	-	-
Vote 11 - Infrastructural Engineering (28: CS)		-	-	-	-	-	-	-	-	-	-
Vote 12 - Executive AND Council (30: CS)		-	-	-	-	-	-	-	-	-	-
Vote 13 - LED (31: CS)		-	-	-	-	-	-	-	53	55	58
Vote 14 - Municipal Manager (32: CS)		-	-	-	-	-	-	-	-	-	-
Vote 15 - Corporate Services (33: CS)		-	-	-	-	-	-	-	2 000	1 000	500
Vote 16 - Community Services (34: CS)		-	-	-	-	-	-	-	5 070	3 741	3 921
Vote 17 - Financial Services (36: CS)		-	-	-	-	-	-	-	-	-	-
Vote 18 - Infrastructural Engineering (38: CS)		-	-	-	-	-	-	-	49 191	56	58
Capital single-year expenditure sub-total		-	-	-	-	-	-	-	56 483	5 030	4 724
Total Capital Expenditure - Vote		-	-	-	-	-	-	-	56 483	5 030	4 724
Capital Expenditure - Functional											
<i>Governance and administration</i>		1 489	2 705	1 860	18 180	20 208	-	-	5 965	1 906	1 449
Executive and council		1 019	1 459	959	17 600	19 630	-	-	340	356	373
Finance and administration		460	1 246	702	500	578	-	-	5 625	1 550	1 076
Internal audit		-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		1 546	884	159	2 471	2 171	-	-	5 923	4 835	4 857
Community and social services		1 546	884	159	2 471	2 171	-	-	5 923	4 835	4 857
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		48 915	44 749	86 015	81 889	103 003	-	-	89 097	45 165	45 644
Planning and development		59	570	5	50	50	-	-	53	55	58
Road transport		48 856	44 179	86 010	81 839	102 953	-	-	89 045	45 110	45 586
Environmental protection		-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>		-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	51 931	48 118	87 834	102 480	125 382	-	-	100 984	51 706	51 951
Funded by:											
National Government		45 081	37 407	48 531	43 547	48 476	-	-	38 040	44 897	45 363
Provincial Government		-	5 181	31 691	33 780	47 545	-	-	45 000	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	45 081	42 588	80 222	77 327	96 021	-	-	83 040	44 897	45 383
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		6 850	5 530	7 612	25 133	29 361	-	-	17 944	6 809	6 588
Total Capital Funding	7	51 931	48 118	87 834	102 480	125 382	-	-	100 984	51 706	51 951

3.4.3 Free Basic Services Cost To The Municipality

The municipality has an indigent register and annually people are invited to register as per the adopted policy. The indigent policy is reviewed annually as required by the Legislation. The Council Adopted the Indigent Policy on 22 June 2020 for implementation in 2021/22 financial year. The purpose of the policy is to make provision for basic services to the community in a sustainable manner within the financial and administrative capacity of the Council. Whilst indigents refer to people who are lacking the necessities of life such as sufficient water, basic sanitation, refuse removal, environmental health, and basic energy. Council receives Equitable Share to subsidize those who cannot afford to pay for the minimum needs.

The objective in calculating the amount to be subsidized, must be to prevent an increasing balance on the account of an indigent as it will be difficult to recover the debt in a humanly way. All the finance related policies after adoption of the budget are uploaded in the municipal website. The municipality has allocated 6.2 million from the equitable share for Free Basic Services in 2021/22 targeting 14 000 households for electricity and 2000 households for alternative energy.

The municipality has Free Basic Services unit which headed by Manager Budget and Reporting and one Officer. The Municipality has established Indigent Steering Committee on November 2016 which is functional. There is no integration plans between Port St. Johns municipality and O.R. Tambo District Municipality. According to the Municipal Systems Act 2000, Section 74(3) and 75(2) stipulates, "A tariff policy may differentiate between different categories of users/debtors."

Criteria for Approval:

1. That the gross household income for qualification as a registered Indigent be determined each year by Council in terms of the tariff register.
2. That the prescribed application forms be completed annually

INTEGRATED DEVELOPMENT PLAN 2021/22

Table 3.21 Basic service delivery measurement

EC154 Port St Johns - Table A10 Basic service delivery measurement

EC154 Port St Johns - Table A10 Consolidated basic service delivery measurement

Description	Ref	2017/18	2018/18	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	1									
Water:										
Piped water inside dwelling					627 947 950	627 947 950	627 947 950	701 636 211	701 636 211	701 636 211
Piped water inside yard (but not in dwelling)										
Using public tap (at least min service level)	2									
Other water supply (at least min service level)	4				57 879 566 910	57 879 566 910	57 879 566 910	38 728 871	38 728 671	38 728 671
<i>Minimum Service Level and Above sub-total</i>										
Using public tap (< min service level)	3				58 507 514 860	58 507 514 860	58 507 514 860	740 364 882	740 364 882	740 364 882
Other water supply (< min service level)	4				50 644 621 047	50 644 621 047	50 644 621 047	10 392 842 400	10 392 842 400	10 392 842 400
No water supply					112 629 048 207	112 629 048 207	112 629 048 207	14 644 254 582	14 644 254 582	14 644 254 582
<i>Below Minimum Service Level sub-total</i>					353 997 389 825	353 997 389 825	353 997 389 825	473 116 171 199	473 116 171 199	473 116 171 199
Total number of households	5				575 271 838 879	575 271 838 879	575 271 838 879	498 893 633 083	498 893 633 083	498 893 633 083
Sanitation/sewerage:										
Flush toilet (connected to sewerage)										
Flush toilet (with septic tank)										
Chemical toilet										
Pit toilet (ventilated)										
Other toilet provisions (> min service level)										
<i>Minimum Service Level and Above sub-total</i>										
Bucket toilet										
Other toilet provisions (< min service level)										
No toilet provisions										
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5									
Electricity:										
Electricity (at least min service level)					4 801 948 260	6 514 409 101	6 504 409 101	6 980 636 978	7 399 878 136	7 843 442 585
Electricity - prepaid (min service level)					4 647 350 847	6 188 688 645	6 278 783 959	6 631 604 179	7 029 500 430	7 451 270 455
<i>Minimum Service Level and Above sub-total</i>					9 530 299 107	12 703 097 746	12 883 193 100	13 612 240 157	14 428 978 566	15 294 713 040
Electricity (< min service level)										
Electricity - prepaid (< min service level)										
Other energy sources										
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5				9 530 299 107	12 703 097 746	12 883 193 100	13 612 240 157	14 428 978 566	15 294 713 040
Refuse:										
Removed at least once a week										
<i>Minimum Service Level and Above sub-total</i>										
Removed less frequently than once a week										
Using communal refuse dump										
Using own refuse dump										
Other rubbish disposal										
No rubbish disposal										
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5									
Households receiving Free Basic Service	7									
Water (6 litres per household per month)										
Sanitation (free minimum level service)										
Electricity/other energy (50kwh per household per month)										
Refuse (removed at least once a week)										
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 litres per indigent household per month)										
Sanitation (free sanitation service to indigent households)										
Electricity/other energy (50kwh per indigent household per month)										
Refuse (removed once a week for indigent households)										
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided										
Highest level of free services provided per household										
Property rates (R value threshold)										
Water (6 litres per household per month)										
Sanitation (6 litres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per Section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA					2 213	2 213	2 213	2 593	2 707	2 829
Water (in excess of 6 litres per indigent household per month)										
Sanitation (in excess of free sanitation service to indigent households)										
Electricity/other energy (in excess of 50 kwh per indigent household per month)										
Refuse (in excess of one removal a week for indigent households)										
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided					2 213	2 213	2 213	2 593	2 707	2 829

3.4.4 Financial Management By-Laws & Policies

All the finance related policies are reviewed annually and adopted together with the budget and uploaded in the municipal website. Port St Johns Municipality has adopted the following financial management policies which guide the development of the annual budget. A thorough consultation was conducted for the policies below with all internal stakeholders.

- **Debt collection and Credit Control Policy**

The Policy responds to Sec 96 of the Municipal Systems Act, which compels a municipality to;

- Collect all money that is due and payable to it subject to this Act and any other applicable legislation; and
- For this purpose, must adopt, maintain and implement a credit control and debt collection policy, which is consistent with rates and tariff policies and complies with the provisions of this Act. The Policy has been approved on the 28 May 2021

- **Supply Chain Management Policy**

- The Purpose of the SCM policy is to ensure that the Municipality procures goods and services in an efficient, timely and cost-effective manner, ensures customer satisfaction, pursues socio-economic objectives through a preference system and demonstrates compliance with the constitution and all relevant legislation. The Policy has been approved on the 28 May 2021

- **Property Rates Policy**

- The Policy is developed in accordance with the provisions of the Local Government: Municipal Property Rates Act, (Act 6 of 2004) to ensure that property rating in Port St Johns Municipality is carried out in a fair, consistent, considerate and controlled manner. The Policy has been approved on the 28 May 2021

- **Indigent Policy**

- The purpose of the policy is to make provision for basic services to the community in a sustainable manner within the financial and administrative capacity of the Council. The Policy has been approved on the 28 May 2021

- **Asset Management Policy**

The policy for the management of property, plant and equipment (PPE/ Capital Asset) has been developed to assist the Municipality with the following:

- Description of management procedures for PPE.
- It also should assist with the capacity to differentiate between activities, which are acceptable in terms of general authorization, supervisory responsibilities and limits of authority to the management of PPE and functions of the organisation.

- Provides certainty with respect to the handling of PPE management procedures undertaken within the organisation and will ensure that management and employees understand their respective responsibilities and duties.
 - This policy replaces all fixed asset management procedures/instructions and memoranda that have been previously issued. The Policy has been approved on the 28 May 2021
-
- **Funding and Reserves Policy**
 - This policy aims to set standards and guidelines towards ensuring financial viability over both the short and long term and includes funding as well as reserves requirements. The Policy has been approved on the 28 May 2021
- **Cash and Investment Management Policy**
 - The objective of the Policy is to gain the highest possible return without unnecessary risks during periods when excess funds are not being used. The Policy has not been reviewed yet but the municipality is in the process of reviewing the outstanding policies. The Policy has been approved on the 28 May 2021
- **Budget Policy**
 - The policy on long term financial planning is aimed at ensuring that Port St John's Municipality has sufficient and cost-effective funding in order to achieve its long term objectives through the implementation of the medium term operating and capital budgets. The Policy has been approved on the 28 May 2021
- **Virement Policy**
 - The Budget and Virement Policy aims to empower Senior Managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the Municipality's system of delegations. It has been adopted on the 28 May 2021
- **Tariff Policy**
 - The Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policies have been

reviewed and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation of the next two years. There has been adopted on the 28 May 2021

- **Fleet Policy**

- The policy is meant to ensure an effective and efficient control, utilization, safeguarding, and managing of municipal vehicles and equipment. The Policy has been approved on the 28 May 2021

- **Borrowing Policy**

- The policy seeks to establish a framework and guidelines for the borrowing of funds. The Policy has been approved on the 28 May 2021

- **Provision for doubtful debt Policy**

This policy provides guidelines on treatment of the impairment and write-off of debtors for Port St John's Municipality. The policy seeks that household consumers with no or lower income are not denied a reasonable service and that the municipality is not financially burdened with non-payment of services. The Council is faced with a significant amount of outstanding debt and the continuous defaulting by certain consumers who can afford to pay for services. Despite strict enforcement of the previous policies, Council will continuously be confronted by circumstances requiring the possible write-off of irrecoverable debt and Council is required by International Accounting Standards 39 to determine possible debt impairment. Provision should therefore be made for this impairment. The Policy has been approved on the 28 May 2021.

- **Petty Cash Policy**

This policy is issued under the authority of SCM Regulation 15 in terms of MFMA. It complements the SCM policy and establishes a control framework for petty cash as an acquisition and payment instrument. A petty cash float is used to facilitate and accelerate the processing of low value transactions with minor official expenditures. Due to inherent costs and time required to process financial transactions, it becomes practical, economical and recommended to use petty cash to process low value payments where transaction cost (e.g. electronic transfer or cheque costs) is high. A petty cash float shall not exceed R2 000 and no single expenditure from that fund shall exceed R500 per transaction without prior approval of the CFO. The expenditure shall not be deliberately split to avoid the said limit. The Policy has been approved on the 28 May 2021.

3.4.5 Financial Recovery Plan

The municipality has appointed a debt collector in 2017 for a period of 3 years which expired in February 2020, process to appoint a new debt collector is underway. The Financial Recovery Plan was adopted 30 May 2019.

3.4.6 Supply Chain Management

The municipality has a supply chain management unit. The Unit is a support function for all business units within the Council, to ensure provision of efficient, transparent, fair, equitable, and cost effective procurement services, assisting them to implement their service delivery priorities. In terms of the Municipal Finance Management Act's SCM regulations, the SCM unit is established to implement the SCM policy adopted by Council. It operates under the direct supervision of Supply Chain Manager.

Core functions include procurement services, disposal management, SCM risk management, contract management and Fleet management. The SCM Policy is reviewed on an annual basis. The three Bid Committees have been established and are fully functional. The procurement turnover rate is three months and the municipality is striving to improve this rate. The municipality does not have a separate contract management unit it is within supply chain unit and is fully functional. The Policy has been approved on the 28 May 2021

3.4.7 Infrastructure Assets

The asset register has been updated with all movable and immovable assets, including investment property, and is GRAP and MSCOA compliant. The verification, conditional assessment, and revaluation of infrastructure assets have been done and updated in the asset register in compliance with MSCOA. Movable assets are verified on an annual basis. The asset register is updated, on a monthly basis, with asset acquisitions (movable and immovable), disposals, and movements. The Policy has been approved on the 28 May 2021. All relevant policies are not promulgated into by-laws and gazetted.

Over and above the listed policies the municipality will be embarking on a journey of developing some of financial management policies which will be promulgated by relevant by-laws, such policies will be reviewed on annual basis like the rest of other policies. The Credit Control and Debt Collection by-law, Rates by-laws and Immovable Assets by-laws by have been gazetted and are reviewed annually.

3.4.8 Tariff schedule for 2021/2022

Table 3.23 Tariffs

	<u>2020/2021</u> <u>Tariff</u>	<u>2021/2022</u> <u>Tariff</u>	%
REFUSE REMOVAL (per month for one removal per week)			
Domestic Consumers x1	111,02	115,35	3,9
SME'S Commercial Consumers x7	774,44	804,64	3,9
Large Commercial Consumers x7	1 548,04	1 608,41	3,9
Government/Hospitals/Hostels/Schools/Flats x5	552,91	574,48	3,9
Bed & Breakfast	221,13	229,76	3,9
Holiday resorts	442,29	459,54	3,9
Rubble per load	413,43	429,55	3,9
Garden Refuse Removal per load	248,04	257,72	3,9
Waste Disposal (tip site) per month		797,00	3,9

The tariff is based on 85L Bin/bag 1per week

RATES

DIFFERENT CATEGORY OF PROPERTIES	<u>2020/2021</u> <u>Tariff</u>	<u>2021/2022</u> <u>Tariff</u>	%
Per Rand on Valuation of all Residential Properties	0,007	0,007	3,9
Per Rand on Valuation of all Business Properties	0,014	0,014	3,9
Per Rand on Valuation of all Industrial Properties	0,015	0,015	3,9
Per Rand on Valuation of all Government Properties	0,014	0,014	3,9
Per Rand on Valuation of all vacant land (erven) according their zoning	0,015	0,015	3,9
Per Rand on Valuation of all Farms used for Agricultural purposes	0,015	0,015	3,9
Per Rand on Valuation of all Farms used for eco-tourism/conversion	0,015	0,015	3,9
Per Rand on Valuation of all Farms used for trading in/ hunting of game	0,015	0,015	3,9
Per Rand on Valuation of all Public Service Infrastructure	0,015	0,015	3,9
Per Rand on Valuation of all Public Benefit Organisations			
Per Rand on Valuation of all Multiple use Properties - Dominant use shall be deemed for determination of rate/tariff			

REBATES ON RATABLE PROPERTIES		2020/2021	2021/2022	
Public service infrastructure		30%	30%	3,9
Senior Citizens		50%	50%	3,9
Indigents		100%	100%	3,9
Newly Rateable Properties (phase-in over 3 years) 75%,50%,25%		100%	100%	3,9

All other Rebates, Exemptions and Discounts will be effected according to Municipal Rates Policy

3.4.9 Revenue Management

a) Core Business

- Billing of customers-this is done every month end and billing statements are distributed through emails and post.
- Debt management-Handing over of debtors to debt collectors
- Credit control-contacting debtors and encouraging payment arrangements to be made.
- Customer care-attending of debtors queries and correspondence
- Revenue collection-receiving, receipting and daily banking of cash received
- Performing monthly debt by type report, debtor's reconciliations, rates and services reconciliations.
- Monthly monitoring of grant income

b) Revenue Enhancement Strategy

The municipality is in a process of appointing a service provider to develop revenue enhancement strategy, currently municipality has an approved General Valuation Roll which assists in increasing revenue.

c) Revenue Profile

The municipality has a limited revenue base. Its major sources of revenue are property rates; refuse removal, rental of facilities, trade license and permits. PSJLM is grant depend as own revenue accounts for only 6% of the total revenue. The municipality is determined to increase its revenue collection by 5% in the year 2021/22 financial year. The municipality has 1300 accounts in total including government properties. A high percentage of the municipality's population is unemployed and therefore unable to pay rates or for services. Due to outdated general valuation roll this led to inaccurate billing and under collection less than 50%

Port St Johns municipality has performed as follows on capital expenditure for the past three financial years, with some of their grants not fully spent including STR (87.41), INEP (66.61) and MIG (69.11) in 2019/20:

Table 3.24 Expenditure Patterns

2018/2019	2019/2020	2020/21
100%	70.94%	

All conditional grants have separate bank accounts and are reported on on a monthly (Section 71), quarterly (Section 52D), mid year and yearly basis.

3.4.10 Audit Outcomes, Audit Committee and Internal Audit

PSJLM has an agreement with ORTDM to provide internal auditing functions. The agreement is renewed after every 3 years. Both Internal auditing charter and Audit committee charter are in place and signed by the chairperson of the Audit Committee.

- There is an existing Audit Committee as per requirements of the MFMA.
- Over the past three financial years, PSJLM received qualified audit opinion. Improvements have been made on the number of matter of emphasis issued.
- The municipality has developed and adopted the audit action plan in order to address AG’s finding and eliminate any recurring findings.
- The municipality has developed an Annual Financial Statement process as the municipality compiles AFS for the year end preparations.
- The AFS process plan has been submitted to the Audit Committee.
- PSJ Municipality ensures that there is adequate internal control through credible financial system, systematic filling system and procedure manuals.

Table 3.25: Audit opinions for the last four financial years

Financial year	2016/17	2017/18	2018/19	2019/20
Outcome	Qualified	Qualified	Qualified	Qualified

Notwithstanding certain challenges, the municipality is committed to the goal of achieving a clean audit by 2020. This Audit Action Plan will comprise a key part of the contracting arrangements between the municipality and the CFO moving forward. The plan includes a number of improvements and introductions into the systems of accounting and reporting such as:

- Regular management reporting on their AG concerns
- New controls to manage and curb poor documentation trail for expenditure
- Training and capacity building for all managers on financial management
- Mechanisms for definition and registration of new assets especially from the technical services division

- Lack of integration of the IDP objectives and municipal performance management plans etc.

3.4.11 Valuation Roll

The municipality has just approved its General Valuation Roll in 22 June 2020 which will assist in increasing revenue whilst pursuing the appointment of a debt collector. A service provider was appointed to do data cleansing of the billing system resulting to more accurate billing.

Billing of debtors and increase on our revenue collection will result in less disputes in our debtors' accounts. It will further assist in the review of indigent register. The municipality has updated the project implementation plan in terms of sec 81 of the amendment of the MPRA by the council meeting of 01 May 2018. The notice for objections of the draft valuation roll were been published on 3 March 2020 and gazetted (4395) and the final Valuation Roll has been published on the website.

3.4.12 Budget Alignment

The IDP and budget has been adequately aligned, SDBIP has been aligned to the budget. The following documents will be submitted with the budget:

- SDBIP
- Procurement Plans
- Tariff structure
- Budget related policies

3.4.13 Expenditure Management

The unit operates under the supervision of the Manager Budget and Reporting and is responsible for:

- Receiving invoices from various departments.
- Making sure that all supporting documents are attached to the invoice
- Listing & capturing of invoice on arrival to the system
- Payment of all outstanding invoices within 30 days as per MFMA
- Processing of salaries & Payment of third parties before 07 of every month
- Capturing & updating of vouchers on PROMUNE
- Prepare monthly bank reconciliation
- Prepare monthly payroll reconciliations
- Prepare monthly cash flow projections
- Listing of fruitless & wasteful expenditure

3.4.14 Municipal Standard Charts Of Accounts (MSCOA)

National Treasury issued Government Gazette No 37577, Municipal Regulations on Standard Chart of Accounts, which is effective 01 July 2017. The objective is to

have a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level by providing a Standardized Chart of Accounts which is:

- aligned to budget formats and accounting standards;
- enable uniform information that sets across the whole of government to better inform national policy coordination and reporting, benchmarking and performance measurement.

MSCOA is not a system change it is a business process/reform change! There are Seven (7) segments that are to be complied with on a transaction (posting) level and no further breakdown is needed subsequent to transaction posting. The seven segments are:

- Project
- Function
- Item segment: Assets, Liabilities and Net assets; Expenditure; Revenue; Gains and Losses
- Fund
- Regional Indicator
- Costing
- Municipal Standard Classification – No standardization

Project segment is linked to the IDP it indicates how the projects should be reflected in the IDP it distinguishes projects according to the nature of expense in terms of capital or operational expense. The Council adopted MSCOA Project Implementation Plan, terms of reference for the Oversight Committee and appointed MSCOA Champions on 18 November 2016.

KEY PERFORMANCE AREA #4 LOCAL ECONOMIC DEVELOPMENT

3.5 LOCAL ECONOMIC DEVELOPMENT

3.5.1 Economic Development Profile

This chapter provides an assessment of the current (multifaceted) developmental environment. A high level description of the Port St Johns Municipality is provided in terms of aspects that have a bearing on LED. The Situation Analysis provides a critical informational base required for the LED strategic framework to be properly contextualised and sets the scene for development in the region by discussing salient socio-economic features, providing an economic overview, exploring institutional dimensions and inserting an infrastructural vignette. The importance of this chapter is not found explicitly in the numbers, figures and amounts contained, but rather the implicit structures, trends, relationships and patterns of development they point to.

Where possible, information which pertains to the district, provincial and national levels is presented. This is in order to draw comparisons of how the status quo in Port St Johns is when compared to other units of analysis. Similarly, where possible, information is presented for over one time period, in order to draw-out dynamic trends and shifts.

3.5.2 Policy & Planning Informants

In the process of reviewing an LED Strategy, a number of key legislative and policy documents need to be considered. Furthermore, this review is necessary to ensure appropriate alignment with national, provincial and district policies. There has been an evolution in the nature and focus of the strategic planning environment and this section acknowledges the importance of various policies to the Port St Johns economy. The LED review process must be informed by and aligned with national, provincial, district and local level priorities.

3.5.2.1 National Development Plan (NDP)

The National Planning Commission (NPC) developed the NDP vision for 2030 for South Africa which is classified as a long term strategic framework for the country to work towards collectively. A Diagnostic Report was released in June 2011 and sets out South Africa's achievements and shortcomings since 1994.

Challenges identified include

- Too few people work;
- Corruption is widespread;
- The standard of education for most black learners is of poor quality;

- A widespread disease burden is compounded by a failing public health system;
- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth; Public services are uneven and often of poor quality;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive

In reaction to these fundamental challenges, the NDP 2030 plan spells out the key strategic development areas which require focus over the next 20 years. These are:

- Employment and economy;
- Economic infrastructure;
- Environmental sustainability;
- An integrated and inclusive rural economy;
- Positioning South Africa in the world;
- Transforming human settlements;
- Improving education, training and innovation;
- Promoting health;
- Social protection;
- Building safer communities;
- Building a capable and developmental state
- Fighting corruption;
- Transforming society and uniting the country.

Whilst the above strategic areas are broad, the three priorities that are highlighted include; raising employment through faster economic growth, improving the quality of education, skills development and innovation and building the capability of the state to play a developmental, transformative role. These are seen as essential to achieving higher rates of investment and competitiveness, and expanding production and exports. In its Development agenda Port St. Johns Municipality has taken note of the above key strategic development areas and in its implementation of the IDP will be responding to each development area in particular economic infrastructure and employment.

3.5.2.2 New Growth Path (NGP)

The new growth path is a broad framework that sets out a vision and identifies key areas where jobs can be created within the South African National Economy. The new growth path is intended to address unemployment, inequality and poverty in a strategy that is principally reliant on creating a

significant increase in the number of new jobs in the economy, mainly in the private sector. The new growth path sets a target of creating five million jobs by 2020. This target is projected to reduce unemployment from 25% to 15%. Critically, this employment target can only be achieved if the social partners and government work together to address key structural challenges in the economy. The new growth path seeks to place the economy on a production-led trajectory with growth targeted in ten 'jobs drivers'. As a first step, government will focus on unlocking the employment potential in six key sectors and activities. These include:

- Infrastructure, through the massive expansion of transport, energy, water, communications capacity and housing, underpinned by a strong focus on domestic industry to supply the components for the build-programmes;
- The agricultural value chain, with a focus on expanding farm-output and employment and increasing the agri-processing sector;
- The green economy, with programmes in green energy, component manufacture and services;
- Manufacturing sectors in IPAP2 and;
- Tourism and certain high-level services.

The New Growth Path indicates that current investment and savings is below the levels required for sustainable growth which is seen as an imbalance in the economy. The NGP therefore sees the need for government to 'encourage stronger investment by the private and public sectors to grow employment-creating activities rapidly while maintaining and incrementally improving South Africa's core. This remains Port St. Johns target for the term to improve private partnerships aimed at improving regional economy through economic infrastructure development.

3.5.2.3 National Framework For LED

The National Framework for LED in SA aims to support the development of "sustainable, robust and inclusive local economies exploiting local opportunities, real potential and competitive advantages, addressing local needs and contributing to national development objectives".

It views LED as the outcome of actions and interventions resulting from local good governance and the improved integration and coordination between national, provincial and local government programmes and projects. Locally owned appropriate solutions and strategies must emerge for local areas to promote sustainable development and sustainable human settlements. Local

initiative, energy, creativity, assertive leadership and skills will ultimately unlock the latent potential in local economies.

The National Framework for LED in South Africa seeks to mobilise local people and resources, within the framework of the PGDP and NSDP, to become competitive in the economic marketplace, both domestically and internationally. Strategies to implement these outcomes include:

- Improving good governance, service delivery, public and market confidence in municipalities through an alignment of national, provincial and local programmes - as a critical first step in attracting investment .
- Identifying and exploiting competitive advantage as a better understanding of the opportunities and constraints in local economies should inform a more balanced development path.
- Instituting Sustainable Developmental Community Investment Programming, building community and thus using a powerful cultural dynamic as the main vehicle and partner for LED together with the resourcing of organised communities to become important productive units.
- Intensify enterprise support– the Small Enterprise Development Agency (SEDA) should be the key vehicle for localised enterprise support.

3.5.2.4 Industrial Policy Action Plan 2017/18 –2019/20

The Industrial Policy Action Plan (IPAP) is firmly entrenched in Government's overall policy and plans to address the key challenges of economic and industrial growth and race based poverty, inequality and unemployment. It is a key component of the President's Nine Point Plan and is aligned to the policy perspective of Radical Economic Transformation. It is guided by the vision of the National Development Plan. IPAP 2017 is aligned to the Medium Term Expenditure Framework (MTEF) as well as the Medium Term Strategic Framework (MTSF). The IPAP is a product of the Economic Sectors, Employment and Infrastructure Development (ESEID) cluster. The responsibility for its implementation lies with Government as a whole and a wide range of entities, including SOCs.

3.5.2.5 Provincial Policy Initiatives

Provincial documents give an indication of the forms of support availed to regions and localities, with the following initiatives discussed below:

- a) Eastern Cape Provincial Spatial Development Plan
- b) Eastern Cape Rural Development Strategy

- c) Strategy and Programme for Cooperative Development and Support in the Eastern Cape
- d) Integrated Strategy for Promotion of Entrepreneurship and Small Business in the Eastern Cape
- e) Eastern Cape Provincial Local and Regional Economic Development Strategy
- f) Eastern Cape Provincial Industrial Development Strategy
- g) Eastern Cape Sustainable Energy Strategy

a) Eastern Cape Provincial Spatial Development Plan (ECPSDP)

This plan gives guidance on the principles that should underpin the strategic approach to spatial development and management in the province. To this end, a targeted and phased approach to development is recommended based on:

- Settlement hierarchy: This involves focusing investment strategically at three levels of support. The plan promotes identification of nodes and corridors with opportunity and targets development initiatives which promote consolidation of settlements to facilitate cost effective development.
- Flexible zoning: allowing for flexibility for special kinds of investment.
- Resources sustainability: Monitoring of the use of resources to ensure sustainability and minimization of environmental impacts in all land developments.
- Restricted development zone: identification of environmentally sensitive areas and ensuring that developments do not occur, for example wetlands, state forest, dune systems, river estuaries, game and nature reserves and heritage sites.
- Spatial Integration: promotion of integrated development with maximum spatial benefits, integrating communities and the spatial economy.

b) Eastern Cape Rural Development Strategy

The Eastern Cape Rural Development Strategy is a sustained and long-term programmatic intervention in response to endemic poverty in the province. It is premised on the belief that through self-organisation of communities, government, the private sector and other actors in the developmental arena, inroads can be made in the fight against chronic poverty in the province. The rationale for a Rural Development Strategy that caters to the specific needs of the province can be found in the status of:

- Structural factors that lead to marginalisation of societies and inequality of opportunities.
- The historical political economy, whose legacy in rural hinterlands is experienced through low levels of economic integration.
- Land and agrarian relations, which give rise to a skewed distribution of natural resources.
- Settlement and migration patterns that lead to a divide between rural and urban areas.
- A marked need for improved food security, based on agrarian transformation linked to indigenous ways of life.
- Past initiatives, that have had mixed fortunes in their ability to deliver a lasting impact on rural development.

c) Strategy and Programme For Cooperative Development and Support in The Eastern Cape

The strategy document outlines the rationale, methodology and agreed approach to cooperative development in the Eastern Cape. The vision of this strategy is to see a vibrant, independent cooperative sector in the Eastern Cape with cooperatives becoming a significant component of the province's economic structure. The cooperative vision is not only economic, but also developmental with cooperatives playing a major role in the social and cultural development of all communities in the province.

Towards realising this vision the strategy has set itself seven objectives:

1. To ensure the efficient & effective establishment of the institutional framework to support cooperatives & other similar collective enterprises from the local to the provincial level;
2. To pool the resources of government and other partners to catalyse and support the growth of community and socially owned capital;
3. To ensure that adequate and tailor made cooperatives support programmes are in place to ensure sustainability and growth of cooperatives in the Eastern Cape;
4. To ensure that the growth of the cooperative movement in the Eastern Cape is autonomous and independent of government and is aligned to the cooperatives sectors and types identified in the Cooperatives Act No14 of 2005;
5. To ensure that there is continuous availability of best practice through research, database & knowledge management, networking amongst cooperatives and the creation of linkages both locally and internationally;

6. To clarify the role of stakeholders, agencies, government departments, communities and cooperatives themselves in the development of cooperatives in the Eastern Cape;

7. Create proper alignment in terms of cooperatives strategy with all other provincial government support programmes and also with municipalities;

These objectives are then supported by several pillars:

- Institutional capacity for supporting cooperatives in the Eastern Cape
- Support infrastructure for cooperatives development
- Building an independent cooperative movement
- Research,
- Knowledge
- database management and
- statistics

d) An Integrated Strategy For Promotion Of Entrepreneurship And Small Enterprises In The Eastern Cape

The vision of the SMME Strategy is to mainstream Small and Medium Enterprises into the economy of the province in order to enhance entrepreneurship and self-employment. In order to achieve the vision, the following strategic pillars and projects are proposed for implementation

Strategy Pillar One: SMME Institutional Framework

- Develop Capacity within DEDEA
- Establish a forum for development finance institutions
- Establish a Provincial SMME Working Group
- Establish an Enterprise Development Agency in the Eastern Cape
- Establish an Innovation Hub to enhance product development and manufacturing in the Province

Strategy Pillar Two: SMME Programme Design and Support

- Increase supply of financial services
- Increase supply of non-financial services
- Access to markets through government procurement
- Enhance access to markets to industry opportunities for SMMEs
- Increase access to franchise opportunities in the Eastern Cape
- Skills enhancement of SMME owners
- Support to the informal sector and hawkers
- Access to SMME Information

Strategy Pillar Three: SMME Regulatory Functions and Services

- Reduce small business regulatory constraints and awareness
- Capacity building of municipality officials on regulations affecting SMMEs and how to manage them

Strategy Pillar Four: Monitoring and Evaluation

- Conducting ongoing research about SMMEs in the province
- Align and integrate all the District and Metro SMME Strategies with the Provincial Strategy Framework
- Developing knowledge and information about SMMEs to inform policy and programmes in the province
- hosting annual conferences, seminars and summits on SMME Development in the province

e) Eastern Cape Provincial Local And Regional Economic Development Strategy (LREDS)

The Local and Regional Economic Development Strategy (LREDS) were developed by the Eastern Cape provincial Department of Economic Development and Environmental Affairs (DEDEA). It aims to address some of the identified bottlenecks in local economic development and the lack of capacity to deliver at local level.

LRED is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

The LREDS provides a more structured and comprehensive approach to local economic development than before through a framework within which “top-down” policy programme managers interact with “bottom-up” beneficiary and target groups. It was identified that top-down-bottom-up planning can suffer from weaknesses at both levels, with top-down on its own suffering from knowledge deficit at policy level and bottom-up on its own suffers from capacity deficit and populism.

The LREDS approach aims to build the capacity of locally based institutions, interest groups and communities to enable them to act as effective partners by:

- Understanding the local economy;
- Identifying and communicating needs;
- Developing appropriate responses/opportunities;
- Managing integrated regional plans;
- Managing local action plans; and
- Monitoring progress – learning from experience

The approach is to build structures, systems and skills for policy direction from the centre and to mobilize the public investment needed to build that capacity as a prerequisite for balanced growth and development.

f) Eastern Cape Provincial Industrial Development Strategy

The Eastern Cape Industrial Strategy (ECIS) is a strategy that was developed to guide industrial development in the province. It is based on the national and provincial policy strategies that deal with regional growth, industrial development, the manufacturing sector, inclusive community development and other such strategies. In this light, the provincial strategy is in fact a means of articulating the national and provincial developmental policy framework. This framework is constituted of documents such as the Accelerated Shared Growth Initiative for South Africa (ASGISA), Provincial Growth and Development Plan (PGDP), Integrated Sustainable Rural Development Strategy (IRSIDS) and Regional Industrial Development Strategy (RIDS).

As a practical manifestation of the policy framework it provides guidelines for intervention, based on economic analyses. From a broad perspective, the strategy will contribute towards achievement of the ASGISA's and PGDP's targets of 6% growth and halving unemployment by 2014. The strategy then effectively becomes a 'landing strip' for policy initiatives.

The Provincial Industrial Development Strategy has linkages to IPAP2 and its pillars are used as the basis for the Integrated Wild Coast Development Programme (specifically manufacturing, tourism and Renewable Energy), which in turn leads into the Wild Coast Special Economic Zone proposals.

g) Eastern Cape Sustainable Energy Strategy

The vision is to create an enabling environment for sustainable energy investment and implementation. Strategic goals are to alleviate energy poverty, improve industrial competitiveness, promote renewable energy (RE) production, manufacturing and technology development and reduce CO₂ emissions and pollution. Recommendations provided include lobbying ESKOM to expedite the strengthening of transmission capacity in the former Transkei, the development of a provincial locational perspective on RE and embarking on an intensive training programme.

Roles identified for local government in organising a response to the sustainable energy sector include:

- Local content manufacture;

- Enabling regulatory support / landuse applications;
- Logistics;
- Developing Capacity of local decision-makers;
- Assistance to local beneficiary trusts
- Political Support
- Coordination of regional and local development initiatives
- Power purchase
- Match making with funding institutions
- Pilot projects
- Promotion of manufacturing sector , investment and coordination

3.5.2.6 District Perspective

The district planning perspective allows identification of key sectors, actions and interventions that characterise the O.R. Tambo District's approach to economic development. This follows on from priorities targeted by the province and reflects regional viewpoints and differences.

Outcomes of district documents not summarised in this section but incorporated in this report include:

- i. ORTDM IDP
- ii. ORTDM Growth and Development Summit (GDS)
- iii. ORTDM Marketing Strategy
- iv. ORTDM Tourism Planning Framework
- v. ORTDM Integrated Waste Management Plan
- vi. ORTDM Land Availability Audit & Area Based Plan
- vii. ORTDM Regional Industrial Roadmap

i. ORTDM Spatial Development Framework (SDF)

ORTDM's SDF recognises the presence of several constraints to aforementioned development within the district. These include:

- The vast amount of unresolved land claims in the district. This halts many prospective developments in their planning phase.
- The lack of basic infrastructure in the district, compounded by the lack of funds to invest in an improvement in service levels.
- The lack of clear land administration mechanisms.
- The absence of a Land Use Management System (LUMS) for the district because of insufficient capacity with district and local municipalities.

ii. **ORTDM Local Economic Development Strategy Review (LED)**

The main purpose of the 2010 O.R. Tambo District Municipality's Local Economic Development (LED) Strategy was to facilitate the review, update and development of the 2003 strategy. This was done to guide development interventions to improve the economy of the O.R. Tambo District and was developed in the context of a dynamic regional economic landscape that has been affected by macro- and micro level developments between 2003 and 2010.

The following programmes are contained in the strategic framework:

- Nodal rural development
- Infrastructure provision & service delivery
- Institutional strengthening & partnerships
- Education, skills development and training
- Prioritised tourism support
- Business support

3.5.2.7 Local Input

Local level inputs are informed by ward based planning processes, and a review of these conforms with a bottom-up approach to development. Over and above the legislative prescripts highlighted above, in 2019 the municipality undertook the review of all municipal policies including those related to local economic development, which include Trade Effluent Policy, Informal Traders Policy, Rental Policy, Events Policy, Business Licencing Policy and Emerging Contractor Development Policy. These policy are still draft following their presentation to a policy workshop held in 2019. In 2020\21 the municipality will facilitate their adoption.

a) **Port St Johns 2016 Led Strategy**

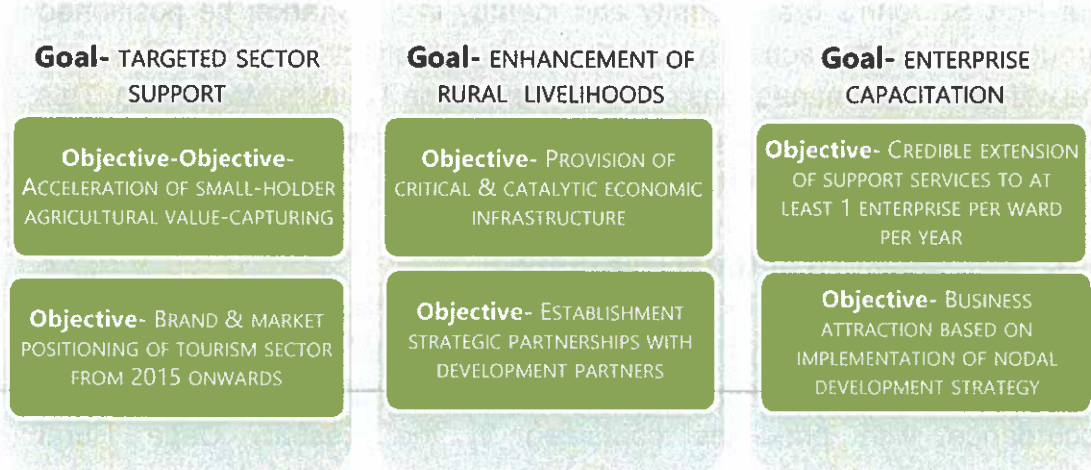
The vision for the Port St Johns LED strategy is founded on that of the 2016 LED strategy, the municipal Integrated Development Plan (IDP) as well as the Master Plan. It also considers the visions contained in the Port St Johns Development Agency Regeneration of Port St Johns high level development strategy and the vision from the Port St Johns Tourism Assessment exercise. The importance of these documents was discussed in section 2.1 of the situation analysis chapter and as a result, their input is critical in the PSJ LED strategy vision. Stakeholder input was also used as a means of acquiring consensus on the vision. Key elements that are consistently reflected in the planning documents above are presented

Based on these, the vision for the LED strategy is as follows:

A Wild Coast gateway and destination that serves as an agro-processing and ecotourism hub, providing sustainable growth and development for all.

Its equally unique and pivotal role as a gateway into the Wild Coast is highlighted in the vision. This is a source of competitive advantage as it represents an attribute that cannot be matched by other localities. As such, it represents a core asset to be built-upon for the derivation of benefits for all. Also critical in the vision statement above is the element of all people being able to benefit from the growth and development. This transcends different economic sectors (i.e. performance of one sector does not prejudice or prove to be detrimental to the prospects of another), regions (access to services in both rural and urban areas as well as infrastructure provision to both coastal and inland regions) and economic actors (an enabling environment in which cooperatives, micro-enterprises and large entities can all thrive). The statements regarding the PSJLM becoming an agro-processing and ecotourism hub are aspirational, and indicate the desired end-state of stakeholders operating within the PSJLM space. The vision thus clearly sets out 'what we want to achieve', projecting an outlook for the future and indicating its key selling points.

Figure 3.2: Key vision elements (goals and objectives)



Goals unpack the vision into objectives that are Specific, Measureable, Action-oriented, Relevant and Time-based. They are more concrete and descriptive than the vision statement and assist the PSJLM in assessing its progress towards attainment of the vision. The goals encompass high-level ideas regarding the intended end-state, whilst objectives set-out detailed metrics of how such an end-state is to be realised.

Both goals and objectives are thus seen as measuring progress that the PSJLM has made towards making its vision statement a reality.

- **Targeted Sector Support**

Targeted sector support recognises the fact that it is not possible to devote scarce resources to all the economic sectors. As such, it is prudent to focus energy on sectors that would yield the highest returns on investment (ROI) and are aligned with the region's competitive and comparative advantages. In PSJLM, these sectors are tourism and agriculture.

Agriculture appeals to the rural nature of settlement throughout the municipality, whilst accounting for the biophysical endowments that support the up-scaling of this form of activity. The objective relating to agriculture recognises the fact that most agricultural activity in the locality is currently undertaken by small holders, and that commercial enterprise is currently bounded in its possibilities by the land tenure system. Value capture relates to the role of local farmers as actors in the value chain expanding their scope of activity from just being primary producers.

Similarly **tourism** is an activity which can be considered strength for the PSJLM, and must be built upon further. Given the highly competitive nature of tourism in South Africa, and its position as a growth market, it is important that Port St John's brand equity and identity in the market be positioned through coordinated action by all interested and affected parties. This is in line with the recommendations of the Eastern Cape Tourism Masterplan. This objective focuses on product development to maximise on visitor numbers and visitor spend in the area

- **Enhancement of Rural Livelihoods**

This goal recognises the fact that over 90% of the PSJLM's residents live in non-urban settings. As such, it is important that one of the strategic goals directly seek to uplift the quality of life experienced in rural areas. This is in accordance with principles contained in the Eastern Cape Rural Development Strategy (as discussed in the provincial policy initiatives section of the situation analysis chapter). Enhancement of rural livelihoods will help mitigate against the negative effects of outward and internal migration. The state of infrastructure provision and the leveraging power of partnerships are both central issues in enhancing rural livelihoods in Port St Johns.

Critical infrastructure is that which is deemed to be a predeterminant for any forms of investment and thus development. Thus, it may be inferred that

the absence of such forms of infrastructure effectively delays or defers investment into the locality's rural areas.

Catalytic infrastructure has the capacity to create significant multiplier impacts (induced and indirect) on development in the area. An objective of the LED strategy will be to identify and highlight such forms of infrastructure that may provide secondary and tertiary positive externalities on the state of rural livelihoods in Port St Johns. The ability of the Port St Johns Local Municipality to deliver on the goal of enhanced rural livelihoods will be highly dependent on its capacity to utilise **strategic partnerships** with development partners. Institutions involved in the development arena may assist stakeholders in the PSJLM in the implementation of the LED strategy through access to expertise, funding and other forms of resources. As such, this is listed as an objective that will allow it to reach this goal.

- **Enterprise Capacitation**

As a goal, enterprise capacitation is in alignment with key planning documents such as the Strategy and Programme for Cooperative Development and Support in the Eastern Cape, The Integrated Strategy for Promotion of Entrepreneurship and Small Enterprises in the Eastern Cape and the O.R. Tambo Regional Industrial Roadmap. It is understood that for LED to be sustainable, it must be predicated on the creation, attraction and retention of enterprise (large and small). This in turn leads to employment generation and household income growth and subsequently reduces incidences of poverty levels.

The Port St Johns Municipality has 20 wards, meaning that this objective seeks to ensure that at least 20 enterprises receive credible support services. The terminology of **credible support** refers to the nature of assistance being sustained over a period of at least one year, involving meaningful interaction and being based on the provision of quality services. These services will vary in the nature depending on the type of business. Such services may be rendered directly by the municipality or through its development partners. The benchmark of 20 enterprises per year is to be seen as a minimum performance standard, and thus more than 20 enterprises may be supported in a given year.

Business attraction based on implementation of the **Nodal Development strategy** seeks to activate potential which has been spatially identified in prior research undertaken by the municipality. This objective aims to support the establishment and attraction of businesses away from Port St Johns town

and towards the high-potential rural locations within the municipality which have been identified in the nodal development strategy. Such potential is identified as being high based on population levels, infrastructure linkages (present or prospective), household income levels (and thus expenditure patterns) and other such factors.

3.5.3 The State of Economy

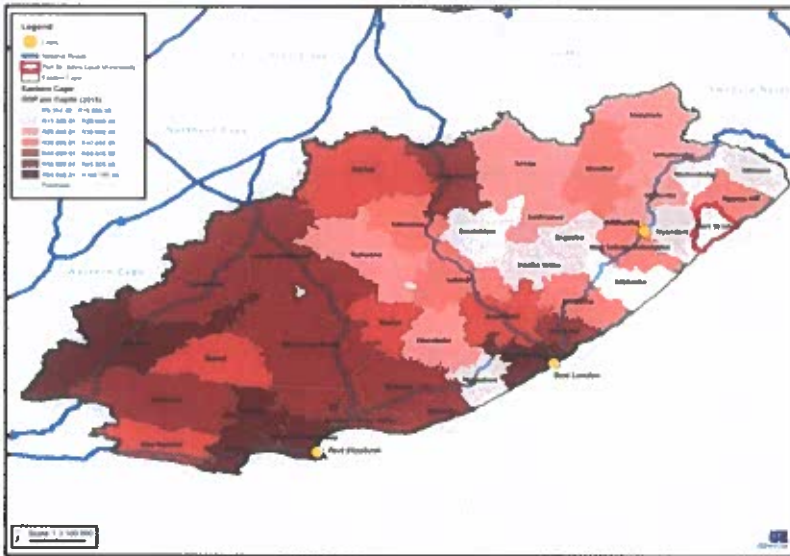
3.5.3.1 Local output

The Map below shows the GDP-R per capita of local municipalities within the Eastern Cape Province. GDP-R per capita attempts to equate the level of output associated with each area to its resident population. This measure is beneficial in its ability to allow comparison of economic welfare across regions (assuming homothetic distributions of income across the entire province). The comparison is further illustrated in the following Figure.

From the Map it is evident that the PSJLM ranks among the lowest levels of output per capita in the province. PSJLM thus has an underdeveloped economy when consideration is made of its population. This points to the population having a low level of productivity (limited marginal product of labour, in economic terms), as a result of the low employment levels and low skill levels. Economic output in the PSJLM can thus be attributed to a relatively small percentage of the total population.

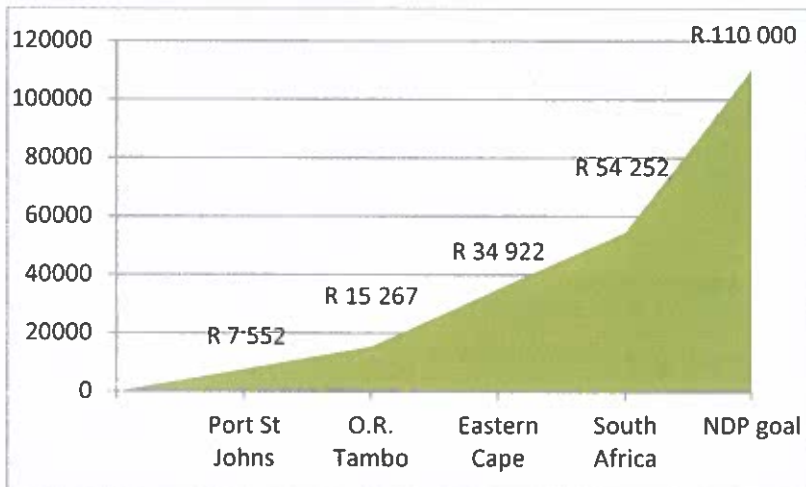
From the Figure below it emerges that the National Development Plan's goal is for per-capita GDP to be approximately R110 000 in 2030, whilst the PSJLM level is currently R7 552. Further comparison with the district, provincial and current national levels reveal how low local output is in real terms (not nominal terms). Although the low level of economic activity in the PSJLM is often attributed to its Transkei legacy, and the fact that it is situated along the Wild Coast, from Map and Figure below it emerges that the PSJLM's economy is significantly underdeveloped when compared to other similar localities.

Figure 3.3: Map showing GDP per capita



Source: Urban-Econ calculations based on Quantec, 2014

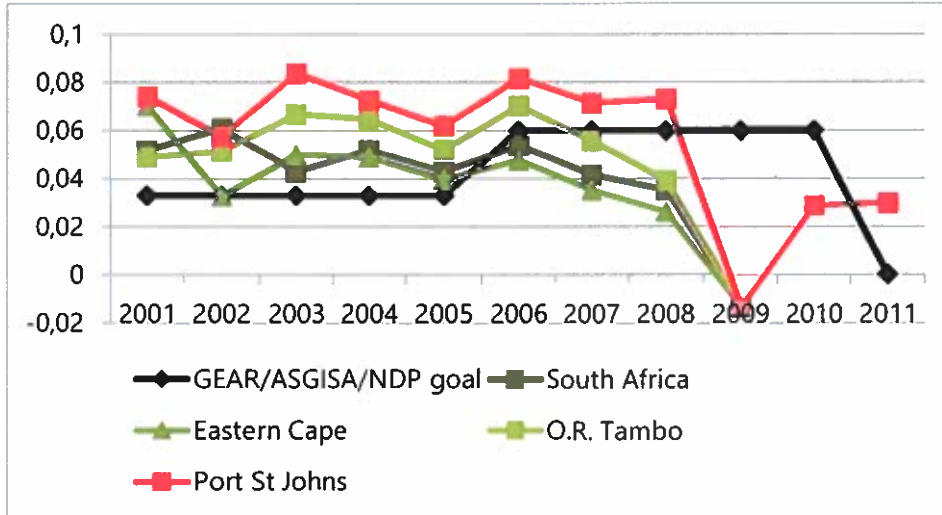
Chart 3.17: NDP Goal vs O.R. Tambo GDP



Source: Urban-Econ calculations based on Quantec, 2014

The performance of the PSJLM economy is presented in the chart below with comparisons with the district, provincial and national growth rates also provided. It is encouraging to note that the PSJLM constantly outperformed the district, provincial and national averages. It is however important to note that the PSJLM's growth as shown in the figures below came off a very small initial base. This means that although the nominal change may seem positive, the real change was very low, especially when consideration is made of population changes and the low per capita level of GDP-R as discussed above.

Chart 3.18: Performance of PSJ Economy



Source: Urban-Econ calculations based on Quantec, 2014

3.5.3.2 Structure of the Local Economy

Classification of economic activity in this report is based on the South African Standard Industrial Classification of all Economic Activities (SIC) approach. Under this approach, similar forms of economic activity are organised and distinguishable under the following nine major sectors:

1. Agriculture, hunting, forestry and fishing
2. Mining and quarrying
3. Manufacturing
4. Electricity, gas and water supply
5. Construction
6. Wholesale and retail trade
7. Transport, storage and communication
8. Financial intermediation, insurance, real estate and business services
9. Government and Community services

To relieve community sector from the stress of absorbing the employment the municipality is in a process to start engagements with the communities on attracting township investments to its mtumbane township. As it is evident, these sectors are made up of combinations of diverse forms of activity. Under the SIC approach, it is possible to disaggregate economic activity to a sub-sectoral level, as well as into lower levels of greater detail.

3.5.3.3 Comparative & Competitive Advantage

In order to see which economic sectors have considerable potential, there is a need to understand which sectors have comparative advantages over their regional counterparts. One commonly utilised method of determining comparative advantage is the location quotient (LQ). The location quotient is a technique used in economic geography and locational analysis to compare a local economy to a reference economy (provincial, national or even transnational). This allows quantification of how concentrated or specialised certain activities are within a locality, compared to the reference economy. The formula used when calculating the location quotient is as follows:

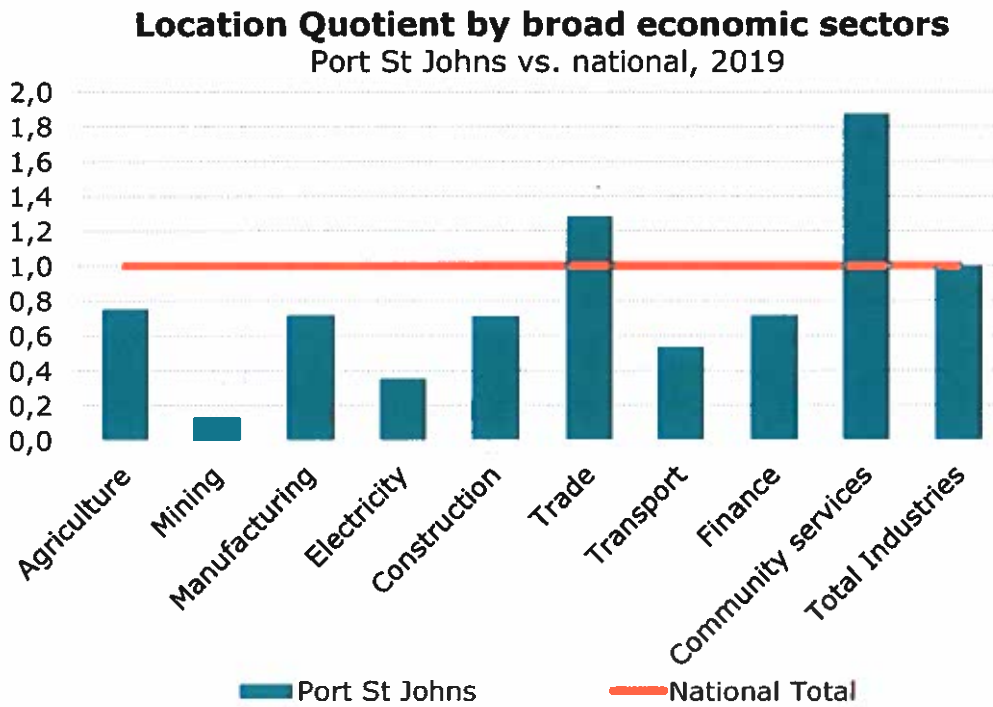
$$\text{Location Quotient} = \frac{\left(\frac{\text{Local employment in given sector}}{\text{Total local employment in given year}} \right)}{\left[\frac{\text{Reference economy employment in given sector}}{\text{Total reference economy employment in given year}} \right]}$$

The LQ calculated above can then be interpreted by using the following conventions:

- LQ<1: Local employment is less than that required to satisfy local demand of the good or service. This means the region is a net importer of that good and thus does not have a comparative advantage in its provision.
- LQ= 1: Local employment is exactly sufficient to meet local demand for the given good or service. The region thus neither exports nor imports the good as it is self-sufficient in its provision, without excess supply. This means it produces the good at a level proportionate to its other economic contributions to the reference area.
- LQ>1: local employment is greater than that needed to satisfy local demand. This means the region is a net exporter of that good and thus has a comparative advantage in its provision as it has a relatively high concentration of that good compared to the reference economy.

The table below shows the LQs for PSJLM's ten major sectors of economic activity. The reference economy used was that of the district as a whole. From this, it can be seen which sectors in the PSJLM possess a comparative advantage over the district level. As stated above, an LQ of above 1 indicates possession of a comparative advantage while an LQ of less than one indicates that the district cannot engage in production at a lower opportunity cost than the provincial average

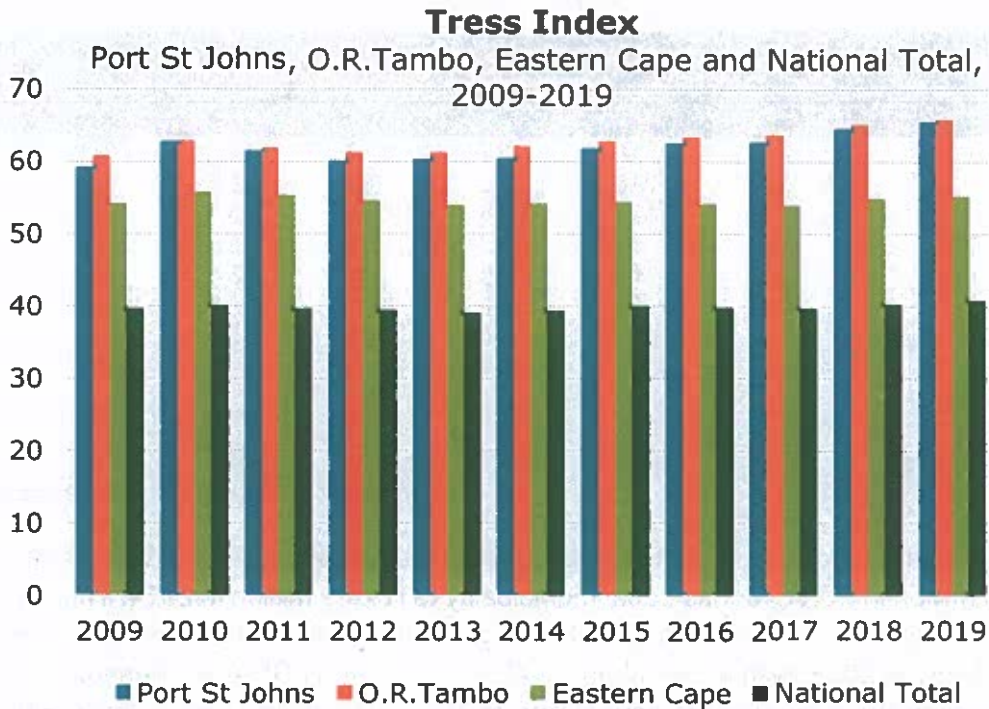
Chart 3.19: Location Quotient by Broad Economic Sectors - Port St Johns Local Municipality and South Africa, 2019



Source: IHS Markit Regional eXplorer version 2070

For 2019 Port St Johns Local Municipality has a very large comparative advantage in the community services sector. The trade sector has a comparative advantage. The Port St Johns Local Municipality has a comparative disadvantage when it comes to the mining and electricity sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately the Port St Johns Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.129.

Chart 3.20: Tress Index - Port St Johns, O.R.Tambo, Eastern Cape & National Total, 2009-2019



Source: IHS Markit Regional eXplorer version 2070

In 2019, Port St Johns's Tress Index was estimated at 65.5 which are lower than the 65.8 of the district municipality and higher than the 65.8 of the province. This implies that - on average - Port St Johns Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole.

3.5.4 Key Economic Sectors

Table 3.26 Gross Value Added (Gva) by Broad Economic Sector

	2019	2020	2021	2022	2023	2024	Average Annual growth
Agriculture	20.3	23.6	22.7	23.7	24.3	24.9	4.24%
Mining	36.2	29.5	27.2	29.8	35.2	36.8	0.35%
Manufacturing	121.3	113.0	117.6	120.0	123.3	125.4	0.65%
Electricity	9.0	8.1	8.2	8.1	8.0	8.0	-2.51%
Construction	38.8	34.3	33.9	34.5	35.4	36.4	-1.30%
Trade	290.7	254.0	266.0	269.2	276.8	282.5	-0.57%
Transport	73.4	68.0	70.0	70.8	72.6	74.0	0.15%
Finance	235.6	230.3	237.4	242.2	249.1	255.3	1.62%
Community services	653.7	623.7	622.4	622.9	630.1	636.5	-0.53%
Total Industries	1,479.0	1,384.7	1,405.5	1,421.1	1,454.9	1,479.7	0.01%

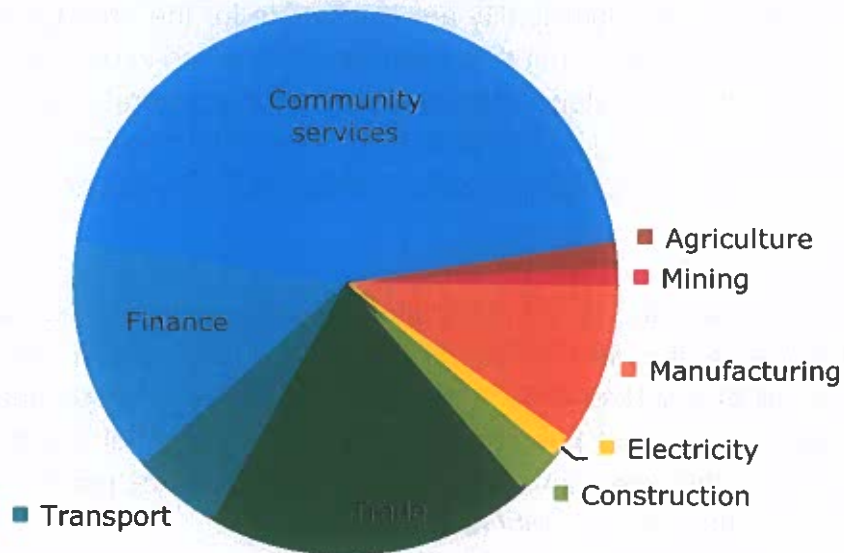
Source: IHS Markit Regional eXplorer version 2070

The agriculture sector is expected to grow fastest at an average of 4.24% annually from R 20.3 million in Port St Johns Local Municipality to R 24.9 million in 2024. The community services sector is estimated to be the largest sector within the Port St Johns Local Municipality in 2024, with a total share of 43.0% of the total GVA (as measured in current prices), growing at an average annual rate of -0.5%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of -2.51%.

Chart 3.21: Gross Value Added (Gva) by Broad Economic Sector - Port St Johns Local Municipality, 2019

Gross Value Added (GVA) by broad economic sector

Port St Johns Local Municipality, 2019



Source: IHS Markit Regional eXplorer version 2070

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the O.R.Tambo District Municipality, it is clear that the King Sabata Dalindyebo contributes the most community services towards its own GVA, with 61.88%, relative to the other regions within O.R.Tambo District Municipality. The King Sabata Dalindyebo contributed R 24.5 billion or 64.79% to the GVA of O.R.Tambo District Municipality. The King Sabata Dalindyebo also contributes the most the overall GVA of O.R.Tambo District Municipality.

Manufacturing

Due to the distance from large urban centres, there is no market for manufactured goods from the PSJM, and hence manufacturing is not undertaken on a large scale. Sewing and welding operations are undertaken by informal subsistence manufacturers.

There are, however, several manufacturing opportunities in the area, including beadwork production and export, fish farming (including the harvesting and packaging of mussels), production of textiles, tropical fruit production and vegetable production and processing. Another reason that manufacturing is limited in the area is that there is a lack of pioneers who are willing to invest in this sector, a lack of individuals skilled in this sector, and a lack of reliable infrastructure (e.g. electricity and roads) to support it. Should the manufacturing sector be developed in this area, it would contribute to decreasing

unemployment in the area. It is necessary for the PSJM to acquire funding from government for the development of this sector.

Agriculture

Due to the rural nature of the PSJM, agriculture is the main economic activity. Its practice is, however, still largely at a subsistence level. The climate and soil conditions of the municipality are favourable for the propagation of crops, grains, fruits and vegetables, but this is currently not being exploited to its full potential as a result of the subsistence nature of present agricultural practices within the PSJM. Subsistence farming in the PSJM comprises mainly maize, poultry and vegetables. The limited commercial agricultural activities focus on cabbage, green maize and spinach.

A study conducted by the Agricultural Research Council concluded that the area would be most suited to crop and fruit production, but a land suitability analysis must still be conducted to determine what types of crops and fruits will be most suitable. The PSJM has strong goat-farming potential owing to its mountainous terrain, but the area's levels of goats, sheep and cattle remain the lowest in the OR Tambo District Municipality (ORTDM).

Mining

There is potential for the mining of sand, stone and travertine (used in the manufacture of ornaments and wall tiles) in the PSJM. The Department of Mineral Resources (DMR) approved the mining of travertine in ward 7 and these mining rights confer 26% of the profits to the Tyityane Community. There are sand deposits along the Mngazi and Umzimvubu Rivers. An application for a mining permit has been submitted to the DMR to mine sand from the Umzimvubu River. There are several stone quarries in operation in wards 6 and 11. There are concerns that some of the operators of these quarries are not in possession of mining permits, nor are they aware of the need to acquire them.

Tourism

The PSJM has great potential for development within its tourism sector, but this is not fully exploited as a result of limited availability of sanitation and water in Port St Johns. The greatest tourism assets within the municipality are the ocean and Long Beach in Port St Johns itself. Other tourism assets include mountains and rivers.

Port St Johns is also close to Mthatha and easily accessible via the R61, making it a coastal resort destination of choice. Port St Johns was identified under the Wild

Coast Spatial Development Initiative as a primary tourism development node, and by the ORTDM's Tourism Framework as an adventure tourism destination with great potential for the development of hiking and horse trails. Other types of tourism (e.g. ecotourism) and products should also be developed.

A major dilemma that must be overcome for the effective development of the tourism sector in the PSJM is exploiting the area's tourism assets whilst still preserving them. A tourism strategy has been developed to ensure that tourism is harmonized in the area. An Environmental Management Plan needs to be developed for the area that includes measures and policies that conserve the area's tourism assets.

3.5.5 Levels of Employment

Table 3.27: Working Age Population in Port St Johns, O.R.Tambo, Eastern Cape and National Total, 2009 And 2019

	African		Coloured	
	Female	Male	Female	Male
00-04	10,400	10,600	22	48
05-09	11,200	11,800	39	49
10-14	11,400	12,400	34	39
15-19	9,450	10,400	37	26
20-24	6,440	6,990	19	23
25-29	7,000	6,460	13	20
30-34	6,590	5,450	20	28
35-39	5,120	3,500	18	35
40-44	4,120	2,130	21	30
45-49	4,160	1,930	2	30
50-54	3,290	1,860	19	13
55-59	2,840	1,380	16	31
60-64	3,040	1,170	22	22
65-69	1,880	630	12	10
70-74	1,790	758	0	22
75+	3,240	1,090	11	5
Total	92,000	78,500	306	432

Source: IHS Markit Regional eXplorer version 2070

In 2019, the Port St Johns Local Municipality's population consisted of 99.23% African (170 000), 0.19% White (324), 0.43% Coloured (738) and 0.15% Asian (265) people.

The largest share of population is within the babies and kids (0-14 years) age category with a total number of 68 200 or 39.7% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 23.7%, followed by the teenagers and youth (15-24 years) age category with 33 500 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 9 520 people.

Table 3.28 Total Employment - Port St Johns, O.R.Tambo, Eastern Cape and National Total, 2009-2019

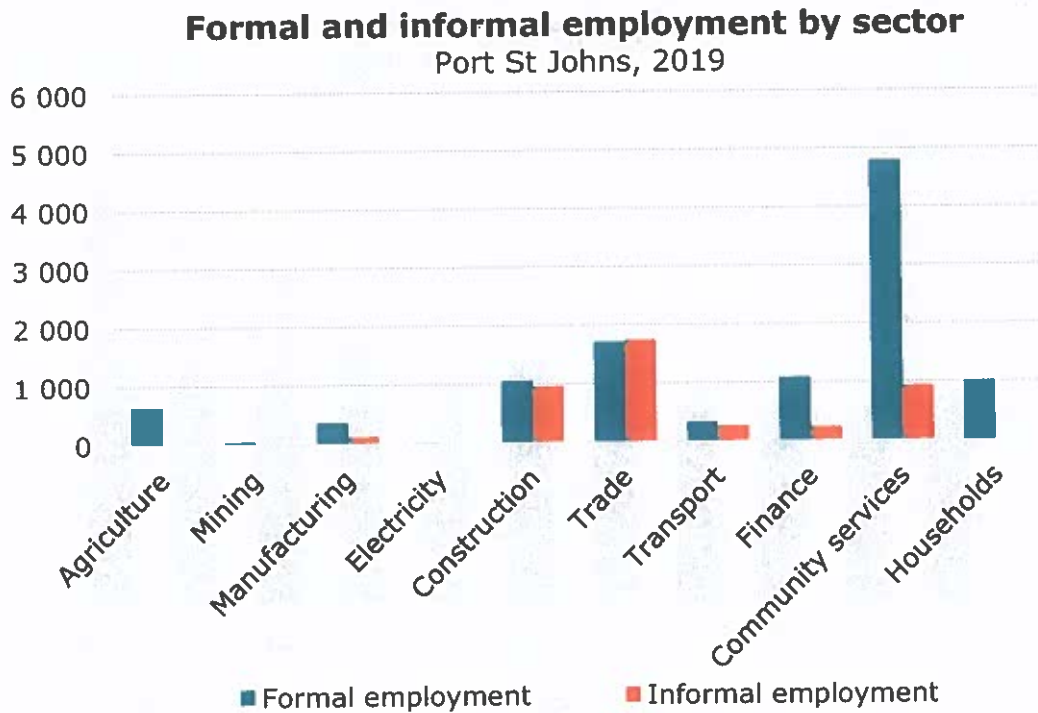
	Port St Johns	Ingquza Hill	Nyandeni	Mhlonllo	King Sabata Dalindyebo	Total O.R.Tambo
Agriculture	629	1,010	439	1,480	2,270	5,826
Mining	40	60	31	15	80	226
Manufacturing	476	722	525	965	2,530	5,219
Electricity	14	28	33	56	93	225
Construction	2,010	3,230	2,250	2,870	9,680	20,035
Trade	3,460	5,360	4,500	4,710	25,000	43,017
Transport	575	826	1,000	1,220	4,490	8,114
Finance	1,310	2,150	2,490	2,090	11,700	19,774
Community services	5,710	8,670	6,970	7,840	33,600	62,768
Households	1,010	1,750	1,460	1,640	7,480	13,337
Total	15,200	23,800	19,700	22,900	96,900	178,541

Source: IHS Markit Regional eXplorer version 2070

Port St Johns Local Municipality employs a total number of 15 200 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within O.R.Tambo District Municipality is King Sabata Dalindyebo local municipality with a total number of 96 900. Port St Johns Local Municipality also employed the lowest number of people within O.R.Tambo District Municipality.

In Port St Johns Local Municipality the economic sectors that recorded the largest number of employment in 2019 were the community services sector with a total of 5 710 employed people or 37.5% of total employment in the local municipality. The trade sector with a total of 3 460 (22.7%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 13.5 (0.1%) is the sector that employs the least number of people in Port St Johns Local Municipality, followed by the mining sector with 39.8 (0.3%) people employed.

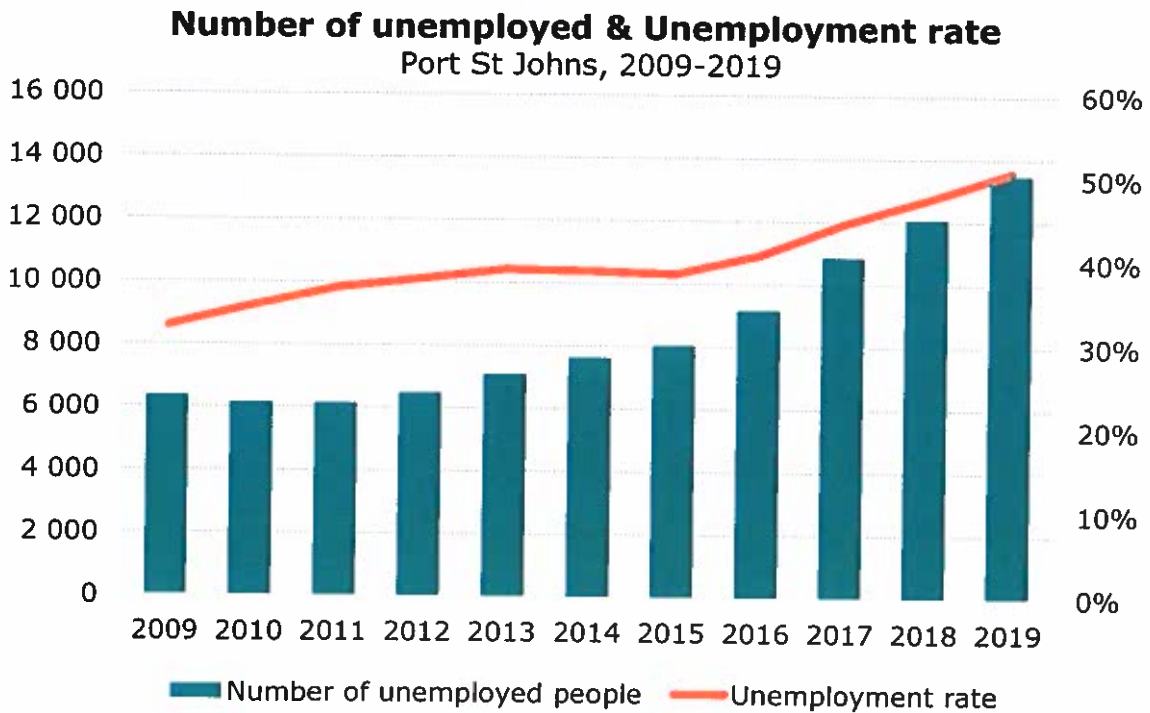
Chart 3.22: Formal and Informal Employment by Broad Economic Sector - Port St Johns Local Municipality, 2019



Source: IHS Markit Regional eXplorer version 2070

In 2019 the Trade sector recorded the highest number of informally employed, with a total of 1 740 employees or 41.30% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 117 and only contributes 2.78% to total informal employment.

Chart 3.23: - Number of unemployed and Unemployment rate Port St Johns Local Municipality, 2009 – 2019



Source: IHS Markit Regional eXplorer version 2070

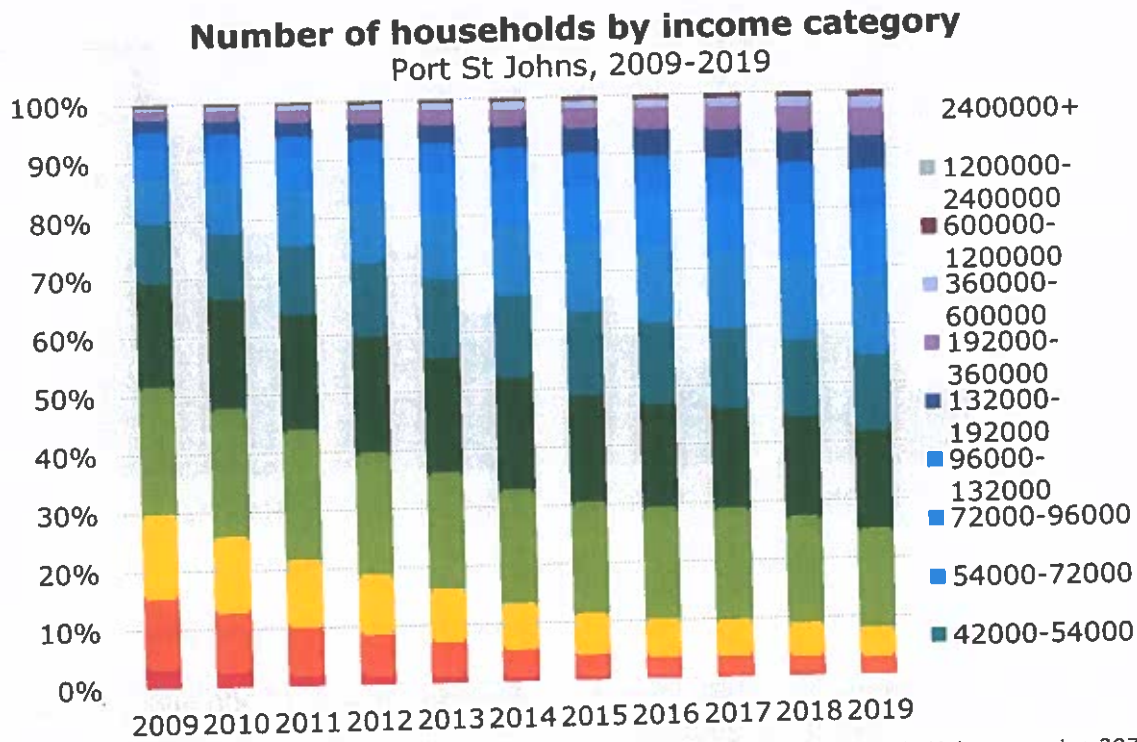
When comparing unemployment rates among regions within O.R.Tambo District Municipality, Ingquza Hill Local Municipality has indicated the highest unemployment rate of 53.0%, which has increased from 33.7% in 2009. It can be seen that the King Sabata Dalindyebo Local Municipality had the lowest unemployment rate of 40.6% in 2019, this increased from 27.6% in 2009.

Table 3.29: Real Compensation of Employees

	O.R.Tambo	Ngquza Hill	PSJ	Nyandeni	Mhlontlo	KSD
Formal/informal	10 777	1 512	620	1 512	1 218	5 914
Formal Employment	10 396	1 452	598	1 460	1 175	5 711
Formal - Skilled	5 979	859	365	767	676	3 312
Formal - Semi-skilled	3 326	408	163	516	342	1 897
Formal - Low skilled	1 091	185	70	177	157	502

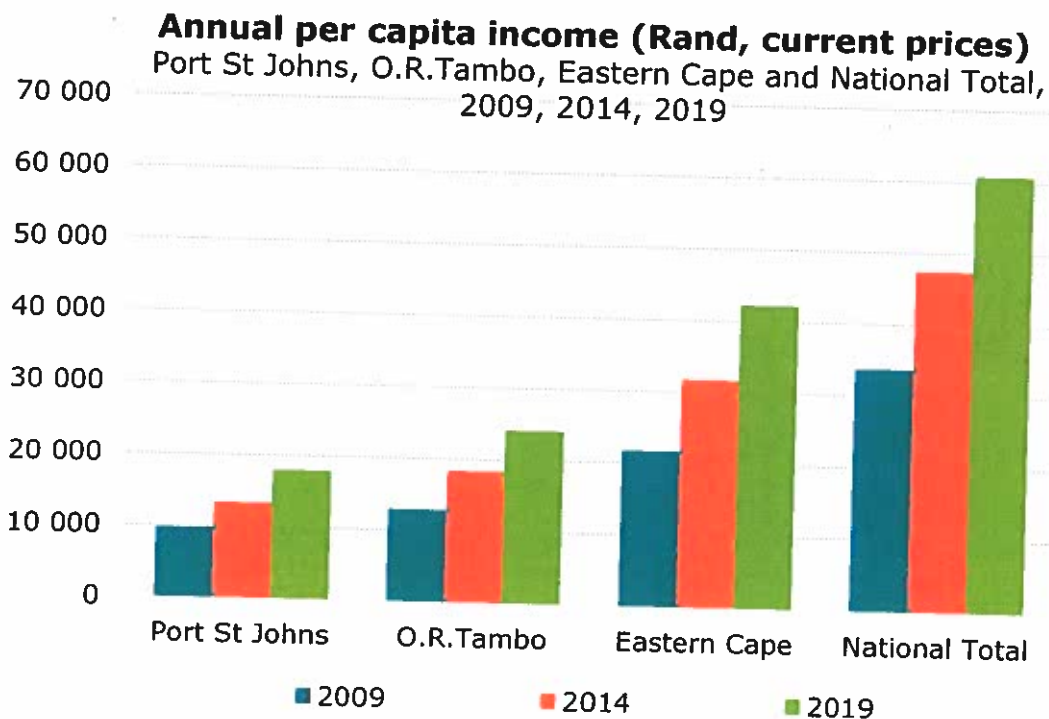
3.5.6 INCOME

Chart 3.24 Households by income bracket - Port St Johns Local Municipality, 2009-2019



For the period 2009 to 2019 the number of households earning more than R30, 000 per annum has increased from 48.26% to 74.92%. It can be seen that the number of households with income equal to or lower than R6, 000 per year has decreased by a significant amount.

Chart 3.25 Annual per capita income - Port St Johns Local Municipality, 2019



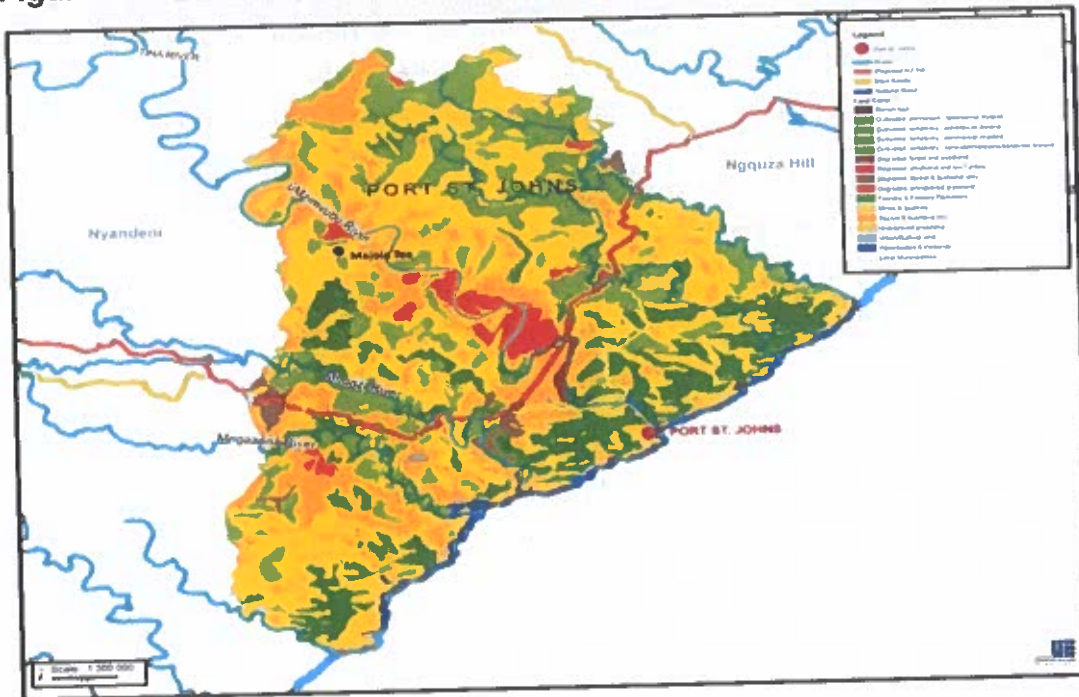
Source: IHS Markit Regional eXplorer version 2070

The per capita income in Port St Johns Local Municipality is R 17,900 and is lower than both the Eastern Cape (R 42,200) and of the O.R.Tambo District Municipality (R 24,100) per capita income. The per capita income for Port St Johns Local Municipality (R 17,900) is lower than that of the South Africa as a whole which is R 60,800.

3.5.7 Natural Capital

The Map below shows land cover for the PSJLM. It can be seen that a significant amount of land is used for agricultural purposes dry land and irrigated cultivation, as well as forestry plantations. This is in line with the PSJLM having a natural environment that is conducive to various forms of agriculture.

Figure 3.4: Port St. Johns Local Municipality



From the Map above it is clear that Port St Johns has an extensive coastal zone adjacent to the Ocean. This features notable marine and estuarine resources. This creates potential opportunities linked to the maritime economy in the tourism and agriculture (fishing, angling, mariculture) sectors and as such the municipality is pursuing such activities to enhance its economy. Strong links exist between conservation and tourism, based on the presence of biodiversity associated the Pondoland Centre of Endemism (PCE) as well as the Pondoland Marine reserve to the North of the Mzimvubu River and Silaka Nature Reserve.

In addition, the PSJLM has a pristine environment that makes it suitable for various forms of nature based tourism. It is important to point out the level of environmentally sensitivity in the area as seen in the recent increase in shark attacks on tourists within the area. This highlights the need for sustainable development in the region that balances the needs of human development with those of preserving natural habitat and respecting ecological processes.

The PSJLM receives an average of 1150mm of rain per year, with over two thirds of this precipitation experienced between the months of October and March. There is however no clearly defined dry season, which allows the cultivation of crops throughout the year. This also supports livestock production, as it reduces the burden of animal feed in typically dryer months of the year. Generally warm temperatures also mean that frost is not a

frequent occurrence, further positioning PSJLM as an area that is suitable for agriculture. Planning priorities relating to the area’s natural capital that are identified in municipal documents include the eradication of exotic plants, protection of medicinal plants, reduction of pollution and protection of natural resources (i.e. fishing, fauna, flora, water sources and catchment areas). Given the links between tourism in the area and its natural endowment, it is critical that sustainability be engendered in environmental management. This is emphasised by threats from factors such as flooding, shark attacks, drought and climate change, all of which have affected PSJLM in the past.

In 2014, the Department of Agriculture, Forestry and Fisheries issued 1028 permits and collected 844 permits within the PSJLM for fishing activities. Again in 2019 the department issued permits to Port St. Johns Fishers. This once again underscores the role of the natural environment in the area's development.

3.5.7.1 Access to services

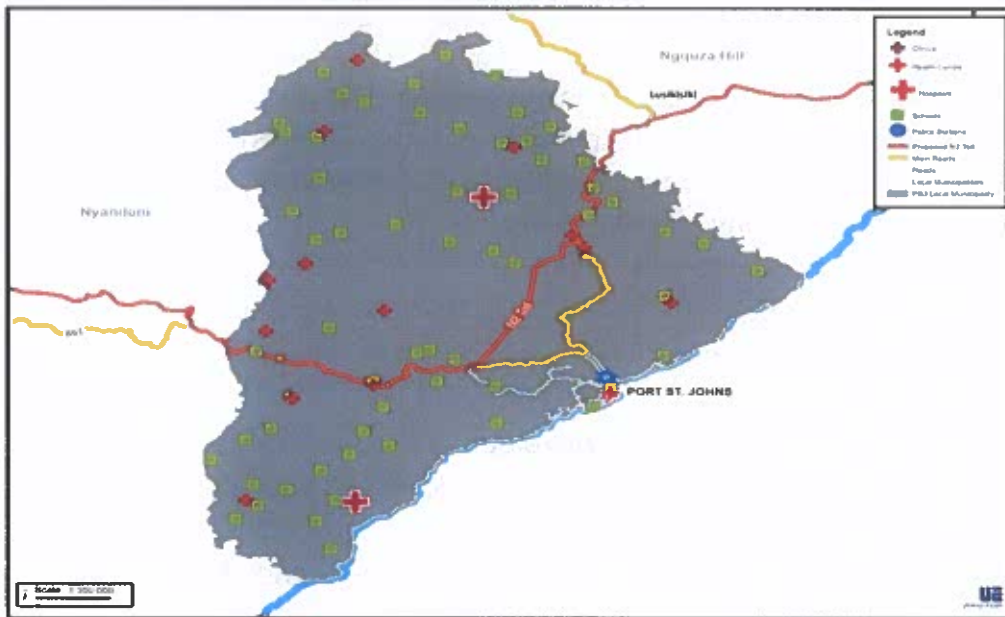
Table 3.30: Access to services

	PSJ LM	OR Tambo District average	Eastern Cape Average	National Average
Rural population	98%	86%	54%	35%
HDI	0.35	0.46	0.51	0.55
No access to piped water	65%	51%	22%	9%
River or stream as source of water	60%	45%	18%	5%
No access to electricity for lighting	32%	29%	25%	16%
Below national sanitation policy standard	62%	54%	40%	28%

Source: Urban-Econ calculations based on Quantec, 2014

The Figures in the Table above need to be contextualised by the fact that PSJLM is very rural, and as such, the provision of services to all households is often not technically or financially feasible. This means that comparisons must be tempered by the fact that the high percentage of rural dwellers means that most services cannot be provided by the PSJLM given the current settlement configuration.

Figure 3.5: Education vs Health Facilities



A useful composite measure of household wellbeing is the human development index (HDI). The HDI examines relative community development through aggregated approximations of life expectancy, literacy and income. The HDI thus provides insight on the ability of community members to live full and prosperous lives, with decent access to certain services and amenities that influence their income-creation abilities. The low HDI for the PSJLM thus represents low educational levels, low incomes and the lower than average life expectancy of 45.9 years (compared to national average of 50.4).

3.5.8 Institutional Configuration of LED

This section briefly discusses the organisational environment from which LED in Port St Johns may be contextualised. The role of this section is to provide a status quo of some of the key role players directly involved in LED in the locality. The institutional configuration of LED impacts on its implementation, as will be discussed in the strategic framework.

3.5.8.1 PSJLM LED Unit & PSJ Development Agency

Traditionally, the best-practice role of a local municipality in LED is found in creating an enabling environment, promoting interdepartmental collaboration, facilitating Private Public Partnerships (PPPs), improving market and public confidence in the municipality and coordinating planning based on competitiveness. The role of the local municipality typically does

not cover job creation, handing out business plans for potential entrepreneurs or running quasi-businesses.

The mandate of the PSJLM LED unit is as follows:

To facilitate, coordinate and stimulate local economic development in the PSJ Municipal area thus ensuring sustainable job creation, poverty alleviation and increased investment levels.

The scope of responsibility covers:

- To formulate a long-term LED strategy and plan for the area
- To develop appropriate LED policies and by-laws to advance economic development
- To coordinate local economic development within the PSJLM area
- To facilitate meaningful participation by local communities in PSJLM processes
- To manage and monitor the implementation of the IDP and LED strategy
- To advise Council on all LED related matters

From viewing the organogram it can be seen that the unit is geared to service the agricultural sector as well as bring about enterprise development. There is also provision for officials responsible for tourism. The LED unit is a fully-fledged department within the top-level municipal organogram, with other key departments in the municipality being engineering, community, financial and corporate services.

In addition to the LED unit, the PSJLM is served by the Port St Johns Development Agency (PSJDA) which is the development arm of the municipality. This is a unique entity among local municipalities in the O.R. Tambo district. The PSJDA has an independent board, with representation from the LED unit of the Local Municipality. The mandate of the PSJDA as per the 2005 LED strategy is as follows:

To implement the Port St Johns Municipality's LED Strategy and job creation programme in accordance with an agreed institutional legal framework.

Based on the 2005 LED strategy its scope of responsibility covered:

- Act as a municipal agent in implementing economic social and environmental projects
- Act as a one-stop shop for investors, entrepreneurs and other parties
- Acquire, own and manage land and buildings on behalf of PSJLM for purposes of leveraging investment and stimulating economic growth
- Initiate and manage any financial assistance or incentive programme aimed at stimulating economic activity within the municipal area

- Maintain donor relations and lobby for programme funding
- Packaging and marketing of investment and trade opportunities

In the 2005 LED strategy, the PSJDA was conceptualized as being a section 21 organization. Since inception, some of the activities it has been involved with include:

- Mangrove holiday camp
- First beach campsite
- Upgrade to the central business district
- Enterprise development
- Golf course residential development
- Initiation of the PSJ Master plan
- Tourism visitor information centre
- Coastal care
- Jazz festivals
- Small scale fish-farming
- Majola tea factory
- Sand mining
- Supporting the Local Tourism Office and development of a tourism master plan
- Craft development training
- Film bye-laws
- Cultural precinct
- Cable car & air strip development
- Rural market access centre
- Fruit cluster & nursery
- Waterfront development
- Housing property development
- Umzimvubu river rehabilitation technical assessment
- Town branding strategy, with associated website

Information on these above activities is sourced directly from documents supplied by the Port St Johns Development Agency. Further information on such activities may thus be acquired directly from the Port St Johns Development Agency. Provincially, best-practice for development agencies sees them undertaking branding and area promotion, partnership facilitation, business start-ups and growth and human capital development as their key focal areas.

3.5.8.2 Other Developmental Programmes

It is recognized that the LED unit and the development agency do not operate in isolation from other partners that are involved in various developmental programmes. This has led to the establishment of LED forums such as Business chamber, Tourism Forum, hawkers' association and contractors associations amongst many. Several organizations are actively or passively involved in supporting LED in the PSJLM, and some of these are presented in Table below.

Table: 3.31: Development Partners

PARTNER	ROLE
Other units of the Port St Johns Local Municipality (including the Port St Johns Development Agency)	Facilitation of implementation of initiatives
Port St Johns Ratepayers Association	Representation of community interests in development-oriented fora
Local tourism organization	Although not currently active, historically, this organisation represented sector interests.
EC COGTA	Monitoring of LED progress
O.R. Tambo District Ntinga	Oversight As the O.R. Tambo development agency, it implements projects within the Port St Johns jurisdiction
Eastern Cape Rural Development Agency	Agro-enterprise finance (as well as some of the activities previously undertaken by ASGISA-EC)
Eastern Cape D RDAR	Specialized sector assistance
NAFCOC	Representation of business interested in development-oriented fora
Extended Public Works Programme	Infrastructure, environmental, and social sector projects

The role of these development partners is recognized as essential in bringing about conditions through which Local Economic Development can occur. These partners make contributions to development in the region through their resource allocation, capacity assistance, local knowledge and other forms of support. Various forms of agreement (formal and informal) exist between the Port St Johns Local Municipality and some of these partners. As such, some of the listed partners

feature in various Inter-Governmental-Relations (IGR) structures of the municipality.

3.5.8.3 Consolidated potential assessment

Table 3.32: Potential Assessment

SECTOR	SOURCE	PROJECT
Agriculture	Environmental scoping report	Majola tea estate
	Environmental scoping report	Rural market access centre
	Environmental scoping report	Fruit cluster
	Environmental scoping report	Mantusini dairy
	Environmental scoping report	Adluck and Masakhane poultry
Mining	Environmental scoping report	Salt mining
	Environmental scoping report	Sand mining
	Local Sectoral Potential Review	Kaolin mining
	Local Sectoral Potential Review	Travertine mining
Manufacturing	Environmental scoping report	Craft development & training
	Local Sectoral Potential Review	Agroprocessing- fish products
	Local Sectoral Potential Review	Agroprocessing- honey
	Local Sectoral Potential Review	Agro-processing- fresh produce
	Local Sectoral Potential Review	Mineral beneficiation- kaolin
	Local Sectoral Potential Review	Brickmaking
	Local Sectoral Potential Review	Construction products linked to quarry
Construction (Property)	PSJ Master plan	Mpantu river node
	PSJ Master plan	Improvement of infrastructure services
	Environmental scoping report	Housing developments
	Nodal Development Strategy	Nodal developments: Bambisana, Silimela, Ntafufu, Tombo
	Local Sectoral Potential Review	Rural and tourism nodes
Transport	PSJ Master plan	Fencing of airstrip
	PSJ Master plan	Repair of potholes
	PSJ Master plan	Signage
	PSJ Master plan	Redevelopment of taxi rank
	Local Sectoral Potential Review	Clean-up campaign

	Local Sectoral Potential Review	Informal trader capacity building
	Local Sectoral Potential Review	Municipal supplier development programme
	Local Sectoral Potential Review	Review of municipal procurement policy
Community & government services	PSJ Master plan	Urban renewal of CBD
	Environmental scoping report	Caguba hall of remembrance
	2005 LED strategy	Municipal LED forum
Tourism	Local Sectoral Potential Review	Linkages with local nature reserves
	PSJ Master plan	Development of marine boulevard
	PSJ Master plan	Construction of adventure centre
	PSJ Master plan	Construction of facilities at 2 nd beach
	Environmental scoping report	Sinuka
	Environmental scoping report	Cultural precinct
	Environmental scoping report	Waterfront development
	Environmental scoping report	Visitor information centre
	Environmental scoping report	Cable car
	Environmental scoping report	Hiking trails
	Environmental scoping report	Coast care
	Environmental scoping report	Beach management
	Environmental scoping report	Cultural festivals
	Environmental scoping report	Establishment of events committee

KEY PERFORMANCE AREA #5

GOOD GOVERNANCE & PUBLIC PARTICIPATION

3.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.6.1 Overview of Good Governance Issues

Good governance remains key priority for the term. There are key areas that have been earmarked for attention in terms of improving good governance in the municipality including:

- Stabilizing council and its administration with a view to improving its public image
- Achieving a clean audit with by the 2021/22
- Responding to MEC assessment and assessment action plan
- Automation and cascading of PMS to lower levels
- Training and provision of administrative support to ward councillors and CDWs to improve effective public participation
- Improving cooperative governance through revitalizing the IGR especially aimed at improving cooperation between the municipality and sector departments in the planning and delivery of development programmes
- Promotion of public participation through setting up a dedicated desk and reaching out to traditional leaders and other strategic partners.
- Fighting fraud and corruption

3.6.2 Intergovernmental Relations

Port St Johns Municipality has established an IGR Forum in accordance with the Intergovernmental Relations Framework Act PSJ Mayor chairs our local IGR and IDP forum which meets regularly to discuss and evaluate progress on the implementation of plans that are committed in the IDP and departmental annual plans. There are programs that are IGR programs for sector departments like SPLUMA. The municipality have separated IGR and IDP Rep Forum to accommodate different stakeholder interests. The major challenges towards ensuring an effective IGR forum are the participation of government departments which do not attend nor submit reports. Currently there is intergovernmental relations between Port St Johns and Ingquza Hill Municipality of joint SPLUMA Tribunal. There is intergovernmental relation between our municipality and district but between locals is poor.

Table 3.33: Intergovernmental structure

SPHERE	STRUCTURE
Provincial	The Mayor and Municipal Manager participate in the MUNIMEC Forums
Municipal Entity	The Municipality has one entity called the Development Agency
District IGR	This includes Municipal Managers Forum, District IGR Forum and other structured engagements the municipality has partnered with the District.
Local IGR	Local IGR Forum, Development Committee, Transport Forum

3.6.3 Structures Created Within The Municipality

3.6.3.1 Council

Council is the highest decision making body in the municipality and seats every quarter unless a special council meeting is arranged by the Speaker in accordance with the approved Council calendar. Councillors are elected by the local registered voters to serve a predetermined term of office on the local council as representatives of their respective constituencies. Port St. Johns Council has a total of 39 seats, with 20 of these seats being allocated to ward Councillors who are elected by the wards they represent, while 19 seats are allocated to political parties in proportion to the number of votes cast for them. There are nine members on EXCO including the Mayor as the Chairperson. The Mayor is the head of the political and decision making structures. The Speaker chairs the council and controls compliance with rules of order of Council as adopted. All municipal councillors and ward committee were sworn in and given a copy of the code of conduct and the Speaker ensures that both parties (councillors and ward committees) observe and adhere to the code.

3.6.3.2 Committees

For purposes of administering political oversight the council is supported by the following standing committees which are each chaired by a nominated councillor. The following table reflects the committees of Council and their respective purposes, as well as the frequency of meetings during a financial year.

Table 3.34: Committees

COMMITTEE NAME	COMMITTEE TYPE	FUNCTIONS	NO. OF MEETINGS
Council	Council	Political oversight	4 Ordinary Council meetings, Special Councils depend on the Municipal business
EXCO	EXCO	Deals with matters delegated to it by Council and legislation.	4 ordinary EXCO, Special EXCO depend on the Municipal business
BTO Standing Committee	Section 80	Financial Management Oversight	4 Ordinary standing Committee Meetings. Special Standing Committee are convened as per need arises

LED Standing Committee	Section 80	All matters requiring attention arising from the provisions of the relevant legislation inline the departmental mandate and the Municipal Delegation Framework	4 Ordinary standing Committee Meetings. Special Standing Committee are convened as per need arises.
Corporate Services	Section 80	All matters requiring attention arising from the provisions of the relevant legislation inline the departmental mandate and the Municipal Delegation Framework	4 Ordinary standing Committee Meetings. Special Standing Committee are convened as per need arises
Community Services Standing	Section 80	All matters requiring attention arising from the provisions of the relevant legislation inline the departmental mandate and the Municipal Delegation Framework	4 Ordinary standing Committee Meetings. Special Standing Committee are convened as per need arises
Engineering Standing Committee	Section 80	All matters requiring attention arising from the provisions of the relevant legislation inline the departmental mandate and the Municipal Delegation Framework	4 Ordinary standing Committee Meetings. Special Standing Committee are convened as per need arises
Research Planning and IGR	Section 80	All matters requiring attention arising from the provisions of the relevant legislation inline the departmental mandate and the Municipal Delegation Framework	4 Ordinary standing Committee Meetings. Special Standing Committee are convened as per need arises
Special Programmes Standing Committee	Section 80	All matters requiring attention arising from the provisions of the relevant legislation inline the departmental mandate and the Municipal Delegation Framework	4 Ordinary standing Committee Meetings. Special Standing Committee are convened on request.
MPAC	Section 79	Deals with matters delegated to it by Council	4 Ordinary standing Committee Meetings. Special Standing

			Committee are convened as per need arises.
Local Geographic names	Section 79	Deals with matters delegated to it by Council	4 Ordinary standing Committee Meetings. Special Standing Committees are convened as per need arises
Rules and ethics	Section 79	Deals with matters delegated to it by Council	4 Ordinary standing Committee Meetings. Special Standing Committees are convened as per need arises
Members Interest	Section 79	Deals with matters delegated to it by Council	4 Ordinary standing Committee Meetings. Special Standing Committees are convened as per need arises
Public Participation	Section 79	Deals with matters delegated to it by Council	4 Ordinary standing Committee Meetings. Special Standing Committees are convened as per need arises
Remuneration	Section 79	Deals with matters delegated to it by Council	4 Ordinary standing Committee Meetings. Special Standing Committees are convened as per need arises
Women's Caucus	Section 79	Deals with matters delegated to it by Council	4 Ordinary standing Committee Meetings. Special Standing Committees are convened as per need arises.
Audit Committee		Deals with matters delegated to it by Council	4 Ordinary Committee Meetings. Special Committee meetings are convened as per need arises

3.6.3.3 IDP, Budget and PMS Representative Forum

The Municipality every year establishes a Representative Forum and accordingly the same was done for the development of IDP 2021/22. This information was highlighted on the first Chapter, under Executive Summary and again is brought into detail as part of the Good Governance Key Performance Area. The IDP Representative Forum consists of the following role-players with the listed functions:

Table 3.35: IDP Representative Forum

<p>ROLE PLAYERS</p>	<p>EXCO members;</p> <ul style="list-style-type: none"> • Councillors; • Traditional leaders; • Ward Committee Chairpersons; • Senior Municipal Officials; • Stakeholder representatives of organized groups; • Advocates of unorganized groups; • Resource persons; • Other community representatives; • National and Provincial Departments regional representatives; • NGO's; and • Parastatal organizations
<p>FUNCTIONS</p>	<p>Represent the interest of the Municipality's constituency in the IDP process;</p> <ul style="list-style-type: none"> • Provide an organizational mechanism for discussion, negotiation, and decision making between the stakeholders inclusive of municipal government; • Ensure communication between all the stakeholder representatives, inclusive of municipal government; and • Monitor the performance of the planning and implementation process. • To institutionalize participation in integrated development planning • Membership to ensure geographical and social representation • Members to have mandate to represent the interests of their constituents in the integrated development planning process • Provide an organizational mechanism for discussion, negotiation, and decision-making between the stakeholders and municipal government • Ensure communication between all stakeholders representatives and the Municipality • Monitor performance of the planning process • Represent interests and contribute knowledge and ideas in the planning process Participating in the IDP Rep Forum • Inform interest groups, communities, and organizations on relevant planning activities and outcomes • Analyze issues, determine priorities, negotiate, and reach consensus • Participate in designing project proposals and/or assess them • Discuss and comment on the draft Integrated Development Plan • Comment on and discuss alignment of annual business plans and budget with Integrated Development Plan • Conducting meetings/workshops with groups, communities, or organizations

IDP, BUDGET AND PMS STEERING COMMITTEE

The IDP Steering Committee consists of the following role-players, with the listed functions:

Table 3.36: Steering Committee

ROLE PLAYERS	The Mayor The Speaker The Chief Whip • The Executive Committee Members • Municipal Manager • Senior Managers (SEMs) • Representatives from Union • IDP Manager
FUNCTIONS	Provide terms of reference for all reviewing and planning activities • Commission IDP planning studies, programs, and projects • Process, summarize, and document outputs from subcommittees, teams etc. • Recommend amendments to the contents of the IDP • Prepare, facilitate, and document meetings and workshops • Ensure alignment and participation in the determination and prioritization of plans and programs in the spirit of cooperative governance

3.6.3.4 Ward Committees and CDWs

Section 74 of the Municipal Structures Act, and regulation 5 of the Government Gazette No. 27699 Ward Committee, state that Ward Committees may have powers and functions delegated to them (which are essentially advisory in nature) in terms of S59 of the Municipal Systems Act. Among these powers and functions are:

- To serve as an official specialized participatory structure in Port St. Jon Municipality.
- To create formal, unbiased communication channels, as well as a co-operative partnership between the community and the Council.
- Advise and make recommendations to the Ward Councillor on matters of policy affecting the Ward.
- Assisting the Ward Councillors in identifying the challenges and needs of residents.
- Dissemination of information in the Ward concerning municipal affairs, such as the budget, integrated development planning, performance management systems, service delivery options, and municipal properties.

- Receive queries and complaints from residents concerning municipal service delivery, communication with Council, and provide feedback to the community on Council's response.
- Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward residents meetings and other community development forums, and
- Interact with other organizations and forums on matters affecting the ward.

A ward committee may also make recommendations on any matter affecting its ward to the ward Councillor, or through the ward Councillor to the local council. Port St. Johns Municipality has 20 functional ward committees, established with the commencement of the new term. One meeting per month, per ward committee, is scheduled. O.R. Tambo assisted the municipality by training Ward Committees from 10 wards in Leadership Roles in June 2018 and the other remaining 10 would be trained before the end of financial year.

All 20 wards are allocated with Community Development Workers who assists the ward committee with compilation and submission of reports on community development needs and progress. CDWs also assist with conducting basic research aimed at supporting the work of ward committees. It is common for each CDW to attend to 10 to 15 cases per month in each ward. CDWs form part of the municipal gatherings especially those involving IDPs and make a valuable contribution thereto. The office of the Speaker and ward councillors monitor and elevate issue emanating from the monthly ward committee meetings with constant feedback being provided to the ward committees off which CDW are part off. The municipality is currently initiating the consideration of Ward Committee concerns/ resolutions by taking Ward Committee Meeting Minutes to Public Participation Standing Committee and forward to the council as part of the report.

3.6.3.5 Traditional Leadership

The Municipal Structures Act states that "Traditional Authorities that traditionally observe a system of Customary Law in the area of the Municipality may participate in the proceedings of Council of that Municipality, and those Traditional Leaders must be allowed to attend and participate in any meeting of Council". Accordingly, Traditional Leadership has a representation of 8 members in the Council. With regards to the Traditional Leadership the following is being implemented:

- Amakhosi are invited to all meetings of the Municipality and participate in discussions.
- Amakhosi have been allocated to Council's Standing committees in order to be actively involved in the discussions happening in those meetings.

- The provision of an office for Amakhosi
- Providing financial support for programmes and projects.

3.6.3.6 Internal Audit Unit

PSJLM has an agreement with ORTDM to provide internal auditing functions. The agreement is renewed after every 3 years. Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve the municipality's operations. The unit assists the municipality in accomplishing its objectives through a systematic, disciplined approach to evaluate and improving the effectiveness of risk management, system of internal control and governance processes. By its nature, Internal Audit Unit is a governance structure and not service delivery vehicle. Its role is critical in promoting and enhancing control environment through auditing and special reviews and recommending solutions to management. To solidify the internal audit institutional framework, an internal audit methodology has been developed and approved by the Audit Committee which guides execution and management of the internal audit activity.

The unit has reviewed its Internal Audit charter in 2017/18 financial year. The Audit Committee's charter was also revised to encapsulate all the requirements of legislation. A positive change has been realized through internal audit effort by changing the approach of auditing. This improvement includes the initiation of the dashboard project which is aimed at better monitoring the internal systems and Controls.

3.6.3.7 Audit & Risk Committee

The Municipality has an established the Audit & Risk Committee, with four Council approved membership. Its responsibilities arise from section 166 of the Municipal Finance Management Act, Act 56 of 2003 (MFMA). The audit & Risk committee acts as an advisory body independent of management and internal and external audit, reporting to the Council on accountability, internal audit function, external audit, risk management, governance, performance management, financial management and reporting on municipal entities related matters. It provides assistance to the Council by:

- Providing an independent review of Port St. Johns Municipal's reporting functions to ensure the integrity of the financial reports.
- Ensuring all systems of internal control, governance and risk management functions are operating effectively and reliably.
- Providing strong and effective oversight of Port St. Johns Municipal's internal and external audit functions.

The Audit & Risk Committee Charter was reviewed and adopted as required by law.

3.6.4 Risk Management

Section 62(1) (c)(i) of the Municipal Finance Management Act, Act 53 of 2003 requires the Accounting Officer to establish and maintain effective, efficient & transparent systems of risk management. Port St. Johns Municipality's risk management philosophy is informed by the constitutional imperatives. The preamble of our constitution and Chapter 2 of the Constitution deals extensively with the Bill of Rights. The Constitution describes one of the values of founding provisions as; Human dignity, the **achievement of quality and the advancement of human rights** and freedoms. Section 3 of the Constitution further states that all citizens are equally **entitled to the rights, privileges and benefits** of citizenship.

The values that are enshrined in the Constitution and the Bill of Right are relevant to risk management. Port St. Johns Municipality is aware that no organization is functioning in a risk-free environment and as a public institution it is susceptible to risks associated with the fulfilling of our constitutional mandate.

Port St. Johns Municipality is committed to achieve its vision as set out in this IDP. It therefore considers risk management as an integral part of its strategy and operations and as a management tool to assist in achieving our service delivery objectives. To effectively manage risks to the achievement of the municipality's objectives provides managers with a systematic way to make responsible, coherent and informed decisions and enables them to achieve improved outputs and outcomes. A structured approach to the management of risks also enhances and encourages the identification of greater opportunities for continuous improvement through innovation. In most of the public sector organizations "risk management" is viewed as a stand-alone activity that requires special skills and resources and add to an already cumbersome workload.

Risk Management Practices requires the Accounting Officer to manage the strategic and operational risks of the municipality. Accordingly, the Municipality has developed and adopted a Risk Management Policy, Strategy. Port St. Johns risk management system provides for mitigating strategies and control activities against the risks within the municipality from unacceptable likelihood and impact. The municipality's risk management system identifies strategic and operational risks and assigns responsibility to appropriate officials within the municipality. The Audit & Committee's role in relation to risk is to provide an oversight role and advise Council. The municipality has a Risk Management Committee in place that meets on quarterly basis and is made of Senior Managers and Risk Champions. The Risk Management Committee has its terms of reference in a form of a charter that was adopted in 16 December 2016.

Risk registers are updated on a regular basis and as the municipality embarks on new initiatives and programmes any emerging risks that could have a negative impact on the municipality's ability to achieve its strategic objectives.

The Council is ultimately responsible for risk management supremacy with EXCO and Audit & Risk Committee playing a very crucial oversight role as a function that is delegated to them and legislated. The status of strategic and operational risks are reported and monitored on a regular basis by Internal Audit Unit and Risk Management Committee who give feedback to the Accounting Officer and Audit & Committee.

3.6.5 Fraud & Corruption Prevention Plan

The municipality has developed and adopted a fraud and Corruption prevention plan, drawing its legal mandate from Chapter 2 of the Constitution which deals extensively with the Bill of Rights. On a quarterly basis the municipality conducts fraud assessments as part of implementing the plan, which came into effect on the 1st July 2017.

3.6.6 Communication, Public Participation, Customer Care and Special Programmes

The council promotes local democracy and community involvement in its affairs by facilitating capacity building and establishing operational mechanisms for ensuring public participation in planning, project implementation and general council affairs. The Municipality has a communication strategy and public participation strategy adopted in September 2018. Amongst other things the public participation strategy reflect on the participation of traditional leaders ((including those that are not part of the Council) in governance matters and also the participation of the general public.

The Municipal Council resolved that the Mayor must hold at least one outreach per quarter rotated throughout the wards for the current term with reports submitted to council for consideration. These outreach programmes serve as accountability platforms to strengthen and maximise the involvement of communities in municipal affairs. Apart from outreach programmes, there are other other public participation programmes such as IDP and Budget roadshows, IDP representative forums and IGR forums, Open Council which the municipality undertakes every financial year to ensure the participation of public in IDP and budget processes. That resolution has been complied with since the start of the current term.

In addition, we have a dedicated unit dealing with the promotion of special programmes reporting directly to a section 56 manager. This office works closely with political offices and office of Municipal Manager and serves as interface between the organization and stakeholders in the realization of programme objectives. The Municipality also has a well-established stakeholder's forum that sits every quarter. This forum evaluates and discusses the impact of municipal programmes. Recommendations from these meeting are then circulated to the relevant department where timeframes are also developed for each matter raised. There is no stand alone mobilization strategy it is part of Public Participation Strategy and communications strategy. For stakeholder mobilization the municipality in most instances uses face-to-face engagements in a form of meetings to engage with stakeholders hence we have stakeholders' forum. In some cases depending on the message and the targeted stakeholder, the municipality would opt for electronic means of engagement.

Special Groups

We have a dedicated SPU which is responsible for facilitating our interventions in social cohesion and support targeted at affirming special groups and mainstreams them for improved participation. The unit runs key programmes that are dealing with youth, women, children, elderly, disabled and HIV Aids programmes. It is hosted and reports to the office of the municipal manager. The strategic planning session of 2017 took a resolution to mainstream SPU and as such all municipal directorates have a contribution to Special programmes.

In the past financial year the unit has successfully completed the following:

- Established the Port St Johns Youth Council which is represented by youth from different organisations (Political formation, Council of Churches, Community base organisations and Civic society).
- Hosted campaigns
- Hosted women's summit and facilitated the establishment of the women's caucus
- Elected two member to represent the PSJ Municipality in the District People with Disability forum

3.6.7 Petitions And Complaints Management

In the past, there was no system in place for the management of the complaints and petitions in the municipality. The Municipal Council has developed a policy which seeks to regulate (1) the manner in which community members and stakeholders lodge their complaints/petitions, and (2) how the municipality handles such complaints/petitions.

This policy also seeks to encourage community members and stakeholders to exercise their constitutional right as per Section 17 of our Constitution. Petitions and Public Participation Policy was adopted by council on 27 June 2019. This policy details the processes of handling a petition until the get action and feedback or response is provided.

3.6.8 LEGAL SERVICES

The municipality has a functional legal services office with one official. Its mandate include:

- To provide Legal Support to various Departments within the municipality.
- To ensure that all sectors within the Municipality comply with the relevant and applicable policies and legislation.
- To advise on legal issues which various departments may seek from time to time.
- To assist on all litigation matters that may arise against the municipality.
- To assist, upon request, on any other portfolio or Committee which may require legal expertise within the Municipality

Key Focus Areas

- Litigation matters involving the Municipality.
- Compliance issues within the municipality.
- Drafting, assessment and opining on agreement, cessions as well as any other similar documents, upon request, from various sectors

Legal Services being implemented

- Compliance,
- Contract management,
- Litigation (litigations register is in place and updated quarterly) and legal advice

KEY PERFORMANCE AREA #6
MUNICIPAL TRANSFORMATION
& INSTITUTIONAL
DEVELOPMENT

3.7 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.7.1 Institutional Synopsis

Staff establishment:

- Development and review of (organogram) staff establishment is underway.
- Job description writing, Job evaluation is underway but not under our control
- Attach remuneration and other conditions of service as may be determined in accordance with any relevant legislation.
- We need to be carefull of the remuneration percentage staff to the grant recived

Human Resource (Training) & Development:

- Develop and adopt appropriate system to ensure a fair, effective and transparent personnel administration including recruitment, staff retention, service conditions, supervision of staff, transfer, promotion, demotion, investigation of allegations of misconduct and complaints against staff ,grievance procedure, disciplinary procedure etc.

Capacity Building

- Development of human resource capacity to ensure the Municipality performs its functions and exercise its powers in economic, efficient and accountable way

Code of Conduct for Municipal Staff Members

- Ensuring the purpose, contents and consequences of the code of conduct are explained to the staff.

Information Communication Technology

The unit is responsible for the planning and maintenance of ICT infrastructure in accordance with the required standards of good governance and maintenance of the municipal website to ensure that municipal activities are communicated both internally and externally, end user support and co-ordination of the ICT Governance Committee. The unit has rolled out a data network and voice network which connects the four main sites using the current technology.

ICT Governance

ICT Governance is defines as specifying the decision rights and accountability framework to encourage desirable behaviour in the use of IT. The complexity and difficulty of explaining IT governance is one of the most serious barriers to improvement. ICT governance is about who makes decisions while management is about making and implementing those decisions.

ICT Steering Committee

The ICT Steering Committee has been established and is not functional yet. The committee is composed of Heads of Departments and Municipal Manager is the Chairperson. The responsibilities of the Committee are as follows.

The ICT Steering Committee is responsible to:

- Take action to ensure that the ICT projects are delivered within the agreed budget and timeframe.
- Oversee development, approval and implementation of ICT Strategic objective
- Make recommendations on ICT related projects
- Advise the management and council on all ICT related matters

The following ICT governance policies were developed and adopted by council on 15 December 2016 in terms of section 11 (2) of the municipal systems act 32 of 2000 and are currently under review;

1. ICT Governance Framework
2. ICT Network Security Policy
3. ICT Change Management Policies
4. Disaster Recovery Policy
5. Data and Systems Security Policy
6. Information Security Management Policy

Internal Municipal Network

Currently our municipality has upgraded the network connectivity within its own existing buildings through TelkomBusiness network connectivity. Our network connectivity is using VPN (Virtual private network) link which ensure reliable and fast network. Connection with fewer down time as compared to other network connection types.

Disaster recovery

The municipality is currently using cloud that automates data back-up in our laptops and desktops to ensure that our municipal data is backed-up. Backup that ensures that our municipal data is being backed up in a secondary storage that will enable the municipality to recover the data in case of any natural disaster or man-made disaster that may occur.

Broadband

The status of ICT in our municipality indicate a need for an integrated broadband network, which will provide voice and high-speed data connectivity services to address many of the challenges experienced by local Government, local business

and citizens of the municipality. Our community will enjoy the benefit of using a broadband through ECSECC who is the implementer of the project. This Broadband Rollout is a national project that the current government is currently implementing nationally in which Port St Johns Local Municipality will benefit from it.

Provisioning and Booking services

The unit is under Administration unit. Currently the position of Administration Manager is vacant, the section is headed by Senior Manager Corporate Services, the filled position in the unit is Provision and Bookings Officer and 17 Cleaners and some positions are vacant.

The unit is responsible for the following functions as required by Occupational Health and Safety Act of 1993:-

- Monitoring office cleaners through weekly shift roster.
- Co-ordinates and control the implementation of the cleaning services in the offices, town hall, council chambers and boardrooms ensuring hygienic standards to all offices, complying to Occupational Health and Safety Act, 1993.
- Procurement of cleaning material and protective clothing for office cleaners through submission of requisition form to the Supply Chain Management office.
- Complying with General Safety Regulations in terms of the Occupational Health and Safety Act. Also to safe guard the employee's health.
- Bookings of accommodation, flights and car hire of managers, councillors and officials through submission of request memo, invite, and requisition form to Supply Chain Management office and a service provider.

Registry and Customer services

The purpose of the office is to record all municipal records in a well structured record keeping system. The information resources of Port St Johns Municipality must therefore be managed as a valuable asset. Registry unit is under Administration Unit and current the position of a manager for the unit is vacant and the current staff are reporting directly to Senior Manager Corporate Services. There are three filled posts in a unit of Chief Registry Senior Clerk and a Registry Clerk and Receptionist, vacant are Administration Manager, 1 Registry Clerk and 1 Messenger. The challenge the municipality is facing of having no secure infrastructure to facilitate a sound records management system and receive support from Department of Sports Recreation, Arts and Culture. The municipality does have Draft Records Management Policy and the Draft File Plan which are awaiting for council approval.

3.7.2 Functions And Powers

The mandate for local government stems out of the constitutional duties provided for by section 152 and 156 read with the schedules 4b and 5b of the South African Constitution. In terms of the constitution, local government has the following responsibilities. From the powers and functions allocated to local government, the Municipality performs all the functions except for the ones highlighted bold in the table below.

Table 3.37: Functions and Powers

Part B of Schedule 4	Part B of Schedule 5
<ol style="list-style-type: none"> 1. Air pollution 2. Building regulations 3. Child care facilities 4. Electricity and gas reticulation 5. Fire-fighting services 6. Local tourism 7. Municipal airport 8. Municipal planning 9. Municipal health services 10. Municipal public transport 11. Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping 12. Municipal public works only in respect of the needs of the municipalities 	<ol style="list-style-type: none"> 16. Beaches and amusement facilities 17. Billboards and display advertisement in public places 18. Cemeteries, funeral parlors and crematoria 19. Cleansing 20. Control of public nuisance 21. Control of undertakings that sell liquor to the public 22. Facilities for the accommodation care and burial of animals 23. Fencing and fences 24. Licensing and controlling of undertakings that sell food to the public 25. Local amenities 26. Local sport facilities 27. Markets 28. Municipal abattoirs 29. Municipal parks and recreation 30. Municipal roads
<ol style="list-style-type: none"> 13. Storm water management system 14. Trading regulations 15. Water and sanitation services (limited to potable water supply 	<ol style="list-style-type: none"> 31. Noise pollution 32. Pounds 33. Public places 34. Refuse removals, refuse dumps and solid waste disposals 35. Street trading 36. Street lighting 37. Traffic and parking

system, domestic waste water and sewerage disposal system)	
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3.7.3 Municipal Overview

PSJ is a category “B” municipality in terms of Section 7 Municipal Structures Act 117 of 1998, with a collective executive system and a ward participatory system Section 9(b) with only one office centre located in the Port St Johns town and was established in December 2000 as a fully-fledged wall-to wall municipality.

The Municipality is led by a Council and Mayor who works closely with elected ward Councillors. Its administration is headed by a Municipal Manager who is supported by other section 56 line functional managers.

3.7.4 Organisational Structure/ Organogram

The organogram was adopted by the council on the 24 August 2014 and there are plans in place with the assistance of COGTA to review the current organogram.

Post	Status
Municipal Manager	Filled
Senior Manager: Corporate Services	Filled
Senior Manager: Community Services	Filled
Senior Manager: Engineering & Planning	Filled
Senior Manager: LED	Filled
Chief Financial Officer	Filled

There are Six Business Units in the Municipality, which mirror the committee portfolios and report to the Municipal Manager. The Municipal Manager is the principal Accounting Officer employed in terms of section 54 of the Municipal Systems Act -2000 as amended.

He is supported by section 56 managers who are contracted for a four year term. These Business Units, each headed by a Senior Manager, ensure that services are delivered to the people of the Port St. Johns Municipality, and are structured as follows:

- Municipal Manager’s Office
- Engineering and Planning Services
- Community Services
- Local Economic Development

- Budget and Treasury Office
- Corporate Services

As required by law, all section 57 Managers have performance agreements signed and submitted to the Department of Local Government and Traditional Affairs in time. These contracts are reviewed annually.

The Municipal Manager and his team of executive managers hold monthly meetings to discuss key strategic service deliverables, and to offer guidance on achieving IDP goals.

To ensure that services are delivered, coordinated according to the set development priorities and also have an institutional approach to issues, departmental meetings are also held on a monthly basis. Reports from these meeting are elevated to Council when necessary.

The administrative component is aligned with the six National Key Performance Areas:

- Spatial Planning
- Basic Service Delivery and Infrastructure Development
- Financial Viability and Management,
- Local Economic Development,
- Good Governance and Public Participation,
- Institutional Development and Transformation

The table below gives further details on the organizational arrangements at Port St. Johns Municipality

Table 3.38: Organisational Arrangements

DEPARTMENT	SECTIONS / MAJOR FUNCTIONS UNITS	
Engineering and Infrastructure Development	1. Project Management Unit (PMU)	<ul style="list-style-type: none"> • Roads construction and maintenance • Housing infrastructure • Mechanical Workshop
	2. Construction and maintenance	<ul style="list-style-type: none"> • Provision of recreation and social infrastructure • Building plans and inspections
	3. Town Planning and Housing	<ul style="list-style-type: none"> • Water and sanitation services • provide project management services • manage and control land usage • ensure spatial planning and development

Community Services	<ol style="list-style-type: none"> 1. Sports, Arts and Culture 2. Traffic Management 3. Cleansing and Solid Waste 4. Parks and Recreation 	<ul style="list-style-type: none"> • Provide community welfare support • Render social development services • Render community services • Render traffic services
Finance Services	<ol style="list-style-type: none"> 1. Income and Expenditure 2. Budget and Reporting 3. Supply chain & inventory management 	<ul style="list-style-type: none"> • Provide income and credit control services. • Provide budgeting and expenditure services. • Administer Supply Chain Management Services. • Asset Management
Corporate Services	<ol style="list-style-type: none"> 1. Corporate Administration 2. Human Resources 	<ul style="list-style-type: none"> • Coordinate and manage all corporate services • Manage human resources
LED	<ol style="list-style-type: none"> 1. Enterprise Development 2. PSJ Development Agency 3. Tourism Development 4. Agricultural Development 	<ul style="list-style-type: none"> • Tourism Development, Marketing and promotion • Arts trusts and cultural promotion • SMME Development and poverty alleviation • Policy and strategy formulation • Monitoring and evaluation of Municipal LED • Business development and investment promotion • Town and spatial developmental assessment and awareness

In addition to these line functionaries the municipality also owns a subsidiary company responsible for dispensing its LED programmes called PSJ Development Agency. The agency is headed by a Chief Executive Officer who also reports directly to Municipal Manager.

3.7.5 Municipal Institutional Capacity and Status of Critical Posts

The municipal Council is composed 39 Councilors and 8 Traditional leaders. All these offices are filled however, in the third quarter we were joined by the new Speaker. The organisational structure of the municipality was adopted in 2014 and is currently under review. The structure provides for 334 approved posts, 230 filled posts of which 104 are vacant many of which are critical.

Table 3.39: PSJ Posts

DEPARTMENT	TOTAL NO. OF POSTS	FILLED POSTS	VACANT POSTS
Office of the Mayor	5	4	1
Office of the Speaker	10	7	3
Office of the Municipal Manager	7	7	0
Planning & Engineering	64	53	11
Budget & Treasury Office	26	12	14
Community Services	154	102	52
LED	10	7	3
Corporate Service	58	41	17
Total	334	230	104

The organisational structure is currently under review, to align certain functions with the appropriate departments and council priorities as articulated in the IDP. There is also a need to align the organisational structure with the budget and to ensure that it is MSCOA compliant. All municipal employees have a job description which is given to each employee when they sign their employment contract. The Corporate Services Department also ensures that all municipal officials have the code of conduct and it is also responsible to monitor compliance and adherence. The above office also ensures compliance with the recruitment policy and that there is a budget for all advertised vacancies.

3.7.6 Human Resource Development

3.7.6.1 Employment Equity

In the past the staff components of the Municipality did not fully reflect the demographics of the municipal area, and the approved Equity Plan had to be activated to address the imbalances created by Apartheid employment policies. To date, the Municipality has complied with the required provisions of the Employment Equity Act. Employment equity reports are generated and submitted to the department of Labour on an annual basis. The municipality has adopted

employment equity policy in 1st July 2013 to ensure compliance with the provisions of the Employment Equity Act of 1998 and is reviewed annually, at the moment this policy is among the policies awaiting for council approval.

3.7.6.2 Workforce Capacity Development

Section 68 (1) of the Municipal Service Act (2000) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient, and accountable way. The Municipality, through the Human Resources Development Unit under the Corporate Services Department, is the custodian or champion for skills development on behalf of the Municipality. Various training interventions are conducted through different levels in the organization. There are training programmes that are intended to equip the employee in order to improve the quality and standard of service delivery. The Workplace Skills Plan is developed along the LGSETA guideline. The Municipality collects in full almost all of what is due to it in training rebates, on an annual basis. Whilst the Human Resources Development Unit is tasked to improve the competency of our employees, the unit is also responsible for working in partnership with various departments, training providers, and communities to improve the level of skills, knowledge, and behavior of our employees and citizens, enabling them to be active participants in the economic development and growth of the region.

3.7.6.3 Labour Relations

The Municipality has established a local labour forum (LLF). This forum is functional and in the past financial year it held four meetings aimed at addressing labour issues.

3.7.6.4 Implementation of OHS Act

The Municipality in 2016/17 has established an OHS Committee to oversee the implementation of the OHS Act. The act is implemented to protect workers from hazardous materials such as chemicals, microorganisms, etc. to prevent possible illness. The Act also stipulates the safe use of machinery and equipment to prevent injury. The act also protect co-workers, family members, employers, customers or any person that might be affected by your workplace environment. The committee sits quarterly and forms part of the institutional calendar.

3.7.7.5 Workplace Skills Plan (WSP)

The WSP is an annual plan developed by Port St. Johns Municipality that describes the training and development strategy of the organization, and assists the organization to meet its overall objectives and targets. The WSP of the Municipality

must relate to the key municipal Integrated Development Plan objectives, and to the priority training areas identified in the sector skills plan. The process of compiling the Work Place Skills Plan started in July 2016, when all employees were approached and were requested to complete forms to identify their training needs.

The training needs that are identified in these forms are used to compile the Work Place Skills Plan for 2020/2021. Organizations that have more than 50 employees must consult on the process of developing the Workplace Skills Plan in a Training and Development Committee. Where a workplace is unionized, trade union and management structures must be represented on this Committee, as their signature is required to verify that consultation on the development of the workplace skills plan has taken place. It is essential to obtain buy-in in the process, initially at Council Level, and then throughout the Organization. The same approach was followed by Port St. Johns Municipality.

3.7.7.6 Retention Strategy

The Municipality has developed and adopted a policy on Staff Retention to address the scarce skills phenomenon. It is the belief of the Municipality that through recruitment, the application of the employment Retention Policy will contribute towards assisting the Municipality to meet its objectives as expounded in the IDP.

3.7.7 Municipal Policies

The Municipality has adopted the following HR policies 01 July 2013 in order to address gaps on existing policies and to assist facilitation of operations of the municipality in achieving its objectives and IDP objectives. All policies are under review awaiting for council approval.

- Organizational design, approving and changing of organizational structure
- Recruitment, selection, shortlisting and induction management
- Placement
- Employee leave management
- Skills development and training
- Employee assistance programme
- Employment equity plan
- Overtime management
- Employment retention strategy
- Bursary policy
- Appointment in acting capacity policy
- Occupational health and safety
- Cellphone policy
- Travelling and subsistence
- Disciplinary procedure and code collective agreement

- Management of customer services
- Bereavement policy
- Exit policy and procedure
- Transport and operations policy
- Management of performance in the municipality
- Pauper burial policy

Organizational design, approving and changing of organizational structure

The purpose of the policy is to develop organizational structure, create and abolish posts. The policy was adopted on the 1st of July 2013 and reviewed annually and awaiting for council approval.

Recruitment, selection, shortlisting and induction management

- Aimed at matching the Human Resource to the strategic and operational needs of the Municipality and ensuring the full utilization and continued development of these employees
 - It embraces Employment Equity imperatives through ensuring that aspects of recruitment, selection, interviewing and appointment of employees shall be non-discriminatory and afford applicants equal opportunity to compete for vacant position.
 - To ensure continuous supply, attracting and retention of competent employees to meet the changing human capital needs of the organization
- The policy was adopted on the 1st of July 2013 and reviewed annually and awaiting for council approval.

CHAPTER 4

THE IDP STRATEGIC APPROACH

4. CHAPTER 4 IDP STRATEGIC APPROACH

4.1 Introduction

The Vision, Objectives, Strategies, and Projects of Port St. Municipality are underpinned by Strategic Planning and Policies at a National and Provincial level, which were summarized in Chapter 2 above. The objectives and components of these documents and policies have helped determine the direction towards which the Municipality is moving, as reflected in this IDP.

4.2 Municipal Needs Analysis

The following table provides a summary of the issues raised by community members during the **IDP roadshows** held on 27 November 2019 and some of the information has been extracted from the Ward Profiles that have been prepared by the Ward Councillors.

Table 4.1: Community Needs

IDP ROADSHOW 2019	
WARD NO.	COMMUNITY NEEDS
1	<ul style="list-style-type: none"> ✓ T29, Rhebhu and Tsweleni A/R need to be re-graveled. ✓ Maintenance of KwaGingqi, Qandu and Gomolo A/R ✓ Provision of RDP and water services must be extended through out the ward ✓ Unfinished Mpotshotsho electrification
2	<ul style="list-style-type: none"> ✓ Request for the maintenance of access roads that was affected by disaster. ✓ Request for the maintenance of the following Access Roads:- <ul style="list-style-type: none"> ○ Mfadaleni ○ Mawotsheni ○ Nyikimeni ○ Mtalala ○ Njela ○ Masameni ✓ Electrification of infilts at the following villages:- <ul style="list-style-type: none"> ○ Mtalala ○ Mhlezi ○ Lumphuzi ○ Noduva ○ Lugasweni
3	<ul style="list-style-type: none"> ✓ Maintenance of Butho A/R and Butho bridge ✓ Maintenance of the following A/R :- <ul style="list-style-type: none"> ○ Mbenengeni ○ Mancu ○ Mfadaleni ○ Mancu ○ Nqutyana

4	<ul style="list-style-type: none"> ✓ Electrification of infults at Mtshologwini and Kukhwezeni villages ✓ Request for the maintenance of the following access road as it was affected by the recent disaster:- <ul style="list-style-type: none"> ○ Hlamvana ○ Bholani ○ Mafusini ○ Mngazana ○ Tombo Mission ○ Nkonxeni ○ Ghetto ○ Rhela ○ Mgxabakazi
5	<ul style="list-style-type: none"> ✓ Request to finalise unfinished slabs ✓ Request for the maintenance of bridges ✓ Request for vehicles that will be transporting old age people to grants paypoints ✓ Request for the maintenance of access roads ✓ Water taps that are not fully functional ✓ Request for the provision RDP House ✓ Employment opportunities for youth ✓ Provision of kit for soccer to all villages ✓ Provision of toilets ✓ Request to build house for the disabled woman in Cwebeni ✓ Request to provide disabled woman at Cwebeni with a new wheelchair ✓ Request for a clinic ✓ Youth to be considered in EPWP employment opportunities ✓ Request to finalize electrification at Cwebeni ✓ Maintenance of Scambeni Sports Ground
6	<ul style="list-style-type: none"> ✓ Request for Hospital and College in town ✓ Municipality must take note issue of land invasion ✓ Is municipality have plans to prevent floods ✓ Recruitment process in municipality is poor ✓ Finalisation and maintenance of Nonyevu A/R ✓ Request for the provision of water at Nonyevu Village ✓ Youth should be considered in employment opportunities ✓ Request to fence Airstrip ✓ Request to provide Nkampini Netball Club with kit
7	<ul style="list-style-type: none"> ✓ Request for the maintenance of the following access roads:- <ul style="list-style-type: none"> ○ Ngqwaleni ○ Makhovana ○ Tankini ○ Zintakumbeni – Ntsimbini ○ Dangwana ○ Mgqibi – Gadeni ✓ Request for speed humps ✓ Requested for toilets
8	<ul style="list-style-type: none"> ✓ Request for the finalization of electrification ✓ Maintenance of Majola Community Hall ✓ Maintenance of Buje A/R

	<ul style="list-style-type: none"> ✓ Request for the provision of water ✓ Support & develop youth and coops ✓ Construction of Buje Bridge
9	<ul style="list-style-type: none"> ✓ Maintenance of Green – Swazini A/R ✓ Maintenance of Qaka – Mboleni ✓ Maintenance of Mkanzini – Niniva A/R ✓ Maintenance of Cabasa A/R ✓ Maintenance of A/R from Vakele – Zinyosini School ✓ Construction of Mboleni – Kopi A/R ✓ Construction of Nyosana A/R ✓ Construction of A/R from Bizana Stop - KwaNgqolo ✓ Request for electrification of new extension ✓ Maintenance of the existing RDP Houses that were affected by disaster ✓ Water taps that are not fully functional ✓ Request for the R20 that were deducted from EPWP Workers to be paid back ✓ Request for pre-schools ✓ Youth should be considered in employment opportunities ✓ Provision of water ✓ Request for Clinic ✓ Maintenance of Qaka and Bizana Grounds
10	<ul style="list-style-type: none"> ✓ Electrification of new extension ✓ Request for water tanks for Mthweni Village ✓ Request for sewing machines ✓ Request for maintenance of bridges that were affected by floods. ✓ Maintenance of Access Roads
11	<ul style="list-style-type: none"> ✓ Request for grant paypoints ✓ Request for blading of Buchele and Ntogwana – Sikhululweni A/R ✓ Request for water at Xhaka Village ✓ Request for playgrounds each village ✓ Electrification of Mthambalala and Lujazo
12	<ul style="list-style-type: none"> ✓ Request to stop abusing yellow plant ✓ Maintenance of Clinic – Njeni – Ntile – Nomsenge – Phophomeni ✓ Request for water ✓ Request for RDP Houses ✓ Request for cambatha bridge
13	<ul style="list-style-type: none"> ✓ Request for water taps at Mbokazi& Ndwalane ✓ Request for RDP Houses ✓ Maintenance of Nyazi Access Road ✓ Request for toilets ✓ EPWP employment to all youth
14	<ul style="list-style-type: none"> ✓ Request for Boreholes ✓ Taps that are not working properly ✓ Request for RDP Houses
15	<ul style="list-style-type: none"> ✓ Request for a mobile clinic at Luqhoqhweni Village ✓ Construction of Mdlankala Bridge

	<ul style="list-style-type: none"> ✓ Construction of Tontsini – Gangatha Access Road ✓ Request for community halls ✓ Request for destitute houses ✓ Request for wheelchairs for disabled people ✓ Request for taps and tanks ✓ Request for kit
16	<ul style="list-style-type: none"> ✓ Youth should be considered in employment opportunities and learnership programs ✓ Request for netball & soccer playgrounds ✓ Request for proper monitoring of CWP Projects ✓ Request for support to agricultural coops ✓ Mbabalane & Qubuswayo taps are not properly function ✓ Request for scholar transport from Mbabalane – Lutaweni ✓ Maintenance of toilets in town ✓ Request for free basic electricity ✓ Maintenance of Selwane A/R and construction of slab ✓ Unfinished Mbalane A/R ✓ Request for RDP Houses ✓ Request for additional nurses at Lumphaphasi Clinic ✓ Request for additional staff at Lumphaphasi Post Office ✓ Request for Community Hall at Lumphaphasi
17	<ul style="list-style-type: none"> ✓ Request for clinic ✓ Request for Community Halls ✓ Request for Access Road ✓ Request for water and access roads at Sijungqwini Village
18	<ul style="list-style-type: none"> ✓ Electrification of 28 outstanding households ✓ Request for water ✓ Request for water at Tyeni Village ✓ Request for street lights ✓ Request for playgrounds
19	<ul style="list-style-type: none"> ✓ Request for water at Jambeni B Village ✓ Unfinished electrification project ✓ Request for RDP Houses ✓ Unfinished Jambeni – Mamvenyane village
20	<ul style="list-style-type: none"> ✓ Request for community halls ✓ Request for access roads ✓ Request for clinic at Mtimde ✓ Request for playgrounds

4.3 The Main KPAs

- Spatial planning
- Basic service delivery
- Financial viability and Management
- Local economic development
- Good governance and public participation
- Municipal transformation and institutional development

4.4 Municipal Key Issues

Table 4.2: Municipal Key Issues

KPA	KEY ISSUES	GOAL STATEMENT
Spatial planning	Spatial Equity	To develop Port St. Johns as an integrated spatially equitable municipal area, maximizing the potential benefits of its environmental assets in a sustainable and prosperous manner for all its people
Basic service delivery	Infrastructure backlogs Inadequate provision of basic services Inadequate provision of community services	To provide sustainable municipal infrastructure and social services, consistently maintaining and improving the needs of the people
Financial viability and Management	Debt collection Revenue generation Poor internal controls and systems	To build financial sustainability for Port St. Johns Municipality through empowering staff to achieve Good Governance and a Clean Administration, promoting accuracy and transparency
Local Economic Development	Economic growth leading to the creation of decent jobs. Economic infrastructure development	To create and facilitate a conducive environment that builds inclusive local economies, sustainable decent employment and eradicates poverty
Good governance and public participation	Innovative and effective public engagements	To create an enabling environment for active public participation and an administrative culture characterized by accountability transparency and efficiency
Municipal transformation and institutional development	Institutional skills development and professionalization of the organization. Filling of strategic critical vacant posts. Institutional and individual performance management framework.	To provide professional, efficient, people centered human resources and administrative services to Port St. Johns Communities, staff and council for a transformed, equitable and efficient development local system

4.5 IDP Priorities

- A well-serviced Municipality
- An accessible Municipality
- Building inclusive Green Municipality
- An economically prosperous Municipality
- A financially viable and well-governed Municipality
- Supporting Organization Design, Human Capital

4.6 Municipal Vision

Vision

Destination of choice that promotes inclusive economic growth for a sustainable and unified municipality.

Mission

A municipality that is financially viable and committed to provide quality services through good governance in a manner that is equitable and responsive to community needs.

Values

In addition to the eight Batho Pele principles introduced by government on 1 October 1997, the municipality wishes, in the next five years to embrace an additional seven values of accountability, corruption-free, responsibility and social justice. Statements made below therefore constitute a service charter with residents of Port St John's Municipality who are the recipients of the goods and services of the municipality.

Municipal values:

- Effectiveness
- Honesty
- Accountability
- Ethics
- Transparency
- Efficiency
- Integrity

4.7 Batho Pele Principles

The Batho Pele "People First" values were first introduced on 1 October, 1997 as a government initiative to stand for better than before delivery of goods and services. The Batho Pele initiative aims to enhance the quality of and accessibility to government services by improving efficiency and accountability to the recipients of public goods and services. As a local municipality which is a frontline of government and therefore the face of government for delivery of goods and services, and in keeping with the municipal mandate as elaborated under vision, Port St Johns Local Municipality embraces and will be guided by the eight Batho Pele principles in dealing with the residents of the municipality and in executing its mandate.

The principles are elaborated in the table below.

Table 4.3: Batho Pele Principles

BATHO PELE PRINCIPLE	PRINCIPLE STATEMENT	APPLICATION
Consultation	Recipients of the service must be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.	Residents should tell the municipality what they want from the municipality and government.
Service standards	You should be told what level and quality of the public services you will receive so that you are aware of what to expect.	Residents must insist that promises are kept.
Access	You and all citizens should have equal access to the services to which you are entitled.	One and all should get their fair share.
Courtesy	You should be treated with courtesy and consideration.	Don't accept insensitive treatment.
Information	You should be given full, accurate information about the public services you are entitled to receive.	You are entitled to full particulars.
Openness and transparency	You should be told how national and provincial departments are run, how much they cost, and who is in charge.	Administration must be an open book.
Redress	If the promised standard of service is not delivered, you should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made, you should receive a sympathetic, positive response.	Your complaints must spark positive action.
Value for money	Public services should be provided economically and efficiently in order to give you the best possible value for money.	Your money should be employed wisely.

4.9 KPAs, OBJECTIVES & STRATEGIES

4.8.1 Municipal Planning and Co-operative government

This section provides the background for the inter-governmental development planning framework that was considered during the development of the municipal strategies and illustrates the alignment of all these strategies as mandated by Section 25(1) of the Municipal Systems Act. Chapter 4 also details how the municipality organisational goals and strategic objectives will address priority issues through the tracking of performance indicators and targets, through the institutional scorecard. The alignment table below summarises the integration of the developmental frameworks into one strategy for the Port St Johns Municipality.

4.8.2 Goals and Strategic objectives linked to National, Provincial outcomes

Table 4.4: Strategic Alignment

KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
Spatial planning	Responsive, accountable, efficient and developmental Local Government System and Traditional Leadership	Vibrant, equitably, enabled Communities	Spatial regional integration zones/spatial contract	Effective and efficient planning and development-oriented municipality	To develop an integrated spatially equitable municipal area, maximizing the potential benefits of its environmental assets in a sustainable and prosperous manner	SP 1.1	Effective and efficient implementation of spatial planning in a compliant manner	<ul style="list-style-type: none"> Develop and implement land use management and spatial planning system Coordinate the development of an integrated plan for human settlement.
						SP 1.2	To promote the protection and enhancement of municipal environmental assets and natural resources	<ul style="list-style-type: none"> Coordinate and facilitate the environmental related interventions aimed at protecting the municipal environmental and natural resources
Basic Service Delivery	Responsive, accountable, efficient developmental Local Government System and Traditional Leadership	Vibrant, equitably, enabled Communities An educated, empowered and Innovative citizenry	Delivering basic services	Equitable and sustainable provision of municipal infrastructure	To provide sustainable municipal infrastructure and social services, consistently maintaining and improving the needs of the people	BSD 2.1	Adequate provision and maintenance of basic infrastructure services	<ul style="list-style-type: none"> Coordinate and facilitate the implementation of INEP projects Facilitation of electrification projects through ESKOM Construction of Access Roads Implementation of infrastructure maintenance plan

KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
		A healthy population				BSD 2.2	Rapid provision of social and community services	<ul style="list-style-type: none"> • Efficient and effective development and management of Public amenities • Coordinate the implementation of Integrated Waste Management Plan • Facilitate the removal of alien plants through partnerships • Provision of Free Basic Services • Customer Relations Management • Maintain a safe work place
						BSD 2.3	Provision and maintenance of water and sanitation infrastructure services	<ul style="list-style-type: none"> • Facilitate the provision and maintenance of water and sanitation infrastructure services
						BSD 2.4	Coordinate and facilitate economic infrastructure development through Public-Private Partnerships (PPP)	<ul style="list-style-type: none"> • Facilitate the provision of economic infrastructure for shared growth

KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
Financial Viability & Management	Responsive, accountable, effective and efficient developmental Local Government System and Traditional Leadership	Capable, conscientious and accountable institutions	Sound financial management	To create a financial viable environment in accordance with relevant Acts towards clean administration	To promote financial sustainability through effective internal controls pertaining to Supply Chain, Asset, Revenue, Budget and expenditure management	FVM 3.1	Create sound financial management, Supply Chain and Asset Management environment	<ul style="list-style-type: none"> Improvement of revenue generation Compliance to MFMA provisions and prescripts with specific reference to budget and expenditure (including payroll) Strengthen financial management internal controls Regular, implementation, monitoring and reporting on Supply Chain management prescripts Effective and efficient implementation of Asset Management Policy
Local Economic Development	Implementation of Community works Programme and supported Cooperatives	A growing, inclusive and equitable economy	Spatial regional integration zones/spatial contract	Viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	To create and facilitate a conducive environment that builds inclusive local economies, sustainable decent employment and eradicates poverty	LED 4.1	Promote Local Economic development through agriculture, tourism and oceans economy	<ul style="list-style-type: none"> Promote rural economic development through formalised agricultural production Enhance eco-tourism, oceans economy, heritage and sports tourism participation. Improve service in tourism industry.

KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
						LED 4.2	Creation of sustainable job opportunities through internal and external partnerships	<ul style="list-style-type: none"> • Implementation of the LED Strategy • Coordinate partnerships for job creation (CDW, CWP, EPWP, etc.) • Coordinate and facilitate the development of the Film production By-Law.
Good governance and Public Participation	Deepen Democracy through a refined Ward Committee System	Capable, conscientious and accountable institutions	Good governance	To improve public trust and credibility in local governance through public participation	To create an enabling environment for active public participation and an administrative culture characterized by accountability, transparency and efficiency	GGP P 5.1	<p>To promote sound leadership, good governance, public participation and enabling environment</p> <ul style="list-style-type: none"> • Implementation of compliance register • Implementation of the Batho Pele principles and Public participation policy • Conduct awareness campaigns of government programmes • Promote accountability and transparency • Implementation of Communication strategy • Strengthen the functioning of SPU • Coordinate the implementation of SPU programmes • Development of a Traditional Leadership support Policy 	

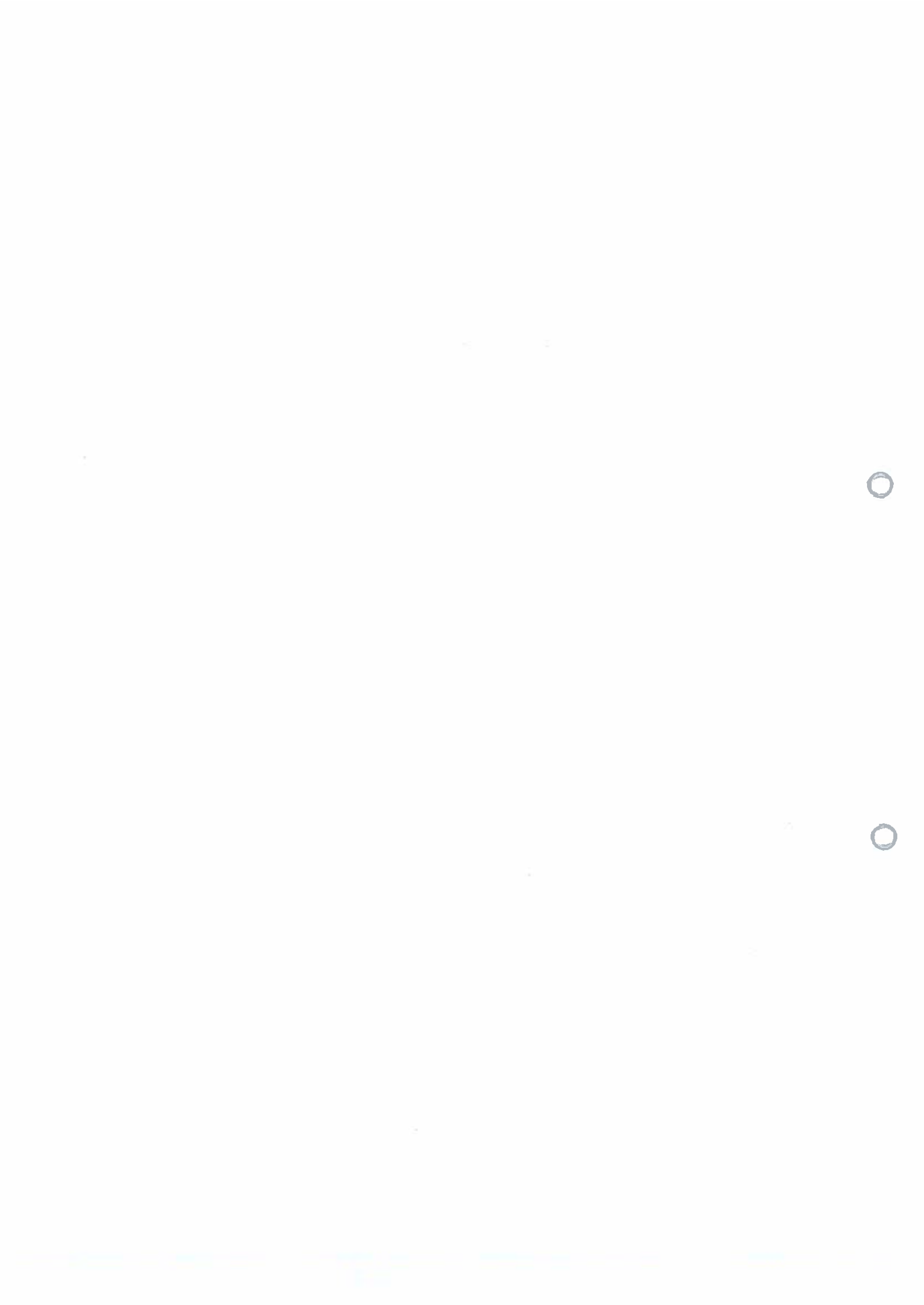
KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
Municipal transformation and institutional development	Implement a differential approach to Municipal Financing, planning and support	Capable, conscientious and accountable institutions An educated, empowered and innovative citizenry	Building capacity	An enabling environment to enhance institutional capacity to promote governance and integrated support services.	To provide professional, efficient, people centered human resources and administrative services for a transformed, equitable and efficient development local system	MTID 6.1	Create a conducive administrative environment and organizational development	<ul style="list-style-type: none"> Facilitate the Implementation of the HR Plan Implementation of the Workplace Skills Plan. Functional and efficient provision of ICT Implementation of the PMS Policy Develop, review and Implement HR Policies. Effective records management system Institutionalise and coordinate customer care services Finalisation of organisational structure review



4.10 INSTITUTIONAL SCORECARD

The review of IDP 2021/22 has seen the alignment between the IDP strategic framework, the SDBIP, and the MTREF. A unique IDP number has been given to each strategic objective as recorded on the five year scorecard which will serve as an alignment tool between the IDP and SDBIP. The same objectives have been further translated into a year, to fit into the SDBIP which is an annual document. The table below summarizes a high level annual scorecard derived from the five year scorecard.

In creating these linkages, it becomes far easier for oversight structures (e.g. Council, Internal Auditors, the Auditor General, etc.) to ensure that municipal expenditure is in terms of the municipal vision, the IDP and budget.



Spatial Planning	Effective and efficient planning and development-oriented municipality	Effective and efficient implementation of spatial planning in a compliant manner	SP	Develop and implement a land use and spatial planning system	1.1	Number of land parcels acquisition facilitated for a Cemetery development	Nil	1 land parcel acquisition facilitated for a Cemetery development	Operational
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.1	% Progress of work done on 9km construction of Niyakeni gravel Access Road	60%	100% of work done on 9km construction of Niyakeni gravel Access Road	R 300 000,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.2	% Progress of work done on 9km construction of Mbanjana gravel Access Road	Nil	100% of work done on 9km construction of Mbanjana gravel Access Road	R 5 056 892,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.3	% Progress of work done on 13 km construction of Sandlulube gravel Access Road	80%	100% work done on 13kms construction of Sandlulube gravel Access Road	R 800 000,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.4	% Progress of work done on 9km construction of Mboziseni gravel Access Road	Nil	100% of work done on 9km construction of Mboziseni gravel Access Road	R 5 350 625,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.5	% Progress of work done on 9km construction of Ntongwana gravel Access Road	Nil	100% of work done on 9km construction of Ntongwana gravel Access Road	R 5 413 875,00

Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.6	% progress of work done on 9km construction of Lujazo gravel Access Road	Nil	100% of work done on 9km construction of Lujazo gravel Access Road	R 5 502 425,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.7	% progress of work done on 9km construction of Mkhazini – Niniva gravel Access Road	Nil	100% of work done on 9km construction of Mkhazini – Niniva gravel Access Road	R5 596 385,66
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.8	% progress of work done on 9km construction of Tyityana gravel Access Road	Nil	100% of work done on 9km construction of Tyityana gravel Access Road	R 5 876 902,50
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.9	% progress of work done on 3kms construction of Agate Terrace paved access road Phase 2	60%	100% of work done on 3kms construction of Agate Terrace paved access road Phase 2 (accumulative)	R40 000 000,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.10	% progress of work done on 3kms construction of Agate Terrace paved access road Phase 3	Nil	100% of work done on 3kms construction of Agate Terrace paved access road Phase 3	R9 000 000,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.11	Number of gravel access road projects registered on MIS (Codesa to Madakeni via Sihlanjeni)	Nil	1 gravel access road projects registered MIS (Codesa to Madakeni via Sihlanjeni)	R 10 000,00

Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.12	% progress of work done on construction of Bukwezeli Gravel Access Road	Nil	100% of work done on construction of Bukwezeli Gravel Access Road	R6 500 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.13	% progress of work done on construction of Ndayini gravel access road	Nil	100% of work done on construction of Ndayini gravel access Road	R4 200 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.14	% progress of work done on construction of Ngqwaleni Gravel access road	Nil	100% of work done on construction of Ngqwaleni Gravel access road	R4 300 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Coordinate and facilitate the implementation of INEP project	2.15	Number of high mast lights installed	Nil	6 high mast lights installed	R5 000 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Construction of Access Roads	2.16	Number of gravel access road projects registered on MIS (Ntsila)	Nil	1 gravel access road project registered on MIS (Ntsila access road)	R10 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Coordinate and facilitate the implementation of INEP projects	2.17	% progress of work done on 39 household connections at Sihlanjeni village		100% of work done on 39 household connections at Sihlanjeni village	R 975 000,00

Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Coordinate and facilitate the implementation of INEP projects	2.18	% progress of work on 18 household connections at Buthulo village	100% work done on 18 household connections at Buthulo village	R 450 000,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Coordinate and facilitate the implementation of INEP projects	2.19	% progress of work done on 93 household connections at Normvalo village	100% of work done on 93 household connections at Normvalo village	R 2 333 000,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Coordinate and facilitate the implementation of INEP projects	2.20	% progress of work done on 68 household connections at Iujazo village	100% of work done on 68 household connections at Iujazo village	R 1 700 000,00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Adequate provision and maintenance of basic infrastructure services	BSD 2.1	Coordinate and facilitate the implementation of INEP projects	2.21	% progress of work done on 49 household connections at Noduva village	100% of work done on 49 household connections at Noduva village	R 1 225 000,00
Basic Service delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Coordinate the implementation of Integrated Waste Management Plan	2.22	Number of cleaning campaigns conducted	1 cleaning campaign conducted	R 271 698.50
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Coordinate the implementation of Integrated Waste Management Plan	2.23	Number of rehabilitations conducted at Land fill Site	4 rehabilitations conducted at land fill site	Operational

Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Coordinate the implementation of Integrated Waste Management Plan	2.24	% progress of work done on fencing of land fill site	Nil	100% of work done on fencing of land fill site accumulative	R 250 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Coordinate the implementation of Integrated Waste Management Plan	2.25	% progress on electrification of land fill site	Nil	100% work done on electrification of land fill site (accumulative)	R250 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Efficient and effective development and management of Public amenities	2.26	Number of mobile ablution facilities provided at Mpantlu park	Nil	2 Mobile ablution facilities provided at Mpantlu park	R 500 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Efficient and effective development and management of Public amenities	2.27	% progress of work done on construction of office building Phase 1 at animal Pound (accumulative)	Nil	100% of work done on construction of office building Phase 1 at animal Pound (accumulative)	R1 000 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Efficient and effective development and management of Public amenities	2.28	Number of Sport Grounds maintained	Nil	4 Sport Grounds maintained	R1 500 000.00

Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Efficient and effective development and management of Public amenities	2.29	Number of Community Halls maintained	Nil	2 Community Halls maintained	R500 000.00
Basic Service delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Provision of Free Basic Services	2.30	Number of Households benefited from the Free Basic services electricity	14293	13 000 Households benefited from Free Basic Services electricity	R3 200 000.00
Basic Service delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Provision of Free Basic Services	2.31	Number of Households benefited from the Free Basic services alternative energy	2000	2 000 Households benefited from Free Basic Services alternative energy	R1 800 000.00
Basic Service delivery	Equitable and sustainable provision of municipal infrastructure	Rapid provision of social and community services	BSD 2.2	Provision of Free Basic Services	2.32	Number of Indigent registers updated and submitted to Council for approval	1	1 Indigent register updated and submitted to Council for approval	Operational
Basic Service delivery	Equitable and sustainable provision of municipal infrastructure	Maintain a safe work place	BSD 2.2	Maintain a safe work place	2.33	Number of Municipal offices site fenced	Nil	1 municipal offices site fenced	R500 000. 00

Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Coordinate and facilitate economic infrastructure development through Public-Private Partnerships (PPP)	BSD 2.2	Facilitate the removal of alien plants through partnerships	2.34	Number of hacters done for the removal of alien plants	200 hacters done for the removal of alien plants	R5 582 000.00
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Coordinate and facilitate economic infrastructure development through Public-Private Partnerships (PPP)	BSD 2.4	Facilitate the provision of economic infrastructure for shared growth	2.35	Number of shelters constructed for informal traders at Isinuka	9 Shelters constructed for informal traders at Isinuka	R500 000
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Coordinate and facilitate economic infrastructure development through Public-Private Partnerships (PPP)	BSD 2.1	Implementation of infrastructure maintenance plan	2.36	Number of kms of gravel access roads maintained (bladed) in wards	80 kms of gravel access roads maintained (bladed) in wards	R8 000 000
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Coordinate and facilitate economic infrastructure development through Public-Private Partnerships (PPP)	BSD 2.1	Implementation of infrastructure maintenance plan	2.37	% progress of work done on 10kms of gravel access roads maintained (tip and processing) (non-accumulative)	100% of work done on 10 km of gravel access roads maintained (tipping and processing) (non-accumulative)	
Basic Service Delivery	Equitable and sustainable provision of municipal infrastructure	Coordinate and facilitate economic infrastructure development through Public-Private Partnerships (PPP)	BSD 2.1	Implementation of infrastructure maintenance plan	2.38	Number of street lights maintained in ward 4 & 6 (non-accumulative)	280 street lights maintained in ward 4 & 6 (non-accumulative)	R500 000

Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	3.1 Improvement of revenue generation	3.1 Number of debt write-off policies implemented produced	Nil	1 debt write off policy implemented produced	Operational
Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	3.2 Improvement of revenue generation	3.2 % increase in revenue collection (non-accumulative)	9%	12% increase in revenue collection (non-accumulative)	Operational
Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	3.3 Improvement of revenue generation	3.3 Number of comprehensive Supplementary Valuation Roll produced	Nil	1 comprehensive Supplementary Valuation roll produced	R 156 900,00
Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	3.4 Compliance to MFMA provisions and prescripts with specific reference to budget and expenditure (including payroll)	3.4 Number of Consolidated annual financial statements produced & submitted to Council, AG & Treasury	1	1 Consolidated annual financial statements produced & submitted to Council, AG & Treasury	R3 300 000.00

Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	Compliance to MFMA provisions and prescripts with specific reference to budget and expenditure (including payroll)	3.5	Number of budget related policies reviewed & submitted to council for approval	16	16 budget related policies reviewed & submitted to council for approval	Operational
Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	Compliance to MFMA provisions and prescripts with specific reference to budget and expenditure (including payroll)	3.6	Number of monthly payroll schedules generated	12	12 monthly payroll schedules generated	Operational
Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	Compliance to MFMA provisions and prescripts with specific reference to budget and expenditure (including payroll)	3.7	Number of monthly overtime reconciliations generated in accordance with the budget allocations	12	12 monthly overtime reconciliations generated in accordance with the budget allocations	Operational
Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	Compliance to MFMA provisions and prescripts with specific reference to budget and expenditure including payroll	3.8	% of funds spent on conditional grants allocation		100% of funds spent on each conditional grant allocation (EPWP, FMG, MIG, INEP, STR, DSRAC)	Operational

Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	Regular implementation, monitoring and reporting on supply chain management prescript	3.9	Number of Supply Chain Management reports produced in terms MFMA requirements and submitted to the mayor	4	4 Supply Chain Management report produced in terms MFMA requirements and submitted to the mayor	Operational
Financial Viability and Management	To create a financial viable environment in accordance with relevant Acts towards clean administration	Create sound financial management, Supply Chain and Asset Management environment	FVM 3.1	Effective and efficient implementation of asset management policy	3.10	Number of GRAP asset management register updated	1	1 GRAP asset management register updated	Operational
Local Economic Development	Viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	Promote Local Economic development through agriculture, tourism and oceans economy	LED 4.1	Promote rural economic development through formalized agricultural production	4.1	Number of cooperatives supported in the fishing sector for oceans economy	Nil	16 cooperatives supported in the fishing sector for oceans economy	R 250 000,00
Local Economic Development	Viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	Promote Local Economic development through agriculture, tourism and oceans economy	LED 4.1	Promote rural economic development through formalized agricultural production	4.2	Number of macadamia nuts farmers supported with seedlings	Nil	15 macadamia nuts farmers supported with seedlings	R 250 000.00

Local Economic Development	Viable, liveable and sustainable development municipality that promotes transformative economic livelihoods	Promote Local Economic development through agriculture, tourism and oceans economy	LED 4.1	Promote rural economic development through formalized agricultural production	4.3	Number of nurseries developed at Mthambalala	Nil	1 nursery developed at Mthambalala	R108 679.00
Local Economic Development	Viable, liveable and sustainable development municipality that promotes transformative economic livelihoods	Promote Local Economic development through agriculture, tourism and oceans economy	LED 4.1	Enhance eco-tourism, oceans economy, heritage and sports tourism participation	4.4	Number of small tourism businesses supported		3 small tourism businesses supported	R 455 000.00
Local Economic Development	Viable, liveable and sustainable development municipality that promotes transformative economic livelihoods	Promote Local Economic development through agriculture, tourism and oceans economy	LED 4.1	Enhance eco-tourism, oceans economy, heritage and sports tourism participation	4.5	Number of hiking trails maintained	Nil	4 Hiking trails maintained	R 215 207 .64
Local Economic Development	Viable, liveable and sustainable development municipality that promotes transformative economic livelihoods	Promote Local Economic development through agriculture, tourism and oceans economy	LED 4.1	Enhance eco-tourism, oceans economy, heritage and sports tourism participation	4.6	Number of Cultural Heritage celebrations conducted	Nil	1 Cultural Heritage celebration conducted	R165 000.00
Local Economic Development	Viable, liveable and sustainable development municipality that promotes transformative economic livelihoods	Creation of sustainable job opportunities through internal and external partnerships	LED 4.2	Implementation of the LED Strategy	4.7	Number of SMMEs trained on sewing		20 SMMEs trained on sewing	

	economic livelihoods											
Local Economic Development	Viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	Creation of sustainable job opportunities through internal and external partnerships	LED 4.2	Implementation 4.8 of the LED Strategy	Number of SMMEs trained on chemical	20 SMMEs trained on chemical manufacturing (detergents)	R 156 000.00					
Local Economic Development	Viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	Creation of sustainable job opportunities through internal and external partnerships	LED 4.2	Implementation 4.9 of the LED Strategy	Number of EPWP jobs created	60 EPWP jobs created	R1 593 000.00					
Local Economic Development	Viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	Creation of sustainable job opportunities through internal and external partnerships	LED 4.2	Implementation 4.10 of the LED Strategy	Number of temporal lifeguards recruited	40 temporal lifeguards recruited	R1 500 587.00					
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Conduct awareness campaigns of government programmes	Number of awareness workshops conducted on informal traders by-laws	2 Awareness workshops conducted on informal traders by-laws	Operational					

Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Conduct awareness campaigns of government programmes	5.2	Number of cooperatives established for Cannabis production	Nil	1 cooperative established for Cannabis production	R 200 000.00
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Implementation 5.3 of the Batho Pele principles and Public participation policy	5.3	Number of Transport Forums convened	Nil	1 Transport forum convened	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Implementation 5.4 of the Batho Pele principles and Public participation policy	5.4	Number of housing forums convened	Nil	1 housing forum convened	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Implementation 5.5 of the Batho Pele principles and Public participation policy	5.5	Number of Mayoral outreach programmes conducted	3	4 Mayoral Outreach Programmes conducted	R 280 613.00
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.6	Number of compliant IDP documents prepared and submitted to Council for approval in terms MSA requirements	1	1 compliant IDP documents prepared and submitted to Council for approval in terms MSA requirements	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.7	Number of compliant annual budget documents prepared and submitted to Council for approval in terms MFMA requirements	1	1 compliant annual budget documents prepared and submitted to Council for approval in terms MFMA requirements	Operational

Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.8	Number of compliant adjustment budget documents prepared and submitted to Council for approval in terms of MFMA requirements	1	1 compliant adjustment budget documents prepared and submitted to Council for approval in terms of MFMA requirements	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.9	Number of compliant 2022/23 SDBIP documents compiled in terms of MSA requirements	1	1 compliant 2022/23 SDBIP documents compiled in terms of MSA requirements	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.10	Number of revised 2021/22 SDBIP documents produced in terms of MSA requirements	1	1 revised 2021/22 SDBIP documents produced in terms of MSA requirements	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.11	Number of annual report documents compiled in terms of MSA requirements	1	1 2020/21 Annual Report documents compiled in terms of MSA requirements	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.12	Number of IGR Forums conducted	2	4 IGR Forums conducted	R113 033.00
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.13	Number of IDP/Budget & PMS Rep Forums convened	3	4 IDP/Budget & PMS Rep Forums convened	R 408 940.00

Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.14	Number of IDP/Budget & PMS Roadshows conducted	4	4 IDP/Budget & PMS Roadshows conducted	
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.15	Number of Strategic Planning Sessions convened	1	1 Strategic Planning Session convened	R 1 606 082.18
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.16	Number of Risk Management Committee meetings convened	Nil	4 Risk Management Committee meetings convened	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.17	Number of Ordinary Audit & Risk Committee meetings convened	4	4 Ordinary Audit & Risk Committee meetings convened	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.18	Number of compliance documents uploaded into the municipal website	9	12 compliance documents uploaded into the municipal website	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.19	Number of Open Council Meetings conducted	Nil	1 Open Council meeting conducted	R 500 000.00

Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Coordinate the implementation of SPU programmes	5.20	Number of Special programmes implemented	4	9 Special Programmes implemented	R 674 487.00
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Implementation of the Batho Pele principles and Public participation policy	5.21	Number of Public Participation convened	Nil	4 Public Participation convened	R 550 000.00
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.22	Number of draft legal services policy submitted for approval by Council	Nil	1 draft legal services policy submitted for approval by Council	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Promote accountability and transparency	5.23	Number of Ordinary Council Meetings convened	3	4 Ordinary Council Meetings convened	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Conduct awareness campaigns of government programmes	5.24	Number of Crime awareness campaigns conducted	2	4 crime awareness campaigns conducted	Operational
Good Governance and Public Participation	To improve public trust and credibility in local governance through public participation	To promote sound leadership, good governance, public participation and enabling environment	GGPP 5.1	Conduct awareness campaigns of government programmes	5.25	Number of Environmental awareness campaigns conducted	2	4 Environmental awareness campaigns conducted	Operational

Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services An enabling environment to enhance institutional capacity to promote governance and integrated support	Create a conducive administrative environment and organizational development	MTID 6.1	Implementation of the Workplace Skills Plan	6.1	Number of Workplace skills plan compiled and submitted to LGSETA	1	1 Workplace skills plan compiled and submitted to LGSETA	Operational
			MTID 6.1	Develop, review and Implement Policies	6.2	Number of HR policies reviewed and submitted for approval by Council	15	12 HR policies reviewed and submitted for approval by Council	Operational
			MTID 6.1	Finalisation of organisational structure review	6.3	Number of organisational structure reviewed & submitted for approval by Council	Nil	1 organisational structure reviewed & submitted for approval by Council	Operational
Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support	Create a conducive administrative environment and organizational development	MTD 6.1	Functional and efficient provision of ICT	6.4	% of work on installation of fibre cable on municipal offices	1	100% work done on installation of fibre cable on municipal offices	R 2 000 000.00
			MTID 6.1	Implementation of the Workplace Skills Plan	6.5	Number of training programmes implemented	3	9 training programmes implemented	R 600 000.00

Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services	Create a conducive administrative environment and organizational development	MTID 6.1	Strengthening of labour structures	6.6	Number of LLF Meetings convened	3	12 LLF Meetings convened	Operational
Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services	Create a conducive administrative environment and organizational development	MTID 6.1	Implementation 6.7 of the PMS Policy	6.7	Number of Monthly performance reports submitted to the Municipal Manager per each department	12	12 Monthly performance reports submitted to the Municipal Manager per each department	Operational
Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services	Create a conducive administrative environment and organizational development	MTID 6.1	Implementation 6.8 of the PMS Policy	6.8	Number of Quarterly Performance reports submitted to the Municipal Manager per each department	4	4 Quarterly Performance reports submitted to the Municipal Manager per each department	Operational
Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services	Create a conducive administrative environment and organizational development	MTID 6.1	Implementation 6.9 of the PMS Policy	6.9	Number of quarterly performance assessments conducted for MM & senior managers	Nil	4 quarterly performance assessments conducted for MM & senior managers	Operational
Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services	Create a conducive administrative environment and organizational development	MTID 6.1	Implementation 6.10 of the PMS Policy	6.10	Number of Mid-term performance assessments conducted for MM & senior Managers	Nil	1 Mid-term performance assessments conducted for MM & senior Managers	Operational

Municipal Transformation and Institutional Development	An enabling environment to enhance institutional capacity to promote governance and integrated support services	Create a conducive administrative environment and organizational development	MTID 6.1	Implementation of the PMS Policy	6.11	Number of annual performance assessment conducted for MM & senior Managers	Nil	1 annual performance assessment conducted for MM & senior Managers	Operational
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The following tables give a highlights of projects that will be implemented by the municipality and other sectors in 2021/22 financial year within Port St. Johns.

Table 4.5 Spatial Planning Projects

Project	Ward
N2 Corridor and Ntafufu node Precinct Plan	12
Tombo Proclamation and Survey	04
Former Military base Township Establishment	06
Formalisation of informal settlements (Development of a plan)	
Housing sector Plan	
Procurement of a GIS	

Table 4.6 STR Projects

STR Projects	Ward	Scope
Upgrade of residential street	06	Phase 2 - 3km
Agate Terrace 3km-Phase 2	10/06	Phase 2 – 3km
Agate Terrace 3km-Phase 3	10/06	Phase 3 – 3km
Storm water Drainage	06	Design stage

Table 4.7 Community Services Projects

Projects	Ward
Construction of Testing Ground	06
Construction of pound infrastructure including dam	04
Fencing of land fill site	06
Renovation of eight community halls	
Hiring of 10 added number of traffic wardens at an EPWP wage scale	
Hiring of 60x 11 months contracted casual workers to eradicate alien plant	
Fencing of cemetery piece of land to be acquired	06

Construction of the security guard room, 2xtoilets, 2x flood lamps at recreational facility (Mpantu Park)	06
Construction of shelter for life guards at 2nd beach	06
Awareness campaigns on crime, BIGM, veld fires, forestry destruction and water awareness.	All wards

Table 4.8 Local Economic Development Projects

PROJECT	WARD
Renovations to Cwebeni cultural village	05
Reconstruction of the boat launching sites at Ntafufu, PSJ and Mngazana	11
Provision of support Infrastructure (Hawkers Stalls) for Informal Traders in the clinics in Port St Johns.	02 & 17
Review of the LED Strategy and the LED Forum.	
Development of Agricultural Strategy	
Development of Oceans Economy Strategy	
Operationalization of Mthambalala Nursery	11
Support to Macadamia nuts production	
Cannabis development	
Marketing of Port St Johns to enhance domestic tourism	
Improve participation of the LED to the BIGM Campaign; ensure full utilization of the Natural assets like rivers, ocean and the airstrip.	
Mobilization of an Investor to partner with Mantusini Dairy	05
Support to Cwebeni Bee Keeping Project	
Mobilization of a private investor for the operationalization of Ntafufu Campsite	
Resource Mobilization for the development of the boat Launching sites.	
Support to the fisheries sector for oceans economy.	
Support to Small Scale Farmers and Farming Cooperatives	

Port St Johns Development Agency Projects	
Development of feasibility study for Travertine mining.	16
Diversification of the Majola Tea Estate	08
Fencing of the available land for fruit production.	10, 11 & 12
Craft Development Programme in Port St Johns.	
Middle income Housing Development.	06

Table 4.9 Catalytic Projects

PROJECT	WARD
Facilitate development shopping centre	6
Facilitate development of middle income housing	6
2 nd Beach Precinct development (Tidal Pool)	6
Waterfront development (1 st Beach)	6
Facilitate development of the small craft harbor	6
Tombo Nodal development	4
Luphoko Nodal development	10
KwaNyathi Nodal Development	17
Airstrip development	6
Cable car	6

Table 4.10 Corporate Services Projects

PROJECTS	WARD
Procurement and Installation of 1 Electronic Document Management system phase 1	Institutional
ICT Infrastructure Upgrade Phase 2	Institutional
Website functionality and maintenance phase 2	Institutional
Voice and Mobile data Communication phase 1 and 2	Institutional
Bulk SMS communication system	Institutional

Procurement of Laptops for officials and councilors	Institutional
Procurement of office furniture	Institutional
Open Council meeting	Institutional
Training of ward committees	Institutional
Ward profile survey	Institutional
Skills Audit	Institutional
Staff Capacity Building	Institutional
Councilors' Capacity Building	Institutional

Table 4.11 Special Programmes

PROJECT NAME	WARD

4.11 Provincial and National Projects from other Sectors

Table 4.12 ESKOM

PROJECT NAME	PROJECT TYPE	BENEFICIARIES	PLANNED CAPEX	PLANNED H/H
PSJ Ext	Households	Magoba, Mbokazi, Mzintlava, Sobaba, Mqezu, Gugwini.	R 13 600 000.00	400
PSJ Ext. Link Line	Infrastructure - Line		R 1 400 000.00	0
PSJ Exts Pre-Engineering (2022/23 Plan)	Pre-engineering		R 497 500.00	0

PSJ Schedule 5B	Pre-engineering		R 500 000.00	0
PSJ Type 2 Infills	Infills		R 1 200 000.00	80
Total			R 17 197 500.00	480

Table 4.13: Human Settlement

PROJECT/PROGRAMME	WARD	PROPOSED BUDGET
Ntafufu 350		R 16 623 150,08
Caguba 300		R27 465 405
PSJ 256 Destitute		R 41 321 134.00
PSJ 362		R 58 143 962.00
PSJ 321		R 60 900 000.00
PSJ 50 Destitute		R 6 100 000.00
Mabhulwini and Mbokazi		R 47 250 730
OR Tambo Social Relief 50		R 9 065 839
PSj 200 Destitute		
PSJ 806		
Tombo 26		
Lutshaya 300		
PSJ 200 Destitute		

Table 4.14 Department of Environmental Affairs

PROJECT	WARD	BUDGET
Development & rehabilitation of conservation & tourism sites(Silaka Nature Reserve)	06	10 million
Development of Qhaka Nursery	09	8 million
Development of Tidal Pool, beach amenities, beach access	06	132 500 million
Control invasive alien vegetation, coastal cleanup and catchment areas, environmental education & awareness(Manteku)	11	12.65 million

Table 4.15: Department of Economic Development, Environmental Affairs and Tourism

Project	Ward	Budget
Development & rehabilitation of conservation & tourism sites(Silaka Nature Reserve)	06	R 10 million
Development of Qhaka Nursery	09	R 8 million
Development of Tidal Pool, beach amenities, beach access	06	R 132 500 million
Control invasive alien vegetation, coastal cleanup and catchment areas, environmental education & awareness (Manteku)	11	R 12.65 million
Wild Coast Industrial Park (WC SEZ)- linkage to municipality agriculture production areas		R26 million and R3M
Eradication of Alien plant to protect rich biodiversity and endemic flora		R5.282 000 million
N2 Biodiversity offset	Proposed protected area expansion between Chaguba & Mngazana nodal areas	Long term project 10 years (R300m)
WC 6 day Hiking trail PSJ-Coffee Bay - reconstruction of structures		Total trail budget include Port St Johns R14M budget

Table 4.17 ECPTA

PROJECT NAME	WARD	BUDGET
Silaka Turnkey Project- Renovations of Silaka Chalets		10million
Construction of Curio Shop, Viewing Deck and Swimming Pool at Silaka Nature Reserve		3.3 Million

Table 4.22: Department Rural Development and Agrarian Reform

Project Name	Project Type	Budget	Ward
Fencing of irrigation schemes(Kwelakuwo,Maneyo,Siyazam,Palume)	Farmer support & development	R 2029237,35	
supply and delivery of fence material for arable lands covering the following sites : gqubeni and mtambalala in port st. johns 10.5 km	Farmer support & development	R29.460413	11 & 12
supply and delivery of fencing materials for fence covering kwandayini maize projects totaling 10.4 kilometers	Famer Support and Development	416	17

Table 4.19 Department of Education

PROJECT NAME	PROJECT STATUS	BUDGET	WARD
Storm Water Disaster of Tombo JSS	Construction 76 – 99 %	590 523	04
Design development and documentation for the implementation of infrastructure for Manzabila Senior Primary	Construction 76 – 99 %	393 292	
Single Grade R Facility, Fittings, Jungle Jim, Sand Pit, under Cover Play Area etc Mabebevu Senior Primary.	Contractor suspended	3 808 731	
7 Pit Toilets with 1X 500L RW Tank & 580m Galvanised Security Fencing For Chabasa Junior Secondary School	Canceled contract	1 600 458	
Renovation of toilets at Kwazizamele Junior secondary	Cancelled contract	1 141 005	
Bulding of 13 classrooms of Mbenengeni JSS	Cancelled contract	480 000	04
Construction of 10 prefabricated classrooms and 2 toilet blocks at Makukhanye SSS	Construction 26 – 50 %	1 635 415	
Construction of 4 prefabricated classrooms at Mbabalane SPS	Construction 76% - 99%	734 748	
Construction of 10 prefabricated classrooms and 2 toilets blocks of Ntafufu SSS	Construction 51% - 75%	1 503 238	
Building and other fixed structures 2 New Classrooms Vulindlela SSS.	Construction 76% - 99%	383 205	

Table 4.20: Department of Transport

Project	Ward	Kms	Budget
DR08029 - Bulawu	08	15	R 6 000 000.00
R61 – Manteku	11	15	R 6 000 000.00
R61 – Mthambalala	11	10	R 4 000 000.00
Bambisana Hospital – DR08156	13	15	R 6 000 000.00
Majola – Mahahane	08	10	R 4 000 000.00
Silimela – Qandu	1 & 2	10	R 4 000 000.00
DR08157 – Ludonga		10	R 4 000 000.00
DR08191 – Lutengele	9&8	10	R 4 000 000.00
Ntafufu – Ntile	12	6.0	R 4 000 000.00
Bambisana – DR08157	13	10	R 4 000 000.0

Table 4.21: Department of Public Works

Table 4.22: O.R. Tambo District Municipality

Project/Programme	Ward & Locality	Budget
Port St Johns Regional Water Supply - PHASE 6 – M & E	Ward 10,11&13	TBC
Port St Johns Regional Water Supply - PHASE 6 – Civil Works	Ward 10,11&13	TBC
Jambeni Water Supply Scheme	20	R 4 922 924.22
Mthambalala Water Supply	11	R 5 205 206.48
PSJ Ward 5 Sanitation	5	R 4 151 692.31
PSJ Ward 8A Sanitation	8	R 8 410 805.03
PSJ Ward 8B Sanitation	8	R 6 746 230.05
PSJ Ward 18 Sanitation	18	R 5 644 676.10

Port St Johns Sewer & Waste Water Treatment Plant	6	R 246 693 150.63
Majola Phase 2 Water Supply	8	TBC
Port St Johns Town Water Supply	6	TBC

Table 4.23 Eastern Cape Department of Social Development

Project/Programme	Ward	Budget
Ncedabantu Family Support Centre Club	06	R74,929.00
Gemvale for older person Project	11	R74,929.00
Mthambalala for older Person	11	R74,929.00
Ikhaya Care Center	18	R74,929.00
Zibambe Development Center	16	R74 400
Qandu Old Age	01	R74,929.00
Creative Young Women Organisation	04	R290,563
Chaguba Family Resource Center	05	R137.12300
Phumlani	04	R142,560
Programme 2.3	All	R94.1830 0
Ngxongweni CBR	16	R94.183 00
Child Welfare	11	R214,009
Rise Up Trauma Centre	06	R113.759.00
Masithuthuzel e Victim Empowermen t Centre	10	R144.183.00
Port St Johns Survivor support Group	All	R83269.00
Sigxothindlala	15(Mdlankala)	R25.000
Bolani Community Nutrition Development Centre	10	R432.880

The following tables give a highlight of projects that will be implemented by the municipality and other sectors in 2022/23 financial year within Port St. Johns.

Projects	Ward	Scope
Codesa – Nyakeni Access Road	02	
Ntsila Access Road	03	
Ndayini Access Road	17	
Bukhwezeni Access Road	13	
Babheke Access Road	19	
Mthimde Access Road	20	
Kwadyovuza - Emgcwini	04	
Ntlantsana Farm Access Road	06	

Cwebeni Access Road	05	
Sandlulube – Mkhuna Access Road	15	
Ngqwaleni Access Road	07	
Qaqa – Malongwana Access Road	10	
Highmast lights	All wards	

Unfunded Projects

Table 4.23: Unfunded Projects

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
Community Hall	Lutatweni		1	Water	Njela		2
Community Hall	Magingqi		1	Water	Noduva		2
Education\School	Fencing Nkangala School		1	Water	Matselu		2
EducationSchool	Fencing Maggie School		1	Water	Mawotsheni		2
				Water	Mvelelo		2
Education	Fencing Lungisani SPS		1	Water	Masameni		2
Education	Fencing Diko JSS		1	Water Extensions	Sihlanjeni		2
GAR	Tsweleni		1	Water Extensions	Ngcanda		2
GAR	Qandu Store to Bulawu		1	Water Extensions	Mtalala		2
GAR	Magoqweni to Kwa Dubulinkanga		1	HS	All villages		2
GAR	Matandela JSS to Nocuze		1	Comm Hall	Masameni		2
GAR	Matandela JSS to Noduva		1	Comm Hall	Sihlanjeni		2
Sports Field	Horse Race Belt		1	Comm Hall	Mtalala		2
Sports Field	Bholani Sports Field		1	Sports Field	Mvelelo		2
Water	Lugongqozo		1	Sports Field	Noduva		2
Water	Phahlakazi		1	Sports Field	Lugasweni		2
Water	Nqutyana		1	Sports Field	Nkwilini		2

INTEGRATED DEVELOPMENT PLAN 2021/22

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
Water	Nocuze		1	Sanitation	Infills new households in all the wards		2
Water	Nyakeni		1	Electricity Extensions	Mtalala		2
Water	Extensions Gogogo		1	Electricity Extensions	Nkwilini		2
Electricity	Gogogo infills		1	Electricity Extensions	Madakeni		2
Electricity	Lutatweni		1	Electricity Extensions	Mawotsheni		2
Electricity	Vithini and Nkonkoni		1	Electricity Extensions	Magcakini		2
Electricity	Mmangweni and Phahlakazi		1	Electricity Extensions	Sihlanjeni		2
Electricity	Rhebhu		1	Electricity Extensions	Njela		2
GAR	Sinangwana		2	Electricity Extensions	Mvelelo		2
GAR	Mpoma		2	Electricity Extensions	Ngcanda		2
GAR	Phepheni		2	Electricity Extensions	Masameni		2
GAR	Mhlezu		2	Electricity Extensions	Noduva		2
GAR	Mawotsheni		2	Electricity Extensions	Lugasweni		2
Electricity	Phelomoya		2	AR	Kwantsila		3
Electricity	Makaka		2	AR	Mbenengeni		3
Electricity	Masameni eTankini		2	AR	Mfadaleni		3
Electricity	Sitha		2	AR	Gorha		3
Electricity	Moyeni		2	AR	Ludalasi		3
Electricity	Mbange		2	AR	Mtondela		3
Electricity	Makhumbathini		2	AR	Matsilela		3
Electricity	Mfabantu		2	AR	Butho		3
Electricity	Mahlule		2	Bridge	Butho		3
Electricity	Masameni		2	Bridge	Zwelibatshiyayo		3
Electricity	Masameni to Qandu		2	Health	Butho		3
Electricity	Mthonjeni		2	Health	Lujecweni		3
Electricity	Magcakini		2	DEDEAT	Isivivani Nature Reserve		3
Electricity	Extension in 12 Villages		2	AR	Mabhulwini	3 km	4

INTEGRATED DEVELOPMENT PLAN 2021/22

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
Water	Mvelelo		2	AR	Mngazana	4 km	4
GAR	Gade Ntabeni - Nkonxeni	2,5 km 6km	4	Side walks	Side walks to the Gap		6
GAR	Mafusini Islam to Mngazi	3 km 7 km	4	Business	Stall for Street Hawkers		6
GAR	Nkonxeni	4 km	4	GAR	Nomnandi	900	7
GAR	Tombo Mission	4 km	4	GAR	Mvume	5,5 km	7
GAR	Getto	3 km	4	GAR	Ntsimbini	6 km	7
GAR	Mgxabakazi	3 km	4	GAR	Tankini	4 km	7
GAR	Rhela	3 km	4	GAR	Dangwana	3.5 km	7
GAR	Bholani	2 km	4	GAR	Makhovana	900 m	7
GAR	Hlamvana	2 km	4	GAR	Mantusini	400m	7
GAR	Mtalala	2 km	4	GAR	Njiveni	1 km	7
SANRAL	R61 Street not working @ Tombo		4	Bridge	Mvume		7
HS	1200 housing units	1200	4	Electricity	Machomsholo	80	7
Renovations	Tombo Thusong Centre		4	Electricity	Mruleni	60	7
Sports Field	Construction		4	Electricity	Mvume	50	7
Water	5 Taps Extensions in 12 Village	5	4	Electricity	Mantusini	30	7
Sanitation	1192		4	Electricity	Butulo	40	7
Electricity	176 infills	176	4	Water	Mantusini		7
Electricity	180 New Extensions	180	4	AGR	Ngqwalani		7
New Electricity	Mngazana and surroundings	190	4				
Electricity Infills	Makhumbathini		5	AGR	Njiveni		7
Electricity Infills	Maplotini		5	Sanitation	Ntsimbini		7
Water	Vukandlule for the past 15 years		5	AGR	Dangwana		7
Sanitation	Cwebeni		5	AGR	Tankini		7
HS	Completion of unfinished house by Simple Do		5	AGR	Katini		7
				Electricity	Sqhozama	30	8

INTEGRATED DEVELOPMENT PLAN 2021/22

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
HS	Houses @ Cwebeni		5	HS	No Houses in the whole ward		7
Com Hall	Caguba		5	Education	Lundini SPS		8
Com Hall	Makhuzeni		5	Education	Gobizizwe SPS		8
Sports	Multi Purpose Center		5	Sanitation	Mbanjana		8
GAR			5	Comm Hall	Hall Maintenance		8
GAR	Water Works		6	GAR	Mdeni	5 km	8
GAR	Mpantu	7 km	6	GAR	Mqaleni to Mvukazi	6	8
GAR	Riverside	8 km	6	GAR	Mbanjana to Wakeni	8 km	8
GAR	Zwelitsha	5 km	6	GAR	Tshakude to Mantusini	12 km	8
GAR	Ntlantsana Farm	9 km	6	GAR	Ngcose to Lwandlana	11 km	8
GAR	Mthumbane	4 km	6	GAR	Gangatha to Tyeni	7 km	8
GAR	Old Military Camp	2 km	6	GAR	Tyeni Road	15	8
Health	Mtumbane		6	Water	Whole Ward 8		8
Com Hall	Green Farm		6	GAR	Mbanjana to Ntlanjana	4	8
Storm Water Drainage	Ward 6		6	Tared Road Majola Community Hall	T 191		8
Bridge	Water Works		6	Health	Hospital		8
Security	Surveillance Cameras Second Beach		6	GAR	Mboleni to Kopi		9
Water	Nonyevu		6	GAR	Ndwalane to Drayini		9
Water	Old Military Camp		6	GAR	Bizana to Luphaphasi		9
Water	Zwelitsha		6	GAR	Mkhanzini to Ginya		9
Water	Mpantu		6	Education	Zintonga JSS		9
Sanitation	Nonyevu		6	Education	Bhekabantu JSS		9
Sanitation	Old Military Camp		6	Grass Cutting	Woods Com Hall		9
Testing Ground	Facilitation of testing ground		6	Renovations	Mkhanzini Youth Grave Yard (Memorial Year Event)		9
Municipal Offices	Construction plans of Offices for 2019/20		6				

INTEGRATED DEVELOPMENT PLAN 2021/22

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
Santitation	Mpantu & Zwelitsha		6		Ntafufu Camp Site		11
Health	Mobile Clinic		9	Com Hall	Mthambalala		11
Debushing	Ward 9		9		Old Age Centres		11
Allien Plant Removal	Ward 9		9		Quary Project		11
Electricity	Extensions Mkahanzini	54	9		Aqua Culture Academy		11
Com Hall	Noqhekwana		10	GAR	Nomsenge		12
Com Hall	Sizilo		10	GAR	Qambatha		12
GAR	Mbiza		10	GAR	Ngweni to Khanyisa		12
GAR	Khaleni Magoba		10	GAR	Nomvalo Bus Stop to Nomvalo School		12
GAR	Gabelana to Mtambalala		10	GAR	Lusibeni to Malize		12
GAR	Bolani to Noqhekwana		10	GAR	Nyazi to No 1		13
GAR	Qaq to Malongweni		10	GR	Mbokazi to No 3		13
GAR	Sizilo to Siyilo		10	GAR	Ndwalane to No 2		13
GAR	Roads to Schools and Traditional Authorities		10	GAR	Mamaleni to No 4		13
Health	Servicing Bolani, Noqhekwana, Dedeni, Shiyabo		10	GAR	Mzimvubu & Maweleni		13
Health	Clinic @ Noqhekwana		10	Bridge	Tyityane Bridge		13
Health	Mobile Clinic @ Lumphoko		10	Transport	Maintanance of tarred road from Bambisana Hospital to KwaZweni SPS		13
Health	Clinic @ Mswakazi		10	Health	Mamaleni Clinic		13
Health	Training of learners on health related issues		10	Health	Bambisana Hospital Phase 2		13
Bridge	Noqhekwana		10	Education	Kwa Msikwa High Scool		13
Bridge	Balaw Bridge		10	Education	Nyazi JSS		13
Bridge	Lumphako		10	Comm Hall			13

INTEGRATED DEVELOPMENT PLAN 2021/22

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
Bridge	Gabelana to Mtambalala		10	Allien Plant Removal	Ward 13		13
Bridge	Nenga		10	Water	Supply Clean Water		13
DRDAR Fencing	Fencing Khwela Kuwo Co-op		10	Sport Field			13
DRDAR Fencing	Magoba Mealie fields		10	Electricity	Infills		13
DRDAR Fencing	Noqhekwana Co-op		10	Electricity	Extensions		13
DRDAR Fencing DRDAR Fencing	Noqhekwana Co-op Tshobeni Co-op		10 10	Electricity	250 Connections for the whole ward		13
				Mini Power Staion	KwaBhala		
DRDAR Fencing	Maswakazi		10	Sanitation			13
DRDAR Training	Co-op on animal production		10	GAR	Ntongwana to Manteku		14
LED	Training of Hawkers on business management		10	GAR	Dakana to Mahlontlweni		14
LED	Training brick making and sewing		10	GAR	Ntongwana to Sandlulube		14
LED	Training of life guards at Noqhekwana and Lumphoko		10	GAR	Mcwabantsasa to Extension		14
Education	High School		10	GAR	Mbarhani		14
Electricity Extension	Khaleni	198	10	Com Hall			14
Electricity	Mbiza	178	10	Sports Field	Mzintlava B		14
Electricity Extension	Mswakazi	98	10	Sports Field	Sobaba		14
Electricity Infills	All wards		10	Sports Field	Maphindela		14
GAR	Buchele Clinic to Mthambalala Maintanance	10 km	11	Bridge	Nkqubela		14
Bridge	Buchele to Mbotyi		11	Electricity	Infills 100		14
	R61 Pedestrian Crossing		11	Electricity	Extensions 210 Sobaba	210	14
Health	Xhaka Clinic		11	Sanitation	Extensions 200	200	14
SANRAL	Manteku to Ntongwana tarred road	23 km	11	Water	Sobaba		14

INTEGRATED DEVELOPMENT PLAN 2021/22

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
	Sikhululweni to Lujazo tarred road	20 km	11	Water	Maphindela		14
Water	Construct Bore holes in 11 villages		11	HS	Whole Ward - Sobaba		14
HS	Destitute Houses lost about	150	11	HS	Maphindela		14
DEAET	EC Manteku Camp Site (Nursery)		11	HS	Mzintlava A		14
Comm Hall	Sobaba		14	HS	M Fzintlava B		14
Health	Mobile @ Sobaba		14	DRDAR	Maize Project Ebhukuqwini		17
Education	Sobaba SSS		14	GAR	Mboziseni		18
Com Hall	Dutch Comm Hall		15	GAR	Mlaza		18
AR	Gcobani to Mkhuma		15	GAR	Bele		18
AR	Machibini to Tyiwani		15	GAR	Ngcoya		18
Education	Luqoqweni Pre School		15	GAR	Mkhuzaza		18
Health	Dutch Clinic		15	GAR	Gugwini		18
Water	Extension @ Thontsini		15	GAR	Dlelengani		18
Water	Mdlankala		15	GAR	Gqwesa		18
DRDAR	Dipping Tank @ Lalu		15	GAR	Ngqikiza		18
Electricity	Infills and Extensions the whole Ward		15	GAR	Mbambeni		18
Human Settlement	Gangatha	1200	15	GAR	Magangeni		18
Bridge	Mdlankala		15	GAR	Tyeni		18
Sport Field	Luqhoqweni & Mdlankala		15	Multi Purpose Centre	Lutshaya		18
AR	Lupapasi		16	Health	Health Centre		18
Comm Hall	Ngxongweni		16	Comm Hall	Ngcoya		18
Community Projects	LED to support and help establish new ones		16	Education	Ngcoya TVET College		18
Sports Centre	Construct Multi Purpose Sport Centre		16	Comm Hall	Dlelengani		18

INTEGRATED DEVELOPMENT PLAN 2021/22

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
EPWP	Extension of EPWP& CWP programs across the ward		16	Sports Field	Lutshaya		18
Water	Resuscitate spring waters in 8 villages of the ward, 1 per village		16	Sports Field	Ngcoya		18
Water	Tyityane Village		16	Bridge	Tyeni Bridge link Ward 8 Nyandeni Municipality		18
Health	Increase Staff		16	GAR	Bomvini Clinic to Ntlenga		19
Health	Mobile Clinic		16	Electricity	Isihlitho		19
HIV/ AIDS	Campaign on HIV/ AIDS and drugs awareness		16	Electricity	Mazizini		19
Comm Hall	Kwa Nyathi		17	Electricity	Mavenyane		19
Bridge	Between Ntlenga & Bhukuqweni		17	Electricity	Jambeni A		19
GAR	Kwadayini to Mtimde		17	Electricity	Jambeni B		19
GAR	Ward 17 to Ward 20		17	Toilets	Isihlitho		19
GAR	Mnqezu	3	17	Toilets	Mazizini		19
GAR	Mkhumbeni	4	17	Toilets	Mavenyane		19
GAR	Makukhanye	3	17	Toilets	Jambeni A		19
GAR	Dlokweni	15	17	Toilets	Jambeni B		19
GAR	Kwadayini	7	17	Water	Mavenyane		19
GAR	Sijungqwini	5	17	Water	Jambeni A		19
GAR	Phephu	4	17	Water	Jambeni B		19
GAR	Bambisana to Mbotyi (Maintanance)		17	Water	Bomvini		19
Electricity	Mnqezu		17	Water	Ntlenga		19
Electricity	Bhakaleni		17	Fencing Melie Fields			19
Electricity	Makukhanye		17	Sports Field			19
Electricity	Kwadayini		17	HS	Houses	1200	19
Electricity	Diphini		17	Com Hall	Mtimde		20
Electricity	Bhukuqweni		17	Water	Mthide		20
Health	Clinic kwa Nyathi		17	Sanitation	Mthimde		20

Project	Village	Units/ km	Ward	Project	Village	Units/ km	Ward
Sport Field	Construct Sports Field		17	Electricity Ext. Infills	Jabavu		20
GAR	Bambisana to Mbotyi (Maintenance)		17	Electricity Ext. Infills	Dumezweni		20
GAR	Mnqezu to Bukuqweni		17	Electricity Ext. Infills	Sunrise		20
GAR	Sijungqwini (Maintenance)		17	Electricity Ext. Infills	Luzupu		20
				Electricity Ext. Infills	Jambeni		20

Table 4.24: Public Amenities Unfunded Projects

Facility	Number
Community Halls with ablution Facilities	9
Sports facilities	5
Cemeteries	2
Beach facilities	12
Library	4
Parks	3

CHAPTER 5

MUNICIPAL BUDGET

5 CHAPTER 5: MUNICIPAL BUDGET

5.1 INTRODUCTION

This section summarizes key elements from the municipal budget. The municipality has the capacity to spend its capital budget.

5.1.1 Financial Performance

The following table summarizes budgeted financial performance

Table 5.1: Budgeted Financial Performance (A4)

EC154 Port St Johns - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	8 754	9 093	9 793	10 654	10 654	10 654	10 654	12 481	13 000	13 570
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	863	1 488	957	1 604	1 604	1 604	1 604	1 879	1 957	2 044
Rental of facilities and equipment		13	7	5	56	25	25	25	65	67	70
Interest earned - external investments		3 692	5 620	5 365	4 414	5 000	5 000	5 000	5 171	5 389	5 626
Interest earned - outstanding debtors		2 024	3 654	4 234	3 516	4 000	4 000	4 000	4 118	4 291	4 480
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		356	198	253	52	52	52	52	55	57	60
Licences and permits		47	31	68	85	85	85	85	100	104	108
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		179 914	143 459	160 063	187 370	197 705	197 705	197 705	178 561	178 031	172 945
Other revenue	2	(8 211)	1 465	3 803	16 732	18 311	18 311	18 311	19 601	20 434	21 323
Gains		(609)	(383)	(4 160)	222	320	320	320	260	271	283
Total Revenue (excluding capital transfers and contributions)		188 942	154 836	188 381	204 704	237 756	237 756	237 756	222 296	223 992	228 508
Expenditure By Type											
Employee related costs	2	63 140	66 226	74 642	63 842	69 960	69 960	69 960	81 895	79 312	84 191
Remuneration of councillors		13 608	13 148	13 597	13 477	13 477	13 477	13 477	14 319	15 214	16 165
Debt impairment	3	7 205	4 397	4 756	5 000	5 000	5 000	5 000	5 444	5 684	5 940
Depreciation & asset impairment	2	4 112	33 558	50 021	37 785	40 765	40 765	40 765	51 393	53 054	56 068
Finance charges		400	1 346	1 462	451	301	301	301	334	349	365
Bulk purchases - electricity	2	742	5	-	-	-	-	-	-	-	-
Inventory consumed	8	1 565	1 103	1 181	294	828	828	828	288	300	314
Contracted services		10 177	6 469	6 790	14 905	13 079	13 079	13 079	12 418	12 965	13 548
Transfers and subsidies		7 593	10 390	8 724	14 740	17 040	17 040	17 040	16 159	16 847	17 540
Other expenditure	4, 5	33 052	50 670	48 765	76 735	86 886	86 886	86 886	74 305	76 894	79 400
Losses		-	1	58	-	-	-	-	-	-	-
Total Expenditure		141 656	187 312	207 997	227 228	247 335	247 335	247 335	256 556	261 218	274 429
Surplus/(Deficit)		47 185	(22 581)	(27 616)	(22 524)	(9 579)	(9 579)	(9 579)	(34 260)	(37 427)	(53 922)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	55 806	70 373	83 040	102 944	102 944	102 944	93 780	45 362	47 484
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		47 185	33 125	42 757	60 516	93 364	93 364	93 364	59 514	7 735	(6 438)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		47 185	33 125	42 757	60 516	93 364	93 364	93 364	59 514	7 735	(6 438)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		47 185	33 125	42 757	60 516	93 364	93 364	93 364	59 514	7 735	(6 438)
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		47 185	33 125	42 757	60 516	93 364	93 364	93 364	59 514	7 735	(6 438)

5.1.2 Capital Budget

The following table summarizes Port St. Johns' Operating Budget.

Table 5.2: Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 8 - Executive AND Council (20 CS)		--	--	--	--	--	--	--	--	--	--
Vote 9 - LED (21 CS)		--	--	--	--	--	--	--	--	--	--
Vote 10 - Municipal Manager (22 CS)		--	--	--	--	--	--	--	--	--	--
Vote 11 - Community Services (24 CS)		--	--	--	--	--	--	--	--	--	--
Vote 12 - Financial Services (26 CS)		--	--	--	--	--	--	--	--	--	--
Vote 13 - Infrastructural Engineering (28 CS)		--	--	--	--	--	--	--	--	--	--
Vote 14 - Executive AND Council (30 CS)		--	--	--	--	--	--	--	--	--	--
Vote 15 - LED (31 CS)		--	--	--	--	--	--	--	--	--	--
Vote 16 - Municipal Manager (32 CS)		--	--	--	--	--	--	--	--	--	--
Vote 17 - Corporate Services (33 CS)		--	--	--	--	--	--	--	--	--	--
Vote 18 - Community Services (34 CS)		--	--	--	--	--	--	--	--	--	--
Vote 19 - Financial Services (36 CS)		--	--	--	--	--	--	--	--	--	--
Vote 20 - Infrastructural Engineering (38 CS)		--	--	--	--	--	--	--	--	--	--
Capital multi-year expenditure sub-total	7	--	--	--	--	--	--	--	--	--	--
Single-year expenditure to be appropriated	2										
Vote 8 - Executive AND Council (20 CS)		590	6 658	20 782	170	1 828	1 828	--	1 200	1 250	1 305
Vote 9 - LED (21 CS)		98	1	1	53	103	103	--	57	56	62
Vote 10 - Municipal Manager (22 CS)		--	--	--	--	--	--	--	--	--	--
Vote 11 - Community Services (24 CS)		--	--	--	--	--	--	--	--	--	--
Vote 12 - Financial Services (26 CS)		--	--	(398)	3 310	9 118	9 110	--	157	164	171
Vote 13 - Infrastructural Engineering (28 CS)		4 811	5	3 578	87 341	119 165	119 165	--	111 550	42 900	44 817
Vote 14 - Executive AND Council (30 CS)		--	--	--	50	636	636	--	54	57	59
Vote 15 - LED (31 CS)		--	--	--	--	--	--	--	--	--	--
Vote 16 - Municipal Manager (32 CS)		--	--	(9)	120	1 620	1 620	--	100	104	109
Vote 17 - Corporate Services (33 CS)		--	--	34	2 000	2 040	2 040	--	2 500	2 605	2 742
Vote 18 - Community Services (34 CS)		11	84	58	5 423	5 373	5 373	--	2 600	2 709	2 828
Vote 19 - Financial Services (36 CS)		--	--	--	--	--	--	--	--	--	--
Vote 20 - Infrastructural Engineering (38 CS)		--	1	4	203	203	203	--	210	219	228
Capital single-year expenditure sub-total		5 427	6 744	24 041	98 670	140 078	140 078	--	118 429	50 073	52 422
Total Capital Expenditure - Vote		5 427	6 744	24 041	98 670	140 078	140 078	--	118 429	50 073	52 422
Capital Expenditure - Functional											
Governance and administration		623	6 668	20 403	5 965	13 698	13 698	13 698	4 311	4 493	4 712
Executive and council		623	6 668	20 782	348	4 983	4 983	4 983	1 354	1 411	1 473
Finance and administration		--	--	(399)	5 625	9 815	9 815	9 815	3 081	3 081	3 239
Internal audit		--	--	--	--	--	--	--	--	--	--
Community and public safety		28	133	58	5 423	4 873	4 873	4 873	2 650	2 761	2 883
Community and social services		28	133	58	5 423	4 873	4 873	4 873	2 650	2 761	2 883
Sport and recreation		--	--	--	--	--	--	--	--	--	--
Public safety		--	--	--	--	--	--	--	--	--	--
Housing		--	--	--	--	--	--	--	--	--	--
Health		--	--	--	--	--	--	--	--	--	--
Economic and environmental services		(24 571)	2 972	3 582	87 597	119 470	119 470	119 470	111 817	43 134	45 146
Planning and development		18	1	1	53	103	103	103	57	59	62
Road transport		(24 589)	2 972	3 582	87 545	119 368	119 368	119 368	111 760	43 134	45 146
Environmental protection		--	--	--	--	--	--	--	--	--	--
Trading services		--	--	--	--	500	500	500	--	--	--
Energy services		--	--	--	--	--	--	--	--	--	--
Water management		--	--	--	--	--	--	--	--	--	--
Waste water management		--	--	--	--	--	--	--	--	--	--
Waste management		--	--	--	--	500	500	500	--	--	--
Other		--	--	--	--	--	--	--	--	--	--
Total Capital Expenditure - Functional	3	(23 919)	9 772	24 044	98 984	138 541	138 541	138 541	118 779	50 438	52 803
Funded by:											
National Government		(25 724)	307	1 222	38 040	61 221	61 221	61 221	42 950	43 948	46 005
Provincial Government		--	--	--	45 000	45 000	45 000	45 000	49 600	--	--
District Municipality		--	--	--	--	--	--	--	--	--	--
Transfers and subsidies - capital (monetary allocations) (National / Provincial / Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		--	--	--	--	--	--	--	--	--	--
Transfers recognised - capital	4	(25 724)	307	1 222	83 040	106 221	106 221	106 221	92 550	43 948	46 005
Borrowing	6	--	--	--	--	--	--	--	--	--	--
Internally generated funds		--	7 167	22 822	15 944	31 719	31 719	31 719	26 229	6 490	6 798
Total Capital Funding	7	(25 724)	7 494	24 044	98 984	137 941	137 941	137 941	118 779	50 438	52 803

5.1.3 Cash Flow Statement

Table 5.3: Budgeted Cash Flows, (A7)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year #1 2022/23	Budget Year #2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	34	114	7 849	4 973	-	-	8 650	9 009	9 404
Service charges		-	-	641	978	431	-	-	1 302	1 357	1 416
Other revenue		-	45	901	23 316	18 473	-	-	19 765	20 595	21 501
Transfers and Subsidies - Operational	1	-	281	181 232	167 144	197 655	-	-	178 615	178 688	173 004
Transfers and Subsidies - Capital	1	-	-	40 245	38 040	101 375	-	-	93 780	45 362	47 484
Interest		-	-	-	-	-	-	-	5 171	5 389	5 626
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		742	(157)	(1 629)	154 054	(181 435)	-	-	(159 701)	(167 351)	(176 682)
Finance charges		-	-	-	451	(461)	-	-	(334)	(349)	(365)
Transfers and Grants	1	7 534	10 435	8 724	-	-	-	-	(16 159)	(16 847)	(17 594)
NET CASH FROM/(USED) OPERATING ACTIVITIES		8 276	10 636	230 228	391 832	141 022	-	-	131 089	75 253	64 394
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	(76 151)	(77 838)	(100 984)	(125 136)	-	-	(127 697)	(52 258)	(54 704)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	(76 151)	(77 838)	(100 984)	(125 136)	-	-	(127 697)	(52 258)	(54 704)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		8 276	(65 515)	152 389	290 848	15 886	-	-	3 392	22 996	9 690
Cash/cash equivalents at the year begin:	2	91 487	50 301	62 595	91 289	92 857	-	-	125 715	129 107	152 103
Cash/cash equivalents at the year end:	2	99 764	(15 214)	214 985	382 137	108 743	-	-	129 107	152 103	161 793

5.1.4 Alignment Of The Municipal Budget With The Municipal Goals And Objectives

Table 5.4: Alignment with Operating Revenue Budget

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand													
Adequate provision and maintenance of basic infrastructure services				-	-	24 908	26 434	26 434	26 434	175 528	126 119	122 123	
Create sound financial management, Supply Chain and Asset Management environment				-	-	9 977	10 588	10 588	10 588	60 600	63 034	65 891	
Promote Local Economic development through agriculture, tourism and oceans economy				-	-	10 987	11 660	11 660	11 660	16 658	11 941	12 048	
To promote sound leadership, good governance, public participation and enabling environment				-	-	7 965	8 438	8 438	8 438	27 690	28 811	30 079	
Create a conducive administrative environment and organizational development				863	4 218	14 902	16 085	16 085	16 085	12 197	12 709	13 268	
Rapid provision of social and community services				144 660	159 088	49 203	51 545	51 545	51 545	14 360	14 385	15 015	
Creation of sustainable job opportunities through internal and external partnerships				50 927	95 245	155 561	162 994	162 994	162 994	9 078	9 356	9 787	
Allocations to other priorities				2									
Total Revenue (excluding capital transfers and contributions)				1	196 450	258 550	273 503	287 744	287 744	287 744	316 070	268 954	267 992

Table 5.5: Alignment with Operating Expenditure Budget

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand													
Adequate provision and maintenance of basic infrastructure services				41 171	43 899	28 818	41 652	41 652	41 652	84 091	80 523	84 369	
Create sound financial management, Supply Chain and Asset Management environment				18 416	15 386	15 559	20 270	20 270	20 270	34 508	36 059	37 712	
Promote Local Economic development through agriculture, tourism and oceans economy				-	-	24 262	22 092	22 092	22 092	20 267	21 231	22 270	
To promote sound leadership, good governance, public participation and enabling environment				14 160	-	26 252	15 404	15 404	15 404	40 813	42 975	45 276	
Create a conducive administrative environment and organizational development				25 980	27 824	33 997	28 569	28 569	28 569	19 855	20 818	21 845	
Rapid provision of social and community services				28 503	59 349	40 672	36 259	36 259	36 259	31 604	32 827	34 713	
Creation of sustainable job opportunities through internal and external partnerships				48 989	55 103	60 218	62 981	62 981	62 981	25 416	26 786	28 243	
Allocations to other priorities				1									
Total Expenditure				1	177 217	192 960	223 778	227 228	227 228	227 228	296 556	281 219	274 429

Table 5.6 Alignment with Capital Expenditure Budget

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand												
Adequate provision and maintenance of basic infrastructure services				41 171	43 899	28 818	41 652	41 652	41 652	84 091	80 523	84 389
Create sound financial management, Supply Chain and Asset Management				18 415	15 386	15 569	20 270	20 270	20 270	34 508	36 059	37 712
Promote Local Economic development through agriculture, tourism and				-	-	24 262	22 092	22 092	22 092	20 267	21 231	22 270
To promote sound leadership, good governance, public participation and enabling				14 160	-	20 252	15 404	15 404	15 404	40 813	42 975	45 276
Create a conducive administrative environment and organizational				25 980	27 824	33 997	28 569	28 569	28 569	19 855	20 818	21 845
Rapid provision of social and community services				28 503	50 349	40 672	36 259	36 259	36 259	31 604	32 827	34 713
Creation of sustainable job opportunities through internal and external partnerships				48 985	55 103	60 218	62 981	62 981	62 981	25 416	26 786	28 243
Allocations to other priorities												
Total Expenditure				177 217	192 560	223 778	227 228	227 228	227 228	256 556	261 219	274 429

5.2 BUDGET IMPLEMENTATION PLAN

The following tables summarises the capital Budget for 2021/22 and two outer years

Table 5.2.1: Final Annual Budget 202/21 - 2022/23 Medium Term Revenue & Expenditure Framework

Description	DRAFT ANNUAL BUDGET 2021/22	DRAFT ANNUAL BUDGET 2022/23	DRAFT ANNUAL BUDGET 2023/24
Equitable Share	168 140 000,00	175 438 000,00	170 354 000,00
EPWP	1 593 000,00	0	0
MIG	36 146 000,00	38 862 000,00	40 484 000,00
INEP	8 034 000,00	6 500 000,00	7 000 000,00
LGSETA	100 000,00	0,00	0,00
FMG	2 650 000,00	2 650 000,00	2 650 000,00
DSRAC	550 000,00	0,00	0,00
Department of transport (EPWP)	5 582 000,00	0,00	0,00
Small Town Revitalisation	49 600 000,00	0,00	0,00
Total Grants	272 395 000,00	223 450 000,00	220 488 000,00
Assessment Rates	15 074 354,58	15 707 477,47	16 398 606,48
Refuse	1878588,3	1957489,009	2 043 618,52
Grave site	68 001,92	70 858,00	73 975,75
Traffic fines	54 862,00	57 166,20	59 681,52
Traffic revenue	1 228 925,60	1 280 540,48	1 336 884,26
Interest from Debtors	4 118 495,40	4 291 472,21	4 480 296,98
Interest from Investment	5 171 314,40	5 388 509,60	5 625 604,03
Lease Rental Income	64 640,80	67 355,71	70 319,36
Building Plan Fees	68 001,92	70 858,00	73 975,75
Hall Rental	11 004,00	11 466,17	11 970,68
Sundry Income	64823,36	67545,94112	70 517,96
Tender Documents	387 848,16	404 137,78	421 919,85
Trade Lisences	99 579,20	103 761,53	108 327,03
Vat Refunds	16 326 303,00	17 012 007,73	17 760 536,07
Commission received	25 856,32	26 942,29	28 127,75
Profit on Sale of Fixed Assets	259 762,72	270 672,75	282 582,36
Claims received	1 420 138,70	1 479 784,53	1 544 895,04
TOTAL REVENUE	46 322 500,38	48 268 045,40	50 391 839,39
	318 717 500,38	271 718 045,40	270 879 839,39

INTEGRATED DEVELOPMENT PLAN 2021/22

Costing Alloc	Registration	GL Allocation	Exp Description	Draft budget 2021/22	Draft budget 2022/23	Draft budget 2023/24
CAPITAL EXPENDITURE						
Computers & accessories	9/100-408-6511	202043211835	Assets: Non-current Assets -Property, Plant and Equipment	54 339,70	56 621,97	59 113,33
Computer and accessories	9/102-429-6510	302064450600	Assets: Non-current Assets -Property, Plant and Equipment	1 000 000,00	1 042 000,00	1 087 848,00
Computers and accessories	9/104-401-8010	311004450991	Assets: Non-current Assets -Property, Plant and Equipment	57 056,69	59 453,07	62 069,00
Computers & accessories	9/106-408-6510	222223211835	Assets: Non-current Assets -Property, Plant and Equipment	100 000,00	104 200,00	108 784,80
Furniture and Fittings	9/106-411-6514	322064450600	Furniture and Fittings	200 000,00	208 400,00	217 569,60
Computers & accessories	9/108-408-6511	233003211835	Assets: Non-current Assets -Property, Plant and Equipment	100 000,00	104 200,00	108 784,80
IT Equipment	9/108-416-6573	333044420161	IT Equipment	2 000 000,00	2 584 000,00	2 697 696,00
Office furniture	9/108-500-8200	233003211837	Assets: Non-current Assets - Property, Plant and Equipme	200 000,00	208 400,00	217 569,60
Buildings and Installations				500 000,00	21 000,00	43 924,00
Computers accessories	9/110-407-8003	344284450555	Assets: Non-current Assets -Property, Plant and Equipment	200 000,00	208 400,00	217 569,60
Pound	9/110-409-8004	344284450556	Assets: Non-current Assets -Property, Plant and Equipment	1 000 000,00	1 042 000,00	1 087 848,00
Grant & Social Responsibility -Bush/ brn	9/110-418-6507	243003211871	Assets: Non-current Assets -Property, Plant and Equipment	150 000,00	156 300,00	163 177,20
Parkhome & Guardroom	9/110-419-8013	344004292994	Parkhome	250 000,00	260 500,00	271 962,00
Parks Development	9/110-420-8014	344004292995	Parks Development	500 000,00	521 000,00	543 924,00
Renovation of Community Halls	9/110-504-8204	344002290134	Assets: Non-current Assets -Property, Plant and Equipment	500 000,00	521 000,00	543 924,00
Furniture and Fittings	9/110-414-6517	244003211837	Furniture and Fittings	50 000,00	52 000,00	54 392,40
Computers & accessories	9/114-408-6511	266003211835	Assets: Non-current Assets -Property, Plant and Equipment	100 000,00	104 200,00	108 784,80
Furniture & Fittings	9/114-414-6517	266003211837	Assets: Non-current Assets -Property, Plant and Equipment	57 112,38	59 511,10	62 129,59
Municipal Infrastructure Grant EXP	9/118-424-8038	28803211880	MIG-PMU admin	1 743 150,00	1 819 848,60	1 901 741,79
Municipal Infrastructure Grant EXP	9/118-424-6548	28803211880	MIG- Nyakeni Access Road	300 000,00	313 200,00	327 294,00
Municipal Infrastructure Grant EXP	9/118-424-6549	28803211880	MIG- Sandulube Access Road	800 000,00	835 200,00	872 784,00
Municipal Infrastructure Grant EXP	9/118-424-6550	28803211880	MIG-Mbanjana Access Road	5 086 892,00	5 279 395,25	5 516 968,03
Municipal Infrastructure Grant EXP	9/118-424-6551	28803211880	MIG-Mbosiseni Access Road	5 380 625,00	5 586 052,50	5 837 424,86
Municipal Infrastructure Grant EXP	9/118-424-6552	28803211880	MIG-Ntongwana Access Road	5 413 875,00	5 652 085,50	5 906 429,35
Municipal Infrastructure Grant EXP	9/118-424-6553	28803211880	MIG-Lujazo Access Road	5 502 425,00	5 744 531,70	6 003 035,63
Municipal Infrastructure Grant EXP	9/118-424-6554	28803211880	MIG-Mkhanzini to Niiva Access Road	5 596 358,66	5 842 598,44	6 105 515,37
Municipal Infrastructure Grant EXP	9/118-424-6555	28803211880	MIG-Tyityana Access Road	5 876 902,50	6 135 486,21	6 411 583,09
Municipal Infrastructure Grant EXP	9/118-424-6556	28803211880	MIG- Codesa to Madakeni Access Road	10 000,00	1 006 602,28	925 102,38
Municipal Infrastructure Grant EXP	9/118-424-6557	28803211880	MIG-Ntsida Access Road	10 000,00	10 440,00	10 909,80
Municipal Infrastructure Grant EXP	9/118-424-6521	28803211880	MIG- Gabelani - Nqhelwana Professional fees	609 731,34	-	-
Internally funded through Equitable share			Budhwani Access Road	6 500 000,00	-	-
Internally funded through Equitable share			Ndayini Access Road	4 200 000,00	-	-
Internally funded through Equitable share			Nqalwani Access Road	4 300 000,00	-	-
Internally funded through Equitable share			PS/ High Mast Lighting	5 000 000,00	-	-
IPWP grant expenditure	9/120-412-6501	28803211820	Expenditure: Employee Related Cost-Municipal Staff - Salar	1 593 000,00	-	-
Furniture and Fittings	9/120-430-8210	28803211837	Assets: Non-current Assets - Property, Plant and Equipme	120 000,00	125 040,00	130 541,76
Computer and accessories	9/120-435-6511	388034450600	Assets: Non-current Assets -Property, Plant and Equipment	90 000,00	93 780,00	97 906,32
Small town revitalisation	9/120-444-8009	38803100016	Assets: Non-current Assets: Construction Work-in-progress	49 600 000,00	-	-
Electrification Programme	9/122-410-6501	28803211870	Electrification Programme- Dangwana	1 350 000,00	1 406 700,00	1 468 594,80
Electrification Programme	9/122-410-6559	28803211870	Electrification Programme- Nomwalo	2 333 000,00	560 600,00	799 266,40
Electrification Programme	9/122-410-6561	28803211870	Electrification Programme-Lujazo	1 700 000,00	1 771 400,00	1 849 341,60
Electrification Programme	9/122-410-6562	28803211870	Electrification Programme-Ibhutulo	450 000,00	468 900,00	489 531,60
Electrification Programme	9/122-410-6563	28803211870	Electrification Programme-Noduya	1 225 000,00	1 276 450,00	1 332 613,80
Electrification Programme	9/122-410-6564	28803211870	Electrification Programme-Sihlangeni	975 000,00	1 015 950,00	1 060 651,80
TOTAL FOR CAPITAL EXPENDITURE				122 724 468,27	52 257 546,62	54 704 314,11

INTEGRATED DEVELOPMENT PLAN 2021/22

EXECUTIVE AND COUNCIL
EMPLOYEE RELATED COSTS

Allowances	9/200-2-14	202020210020 Expenditure: Remuneration of Councillors:Chief Whip - AI	520 575,93	553 111,92	587 681,42
Allowances	9/200-2-38	202020210020 Expenditure: Remuneration of Councillors:Executive Comm	2 032 928,19	2 159 986,20	2 294 985,34
Allowances	9/200-2-40	202020210020 Expenditure: Remuneration of Councillors:Executive Comm	677 641,78	719 994,39	764 994,04
Allowances	9/200-2-62	202020210020 Expenditure: Remuneration of Councillors:Speaker - Allow	180 244,69	191 509,99	203 479,36
Allowances	9/200-2-64	202020210020 Expenditure: Remuneration of Councillors:Executive Mayor	231 366,54	245 826,94	261 191,13
Allowances	9/200-2-92	202020210020 Expenditure: Remuneration of Councillors:Speaker - Allow	590 857,52	627 786,12	667 022,75
Allowances	9/200-2-102	202020210020 Expenditure: Remuneration of Councillors:Chief Whip - AI	4 673,67	4 965,78	5 276,14
Allowances	9/200-2-134	202020210020 Expenditure: Remuneration of Councillors:Executive Comm	56 422,73	59 949,16	63 695,98
Allowances	9/200-2-152	202020210020 Expenditure: Remuneration of Councillors:Executive Mayor	698 773,42	742 446,75	788 849,68
Allowances	9/200-2-162	202020210020 Expenditure: Remuneration of Councillors:Total for All Oth	243 911,49	259 155,95	275 353,20
Allowances	9/200-2-168	202020210020 Expenditure: Remuneration of Councillors:Total for All Oth	6 681 226,36	7 098 803,01	7 542 478,20
Allowances	9/200-2-172	202020210020 Expenditure: Remuneration of Councillors:Total for All Oth	2 227 075,64	2 366 267,86	2 514 159,61
Allowances	9/200-2-178	202020210020 Expenditure: Remuneration of Councillors:Chief Whip - AI	173 525,17	184 370,50	195 893,65
			14 319 223,13	15 214 174,57	16 165 060,48

REPAIRS AND MAINTENANCE

Repairs & Maintenance Furniture & Fittin	9/200-48-3011	202021811455 Expenditure: Contracted Services: Contractors - Maintenanc	-	-	-
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EXPENSES

Accommodation	9/200-80-3531	202022810715 Expenditure: Operational Cost:Travel and Subsistence - Do	300 000,00	313 200,00	327 294,00
Books & Publications	9/200-88-3365	202022810745 Expenditure: Operational Cost:Printing, Publications and B	100 000,00	104 400,00	109 098,00
Consumables & Beverages	9/200-110-3571	202022810786 Expenditure: Operational Cost:Entertainment - Mayor	2 000,00	2 088,00	2 181,96
Hire - External Transport	9/200-180-3555	202022810881 Expenditure: Operational Cost:Travel and Subsistence - Do	70 000,00	73 080,00	76 368,60
Meals & Entertainment	9/200-218-3515	202022810825 Expenditure: Contracted Services: Outsourced Services - C	50 000,00	52 200,00	54 549,00
Membership fees	9/200-224-3587	202022811015 Expenditure: Operational Cost:Professional Bodies, Memb	1 000 000,00	1 044 000,00	1 090 980,00
Printing & Stationary	9/200-236-3575	202022811040 Expenditure: Operational Cost:Printing, Publications and B	100 000,00	104 400,00	109 098,00
Subsistence & Travel	9/200-270-3341	202022811240 Expenditure: Operational Cost:Travel and Subsistence - Do	100 000,00	104 400,00	109 098,00
Subsistence & Travel	9/200-270-3395	202022811240 Expenditure: Operational Cost:Travel and Subsistence - Do	250 000,00	261 000,00	272 745,00
Subsistence & Travel	9/200-270-3421	202022811240 Expenditure: Operational Cost:Travel and Subsistence - Do	150 000,00	156 600,00	163 647,00
Subsistence & Travel	9/200-270-3559	202022811240 Expenditure: Operational Cost:Travel and Subsistence - Do	250 000,00	261 000,00	272 745,00
Support to Traditional Authorities	9/200-280-3585	202022811161 Expenditure: Transfers and Subsidies:Operational - Monci	-	-	-
Telephone	9/200-282-3589	202022811180 Expenditure: Operational Cost:Communication - Telephone, Fax, Telegraph an	-	-	-
Climate change and asset management	9/200-283-8017	202022813131 Expenditure: Operational Cost:Travel and Subsistence - Do	15 359,00	16 034,80	16 756,36
Climate change and asset management	9/200-283-8018	202022813131 Expenditure: Contracted Services: Outsourced Services - C	15 359,00	16 034,80	16 756,36
Training	9/200-294-8006	202022811220 Expenditure: Operational Cost:Registration Fees - Seminars	-	-	-
			2 402 718,00	2 508 437,59	2 621 317,28
TOTAL FOR COUNCIL			16 721 941,13	17 722 612,16	18 786 377,77

INTEGRATED DEVELOPMENT PLAN 2021/22

MAYOR'S OFFICE

EMPLOYEE RELATED COSTS

Contribution - Medical Aid	9/202-10-116	202040210260 Expenditure: Employee Related Cost:Municipal Staff - Soci	322 281.75	342 424.36	363 825.88
Contributions - Pension Fund	9/202-16-32	202040210275 Expenditure: Remuneration of Councillors:Executive Mayor	568 484.15	604 014.41	641 765.31
Insurance - UIF	9/202-24-108	202040210300 Expenditure: Employee Related Cost:Municipal Staff - Soci	22 754.16	24 176.30	25 687.31
Levy - Bargaining Council	9/202-28-120	202040210945 Expenditure: Operational Cost: Bargaining Council	1 425.96	1 515.68	1 609.78
Overtime Pay	9/202-32-30	202040210370 Expenditure: Employee Related Cost:Municipal Staff - Salar	116 694.38	123 987.77	131 737.01
Bonus	9/202-38-8011	202040210038 Expenditure: Employee Related Cost:Municipal Staff - Salar	231 467.99	245 934.74	261 305.67
Salaries	9/202-40-24	202040210430 Expenditure: Employee Related Cost:Municipal Staff - Salar	1 260 283.00	1 339 050.68	1 422 741.35
			2 523 391.39	2 681 103.35	2 848 672.31

REPAIRS AND MAINTENANCE

Repairs & Maintenance Furniture & Fittin	9/202-60-3011	202041811455 Expenditure: Contracted Services: Contractors - Maintenanc	-	-	-
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GENERAL EXPENSES

Accommodation	9/202-80-3531	202042810715 Expenditure: Operational Cost:Travel and Subsistence - Do	89 334.00	93 264.70	97 461.61
Consumables & Beverages	9/202-110-3571	202042810786 Expenditure: Operational Cost:Entertainment - Mayor	2 000.00	2 088.00	2 181.96
Grants & Social Responsibility - Disable	9/202-148-3437	202042811124 Expenditure: Operational Cost:Registration Fees - Seminars	55 173.00	57 690.61	60 192.64
Grants & Social Responsibility - Disable	9/202-148-3491	202042811124 Expenditure: Operational Cost:Transport Provided as Part o	16 333.00	17 051.65	17 818.98
Grants & Social Responsibility - Disable	9/202-148-3515	202042811124 Expenditure: Contracted Services: Outsourced Services - C	53 884.00	56 254.90	58 786.37
Grants & Social Responsibility - Elderly	9/202-150-3491	202042811122 Expenditure: Operational Cost:Transport Provided as Part o	53 272.00	55 615.97	58 118.69
Grants & Social Responsibility - Elderly	9/202-150-3515	202042811122 Expenditure: Contracted Services: Outsourced Services - C	60 139.00	62 785.12	65 610.45
Grants & Social Responsibility - HIV & A	9/202-150-8010	202042811122 Expenditure: Operational Cost:Hire Charges	80 741.00	84 293.60	88 086.82
Grants & Social Responsibility - HIV & A	9/202-152-3413	202042811125 Expenditure: Operational Cost:Hire Charges	30 069.00	31 392.04	32 804.68
Grants & Social Responsibility - HIV & A	9/202-152-3491	202042811125 Expenditure: Operational Cost:Transport Provided as Part o	48 110.00	50 226.84	52 487.05
Grants & Social Responsibility - HIV & A	9/202-152-3515	202042811125 Expenditure: Contracted Services: Outsourced Services - C	48 110.00	50 226.84	52 487.05
Grants & Social Responsibility - Local Ma	9/202-156-3413	202042811127 Expenditure: Operational Cost:Hire Charges	39 978.00	41 737.03	43 615.20
Grants & Social Responsibility - Local Ma	9/202-156-3437	202042811127 Expenditure: Operational Cost:Registration Fees - Seminars	45 689.00	47 693.22	49 845.79
Grants & Social Responsibility - Local Ma	9/202-156-3455	202042811127 Expenditure: Operational Cost:Advertising, Publicity and A	114 223.00	119 248.81	124 615.01
Grants & Social Responsibility - Local Ma	9/202-156-3475	202042811127 Expenditure: Inventory Consumed:Materials and Supplies	28 555.00	29 811.42	31 152.93
Grants & Social Responsibility - Local Ma	9/202-156-3491	202042811127 Expenditure: Operational Cost:Transport Provided as Part o	11 422.00	11 924.57	12 461.17
Grants & Social Responsibility - Local Ma	9/202-156-3515	202042811127 Expenditure: Contracted Services: Outsourced Services - C	102 801.00	107 324.24	112 153.83
Grants & Social Responsibility - Outreac	9/202-160-3413	202042811126 Expenditure: Operational Cost:Hire Charges	30 000.00	31 320.00	32 729.40
Grants & Social Responsibility - Outreac	9/202-160-3491	202042811126 Expenditure: Operational Cost:Transport Provided as Part o	100 000.00	104 400.00	109 098.00
Grants & Social Responsibility - Outreac	9/202-160-3515	202042811126 Expenditure: Contracted Services: Outsourced Services - C	150 613.00	157 239.97	164 315.77
Grants & Social Responsibility - Youth	9/202-174-3413	202042811123 Expenditure: Operational Cost:Hire Charges	38 445.00	40 136.58	41 942.73
Grants & Social Responsibility - Youth	9/202-174-3491	202042811123 Expenditure: Operational Cost:Transport Provided as Part o	45 733.00	47 745.25	49 893.79
Grants & Social Responsibility - Youth	9/202-174-3515	202042811123 Expenditure: Contracted Services: Outsourced Services - C	45 733.00	47 745.25	49 893.79
Grants & Social Responsibility - Youth	9/202-174-3531	202042811123 Expenditure: Operational Cost:Travel and Subsistence - Do	28 583.00	29 840.65	31 183.48
Grants & Social Responsibility - Youth	9/202-174-8020	202042811123 Sanitary towels	11 433.00	11 936.06	12 473.17
Grants & Social Responsibility - Youth	9/202-174-8020	202042811123 Industrial machine	71 499.00	74 644.96	78 003.98
Meals and Entertainment	9/202-220-3515	202042810825 Expenditure: Contracted Services: Outsourced Services - C	31 380.00	32 760.72	34 234.95
Printing & Stationary	9/202-236-3575	202042811030 Expenditure: Operational Cost:Printing, Publications and B	23 108.00	24 124.75	25 210.37
Printing & Stationary	9/202-236-3581	202042811030 Expenditure: Inventory Consumed:Materials and Supplies	50 489.00	52 710.52	55 082.49
Rent - Equipment	9/202-244-3599	202042812380 Expenditure: Operational Cost:Hire Charges	163 332.00	170 518.61	178 191.95
SAMVA support	9/202-252-3491	202042811090 Expenditure: Operational Cost:Transport Provided as Part o	25 766.00	26 899.70	28 110.19
SAMVA support	9/202-252-3515	202042811090 Expenditure: Contracted Services: Outsourced Services - C	55 533.00	57 976.45	60 585.39
SAMVA support	9/202-252-3531	202042811090 Expenditure: Operational Cost:Travel and Subsistence - Do	40 921.00	42 721.52	44 643.99
Social Responsibility Programmes Women	9/202-260-3593	202042811115 Expenditure: Transfers and Subsidies:Operational - Allocat	114 333.00	119 363.65	124 735.02
Social Responsibility Programmes Women	9/202-260-3595	202042811115 Expenditure: Transfers and Subsidies:Operational - Allocat	114 333.00	119 363.65	124 735.02
Subsistence & Travel	9/202-270-3341	202042811240 Expenditure: Operational Cost:Travel and Subsistence - Do	21 777.00	22 735.19	23 788.27
Subsistence & Travel	9/202-270-3395	202042811240 Expenditure: Operational Cost:Travel and Subsistence - Do	43 555.00	45 471.42	47 517.63
Subsistence & Travel	9/202-270-3421	202042811240 Expenditure: Operational Cost:Travel and Subsistence - Do	44 444.00	46 399.54	48 487.52
Subsistence & Travel	9/202-270-3559	202042811240 Expenditure: Operational Cost:Travel and Subsistence - Do	36 083.00	37 670.65	39 365.83
Climate change and asset management	9/202-271-8036	202062813131 Expenditure: Operational Cost:Travel and Subsistence - Do	15 053.00	15 715.33	16 422.52
Climate change and asset management	9/202-271-8037	202062813131 Expenditure: Contracted Services: Outsourced Services - C	15 085.00	15 748.74	16 457.43
Telephone, Fax & Internet	9/202-284-3449	202042811180 Expenditure: Operational Cost:Communication - Telephone	-	-	-
Telephone/Cellphones	9/202-286-3597	202042811180 Expenditure: Operational Cost:Communication - Cellular Co	-	-	-
Unemployed graduates	9/202-512-8214	202042811002 Expenditure: Employee Related Cost:Municipal Staff - Salar	1 000 000.00	1 044 000.00	1 090 980.00
Ward assistance	9/202-514-8216	202042811003 Expenditure: Transfers and Subsidies:Operational - Allocat	5 000 000.00	5 220 000.00	5 454 900.00
State of the Municipal Address	9/202-516-8031	202042811004 Expenditure: Operational - State of municipal address	226 665.00	236 638.26	247 286.98
			8 423 729.00	8 794 373.88	9 190 119.86
			10 947 120.39	11 475 476.43	12 038 792.17

TOTAL FOR MAYOR

INTEGRATED DEVELOPMENT PLAN 2021/22

**SPEAKERS OFFICE
EMPLOYEE RELATED COSTS**

Annual Bonus	9/204-6-174	202060210111 Expenditure: Employee Related Cost:Municipal Staff - Salar	255 499,53	271 425,75	288 389,86
Contributions - Medical Aid	9/204-14-116	202060210260 Expenditure: Employee Related Cost:Municipal Staff - Soci	535 456,44	568 922,46	604 480,12
Contributions - Pension Fund	9/204-16-112	202060210275 Expenditure: Employee Related Cost:Municipal Staff - Soci	780 706,17	830 562,80	882 472,98
Contributions - UIF	9/204-20-108	202060210330 Expenditure: Employee Related Cost:Municipal Staff - Soci	44 286,61	47 054,53	49 995,44
Levy - Bargaining Council	9/204-28-122	202060210345 Expenditure: Operational Cost:Bargaining Council	2 985,03	3 171,59	3 369,82
Overtime	9/204-30-26	202060021370 Expenditure: Employee Related Cost:Municipal Staff - Salar	116 694,38	123 987,77	131 737,01
Salaries	9/204-40-24	202060210430 Expenditure: Employee Related Cost:Municipal Staff - Salar	1 301 813,95	1 276 927,32	1 356 735,28
			2 938 402,10	3 122 052,23	3 317 180,50

REPAIRS AND MAINTENANCE

Repairs & Maintenance - Motor Vehicles	9/204-54-3019	202061811455 Expenditure: Contracted Services: Contractors - Mainten			
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GENERAL EXPENSES

Accommodation	9/204-80-3531	202062810715 Expenditure: Operational Cost:Travel and Subsistence - Do	150 000,00	156 600,00	163 647,00
Books & Publications	9/204-88-3365	202062810745 Expenditure: Operational Cost:Printing, Publications and B	50 000,00	52 200,00	54 549,00
Congress Fees	9/204-102-3605	202062810790 Expenditure: Operational Cost:Registration Fees - Seminars	-	-	-
Consumables & Beverages	9/204-110-3571	202062810786 Expenditure: Operational Cost:Entertainment - Mayor	2 000,00	2 088,00	2 181,96
Council Chief Whip	9/204-112-3567	202062810788 Expenditure: Contracted Services: Outsourced Services - C	48 573,00	50 710,21	52 992,17
Council Chief Whip	9/204-112-3577	202062810788 Expenditure: Inventory Consumed:Consumables - Standan	9 715,00	10 142,46	10 598,87
Council Chief Whip	9/204-112-3581	202062810788 Expenditure: Inventory Consumed:Materials and Supplies	14 572,00	15 213,17	15 897,26
Council Chief Whip	9/204-112-3601	202062810788 Expenditure: Operating Leases:Computer Equipment	25 000,00	26 100,00	27 274,50
Council Chief Whip	9/204-112-3603	202062810788 Expenditure: Operational Cost:Assets less than the Capital	48 573,00	50 710,21	52 992,17
Grants & Social Responsibility - Open Da	9/204-158-3565	202062811128 Expenditure: Operational Cost:Hire Charges	200 000,00	208 800,00	218 196,00
Grants & Social Responsibility - Open Da	9/204-158-3567	202062811128 Expenditure: Contracted Services: Outsourced Services - C	100 000,00	104 400,00	109 090,00
Grants & Social Responsibility - Open Da	9/204-158-3607	202062811128 Expenditure: Operational Cost:Transport Provided as Part	200 000,00	208 800,00	218 196,00
License Fees	9/204-214-3573	202062810970 Expenditure: Operational Cost:External Computer Servis	-	-	-
Meals and Entertainment	9/204-220-3515	202062810825 Expenditure: Contracted Services: Outsourced Services - C	30 000,00	31 320,00	32 729,40
Printing & Stationary	9/204-236-3575	202062811040 Expenditure: Operational Cost:Printing, Publications and B	-	-	-
Printing & Stationary	9/204-236-3581	202062811040 Expenditure: Inventory Consumed:Materials and Supplies	150 000,00	156 600,00	163 647,00
Public Participation	9/204-238-3635	202062811050 Expenditure: Operational Cost:Hire Charges	200 000,00	208 800,00	218 196,00
Public Participation	9/204-238-3639	202062811050 Expenditure: Contracted Services: Outsourced Services - C	150 000,00	156 600,00	163 647,00
Public Participation	9/204-238-3641	202062811050 Expenditure: Contracted Services: Outsourced Services - T	200 000,00	208 800,00	218 196,00
Publications & Marketing materials	9/204-240-3617	202062811191 Expenditure: Operational Cost:Advertising, Publicity and M	-	-	-
Rent - Equipment	9/204-244-3635	202062812380 Expenditure: Operational Cost:Hire Charges	170 000,00	177 480,00	185 466,60
Subsistence & Travelling Allowances	9/204-272-3621	202062811240 Expenditure: Operational Cost:Travel and Subsistence - Do	90 000,00	93 960,00	98 188,20
Subsistence & Travelling Allowances	9/204-272-3627	202062811240 Expenditure: Operational Cost:Travel and Subsistence - Do	400 000,00	41 760,00	43 639,20
Subsistence & Travelling Allowances	9/204-272-3629	202062811240 Expenditure: Operational Cost:Travel and Subsistence - Do	-	-	-
Subsistence & Travelling Allowances	9/204-272-3631	202062811240 Expenditure: Operational Cost:Travel and Subsistence - Do	25 000,00	26 100,00	27 274,50
Subsistence & Travelling Allowances	9/204-272-3633	202062811240 Expenditure: Operational Cost:Travel and Subsistence - Do	25 000,00	26 100,00	27 274,50
Support to Council & Traditional Author	9/204-274-3611	202062811160 Expenditure: Transfers and Subsidies:Operational - Moneti	131 545,00	137 332,98	143 512,96
Support to S 79 Committees	9/204-276-3437	202062811275 Expenditure: Operational Cost:Registration Fees - Seminars	50 000,00	52 200,00	54 549,00
Support to S 79 Committees	9/204-276-3461	202062811275 Expenditure: Contracted Services: Contractors - Catering S	50 000,00	52 200,00	54 549,00
Support to S 79 Committees	9/204-276-3467	202062811275 Expenditure: Contracted Services: Outsourced Services - T	50 000,00	52 200,00	54 549,00
Telephone, Fax & Internet	9/204-284-3615	202062811180 Expenditure: Operational Cost:Communication - Telephone	-	-	-
Telephones/cellphones	9/204-288-3489	202062811180 Expenditure: Operational Cost:Communication - Cellular Co	-	-	-
Training Costs Councillors	9/204-294-3619	202062811230 Expenditure: Operational Cost:Registration Fees - Seminars	650 000,00	678 600,00	709 137,00
Training Ward Committees	9/204-298-3437	202062811235 Expenditure: Operational Cost:Registration Fees - Seminars	300 000,00	313 200,00	327 294,00
Climate change and asset management	9/204-299-8022	202062813131 Expenditure: Operational Cost:Travel and Subsistence - Do	8 858,00	9 247,75	9 663,90
Climate change and asset management	9/204-299-8023	202062813131 Expenditure: Contracted Services: Outsourced Services - C	8 858,00	9 247,75	9 663,90
Ward Committees Stipend	9/204-308-3637	202062812892 Expenditure: Operational Cost:Remuneration to Ward Com	6 000 000,00	6 264 000,00	6 545 880,00
TOTAL FOR SPEAKERS OFFICE			9 177 694,00	9 581 512,54	10 012 680,60
			12 116 096,10	12 703 564,77	13 329 861,10

INTEGRATED DEVELOPMENT PLAN 2021/22

LOCAL ECONOMIC DEVELOPMENT

EMPLOYEE RELATED COSTS

Contribution - Medical Aid	9/206-10-112	211000210260 Expenditure: Employee Related Cost:Municipal Staff - Soci	935 952,00	994 449,00	1 056 602,06
Contributions - Pension Fund	9/206-16-112	211000210275 Expenditure: Employee Related Cost:Municipal Staff - Soci	1 795 497,28	1 907 715,86	2 026 948,10
Insurance - UIF	9/206-24-104	211000210330 Expenditure: Employee Related Cost:Senior Management -	3 792,36	4 029,38	4 281,22
Insurance - UIF	9/206-24-108	211000210330 Expenditure: Employee Related Cost:Municipal Staff - Soci	72 054,84	76 558,27	81 343,16
Overtime Pay	9/206-32-26	211000210370 Expenditure: Employee Related Cost:Municipal Staff - Salar	27 784,38	29 520,90	31 365,95
Performance Bonus	9/206-34-174	211000210110 Expenditure: Employee Related Cost:Municipal Staff - Salar	-	-	-
Salaries	9/206-40-24	211000210430 Expenditure: Employee Related Cost:Municipal Staff - Salar	1 165 183,46	1 238 077,43	1 315 382,89
Salaries	9/206-40-70	211000210430 Expenditure: Employee Related Cost:Senior Management -	1 100 787,83	1 169 587,06	1 242 686,26
			5 101 052,14	5 419 867,90	5 758 609,65

REPAIRS AND MAINTENANCE

Repairs & Maintenance - Motor	9/206-52-3021	211001811555 Expenditure: Contracted Services: Contractors - Maintenanc	-	-	-
Repairs & Maintenance Equipmen	9/206-56-3011	211001811450 Expenditure: Contracted Services: Contractors - Maintenanc	-	-	-

GENERAL EXPENSES

Accommodation	9/206-80-3531	211002800715 Expenditure: Operational Cost:Travel and Subsistence - Do	150 000,00	156 000,00	163 647,00
Fuel & Oil	9/206-132-3317	211002800860 Expenditure: Operational Cost:Wet Fuel	-	-	-
Grant & Social Responsibility Cannabis D	9/206-135-3261	211002811156 Expenditure: Contracted Services - Facilitate Lincensing and	150 000,00	156 000,00	163 647,00
Grant & Social Responsibility Cannabis D	9/206-135-3262	211002811156 Expenditure: Contracted Services: Seminars Conferences &	50 000,00	52 200,00	54 549,00
Grant & Social Responsibility -Isingqi's	9/206-140-3565	211002811167 Expenditure: Operational Cost:Fire Charges	180 000,00	186 000,00	193 647,00
Grant & Social Responsibility -Isingqi's	9/206-140-3567	211002811167 Expenditure: Contracted Services: Outsourced Services - C	50 000,00	52 200,00	54 549,00
Grant & Social Responsibility -Isingqi's	9/206-140-3581	211002811167 Expenditure: Inventory Consumed:Materials and Supplies	50 000,00	52 200,00	54 549,00
Grant & Social Responsibility -Isingqi's	9/206-140-3655	211002811167 Expenditure: Contracted Services: Contractors - Audio-visu	50 000,00	52 200,00	54 549,00
Grant & Social Responsibility -Support in	9/206-142-3565	211002811168 Expenditure: Operational Cost:Fire Charges	-	-	-
Grant & Social Responsibility -Support in	9/206-142-3649	211002811168 Expenditure: Contracted Services: Consultants and Profess	-	-	-
Grant & Social Responsibility -Support in	9/206-142-3667	211002811168 Expenditure: Contracted Services: Contractors - Maintenanc	-	-	-
Grants & Social Responsibility - Bylaws	9/206-144-3567	211002811140 Expenditure: Contracted Services: Outsourced Services - C	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Bylaws	9/206-144-3575	211002811140 Expenditure: Operational Cost:Printing, Publications and B	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Cultural I	9/206-146-3565	211002811136 Expenditure: Operational Cost:Fire Charges	65 000,00	67 860,00	70 913,00
Grants & Social Responsibility - Cultural I	9/206-146-3567	211002811136 Expenditure: Contracted Services: Outsourced Services - C	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Cultural I	9/206-146-3645	211002811136 Expenditure: Operational Cost:Transport Provided as Part	100 000,00	104 400,00	109 098,00
Grants & Social Responsibility - Promotio	9/206-166-3626	211002811143 Expenditure: Contracted Services: Consultants and Profess	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Isinula	9/206-154-3649	211002811139 Expenditure: Operational Cost:Fire Charges	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Tourism	9/206-166-3565	211002811139 Expenditure: Contracted Services: Outsourced Services - C	65 000,00	67 860,00	70 913,00
Grants & Social Responsibility - Tourism	9/206-166-3567	211002811139 Expenditure: Contracted Services: Contractors - Event Pro	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Tourism	9/206-166-8221	211002811139 Expenditure: Operational Cost:Fire Charges	80 000,00	83 520,00	87 278,40
Grants & Social Responsibility - Tourism	9/206-167-3701	211002811139 Expenditure: Operational Cost:Fire Charges	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Tourism	9/206-167-3703	211002811139 Expenditure: Contracted Services: Contractors - Event Pro	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Tourism	9/206-168-3704	211002811157 Expenditure: Contracted Services: Outsourced Services - Hi	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - Tourism	9/206-168-3705	211002811157 Expenditure: Contracted Services: Outsourced Services - A	60 000,00	62 640,00	65 458,80
Macadamia Nuts Production	9/206-169-3706	211002811158 Expenditure: Operational Cost:Registration Fees - Seminars	100 000,00	104 400,00	109 098,00
Macadamia Nuts Production	9/206-169-3707	211002811158 Expenditure: Inventory Consumed:Materials and Supplies	150 000,00	156 000,00	163 647,00
LED Programmes (PSJ Development Agen	9/206-208-3349	211042810926 Expenditure: Transfers and Subsidies:Operational - Monet	11 158 504,66	11 627 161,86	12 138 756,98
Meals and Entertainment	9/206-220-3515	211002800825 Expenditure: Contracted Services: Outsourced Services - C	25 000,00	26 100,00	27 274,50
Printing & Stationary	9/206-236-3575	211002811040 Expenditure: Operational Cost:Printing, Publications and B	25 000,00	26 100,00	27 274,50
Printing & Stationary	9/206-236-3581	211002811040 Expenditure: Inventory Consumed:Materials and Supplies	42 979,77	44 870,88	46 890,07
Rent - Equipment	9/206-244-3565	211002812380 Expenditure: Operational Cost:Fire Charges	150 000,00	156 000,00	163 647,00
Subsistence & Travel	9/206-270-3671	211002811240 Expenditure: Operational Cost:Travel and Subsistence - Do	40 000,00	41 760,00	43 639,20
Subsistence & Travel	9/206-270-3675	211002811240 Expenditure: Operational Cost:Travel and Subsistence - Do	50 000,00	52 200,00	54 549,00
Subsistence & Travel	9/206-270-3677	211002811240 Expenditure: Operational Cost:Travel and Subsistence - Do	85 000,00	88 740,00	92 733,30
Subsistence & Travel	9/206-270-3679	211002811240 Expenditure: Operational Cost:Travel and Subsistence - Do	50 000,00	52 200,00	54 549,00
Support to small scale farmers	9/206-278-3329	211042811115 Expenditure: Contracted Services: Contractors - Maintenanc	100 000,00	104 400,00	109 098,00
Support to small scale farmers	9/206-278-3437	211042811115 Expenditure: Operational Cost:Registration Fees - Seminars	50 000,00	52 200,00	54 549,00
Support to small scale farmers	9/206-278-3445	211042811115 Expenditure: Transfers and Subsidies:Operational - Monet	-	-	-
Support to small scale farmers	9/206-278-3475	211042811115 Expenditure: Inventory Consumed:Materials and Supplies	-	-	-
Support to Fisheries Cooperatives			250 000,00	261 000,00	272 745,00
Telephone	9/206-282-3589	211002811180 Expenditure: Operational Cost:Communication - Telephone	-	-	-
Training Costs	9/206-292-3605	211002811230 Expenditure: Operational Cost:Registration Fees - Seminars	-	-	-
Training of SMME:Cooperation	9/206-296-3399	211002811237 Expenditure: Operational Cost:Transport Provided as Part	50 000,00	52 200,00	54 549,00
Training of SMME:Cooperation	9/206-296-3475	211002811237 Expenditure: Inventory Consumed:Materials and Supplies	56 000,00	58 464,00	61 094,88
Training of SMME:Cooperation	9/206-296-3515	211002811237 Expenditure: Contracted Services: Outsourced Services - C	50 000,00	52 200,00	54 549,00
Climate change and asset management	9/206-298-8024	211002813131 Expenditure: Operational Cost:Travel and Subsistence - Do	10 000,00	10 440,00	10 909,80
Climate change and asset management	9/206-298-8025	211002813131 Expenditure: Contracted Services: Outsourced Services - C	5 000,00	5 220,00	5 454,90
Nursery	9/206-445-8052	211002811153 Expenditure: Contracted Services: Contractors - Maintenanc	54 339,70	56 730,65	59 283,53
Nursery	9/206-445-8053	211002811153 Expenditure: Inventory Consumed:Materials and Supplies	54 339,70	56 730,65	59 283,53
Grants & Social Responsibility - River Mo	9/208-516-8218	211002810331 Expenditure: Contracted Services: Consultants and Profess	65 207,64	68 076,78	71 140,23
Grants & Social Responsibility - River Mo	9/208-518-8220	211002810332 Expenditure: Operational Cost:Fire Charges	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - River Mo	9/208-520-8222	211002810333 Expenditure: Outsourced Services -Catering Services	50 000,00	52 200,00	54 549,00
Grants & Social Responsibility - River Mo	9/208-522-8224	211002810334 Expenditure: Operational Cost: Marketing & Publicity	50 000,00	52 200,00	54 549,00
Reproduction of alien plants	9/206-48-8046	211080012677 Reproduction of alien plants Project	5 582 000,00	-	-

TOTAL FOR LED

	20 323 371,47	15 367 674,80	16 047 593,01
	25 424 423,61	20 787 542,71	21 806 202,65

INTEGRATED DEVELOPMENT PLAN 2021/22

MUNICIPAL MANAGER'S OFFICE			
EMPLOYEE-RELATED COSTS			
Contribution - Medical Aid	9/208-10-100	222220210260 Expenditure: Employee Related Cost:Senior Management -	94 092,00 99 972,75 106 221,05
Contribution - Medical Aid	9/208-10-116	222220210260 Expenditure: Employee Related Cost:Municipal Staff - Soci	786 522,00 835 679,63 887 909,60
Contributions - Pension Fund	9/208-16-112	222220210275 Expenditure: Employee Related Cost:Municipal Staff - Soci	1 539 222,94 1 635 424,37 1 737 638,39
Insurance - UIF	9/208-24-4	222220210330 Expenditure: Employee Related Cost:Senior Management -	3 792,36 4 029,38 4 281,22
Insurance - UIF	9/208-24-108	222220210330 Expenditure: Employee Related Cost:Municipal Staff - Soci	45 508,32 48 352,59 51 374,63
Overtime	9/208-30-26	222220210370 Expenditure: Employee Related Cost:Municipal Staff - Salari	27 784,38 29 520,90 31 365,95
Performance Bonus	9/208-38-174	222220210110 Expenditure: Employee Related Cost:Municipal Staff - Salari	- - -
Salaries	9/208-40-24	222220210430 Expenditure: Employee Related Cost:Municipal Staff - Salari	1 008 270,28 1 071 287,17 1 138 242,62
Salaries	9/208-40-124	222220210430 Expenditure: Employee Related Cost:Senior Management -	1 321 421,99 1 404 010,86 1 491 761,54
			4 826 614,26 5 128 277,65 5 448 795,80
REPAIRS AND MAINTENANCE			
Buildings	9/208-42-3003	222221811430 Expenditure: Contracted Services: Contractors - Maintenanc	- - -
GENERAL EXPENSES			
Audit Committee Fees	9/208-76-3251	222222410637 Expenditure: Contracted Services: Consultants and Profess	200 000,00 208 800,00 218 196,00
Audit Committee Fees	9/208-76-3253	222222410637 Expenditure: Operational Cost:Transport Provided as Part	76 220,00 79 573,68 83 154,50
Audit Committee Fees	9/208-76-3257	222222410637 Expenditure: Contracted Services: Outsourced Services - C	21 966,00 22 932,50 23 964,47
Audit Committee Fees	9/208-76-3259	222222410637 Expenditure: Operational Cost:Travel and Subsistence - Du	87 112,00 90 944,93 95 037,45
Disciplinary board	9/208-77-3708	222222410638 Expenditure: Contracted Services: Consultants and Profess	43 555,00 45 471,42 47 517,63
Disciplinary board	9/208-77-3710	222222410638 Expenditure: Operational Cost:Transport Provided as Part	21 777,00 22 735,19 23 758,27
Disciplinary board	9/208-77-3712	222222410638 Expenditure: Contracted Services: Outsourced Services - C	10 888,00 11 367,07 11 878,59
Disciplinary board	9/208-77-3714	222222410638 Expenditure: Operational Cost:Travel and Subsistence - Du	21 777,00 22 735,19 23 758,27
Audit Costs	9/208-78-3255	222222410635 Expenditure: Operational Cost:External Audit Fees	6 533 116,00 6 820 781,90 7 127 717,09
Accommodation	9/208-80-3531	222222810715 Expenditure: Operational Cost:Travel and Subsistence - Du	150 000,00 156 600,00 163 647,00
Advertising	9/208-82-3455	222222810720 Expenditure: Operational Cost:Advertising, Publicity and A	300 000,00 313 200,00 327 294,00
Advertising	9/208-82-3521	222222810720 Expenditure: Operational Cost:Advertising, Publicity and A	200 000,00 208 800,00 218 196,00
Books & Publications	9/208-88-3365	222222810745 Expenditure: Operational Cost:Printing, Publications and B	11 433,00 11 936,05 12 473,17
Risk Management	9/208-97-3716	222222812376 Expenditure: Operational Cost:Hire Charges	31 380,00 32 760,72 34 234,95
Risk Management	9/208-97-3718	222222812376 Expenditure: Contracted Services: Outsourced Services - C	20 920,00 21 840,48 22 823,30
Communications	9/208-98-3505	222222811075 Expenditure: Contracted Services: Outsourced Services - B	287 834,00 300 498,70 314 021,14
Communications	9/208-98-3509	222222811075 Expenditure: Contracted Services: Outsourced Services - B	351 320,00 366 778,08 383 283,09
Consultants & Professional Fees	9/208-108-3681	222222810785 Expenditure: Contracted Services: Consultants and Profess	- - -
Consumables & Beverages	9/208-110-3481	222222810786 Expenditure: Operational Cost:Entertainment - Senior Man	2 000,00 2 088,00 2 181,96
POP Programme	9/208-186-3399	222222812670 Expenditure: Operational Cost:Transport Provided as Part	187 967,00 196 237,55 205 068,24
POP Programme	9/208-186-3413	222222812670 Expenditure: Operational Cost:Hire Charges	140 556,00 146 740,46 153 343,78
POP Programme	9/208-186-3515	222222812670 Expenditure: Contracted Services: Outsourced Services - C	80 417,00 83 955,35 87 733,34
Insurance - General	9/208-190-3443	222222810910 Expenditure: Operational Cost:Insurance Underwriting - Ins	1 633 329,00 1 705 195,48 1 781 929,27
Legal Fees	9/208-210-3327	222222810940 Expenditure: Contracted Services: Consultants and Profess	- - -
Legal Fees	9/208-210-3347	222222810940 Expenditure: Contracted Services: Consultants and Profess	312 311,00 326 052,68 340 725,05
Legal Fees	9/208-210-3429	222222810940 Expenditure: Contracted Services: Consultants and Profess	1 000 000,00 1 044 000,00 1 090 980,00
Meals and Entertainment	9/208-220-3515	222222810825 Expenditure: Contracted Services: Outsourced Services - C	10 460,00 10 920,24 11 411,65
Media Fees	9/208-222-3575	222222811010 Expenditure: Operational Cost:Printing, Publications and B	150 000,00 156 600,00 163 647,00
Media Fees	9/208-222-3685	222222811010 Expenditure: Operational Cost:Communication - Radio and	150 000,00 156 600,00 163 647,00
Membership Fees	9/208-224-3687	222222811015 Expenditure: Operational Cost:Professional Bodies, Memb	10 460,00 10 920,24 11 411,65
Performance Management System	9/208-230-3303	222222812375 Expenditure: Contracted Services: Consultants and Profess	230 198,00 240 326,71 251 141,41
Performance Management System	9/208-230-3413	222222812375 Expenditure: Operational Cost:Hire Charges	114 333,00 119 363,65 124 735,02
Performance Management System	9/208-230-3515	222222812375 Expenditure: Contracted Services: Outsourced Services - C	105 799,00 110 454,16 115 424,59
Performance Management System	9/208-230-8054	222222812375 Expenditure: Operational Cost:Transport Provided as Part	92 999,00 97 030,96 101 460,05
Printing & Stationary	9/208-236-3365	222222811040 Expenditure: Operational Cost:Printing, Publications and B	6 013,00 6 277,57 6 560,06
Printing & Stationary	9/208-236-3475	222222811040 Expenditure: Inventory Consumed:Materials and Supplies	72 167,00 75 342,35 78 732,75
Rent - Equipment	9/208-244-3413	222222812380 Expenditure: Operational Cost:Hire Charges	163 332,00 170 518,61 178 191,95
Subsistence & Travel	9/208-270-3341	222222811240 Expenditure: Operational Cost:Travel and Subsistence - Du	57 166,00 59 681,30 62 366,96
Subsistence & Travel	9/208-270-3395	222222811240 Expenditure: Operational Cost:Travel and Subsistence - Du	100 000,00 104 400,00 109 098,00
Subsistence & Travel	9/208-270-3421	222222811240 Expenditure: Operational Cost:Travel and Subsistence - Du	50 110,00 52 314,84 54 669,01
Subsistence & Travel	9/208-270-3531	222222811240 Expenditure: Operational Cost:Travel and Subsistence - Du	- - -
Subsistence & Travel	9/208-270-3559	222222811240 Expenditure: Operational Cost:Travel and Subsistence - Du	- - -
Telephone	9/208-282-3449	222222811180 Expenditure: Operational Cost:Communication - Telephone	20 888,00 21 807,07 22 788,39
Climate change and asset management	9/208-283-8026	222222813131 Expenditure: Operational Cost:Travel and Subsistence - Du	- - -
Climate change and asset management	9/208-283-8027	222222813131 Expenditure: Contracted Services: Outsourced Services - C	15 069,29 15 732,34 16 440,29
Grants & Social Responsibility - Strat Plan	9/210-164-3365	222262811130 Expenditure: Operational Cost:Printing, Publications and B	120 278,18 125 570,42 131 221,09
Grants & Social Responsibility - Strat Plan	9/210-164-3413	222262811130 Expenditure: Operational Cost:Hire Charges	240 556,00 251 140,46 262 441,78
Grants & Social Responsibility - Strat Plan	9/210-164-3515	222262811130 Expenditure: Contracted Services: Outsourced Services - C	156 362,00 163 241,93 170 587,81
Grants & Social Responsibility - Strat Plan	9/210-164-3531	222262811130 Expenditure: Operational Cost:Travel and Subsistence - Du	1 088 886,00 1 136 796,08 1 187 952,85
Grants & Social Responsibility ICRR	9/210-176-3515	222262811131 Expenditure: Contracted Services: Outsourced Services - C	62 145,00 64 879,38 67 798,95
Grants & Social Responsibility ICRR	9/210-176-3720	222262811131 Expenditure: Operational Cost:Hire Charges	50 888,00 53 127,07 55 517,79
			14 809 256,76 15 460 864,06 16 156 602,94
TOTAL FOR MM'S OFFICE			19 635 871,02 20 589 141,71 21 605 397,94

INTEGRATED DEVELOPMENT PLAN 2021/22

CORPORATE SERVICES

EMPLOYEE RELATED COSTS

Contribution Employer- Medical Aid	9/212-12-24	233000210260	Expenditure: Employee Related Cost:Municipal Staff - Salar	2 601 538,63	2 764 134,79	2 936 893,22
Contributions Employer - Pension Fund	9/212-18-72	233000210275	Expenditure: Employee Related Cost:Senior Management -	62 205,00	66 092,81	70 223,61
Contributions Employer - Pension Fund	9/212-18-112	233000210275	Expenditure: Employee Related Cost:Municipal Staff - Soci	3 223 843,89	3 425 334,13	3 639 417,52
Gross Salaries	9/212-22-40	233000210430	Expenditure: Employee Related Cost:Senior Management -	1 034 790,47	1 099 464,87	1 168 181,42
Gross Salaries	9/212-22-24	233000210430	Expenditure: Employee Related Cost:Municipal Staff - Salar	6 109 545,72	6 491 392,33	6 897 104,35
Insurance KGA and UIF	9/212-26-84	233000210330	Expenditure: Employee Related Cost:Senior Management -	3 792,36	4 029,38	4 281,22
Insurance KGA and UIF	9/212-26-108	233000210330	Expenditure: Employee Related Cost:Municipal Staff - Soci	239 219,30	254 170,50	270 056,16
Overtime Pay	9/212-32-26	233000210370	Expenditure: Employee Related Cost:Municipal Staff - Salar	40 009,50	42 510,09	45 166,97
Performance Bonus	9/212-36-174	233000210020	Expenditure: Employee Related Cost:Municipal Staff - Salar	-	-	-
Group Life Insurance Scheme	9/212-353-109	233000210300	Group Life Insurance Scheme	251 261,24	266 965,07	283 650,39
				13 566 206,10	14 414 093,98	15 314 974,86

REPAIRS AND MAINTENANCE

Repairs and maintenance Computers Infrastructure	9/212-46-3019	233001811436	Expenditure: Contracted Services: Contractors - Maintenanc	10 000,00	10 440,00	10 909,80
Repairs and maintenance Computers Infrastructure	9/212-46-3003	233021811510	Expenditure: Contracted Services: Contractors - Maintenanc	706 077,00	737 144,39	770 315,89
				716 077,00	747 584,39	781 225,69

GENERAL EXPENSES

Accommodation	9/212-80-3531	233002810715	Expenditure: Operational Cost:Travel and Subsistence - Do	150 000,00	156 600,00	163 647,00
Cleaning Material	9/212-92-3475	233002810764	Expenditure: Inventory Consumed:Materials and Supplie	365 000,00	401 940,00	420 027,30
Consultants & Professional Fees	9/212-108-3381	233002810785	Expenditure: Contracted Services: Consultants and Profess	250 000,00	261 000,00	272 745,00
Consultants & Professional Fees	9/212-108-3429	233002810785	Expenditure: Contracted Services: Consultants and Profess	160 000,00	167 040,00	174 556,80
Consultants & Professional Fees	9/212-108-3543	233002810785	Expenditure: Contracted Services: Consultants and Profess	200 000,00	208 800,00	218 196,00
Consumables & Beverages	9/212-110-3481	233002810786	Expenditure: Operational Cost:Entertainment - Senior Man	2 000,00	2 088,00	2 181,96
Fuel & Oil	9/212-132-3317	233002810860	Expenditure: Operational Cost:Wet Fuel	-	-	-
Cellphone and Mobile Data	9/212-181-11	233000210020	Expenditure: Employee Related Cost - Senior Management	1 000 000,00	1 044 000,00	1 090 980,00
Cellphone and Mobile Data	9/212-181-3722	233002810764	Expenditure: Operational Cost - Communication - Cellular C	1 000 000,00	1 044 000,00	1 090 980,00
Printing & Stationary	9/212-236-3365	233002811040	Expenditure: Operational Cost:Printing, Publications and B	55 000,00	57 420,00	60 003,90
Printing & Stationary	9/212-236-3475	233002811040	Expenditure: Inventory Consumed:Materials and Supplie	55 000,00	57 420,00	60 003,90
Subsistence & Travel	9/212-270-3341	233002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	20 000,00	20 880,00	21 819,60
Subsistence & Travel	9/212-270-3395	233002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	98 755,00	103 098,13	107 737,55
Subsistence & Travel	9/212-270-3421	233002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	30 000,00	31 320,00	32 729,40
Subsistence & Travel	9/212-270-3559	233002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	32 918,00	34 366,39	35 912,88
Telephone	9/212-282-3451	233002811180	Expenditure: Operational Cost:Communication - Telephone	-	-	-
Training Costs	9/212-292-3437	233002811230	Expenditure: Operational Cost:Registration Fees - Seminars	500 000,00	522 000,00	545 490,00
Training Costs	9/212-292-8055	233002811230	Hire charges	100 000,00	104 400,00	109 098,00
Climate change and asset management	9/212-311-8028	233002813131	Expenditure: Operational Cost:Travel and Subsistence - Do	8 857,00	9 246,71	9 662,81
Climate change and asset management	9/212-311-8029	233002813131	Expenditure: Contracted Services: Outsourced Services - C	8 858,00	9 247,75	9 663,90
Workmans compensation	9/212-444-8099	233002810485	Workmans Compensation	500 000,00	522 000,00	545 490,00
Staff excellence awards	9/212-445-8098	233002811251	Staff excellence awards	28 009,59	29 242,01	30 557,90
Electricity	9/214-122-3433	233002810815	Expenditure: Bulk Purchases Electricity - ESCOM	1 700 000,00	1 774 800,00	1 854 666,00
LG SETA GRANT EXP	9/213-442-3470	233008113002	LG SETA GRANT EXP	100 000,00	104 400,00	109 098,00
Licence Fees	9/214-214-3573	202062810970	Expenditure: Operational Cost:External Computer Service -	350 000,00	365 400,00	381 843,00
Advertising	9/216-82-3521	233022810720	Expenditure: Operational Cost:Advertising, Publicity and M	-	-	-
Fire Distinguishers	9/216-130-3333	233022810843	Expenditure: Operational Cost:Assets less than the Capital	70 000,00	73 080,00	76 368,60
Job Evaluation	9/216-196-3381	233022812515	Expenditure: Contracted Services: Consultants and Profess	20 920,00	21 840,48	22 823,30
Levy - Skills Development [SETA]	9/216-212-3503	233022810960	Expenditure: Operational Cost:Skills Development Fund Le	523 440,00	546 480,76	571 072,39
Meals and Entertainment	9/216-220-3517	233022810825	Expenditure: Contracted Services: Outsourced Services - C	14 267,00	14 915,63	15 586,83
Skills Audit				300 000,00	313 200,00	327 294,00
Organogramme	9/216-228-3381	233022812500	Expenditure: Contracted Services: Consultants and Profess	50 000,00	52 200,00	54 549,00
Rent - Equipment	9/216-244-3413	233022812380	Expenditure: Operational Cost:Hire Charges	170 000,00	177 480,00	185 466,60
Wellness	9/216-267-8056	233022811151	Expenditure: Contracted Services: Consultants and Profess	250 000,00	261 000,00	272 745,00
Wellness	9/216-267-8057	233022811151	Expenditure: Operational Cost:Hire Charges	-	-	-
Wellness	9/216-267-8058	233022811151	Expenditure: Contracted Services: Outsourced Services - C	-	-	-
Wellness	9/216-267-8059	233022811151	Expenditure: Inventory Consumed:Materials and Supplie	-	-	-
Electronic document system	9/216-269-8061	233022811070	Expenditure: Contracted Services - Consultants and Profes	250 000,00	261 000,00	272 745,00
Uniforms & Protective Clothing	9/218-300-3463	233022811250	Expenditure: Employee Related Cost:Municipal Staff - Salar	150 000,00	156 600,00	163 647,00
Electricity & Water	9/218-124-3547	233042810816	Expenditure: Operational Cost:Municipal Services	-	-	-
IT Systems software and Maintenance	9/218-194-3389	233042811479	Expenditure: Operational Cost:External Computer Service -	350 000,00	365 400,00	381 843,00
IT Systems software and Maintenance	9/218-194-3523	233042811479	Expenditure: Operational Cost:External Computer Service -	250 000,00	261 000,00	272 745,00
Telephone	9/218-282-3449	233042811180	Expenditure: Operational Cost:Communication - Telephone	1 000 000,00	1 044 000,00	1 090 980,00
				10 133 051,59	10 578 905,86	11 054 956,62
TOTAL FOR CORPORATE SERVICES				24 415 334,69	25 740 584,23	27 151 157,17

INTEGRATED DEVELOPMENT PLAN 2021/22

COMMUNITY SERVICES

EMPLOYEE RELATED COSTS

Casual Wages	9/220-8-24	244000210927	Expenditure: Employee Related Cost:Municipal Staff - Sala	900 000,00	522 000,00	545 490,00
Contribution - Medical Aid	9/220-10-116	244000210260	Expenditure: Employee Related Cost:Municipal Staff - Soci	2 679 241,04	2 846 693,61	3 024 611,96
Contributions - Pension Fund	9/220-16-112	244000210275	Expenditure: Employee Related Cost:Municipal Staff - Soci	8 252 133,01	8 767 891,33	9 315 884,53
Contributions - Pension Fund	9/220-16-180	244000210275	Expenditure: Employee Related Cost:Senior Management -	96 000,00	102 000,00	108 325,00
Insurance - UIF	9/220-24-108	244000210330	Expenditure: Employee Related Cost:Municipal Staff - Soci	598 627,19	636 041,39	675 793,97
Insurance - UIF	9/220-24-128	244000210330	Expenditure: Employee Related Cost:Senior Management -	3 792,36	4 029,38	4 281,22
Overtime Pay	9/220-32-26	244000210370	Expenditure: Employee Related Cost:Municipal Staff - Sala	338 969,38	360 154,96	382 664,65
Performance Bonus	9/220-36-174	244000210110	Expenditure: Employee Related Cost:Municipal Staff - Sala	-	-	-
Salaries	9/220-40-24	244000210430	Expenditure: Employee Related Cost:Municipal Staff - Sala	9 004 557,43	9 567 342,27	10 165 301,16
Salaries	9/220-40-52	244000210430	Expenditure: Employee Related Cost:Senior Management -	1 000 995,47	1 063 557,68	1 130 030,04
				22 474 315,87	23 869 710,61	25 352 432,53

Repairs and maintenance

Buildings & Installations	9/220-44-3003	244000181425	Expenditure: Contracted Services: Contractors - Mainten	-	-	-
Buildings & Installations	9/220-44-3023	244000181425	Expenditure: Inventory Consumed:Materials and Supplies	-	-	-
Repairs & Maintenance Equipment	9/220-56-3011	244000181450	Expenditure: Contracted Services: Contractors - Mainten	-	-	-
Repairs & Maintenance Equipment	9/220-56-3023	244000181450	Expenditure: Inventory Consumed:Materials and Supplies	-	-	-
Repairs and Maintenance Motor Vehicles	9/220-64-3005	244000181555	Expenditure: Operational Cost:Assets less than the Capital	-	-	-
Repairs and Maintenance Motor Vehicles	9/220-64-3019	244000181555	Expenditure: Contracted Services: Contractors - Mainten	-	-	-
Repairs and Maintenance Plant & Machin	9/220-66-3011	244000181460	Expenditure: Contracted Services: Contractors - Mainten	-	-	-
Maintenance of Buildings and Facilities	9/232-330-8009	333002494165	Maintenance of Buildings and Facilities	-	-	-

GENERAL EXPENSES

Accommodation	9/220-80-3531	244002810715	Expenditure: Operational Cost:Travel and Subsistence - Do	117 358,80	122 522,59	128 036,10
Books & Publications	9/220-88-3365	244002810745	Expenditure: Operational Cost:Printing, Publications and B	10 867,94	11 346,13	11 856,71
Cleaning campaign	9/220-90-3413	244002811390	Expenditure: Operational Cost:Hire Charges	21 735,88	22 692,26	23 713,41
Cleaning campaign	9/220-90-3475	244002811390	Expenditure: Inventory Consumed:Materials and Supplies	173 887,04	181 538,07	189 707,28
Cleaning campaign	9/220-90-3515	244002811390	Expenditure: Contracted Services: Outsourced Services - C	76 075,58	79 422,91	82 996,94
Cleaning Materials - Material	9/220-94-3475	244002810990	Expenditure: Inventory Consumed:Materials and Supplies	217 358,80	226 922,59	237 134,10
Consultants & Professional Fees	9/220-108-3365	244002810785	Expenditure: Operational Cost:Printing, Publications and B	-	-	-
Consultants & Professional Fees	9/220-108-3527	244002810785	Expenditure: Contracted Services: Consultants and Profess	750 000,00	783 000,00	818 235,00
Consumables & Beverages	9/220-110-3481	244002810786	Expenditure: Operational Cost:Entertainment - Senior Man	-	-	-
Crime Awareness	9/220-114-3413	244002811152	Expenditure: Operational Cost:Hire Charges	-	-	-
Crime Awareness	9/220-114-3515	244002811152	Expenditure: Contracted Services: Outsourced Services - C	-	-	-
Transport/Road Safety Awareness	9/220-147-3724	244002811174	Expenditure: Operational Cost:Hire Charges	-	-	-
Transport/Road Safety Awareness	9/220-147-3726	244002811174	Expenditure: Contracted Services: Outsourced Services - C	-	-	-
Establishment of Waste Forum	9/220-149-3728	244002811175	Expenditure: Operational Cost:Hire Charges	25 000,00	26 100,00	27 274,50
Establishment of Waste Forum	9/220-149-3730	244002811175	Expenditure: Contracted Services: Outsourced Services - C	25 000,00	26 100,00	27 274,50
Establishment of Environmental Forum	9/220-151-3732	244002811176	Expenditure: Operational Cost:Hire Charges	-	-	-
Establishment of Environmental Forum	9/220-151-3734	244002811176	Expenditure: Contracted Services: Outsourced Services - C	-	-	-
Community Safety Forum	9/220-153-3736	244002811177	Expenditure: Operational Cost:Hire Charges	-	-	-
Community Safety Forum	9/220-153-3768	244002811177	Expenditure: Contracted Services: Outsourced Services - C	-	-	-
Maintenance of Sport ground Facilities	9/220-155-3770	244001814451	Material and supplies	1 500 000,00	1 566 000,00	1 636 470,00
Awareness on Pound Project	9/220-157-3772	244002811178	Expenditure: Operational Cost:Hire Charges	-	-	-
Awareness on Pound Project	9/220-157-3774	244002811178	Expenditure: Contracted Services: Outsourced Services - C	-	-	-
Uniforms & Protective Clothing for Secur	9/220-159-3780	244002811250	Expenditure: Employee Related Cost:Municipal Staff - Sala	-	-	-
Uniforms & Protective Clothing for DLTC	9/220-161-3782	244002811250	Expenditure: Employee Related Cost:Municipal Staff - Sala	-	-	-
Grants & Social Responsibility - Road si	9/220-162-3475	244002811149	Expenditure: Inventory Consumed:Materials and Supplies	100 000,00	104 400,00	109 098,00
Uniforms & Protective Clothing for Centu	9/220-163-3784	244002811250	Expenditure: Employee Related Cost:Municipal Staff - Sala	300 000,00	313 200,00	327 294,00
Uniforms & Protective Clothing for Traffic	9/220-165-3786	244002811250	Expenditure: Employee Related Cost:Municipal Staff - Sala	-	-	-
Beach Management: Joint Operation Cent	9/220-167-3788	244002811179	Expenditure: Contracted Services: Outsourced Services - C	83 333,33	87 000,00	90 915,00
Grants & Social Responsibility Stipend for	9/220-178-3309	244002811147	Expenditure: Transfers and Subsidies:Operational - Monet	1 500 587,03	1 566 612,85	1 637 110,43
Landfill site rehabilitation	9/220-200-3317	244002811154	Expenditure: Operational Cost:Wet Fuel	-	-	-
Landfill site rehabilitation	9/220-200-3776	244002811154	Expenditure: Operational Cost - Contribution to Provisions	250 000,00	261 000,00	272 745,00
Landfill site rehabilitation	9/220-200-3778	244002811154	Expenditure: Operational Cost - Contribution to Provisions	250 000,00	261 000,00	272 745,00
Meals & entertainment	9/220-218-3515	244002810755	Expenditure: Contracted Services: Outsourced Services - C	15 333,16	16 077,82	16 728,17
Printing & Stationary	9/220-236-3475	244002811040	Expenditure: Inventory Consumed:Materials and Supplies	100 000,00	104 400,00	109 098,00
Rent - Equipment	9/220-244-3413	244002812380	Expenditure: Operational Cost:Hire Charges	200 000,00	208 800,00	218 196,00
Social Responsibility Programmes	9/220-258-3309	244002811115	Expenditure: Transfers and Subsidies:Operational - Monet	-	-	-
Social Responsibility Programmes	9/220-258-3325	244002811115	Expenditure: Transfers and Subsidies:Operational - Allocat	-	-	-
Social Responsibility Programmes	9/220-258-3345	244002811115	Expenditure: Transfers and Subsidies:Operational - Monet	-	-	-
Uniforms & Protective Clothing:lifeguards	9/220-302-3463	244002811250	Expenditure: Employee Related Cost:Municipal Staff - Sala	300 000,00	313 200,00	327 294,00
Uniforms & Protective Clothing:waste sta	9/220-304-3463	244002811250	Expenditure: Employee Related Cost:Municipal Staff - Sala	300 000,00	313 200,00	327 294,00
Climate change and asset management	9/220-305-8070	244002813131	Expenditure: Operational Cost:Travel and Subsistence - Do	15 233,00	15 903,25	16 618,90
Climate change and asset management	9/220-305-8031	244002813131	Expenditure: Contracted Services: Outsourced Services - C	15 233,00	15 903,25	16 618,90
Beach Management: Joint Operation Cent	9/221-169-3790	244002811179	Expenditure: Operational Cost:Hire Charges	83 333,33	87 000,00	90 915,00
Beach Management: Joint Operation Cent	9/222-171-3792	244002811179	Expenditure: Inventory Consumed:Materials and Supplies	83 333,33	87 000,00	90 915,00
Grant - Provincial DSRA	9/222-348-5753	244048912695	Expenditure: Operational Cost:Professional Bodies, Membr	550 000,00	-	-
Subsistence & Travel	9/224-270-3441	244122811240	Expenditure: Operational Cost:Travel and Subsistence - Do	15 000,00	15 660,00	16 364,70
Subsistence & Travel	9/224-270-3395	244122811240	Expenditure: Operational Cost:Travel and Subsistence - Do	75 000,00	78 300,00	81 823,50
Subsistence & Travel	9/224-270-3421	244122811240	Expenditure: Operational Cost:Travel and Subsistence - Do	25 000,00	26 100,00	27 274,50
Subsistence & Travel	9/224-270-3559	244122811240	Expenditure: Operational Cost:Travel and Subsistence - Do	25 000,00	26 100,00	27 274,50
Telephone	9/224-282-3449	244122811180	Expenditure: Operational Cost:Communication - Telephone, Fax, Telegraph an	-	-	-
Refuse Bags & Bins	9/228-242-3475	244282811060	Expenditure: Inventory Consumed:Materials and Supplies	271 698,50	283 653,23	296 417,63
				7 475 368,73	7 230 084,95	7 555 438,77
TOTAL FOR COMMUNITY SERVICES				29 949 684,60	31 099 795,56	32 907 871,30

INTEGRATED DEVELOPMENT PLAN 2021/22

BUDGET AND TREASURY OFFICE

EMPLOYEE RELATED COSTS

Contribution - Medical Aid	9/234-10-118	266000210260	Expenditure: Employee Related Cost:Municipal Staff - Soci	1 888 327.83	2 006 348.32	2 131 745.09
Contributions - Pension Fund	9/234-16-114	266000210275	Expenditure: Employee Related Cost:Municipal Staff - Soci	2 749 304.61	2 921 136.15	3 103 707.16
Contributions - Pension Fund	9/234-16-140	266000210275	Expenditure: Employee Related Cost:Senior Management -	-46 656.00	-49 572.00	-52 670.25
Insurance - UIF	9/234-24-108	266000210330	Expenditure: Employee Related Cost:Municipal Staff - Soci	133 429.61	141 768.97	150 629.53
Insurance - UIF	9/234-24-110	266000210330	Expenditure: Employee Related Cost:Senior Management -	3 792.36	4 029.38	4 281.22
Overtime Pay	9/234-32-26	266000210370	Expenditure: Employee Related Cost:Municipal Staff - Sala	68 921.19	73 228.76	77 805.56
Performance Bonus	9/234-34-174	266000210110	Expenditure: Employee Related Cost:Municipal Staff - Salar	-	-	-
Salaries	9/234-40-22	266000210470	Expenditure: Employee Related Cost:Municipal Staff - Salar	2 089 466.70	2 220 058.27	2 358 812.02
Salaries	9/234-40-96	266000210470	Expenditure: Employee Related Cost:Senior Management -	1 100 787.83	1 169 587.06	1 242 686.26
				8 080 686.13	8 585 729.02	9 122 337.00

REPAIRS AND MAINTENANCE

Repairs and Maintenance Equipment	9/244-70-3009	266061811839	Expenditure: Contracted Services: Contractors - Maintenan	500 000.00	522 000.00	545 490.00
Vehicles	9/244-72-3017	266061811500	Expenditure: Contracted Services: Contractors - Maintenan	500 000.00	522 000.00	545 490.00
				1 000 000.00	1 044 000.00	1 090 980.00

General expenses

Accommodation	9/234-40-3531	266002810715	Expenditure: Operational Cost:Travel and Subsistence - Do	171 006.93	178 531.24	186 565.14
Bank Charges	9/234-46-3373	266002810735	Expenditure: Operational Cost:Bank Charges, Facility and C	215 423.78	224 907.42	235 023.03
Books & Publications	9/234-48-3361	266002810745	Expenditure: Operational Cost:Printing, Publications and B	13 539.21	14 134.93	14 771.01
Congress Fees	9/234-104-3437	266002810790	Expenditure: Operational Cost:Registration Fees - Seminars	-	-	-
Consultants & Professional Fees	9/234-108-3405	266002810785	Expenditure: Contracted Services: Consultants and Profess	6 383 031.40	6 663 884.78	6 963 759.60
Consultants & Professional Fees	9/234-108-3427	266002810785	Expenditure: Contracted Services: Consultants and Profess	-	-	-
Consultants & Professional Fees	9/234-108-3541	266002810785	Expenditure: Contracted Services: Consultants and Profess	-	-	-
Debt collection	9/234-116-3501	266002813102	Expenditure: Contracted Services: Contractors - Tracing Ag	543 397.00	567 306.47	592 835.26
Electricity (BI)	9/234-126-3537	266002810816	Expenditure: Operational Cost:Indigent Relief	3 200 000.00	3 340 800.00	3 491 136.00
Hire Charges - Vehicle	9/234-184-3341	266002810880	Expenditure: Operational Cost:Travel and Subsistence - Do	-	-	-
Indigent Programme	9/234-188-3537	266002813106	Expenditure: Operational Cost:Indigent Relief	1 800 000.00	1 879 300.00	1 963 764.00
Membership Fees	9/234-224-3313	266002811015	Expenditure: Operational Cost:Professional Bodies, Memb	15 234.19	15 904.50	16 620.20
Postage & Courier Costs	9/234-234-3321	266002811035	Expenditure: Operational Cost:Courier and Delivery Service	13 864.42	14 474.45	15 125.80
Printing & Stationary	9/234-236-3471	266002811040	Expenditure: Inventory Consumed:Materials and Supplies	171 006.93	178 531.24	186 565.14
Revenue enhancement strategy	9/234-250-3305	266002813104	Expenditure: Contracted Services: Consultants and Profess	-	-	-
Subsistence & Travel	9/234-270-3339	266002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	32 902.01	34 349.70	35 895.44
Subsistence & Travel	9/234-270-3393	266002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	85 044.03	88 785.96	92 781.33
Subsistence & Travel	9/234-270-3419	266002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	19 393.77	20 247.10	21 158.22
Subsistence & Travel	9/234-270-3557	266002811240	Expenditure: Operational Cost:Travel and Subsistence - Do	18 925.39	19 758.10	20 647.22
Valuation Roll	9/234-306-3331	266008112681	Expenditure: Contracted Services: Outsourced Services - B	156 900.00	163 803.60	171 174.76
FMG-GRANT EXPENDITURE:	9/234-358-5901	266008112681	Expenditure: Contracted Services: Consultants and Profess	52 300.00	52 300.00	52 300.00
FMG-GRANT EXPENDITURE:	9/234-358-5903	266008112681	Expenditure: Employee Related Cost:Municipal Staff - Salar	423 143.00	423 143.00	423 143.00
FMG-GRANT EXPENDITURE:	9/234-358-5905	266008112681	Expenditure: Contracted Services: Consultants and Profess	832 057.00	832 057.00	832 057.00
FMG-GRANT EXPENDITURE:	9/234-358-5907	266008112681	Expenditure: Operational Cost:Registration Fees - Seminars	662 600.00	662 600.00	662 600.00
FMG-GRANT EXPENDITURE:	9/234-358-5909	266008112681	Expenditure: Operational Cost:External Computer Service -	470 700.00	470 700.00	470 700.00
FMG-GRANT EXPENDITURE:	9/234-358-5911	266008112681	Assets: Non-current Assets -Property, Plant and Equipme	104 600.00	104 600.00	104 600.00
FMG-GRANT EXPENDITURE:	9/234-358-5913	266008112681	Assets: Non-current Assets -Property, Plant and Equipme	104 600.00	104 600.00	104 600.00
Licence Fees	9/236-214-3380	266022810970	Expenditure: Operational Cost:Licences - Motor Vehicle Lk	450 000.00	469 800.00	489 941.00
Licence Fees	9/236-214-3387	266022810970	Expenditure: Operational Cost:External Computer Service -	-	-	-
Interest paid	9/240-192-3301	266042811775	Expenditure: Interest, Dividends and Rent on Land:Interest	-	-	-
Interest paid	9/240-192-3337	266042811775	Expenditure: Interest, Dividends and Rent on Land:Interest	118 733.80	123 958.09	129 536.20
Interest paid	9/240-192-3351	266042811775	Expenditure: Interest, Dividends and Rent on Land:Interest	-	-	-
Telephone	9/240-203-3447	266042811180	Expenditure: Operational Cost:Communication - Telephone	-	-	-
Fuel & Oil	9/244-132-3315	266062810860	Expenditure: Operational Cost:Wet Fuel	954 802.56	996 813.87	1 041 670.49
Hire Charges - Office Equipment	9/244-182-3411	266062810870	Expenditure: Operational Cost:Hire Charges	228 184.77	238 224.90	248 945.02
Meals and Entertainment	9/244-220-3513	266062810825	Expenditure: Contracted Services: Outsourced Services - C	14 201.80	14 826.68	15 493.88
Social Responsibility Program (MSCOA)	9/244-256-3305	266062811115	Expenditure: Contracted Services: Consultants and Profess	692 587.00	723 060.83	755 598.57
Subscriptions	9/244-268-3435	266062811025	Expenditure: Operational Cost:Registration Fees - Seminars	9 097.57	9 497.86	9 925.27
Interest on fruitless wasteful	9/244-319-5176	266068012693	Expenditure: Interest, Dividends and Rent on Land:Interest	54 339.70	56 730.65	59 283.53
Climate change and asset management	9/244-320-8032	266062813131	Expenditure: Operational Cost:Travel and Subsistence - Do	9 983.46	10 422.73	10 891.76
Climate change and asset management	9/244-320-8033	266062813131	Expenditure: Contracted Services: Outsourced Services - C	9 983.46	10 422.73	10 891.76
Climate change and asset management	9/244-320-8062	266062813131	Hire charges	9 983.46	10 422.73	10 891.76
Transfer to accumulated surplus	9/244-999-9999	266068401427	Transfer to accumulated surplus	-	-	-
Consumables & Beverages	9/246-110-3477	266082810786	Expenditure: Operational Cost:Entertainment - Senior Man	2 000.00	2 088.00	2 181.96
				18 043 566.64	18 720 883.58	19 444 073.34
TOTAL FOR BTO				27 124 252.78	28 350 612.59	29 657 390.42

INTEGRATED DEVELOPMENT PLAN 2021/22

ENGINEERING						
EMPLOYEE RELATED COSTS						
Insurance - UIF	9/250-24-86	28800210330	Expenditure: Employee Related Cost:Senior Management -	3 792,36	4 029,38	4 281,22
Insurance - UIF	9/250-24-106	28800210330	Expenditure: Employee Related Cost:Municipal Staff - Soci	259 815,55	276 054,02	293 307,40
Performance Bonus	9/250-34-176	28800210110	Expenditure: Employee Related Cost:Municipal Staff - Salar	-	-	-
Salaries	9/250-40-8	28800210430	Expenditure: Employee Related Cost:Senior Management -	1 096 995,47	1 165 557,68	1 238 405,04
Salaries	9/250-40-20	28800210430	Expenditure: Employee Related Cost:Municipal Staff - Salar	4 066 560,10	4 320 720,11	4 590 765,12
Contributions - Pension Fund	9/252-16-114	288010210275	Expenditure: Employee Related Cost:Municipal Staff - Soci	3 857 360,28	4 098 445,30	4 354 598,13
Contribution - Medical Aid	9/254-10-118	288020210260	Expenditure: Employee Related Cost:Municipal Staff - Soci	2 483 425,39	2 638 639,47	2 803 554,44
Overtime Pay	9/254-32-26	288020210370	Expenditure: Employee Related Cost:Municipal Staff - Salar	227 831,88	242 071,37	257 200,83
				11 995 781,02	12 745 517,33	13 542 112,16
REPAIRS AND MAINTENANCE						
Repairs & Maintenance Street lights	9/254-50-3025	288021811461	Expenditure: Inventory Consumed:Materials and Supplies	500 000,00	522 000,00	545 490,00
Repairs & Maintenance Street lights	9/254-50-3031	288021811461	Assets: Non-current Assets -Property, Plant and Equipmen	200 000,00	208 800,00	218 196,00
Repairs & Maintenance Plant & Machinery	9/256-62-3007	288101811460	Expenditure: Contracted Services: Contractors - Maintenanc	2 000 000,00	2 088 000,00	2 181 960,00
Infrastructure	9/254-46-3013	288021811510	Expenditure: Employee Related Cost:Municipal Staff - Salar	500 000,00	522 000,00	545 490,00
Infrastructure	9/250-40-3015	288021811510	Expenditure: Contracted Services: Outsourced Services - H	-	-	-
Infrastructure	9/254-46-3027	288021811510	Expenditure: Inventory Consumed:Materials and Supplies	8 000 000,00	8 352 000,00	8 727 840,00
Infrastructure	9/254-46-3029	288021811510	Assets: Non-current Assets -Property, Plant and Equipmen	500 000,00	522 000,00	545 490,00
				11 700 000,00	12 214 800,00	12 764 466,00
GENERAL EXPENSES						
Consultants & Professional Fee	9/250-106-3425	288002810785	Expenditure: Contracted Services: Consultants and Profess	200 000,00	208 800,00	218 196,00
Consultants & Professional Fee	9/250-106-3525	288002810785	Expenditure: Contracted Services: Consultants and Profess	200 000,00	208 800,00	218 196,00
Subsistence & Travel	9/250-270-3343	28802811240	Expenditure: Operational Cost:Travel and Subsistence - Do	56 000,00	58 464,00	61 094,88
Subsistence & Travel	9/250-270-3397	28802811240	Expenditure: Operational Cost:Travel and Subsistence - Do	70 000,00	73 080,00	76 368,60
Subsistence & Travel	9/250-270-3423	28802811240	Expenditure: Operational Cost:Travel and Subsistence - Do	56 000,00	58 464,00	61 094,88
Subsistence & Travel	9/250-270-3561	28802811240	Expenditure: Operational Cost:Travel and Subsistence - Do	1 500 000,00	1 566 000,00	1 636 470,00
Human settlements	9/250-273-3063	28802811155	Expenditure: Operational Cost - Printing, Publications and I	70 000,00	73 080,00	76 368,60
Fuel & Oil	9/252-132-3319	288012810860	Expenditure: Operational Cost:Wet Fuel	1 500 000,00	1 566 000,00	1 636 470,00
Accommodation	9/254-80-3533	288022810715	Expenditure: Operational Cost:Travel and Subsistence - Do	150 000,00	156 600,00	163 647,00
Entertainment	9/254-128-3479	288022810825	Expenditure: Operational Cost:Entertainment - Senior Man	15 000,00	15 660,00	16 364,70
License Fees	9/254-214-3391	288022810970	Expenditure: Operational Cost:External Computer Service -	-	-	-
Printing & Stationary	9/254-236-3363	288022811040	Expenditure: Operational Cost:Printing, Publications and B	30 000,00	31 320,00	32 729,40
Printing & Stationary	9/254-236-3473	288022811040	Expenditure: Inventory Consumed:Materials and Supplies	45 000,00	46 980,00	49 094,10
Rent - Equipment	9/254-244-3415	288022812380	Expenditure: Operational Cost:Hire Charges	250 000,00	261 000,00	272 745,00
Telephone	9/254-282-3449	288022811180	Expenditure: Operational Cost:Communication - Telephone	-	-	-
Uniforms & Protective Clothing	9/254-300-3465	288022811250	Expenditure: Employee Related Cost:Municipal Staff - Salar	225 000,00	234 900,00	245 470,50
Autocad/Ally cad	9/258-84-3407	2880202813122	Expenditure: Contracted Services: Consultants and Profess	313 800,00	327 007,20	342 349,52
Development of Land Use Schems	9/258-118-3409	2880202813118	Expenditure: Contracted Services: Consultants and Profess	100 000,00	104 400,00	109 098,00
development of SIDF	9/258-120-3409	2880202813116	Expenditure: Contracted Services: Consultants and Profess	500 000,00	522 000,00	545 490,00
Land audit	9/258-198-3311	2880202813120	Expenditure: Contracted Services: Consultants and Profess	250 000,00	261 000,00	272 745,00
Municipal Planning Tribunal Members All	9/258-226-3335	2880202813110	Expenditure: Contracted Services: Outsourced Services - B	60 000,00	62 640,00	65 458,80
Municipal Planning Tribunal Members All	9/258-226-3369	2880202813110	Expenditure: Employee Related Cost:Municipal Staff - Salar	75 000,00	78 300,00	81 823,50
Planning Consultant Fees	9/258-232-3311	2880202810785	Expenditure: Contracted Services: Consultants and Profess	126 168,89	131 720,32	137 647,73
SLUMA Implementation	9/258-254-3457	2880202813114	Expenditure: Operational Cost:Advertising, Publicity and M	50 000,00	52 200,00	54 549,00
SLUMA Implementation	9/258-254-3517	2880202813114	Expenditure: Contracted Services: Outsourced Services - C	-	-	-
Climate change and asset management	9/258-255-4034	2880202813131	Expenditure: Operational Cost:Travel and Subsistence - Do	10 000,00	10 440,00	10 909,80
Climate change and asset management	9/258-255-4035	2880202813131	Expenditure: Contracted Services: Outsourced Services - C	10 000,00	10 440,00	10 909,80
SPLUMA Training	9/258-262-3371	2880202813112	Expenditure: Employee Related Cost:Municipal Staff - Salar	50 000,00	52 200,00	54 549,00
SPLUMA Training	9/258-262-3417	2880202813112	Expenditure: Operational Cost:Hire Charges	50 000,00	52 200,00	54 549,00
				5 961 968,89	6 224 295,52	6 504 388,82
TOTAL FOR ENGINEERING				29 657 749,90	31 184 612,85	32 810 966,98

CHAPTER 6 INTEGRATION AND ALIGNMENT OF SECTOR PLANS

6 CHAPTER 6 – SECTOR PLANS

6.1 SECTOR PLANS

6.1.1 Introduction

The ability of municipalities to coordinate and integrate programmes of other spheres and sectors operating in their space is of critical importance. This owing to the fact that all government programmes and services are delivered in municipal spaces and ensures that integration of programmes and maximum utilization of available resources. It is for this reason that the integrated development planning process becomes a vehicle to facilitate integrated development to ensure the attainment of local government outcomes. Legislation and policies required municipalities to develop sector specific plans to guide the rendering of certain services. These sector plans should be categorized into the following:-

(a) Sector plans that should form of the IDP as required by the MSA and provide an overall developmental vision of the municipality: Spatial Development Framework (SDF); Local Economic Development Plan (LED Plan); Disaster Management Plan; and Financial Plan.

(b) Sector plans provided for and regulated by sector specific legislation and policies, such as; Water Services Development Plan (WSDP), Integrated Waste Management Plan (IWMP), Integrated Transport Plan (ITP); Environmental Management Plan (EMP); Integrated Human Settlement Plan (IHS) / Housing Sector Plan (HSP); Integrated Energy Plan (IEP), etc.

The purpose of including these sector plans is to ensure that they are considered during planning and implementation of the IDP. They guide the institution and its departments on sector specific issues to ensure sustainable growth and development.

6.2 Spatial Development Framework

The Spatial Development Framework (SDF) for Port St John's Municipality was last approved in November, 2010. In 2019/20 the municipality undertook the review of the SDF and will be completed in 2021/22 financial year. It forms part of the Port St John's Integrated Development Planning Process. The SDF as one of the operational strategies of the IDP, is closely linked and aligned, and functions with the other operational strategies of the municipality such as the district and provincial strategies, LED Strategy and the Nodal Development Strategy.

- Objective 2:** To spatially address shortfalls with respect to development with specific reference to Land Identification for urban expansion, tourism development and rural development.
- Objective 3:** To apply the planning principles, development objectives and guidelines with respect to all developments within the study area as outlined in the Spatial Development Framework.
- Objective 4:** To encourage and promote positive development within strict environmental guidelines and control.
- Objective 5:** To support and promote infrastructure to serve the communities of the study area, and tourism industry.
- Objective 6:** To promote integration and co-ordination of Spatial Development Framework initiatives on a regional level.
- Objective 7:** To promote and ensure alignment and co-ordination of the Spatial Development Framework with the Port St Johns Integrated Development Plan and other sectoral plans and programmes.

(c) Strategies

The achievement of the Spatial Objectives revolves around the following seven strategies:

- Strategy A:** Anticipate growth and plan ahead, both spatially and physically
- Strategy B:** Concentrate municipal development in the identified development potential nodes.
- Strategy C:** Determine utilization potential of all land and limit development to best usage through policy and/or statutory plan. This involves developing land suitability criteria, review, developing, implementing and managing procedures with respect to detailed land suitability studies, legislative approvals, land use management procedures and land acquisition.
- Strategy D:** Developing and promoting the desired spatial form of the study area involving consolidating and promoting PSJ into an urban regional node servicing surrounding 130 satellite rural villages.
- Strategy E:** Support economic growth opportunities created by the SDF by creating the spatial and infrastructural investment framework for economic and commercial and social opportunities.
- Strategy F:** A strategic assessment of the environmental impact of the Spatial Development Framework involving carrying out Environmental Strategic Impact Assessment and implementation and management of standard and custom environmental policies and principles.
- Strategy G:** Institute a formalization program to systematically formalize settlements and give secure tenure.

6.3 PORT ST JOHN'S MASTER PLAN

The Port St Johns Master Plan was prepared and adopted in 2009. The numerous initiatives unfolding along the Wild Coast have prompted the PSJLM, through the Port St Johns Development Agency, to prepare an integrated Master Plan. Several strategic issues and Eight Strategic Development Nodes within the urban area, defined by the PSJ SDF, were identified as the core areas for further evaluation and formulation of the development framework of the Master Plan. The strategic issues identified are as follow.

(a) Strategic Issues

- Positioning Port St Johns and its surroundings as a unique African coastal town;
- Providing infrastructure, services and public transport;
- Ensuring safety and freedom from crime;
- Promoting skills and tourism awareness;
- Ensuring effective marketing, promotion and information;
- Providing a properly functioning, stakeholder driven, LTO.

(b) Objectives of the Port St Johns Master Plan

The following project principles constitute the strategic objectives to guide the town's master plan and urban node detailed planning and development:

- ✓ Promote access and supply of residential land and employment opportunities in close proximity and integrate with each other in urban development.
- ✓ Encourage environmentally sustainable and efficient land development practices and processes.
- ✓ Ensure that urban policy, administrative practice and town planning regulations are efficient and effective.
- ✓ Promote sustainable development at the required scale and land development which is within the fiscal, institutional and administrative means of the PSJLM.
- ✓ Promote sustained protection of the environment.
- ✓ Ensure the safe utilization of land by taking into consideration factors such as geological formations and areas prone to flooding.
- ✓ Permitting development only that which does not at cause unacceptable visual damage, unacceptable pollution of air, water or land, or nuisance by way of smell, noise or light.

(c) Urban Nodal Development Strategy

The achievement of the Spatial Objectives revolves around promoting and developing eight (8) development nodes that need strategic development interventions. The nodes collectively making up the urban area of Port St Johns can be explained as follow:

- **Node 1: Mpantu:** plan and develop for mixed use and maximum use potential for middle and higher income residential housing.
- **Node 2: Airport and Landing Strip:** development of airport terminal and aviation facilities
- **Node 3: Ferry Point and Agate Terrace:** discouraging further coastal ribbon development by only permitting the subdivision or consolidation of existing residential properties to enhance the unique character of the coastal village.
- **Node 4: Port St Johns CBD:** including town entrance: planning and redevelopment of CBD to achieve sustainable business, tourism, residential and recreational investment and activities and facilities.
- **Node 5: Former Naval Base:** plan for subdivision of the land into self-sustaining urban residential neighborhood with urban facilities and services.
- **Node 6: Mtumbane Village:** plan and develop its unique community heritage for cultural and eco-tourism by creating unique accommodation and recreation experience.
- **Node 7: Second Beach:** re-planning, upgrading and development to its full potential to become “first choice beach” for locals and tourists visiting the Wild Coast.
- **Node 8: Former Military Base:** creating a self-sustainable, independent urban neighborhood for Port St Johns town.
- **Node 9: Port St John Peri-Urban Node;** creating economically productive subdivisions and maximizing density of land use.

Figure 6.2: PSJ Development Nodes



Source: PSJLM SDF Review 2010 p.8

6.4 HOUSING SECTOR PLAN (HSP)

a) Analysis

Municipal housing objectives and targets are defined in the Housing Sector Plan. The Port St Johns Local Municipal Housing Sector Plan was prepared in 2007 in terms of Municipal Systems Act (MSA) 32 of 2000, and was reviewed in 2012. The Housing Sector Plan 2012-2017 is one of the sector plans reflected on the 2021/22 IDP review and the Municipality will be undertaking its review in the current financial year. The housing sector plan guides and informs all future housing developments and informs management, budgeting and decision - making processes with regards to housing development. The Housing Sector Plan aims at ensuring, orientating and re-focusing the PSJLM's vision to fulfil its developmental mandate of housing delivery.

The Housing Act (Act 107 of 1997) also guides and informs the preparation of Housing Sector Plans. The HSP therefore outlines the needs and demands for housing, respond to fundamental challenges with regards to provision of housing and make proposals for realistic strategic housing interventions.

The housing chapter is linked and aligned to give effect to and implement provisions of several pieces of legislation and policies such as the Bill of Rights contained in the Constitution of the Republic of South Africa. Article 26 entrenches basic rights of access to adequate housing for all citizens of South Africa and whose basic standards are defined in the RDP White Paper of November 1994: "as a minimum, all housing must provide protection from weather, a durable structure, and reasonable living space and privacy. A house must include sanitary facilities, storm water drainage, a household energy supply, and convenient access to clean water. Moreover, it must provide for secure tenure in a variety of forms." Along with other legislations and policies, the housing chapter also gives effect to and implements the requirements of the National Housing Code as set out in Section 4 of the Housing Act, 1997 (Act No. 107 of 1997) which provide administrative regulations to facilitate the effective implementation of the National Housing Policy.

b) Strategic Housing Objective

The main objective of developing a housing sector plan therefore is to provide for and ensure an efficient housing delivery process. The following are some of the operational objectives:-

- Institutionalizing housing delivery in order to ensure meaningful, effective and efficient housing delivery through monitoring, evaluation and review of existing projects.
- Enabling municipalities to align and direct their financial and institutional resources towards agreed policy objectives and programmes, based on the existing housing backlog and housing need.
- To inform the multi-year subsidy allocation of the Provincial Department of Human Settlements.
- To be able to develop an institutional framework and capacity for the required administration and effective implementation of housing programmes.
- Ensuring alignment of housing delivery with the strategic development areas as identified by the Spatial Development Framework (SDF).
- Ensuring proper administration and implementation of housing development.
- Ensure integration between housing and service provision of physical, (for example roads), water, sanitation, safety and security.

c) Housing Strategy

The PSJLM seeks to achieve the housing vision of "A PSJLM with adequate institutional capacity, to efficiently provide quality housing and able to guarantee

development of sustainable settlements” through the following three turn around strategies and housing programmes:

- **Build Institutional and Financial Capacity:** Review organogram to cater for required personnel; source funding for employment of new staff; training and capacity building workshops; develop a strategy for the monitoring of housing projects in all phases.
- **Invest in matching Infrastructure:** Investigate further funding options such as MSIG, Neighborhood Grant; effect integrated housing infrastructure planning; OR Tambo as a water services and sanitation authority and provider to be involved during the planning, budgeting and implementation stages of sanitation projects.
- **Land, Housing and Planning:** Identify suitable land for housing in advance; identify and follow up all land claims; identify ownership of farms suitable for housing development; appointment of housing staff and supporting contractors to register with the National Home Builders Registration Council; implementation of SDF and LUMS and enforcement, and education of housing consumers and community representatives.

d) Formal Housing opportunities

The section below reflects on the various areas earmarked for housing projects within the Port St Johns Local Municipal area to help provide an estimated 3 200 sites in mixed housing developments in the following areas:

1. **Former Military Base:** proposed low, medium and high density residential developments.
2. **Second Beach:** development of high density residential, tourism accommodation as well as town houses.
3. **Agate Terrace (Erf 756, 899 & 918):** low density and tourism accommodation.
4. **Golf Course:** low density and town houses.
5. **Farms:** negotiations with the owners of farms, both private and state owned.

e) Housing Options and Housing Demand

- i. **Subsidy Housing (Low Cost):** Low cost development is a serious challenge in Port St Johns as a result of sprawling informal settlements which have to be relocated. The former Military Base has been earmarked for further high density housing development.
- ii. **Affordable Housing (Middle Income/Medium Density):** The Former Military Base is also reserved for medium density residential. This

- includes the middle class type housing for the middle income rank, like teachers, nurses and other government officials. There is adequate land for approximately 500 sites.
- iii. **High Income Housing:** Although the demand for high income housing is not clearly quantified, the following areas were proposed in the HSP and SDF:
 - Erf 1402 owned by DPW, the Former Naval Base – even though this land is still a subject of a land claim, the PSJLM has indicated that a process of resolving the land claims is underway.
 - Erf 500, the existing Golf Course – the plan is to relocate the existing golf course to make way for up market housing development. An alternative area is proposed for a new golf course around the old Military Base.
 - The Former Military Base, as part of the mixed use developments.
 - Agate Terrace (Erf 756, 899 & 918) – ownership of these properties would have to be fully investigated.
 - iv. **Rental Housing Stock:** The second beach and Golf course have some areas suitable for town houses. These will be utilized for rental purposes in cases where the need for ownership is not great. The area around Mangrove is also suitable for rental housing development.
 - v. **Tourist Accommodation:** A need for tourist accommodation is vital, particularly close to the beach. The second beach area will be suitable for additional tourism accommodation. Further to that, Agate Terrace (Erf 756, 899 & 918) can also be utilized for tourism accommodation.
 - vi. **Rural Housing:** According to the SDF, 500 houses per ward are proposed for rural housing development. The main challenge is the pace at which applications are being approved by the Department of Human Settlements.
 - vii. **Breaking New Ground:** The PSJLM currently does not have any BNG project and would need assistance towards conceptualisation and identification of land for BNG purposes.

f) Summary

The analysis has confirmed that the PSJLM is still currently experiencing serious challenges which hinder the delivery of housing. The low affordability levels resulting from low educational qualifications, unemployment and very low income levels are some of the glaring challenges. This means that PSJLM is confronted with not only having to provide for housing but also to subsidize infrastructure like electricity and water.

The close link between housing delivery and infrastructure provision puts the PSJLM under pressure to speed up the provision of basic services as well as upgrade existing facilities to ensure reliability. The low levels of accessibility to basic services and the low levels of education and employment both have serious negative implications on the PSJLM's revenue base. The PSJLM therefore has to develop strategies and programmes for job creation, which will decrease poverty levels as well as reduce the demand for subsidized housing and services.

Another major challenge indicated in one of the workshops is the lack of human as well as financial capacity to deliver housing as expected by the constitutional mandate of developmental local government. More serious consideration would have to be taken with respect to building adequate capacity in order for the PSJLM to have the ability to deal with housing delivery.

The objectives, strategies and projects are clearly focused on dealing with blocked projects as well as issues of lack of bulk infrastructure in some instances. Some already constructed houses have structural defects and these would have to be rectified through funding from Province. Again, the issue of shortage of land as a result of land claims is debatable as there are views that these have already been resolved. The PSJLM has to aggressively consider proactively dealing with planning and surveying of land in preparation for urbanization.

6.5 LED STRATEGY

The Port St Johns LED Strategy was prepared and adopted in 2016. The strategy covers an urban area of Port St Johns and the 130 surrounding rural areas/villages. Port St John's is part of the Wild Coast, an area of the Transkei stretching 250 kms from the Kei Mouth to Port Edward. The area is largely in its undisturbed natural state due in large part to difficulties in access both now and historically. Port St Johns known as the Jewel of the Wild is Coast located at the mouth of the Umzivubu River. As a regional service centre, it supplies the surrounding rural villages with commodities and services and is the administrative and government centre for the area.

The LED Strategy identifies many strengths and opportunities for local economic development that is tourism, SMME and agriculture. A new LED strategy is being prepared for the Municipality.

Table 6.4: LED SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Good climatic conditions for tourism and agriculture ✓ Abundant water resources still untapped ✓ Small population ✓ Land – good, fertile with deep soils ✓ Long and unspoilt coastal line ✓ Scenic beauty, historic heritage, natural heritage, unspoilt environment. ✓ Strong tourism and agricultural sectors ✓ Organized youth (youth development plan) 	<ul style="list-style-type: none"> ▪ Poor infrastructure – roads, electrification, telecommunication, dams ▪ Underutilised factor endowments – agriculture, forestry, scenic beauty, good climatic conditions and coastal line. ▪ Unbalanced GGP contribution - government a major GGP contributor and employer ▪ High level of dependence on social grants ▪ Extremely high levels of poverty, inequality and unemployment. ▪ Poorly integrated business and development support services ▪ Low levels of literacy, education and skills ▪ Poor land use planning in urban area ▪ Restrictive traditional land tenure arrangements
Opportunities	Threats
<ul style="list-style-type: none"> • Potential for development in agriculture, tourism, mariculture and forestry • Potential for new irrigation systems • Massive public works programmes to improve roads and clean up environment • Value processing in agriculture and forestry • Information technology targeting rural communities • Public private partnerships to improve market opportunities and technical support to emerging rural based enterprises 	<ul style="list-style-type: none"> ❖ Continued high levels of HIV/AIDS ❖ Rising unemployment levels ❖ High levels of poverty ❖ Low income levels ❖ A low skills base ❖ Poor co-ordination in project planning and implementation ❖ Continued net migration to stronger economic nodes (Port Elizabeth, Cape Town, Gauteng) ❖ Continued dependency syndrome (social grants, pensions etc) ❖ Unplanned developments along coast (ribbon development) ❖ Crime and Violence

<ul style="list-style-type: none"> • Youth and women majority in the district • Cultural and historical heritage • Local jobs through procurement in all projects • Donor willingness to invest and support areas of greatest poverty and unemployment • Capacity and skills development in agriculture, business and tourism e.g. craft production • Development of tourism products (accommodation, trails, fishing etc) • Exploitation of fishing resources and development of a fishing industry • Marketing, branding and development of market centres • Investment policies based on the development of capacities and skills acquired in the execution government programmes • Development of necessary infrastructure for investment and job creation (supply led strategies) and associated job creation through local procurement 	
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Source: PSJLM LED Strategy, 2005

a) Strategic Objective

The strategic objectives of the LED Sector as in the municipal vision is creating a regional centre of Port St John's as a Gateway to the Wild Coast that generates economic development and employment opportunities through improving basic services in rural areas and by utilising the area's natural resources and tourism potential. The operational objectives are:

- To grow the local economy and achieve an annual growth of between 3% - 5%.
- To create sustainable jobs thereby reducing existing unemployment from 80% to 65%.
- To reduce the number of households living in poverty from 80% to 65%.

- To increase literacy rate from 60% to 70%.

b) LED Strategy

The PSJLM seeks to promote and achieve local economic development that is sustained through optimizing competitive and comparative advantages of the tourism resources through the three priorities and strategies as shown below:

Table 6.5: LED Priorities, Objectives and Strategies

Priority	Objective	Strategy
Tourism promotion and development	<ul style="list-style-type: none"> • To stimulate the development of the tourism industry to generate employment opportunities and eradicate poverty 	<ul style="list-style-type: none"> • Facilitate the construction of Cultural Villages in Rural Villages • Provide training and business skills to communities • Provide essential services to new cultural villages • Support tourism initiatives • Upgrade existing and construct new tourist accommodation and facilities • Inject capital into public tourism initiatives • Create a coordinated database for available tourist attractions • Upgrade road linkages to various tourism nodes • Tighten safety and security measures • Provide adequate infrastructure to support tourism facilities • Explore all avenues for funding and support • Upgrade and market tourist facilities • Lobby with the department of transport to provide signage to indicate the location of tourist facilities
	<ul style="list-style-type: none"> ▪ To promote Tourism through the construction of Cultural Villages in rural areas by the end of 2004 	<ul style="list-style-type: none"> • Establish a specialist school for tourism • Market tourism in the Wild Coast through the Wild Coast Festival
SMME Development	<ul style="list-style-type: none"> ❖ Facilitate SMME development to stimulate 	<ul style="list-style-type: none"> ✓ Review a database for potential LED funding sources ✓ Provide relevant training and facilities to encourage the development of SMMES

	<p>economic growth and development so as to reduce unemployment by 10% over the next 5 years</p> <p>❖ To review the LED plan</p>	<ul style="list-style-type: none"> ✓ Lobby for Funding ✓ Review rural SMME support structures ✓ Build local capacity on SMME development ✓ Secure funding from potential sources ✓ Provide community assistance in the development of business plans ✓ Review a database for packaged and marketable products ✓ Review the LED forum to oversee all LED related programmes ✓ Review all LED related activities from various role – players within the PSJLM ✓ Exchange information with district PSJLM and other local municipalities ✓ Review the LED Plan including necessary feasibility studies
Agriculture Development	<ul style="list-style-type: none"> ○ Improve and stimulate agricultural growth in rural areas by 2005 ○ To develop the agricultural sector as a way of fighting poverty and creating economic opportunities for Port St Johns 	<ul style="list-style-type: none"> ➤ Investigate production of cash crops with export potential ➤ Liaise with Department of Agriculture regarding training and equipment ➤ Establish an agricultural advice Centre ➤ Provide essential supporting infrastructure i.e. irrigation schemes, equipment etc. ➤ Provide skills development and business training for emerging farmers ➤ Investigate production of cash crops with export potential ➤ Liaise with Department of Agriculture regarding training and equipment ➤ Establish an agricultural advice Centre ➤ Provide essential supporting infrastructure i.e. irrigation schemes, equipment etc. ➤ Provide skills development and business training for emerging farmers

(d) LED Initiatives

The section below reflects on the various intervention initiatives earmarked for local economic development promotion and development:

Economic Infrastructure Development: by establishing an effective delivery system of non-financial and financial support services; establishing an up-to-date market intelligence on the local SMME and business market; improving the coordination of local, provincial and national government programmes; facilitating access to BEE exports, market and business linkages; providing suitable business accommodation, water, electricity and sanitation; strengthening relationships between the PSJLM, local business and investors; establishing a one-stop business and investor service centre; market repositioning, branding and investment promotion; focusing on investor retention through aftercare support; increasing municipal procurement spending on SMME and local enterprises; and facilitate provision of support services to rural areas.

Enterprise and Sector Development: by improve communication between PSJLM and business sectors; ensuring reliable regional road, rail and air based transportation linkages; improving the supply, cost and maintenance of electricity, water and sanitation; formulation of a spatial investment and incentives framework; formulating a Tourism Infrastructure Development Plan to address existing gaps; addressing land tenure, usage and ownership bottlenecks within the system; establishing an Infrastructure Development Task Team; local business preferential used to deliver IDP infrastructure projects; establishment of Private Public Partnerships for effective delivery, and formulating an Economic Infrastructure Development Plan.

Skills Development and Labour Alignment: by creating a comprehensive database of existing skills base for the area; investigating the existing and future labour needs of the economy; prioritize skills development needs and linkage to major economic projects; promoting and facilitating basic adult educational programmes; strengthening partnerships with the government 's learnership programmes, and establishing dedicated labour linkage centres or facilities.

Informal Sector and Community Development: by formulating an informal trading [and poverty alleviation] policy ; strengthening dialogue between the PSJLM and the informal sector; improving the coordination of government poverty alleviation projects ; improving access to project and business advice, training and information; facilitating access to local and external informal markets; providing appropriate street-trading and hawkers facilities; facilitating women business

development programmes; promoting youth entrepreneurship in local schools and communities; strengthening existing non-governmental organizations as key partners; addressing access to funding and financial assistance, and facilitating life-skills programmes for the unemployed, youth, disabled people and women.

Institutional Development: Enhancing the economic policy planning and coordination capacity of the PSJM; consolidating the LED Forum to improve stakeholder participation and dialogue; strengthening the PSJ Development Agency as an economic delivery arm of PSJM; improving intergovernmental planning and programme implementation; strengthening the non-governmental support system within the municipal area; improving communication between the PSJLM and the business sectors; establishing institutional support for sector-specific support; strengthening the participation of ward-level structures in LED activities; facilitating access to human and organizational support for local organizations, and entering into strategic partnerships with key agencies and donors.

(e) Summary

The analysis has confirmed that the PSJLM is still currently experiencing serious challenges which hinder the promotion and facilitation of LED projects. The PSJLM has to review the promotion and development of both public and private development strategies and programmes and projects of the LED Strategy and refocus approaches, techniques and techniques.

Nodal Development Strategy

As part of implementation of the Municipal Spatial Development Framework, the Port St Johns Local Municipality prepared a Nodal Development Strategy. The preparation involved an intensive spatial assessment of development potential of regional significance.

The idea was to identify existing and future development potential including competitive and comparative advantages and to align and implement the nodal development strategy with furtherance of all other municipal planning and policy documents such for IDP, LED, Master Plan, the Wild Coast SDI, OR Tambo Tourism Framework, and others.

The strategy seeks to provide strategic and detailed guidelines for development of specific nodal areas and generates an investment strategy for the nodal points. Each of the nodes is provided with an investment strategy. A total of five (5) nodes were identified for focused planning and investment promotion and development.

These five nodes are:

- Ntafufu
- Bambisana
- Port St Johns and the adjacent coastal resort
- Tombo
- Isilemela

(a) Strategic Development Nodes

Bambisana Node

Bambisana developed around a hospital, surrounded by rural homesteads. It is located on along the District Road DR08029 from the R61 at Tombo. The Bambisana Node consists of a mission hospital and a small commercial centre. The area is relatively densely occupied by rural homesteads. The main competitive advantages are Bambisana Hospital; a fertile rural hinterland with lots of water, and successful local agricultural entrepreneurs (poultry and sugar cane). Other advantages relate to agricultural development such as fruit, poultry, forestry, maize, tea, sugar cane, goats and also quarry mining. Strategic Development opportunities include public infrastructure and services, housing development, agro-processing Park, and Retail Park. This node is supported economically by Lusikisiki (Inquza Hill Municipality).

Isilimela Node

Isimelela is relatively densely occupied by rural homesteads. The main competitive advantages are the potential to provide services to tourists visiting the coastal node/travelling on the Wild Coast Meander, and the potential to take advantage of fishing along the coast, public facilities for people visiting the hospital including a landscaped park with benches and table, facilities for the informal sector and tourism and fishing hub. As a way of ensuring that this node is functional, the municipality has constructed an access road linking Silimela to ward 1. This link provides easy access to Hluleka Nature Reserve and Ntlaza (Nyandeni LM).

Ntafufu Node

Ntafufu node is situated on a major transportation route, the R61 to Lusikisiki at the intersection with the district road to Mgugwana. The site consists of a commercial centre, some administration buildings, a school and a clinic. There is potential that the proposed new alignment of the R61 (the N2 toll road) will intersect at this node. Ntafufu is earmarked for administrative services in terms of the Municipal SDF. Ntafufu will form part of the new proposed N2 toll road from East London to KwaZulu Natal.

The proposed route alignment would connect various economic centres, including Mthatha and Lusikisiki with Ntafufu falling within. A new interchange called Ntafufu Interchange is proposed. Key investments potential is in creating hubs for residential, transportation, tourism and SMME development. This is consistent with the number of planning meetings between PSJ Municipality, Inquza Hill Municipality, SANRAL and other stakeholders where N2 beneficiation and advantages are being discussed.

Tombo Node

Tombo is situated on a major transportation route, the R61 at the intersection of the district road DR 08029 to Isilimela and the coastal nodes of Mngazana and Simangwana. The site is an important transportation hub, with small businesses and administrative services. Tombo and its surrounds are rural in character and the inhabitants have no security of tenure. The investment advantages are farm produce collection/distribution point and availability of an agri park/service centre, availability of vacant land, agricultural potential in the rural hinterland, manufacturing for dairy, furniture, leather and a housing shortage in the area development including light industrial park. The comparative advantages are: its strategic location on the R61, its significance as a transfer station, a variety of businesses, an array of community services, and the proposed upgrading of the road to Isilimela as part of the Wild Coast Meander.

The Town of Port St Johns is located at the mouth of the Umzimvubu River and is accessed from Umtata, via the main R 61 route. It is the only formalised urban area within the municipal boundary. The town is the main economic and administrative base to the surrounding rural community. The town is primarily a tourist-oriented destination. Minimal industrial activity is generated in the Port St Johns urban area and surrounding periphery.

The competitive and comparative advantages and investment opportunities of Port St Johns are as follow:

- ❖ The beauty and character of the town
- ❖ The climate
- ❖ The availability of a variety of accommodation establishments
- ❖ The administrative and business services
- ❖ The development of fishing
- ❖ The development of agriculture
- ❖ The development of tourism
- ❖ Residential development

The main policies / strategies for development of the Port St Johns Urban node area are to:

- Reinforce the different identities of the various nodes
- Promote densification of the various nodes
- Maintain the small scale, informal character of the town
- Improve the linkages between the various nodes
- Maintain the lush, tropical vegetation

The identified development nodes within the Port St Johns urban node include:

- Node 1: Mpantu
- Node 2: Airport and Landing Strip
- Node 3: Ferry Point and Agate Terrace
- Node 4: Port St Johns CBD
- Node 5: Former Naval Base
- Node 6: Mtumbane Village
- Node 7: Second Beach
- Node 8: Former Military Base
- Node 9: Port St Johns Peri-Urban Node; creating economically productive subdivisions and maximizing density of land use.

Coastal Nodes

The Wild Coast Tourism Development Policy, 2001 provides for a basic framework of development guidelines for the one kilometre coastal strip. Second order coastal nodes are regarded as a “family holiday” tourism and recreation destination provided by both the development and the environment involving cottage settlements, smaller cluster complexes and family hotels. These nodes include: Sinangwana, Mngazi, Mngazana, Ntafufu River Mouth – Eco-Tourism/Low-Impact Tourism Zone, and Manteku Eco-Tourism/Low-Impact Tourism Zone.

The municipality has experienced a lot of development pressure on the coastal nodes. As a result it has established a committee coordinated by both DEDEAT and PSJ Municipality to better manage development along the sensitive coastline. There are also projects like Working for the coast and Tuma Mina that are funded by DEA for the coast care.

Nature reserves

Port St Johns has a nature reserve which is an environmentally protected area in terms of the provincial legislation. The Silaka Nature Reserve also serves as a key tourism attraction point for the municipality

Objectives of the Reserve

- To ensure that the planning and expansion of the Silaka Nature reserve maintains and enhances the integrity of its ecological, cultural and scenic resources, promotes its financial sustainability, and is integrated and co-ordinated with the development and planning of the surrounding areas
- To promote the long term conservation , rehabilitation and restoration of the biodiversity, scenic, and heritage futures of the reserve and minimise operational impacts on the environment
- To establish a nature co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long term sustainability of the Silaka Nature Reserve
- To ensure the provision, utilisation, development and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitors facilities and services

Table 6.6: List the most important threats and pressures

PRESSURES	THREAT
Invasion by alien plants	Spread threatens biodiversity of coastal forest
Poaching by surrounding community	Reduced vertebrate diversity and impacts on ecological functioning of the systems in the reserves
Crime, burglaries and theft from clients	Reduced income from the reserve due to an absence of return business and poor publicity by word of mouth
Uncontrolled access to the reserve	Linked to both crime and poaching and in this instance also to the presence of dogs in the reserve

(c) Strategic Investment Opportunities

- Agriculture – cattle farming, goat farming, small-scale beneficiation of wool and mohair, nut farming, banana farming, citrus fruit farming, dairy farming and forestry;
- Retail/trade – riverside commercial, trade and tourist related opportunities in and around the Port St John’s urban node including a fresh produce market, shops and the upgrading of tourism facilities;
- Scenic landscape for the film industry – both local, regional and international; and
- An “adventure” centre.

1.6 6.6 PORT ST JOHN'S ENVIRONMENTAL PLAN

(a) Legislative requirements and EMP guiding policies

The EMP draws mandate and legality primarily from the National Environmental Management Act, 1998 (NEMA) which gives legislative effect to the principles of the Constitution and the White Paper on a National Environmental Policy. NEMA also creates the institutions and procedures needed for cooperative governance and integration between spheres of government for environmental management. The Act also imposes a number of duties on the various spheres of government in terms of environmental management, including local government. District Municipalities are mandated by NEMA to develop and implement EMP.

- Environmental Management Plan will be based primary on, but not restricted to:
- The Constitution of South Africa, (Act 108 of 1996); Environmental Conservation Act (Act 73 of 1989);
- National Environmental Management Act (Act 107 of 1998);
- Amendment of Environment Impact Assessment Regulation of 2006;
- Municipal Systems Act;
- Municipal Structures Act;
- Environmental Implementation Plan of Eastern Cape Province;
- Integrated Development Plan of Port St John's Municipality;
- White Paper on Environmental Management;
- White Paper on Integrated Pollution & Waste Management;
- White Paper on Sustainable Coastal Development (2000);
- National Waste Management Strategy;
- National Environmental Management: Biodiversity Act (10 of 2004);
- National Environmental Management Air Quality Act (39 of 2004);
- National Water Act, 36 of 1998;
- National Environmental Management of Protected Areas Act (31 of 2004);
- Waste Management Bill; Intended Pondoland Marine-Protected Area Act;
- Marine Living Resources Act, 18 of 1998 and
- By-laws.

The guiding policies for this Environmental Spatial Framework include the following:

- Retaining and enhancing the environmental quality of the area.
- Promoting development opportunities with due regard to possible impact on environmentally sensitive areas.

- One of the goals of this Environmental Management Plan is to “identify areas of environmental sensitivity and take steps to ensure long term conservation and management of these areas”.
- To undertake a strategic environmental assessment to identify opportunities and constraints on development in Port St John’s and propose projects that the Municipality can undertake.

The execution of the municipality’s Environment Management Plan is also supported by the enforcement of municipal by-laws, which will be subjected to a review in 2020\21 financial year. In order to execute the above legislative framework the municipality has establish an environmental unit which resides in the community services directorate. This unit is led by an Environmental Officer who reports to the Head of department.

(b) Linking the SDF and the National Spatial Development Framework (NSDF), Provincial Spatial Development Framework (PSDF) or Provincial Spatial and Economic Strategy (PSEDS)

Environmental issues at Port St John’s are considered as one of the development challenges. Port St John’s Municipal Council in preparing the Environmental Management Plan (EMP) intends to address all of its environmental objectives. To be most effective the EMP is to be integrated into the Integrated Development Plan. The EMP will address schedules, resources and responsibilities for achieving the council’s environmental objectives and targets. Port St John’s Local Municipality will need to comply with the EMP. Sensitive areas include rivers, estuaries, coastal areas, beach, indigenous and coastal forests. The O.R.Tambo District Environmental Management Unit is made aware of the activity to a consultative process.

(c) Provisions for basic guidelines for land use management system of the municipality

This Environmental Management Plan will form part of the IDP and provide the following objectives and basic guidelines:

- To provide Council with an environmental inventory which provides the basis for establishing an interlinking system of conservation reserves, good civil service master plan and public spaces, and which will assist council in the process of development management.
- To minimize harmful developmental tendencies which may affect the environment?
- To recommend environmental principles which will assist in the maintenance and improvement of the present urban and rural environment?

- To designate boundary limitations of conservation areas in the area so as to enhance species survival in the long term.
- To monitor and evaluate sustainable development using the Eastern Cape Biodiversity Conservation Plan

(d) Ecosystems, ecological corridors and other special biodiversity features

The Sensitive Development Zone (SDZ) is classified as the area of 1km, adjacent to the Indian Ocean coast line between the Mnenu River in the west and the Mzintlavu River in the north-east. The SDZ is characterized by open unspoiled coastline with raggedy cliffs, sheltered golden beaches, river estuaries and mangrove swamps. The Singwanana, Mngazana coastal villages and Mngazi River Resort and the built-up urban area of Port St John's abutts the Coastal Zone. The following development parameter should apply for the development applications within this zone: all developments should be subject to an environmental impact assessment procedure and be subject to approval and support from the Department of Economic Development and Environmental Affairs.

(e) Climate, Topography, Geology and flora

The environmental analysis provides a concise summary and background on the environmental aspects and management issues within the Port St John's Local Municipality. The purpose of this section is to summarize the background of the Municipal Environmental Management Plan.

Climate: The region has a temperate to warm and humid climate with a predominantly summer rainy season. It has bimodal rains with annual average rainfall varying from about 650mm to 1000mm. Rainfall is predominantly in the form of light showers. Thunderstorms occur frequently and are occasionally accompanied by hail and lightning in the interior. Average daily maximum temperatures are around 28°C in January and 21°C in July. Occasionally, mainly during late winter, dry and hot "berg winds" are experienced. In winter the sky is mostly clear when the region receives most sunshine. Frost occurs at night in interior valleys during July and August.

Topography and Drainage: The ground is mainly undulating and mountain peaks with high and steep elevation gradually increasing from the coastline to a maximum of approximately 1 000m (measured at mountain tops) above mean sea level (msl) in the north. The topography of the coastal belt is typically flat, whereas the interior is typified by undulating mountainous with steep slopes and with valleys and

gorges that have been extensively carved by the main rivers flowing through the area towards the sea. In terms of drainage, the Port St John's Local Municipality is bounded by the Mzintlava River in the north and the Mnenu River in the south and has the great Mzimvubu River passing through the central regions of the Municipality and discharging to the sea at Port St John's.

Geology: Port St John's is located on an upstanding fault block or host of table-like mountain sandstone and ecca age sediments, mainly shale. This faulting or fracture took place during the breakup of Gondwanaland's about 130 million ago when the present coastline was formed, more or less as it is today. The more or less flat-lying mountain sandstones is resistant to erosion and forms the prominent flat topped features of Mt. Thesiger and Mt.Sullivan on either side of the Umzimvubu River. Fluctuations in the sea level and related climatic changes are also reflected in the sand dunes which are located in the valleys between the hills Southwards from Port St John's to second and third beaches, this sand has been blow up off the narrow continental shelf offshore.

Flora: The ECBCP Cape Floristic region covers approximately 6% of the province. This hotspot is home to the greatest non-tropical concentration of higher plant species in the world. The region is the only hotspot that encompasses an entire floral kingdom, and holds five of South Africa's 12 endemic plant families and 160 endemic genera.

The Eastern Cape is in need of a detailed appraisal of the conservation status of all plant and animal taxa. According to Pooley, E (2003), three great features of the area are its beautiful indigenous forest, excellent estuaries and its scenic landscapes. Nowhere in South Africa are these features so well conserved as long this spectacular stretch of rugged coastline. The forests contain a great variety of interesting trees and shrubs. Typical trees of the forest biome include Giant Umzimbeet (*milletia sutherlandii*) umQunye (X); Forest Mahogany (*Tichlia dregeana*) umkhuhlu (X), Forest iron plum (*Drypetes gerrendii*) iDwesa (X); Forest Fever Berry (*Croton sylvaticus*) uMfeze (X), Forest Bush willow (*Combretum kraulis*) uMdubu- wehlathi (X).

Most of the forests are demarcated as 'state forests' and conserved for the benefit of local people and visitors alike. Fascinating hours and days can be experienced walking along the forest trails enjoying the sights and sounds of this great diversity of life. The estuaries provide a suitable habitat for mangroves (the only trees that tolerate sea water) and both Mngazana and Ntafufu estuaries harbour fine stands of black, white and red mangroves. These mangroves provide an indispensable nursery area for many juvenile marine fish and crustaceans. Eventually these fish,

prawns and crabs grow to provide food and recreational angling for both locals and visitors. The coastal grasslands and valley bushveld areas are another feature of this region of South Africa.

Typical species include buffalo grass (*Stenotaphrum secundatum*), wire grass (*Aristida junciformis*), giant terpenine grass (*Cymbopogon validis*), bitter aloe (*Aloe ferox*) sweet thorn (*Acacia karoo*), and the common umzimbeet (*Milletia grandis*), (Van Oudtshoorn, F.1992). In addition *Cymbopogon plurinoides* and *Stenotaphrum secundatum* are blooming at Silaka Nature reserve. Indigenous shrubs offer a large variety of leaf shapes and textures, foliage and flower colours. The fruits, seeds and nectar of most of these plants will attract a wide variety of birds and this alone makes them worth growing.

Invasive Alien Plants for both inland and coastal areas of Port St John's:

Alien plants spotted along the Port St John's second beach include Lantana camara-ubutywala bentaka (x) Amaranthas hybridus (umtyutyu)(x), Cestrum laevigatum (inkberry) pteridium aquilinum (eaglefern), Caesalpinia decapetai, Solanum mauritianum (bugweed), Montanoe, hibiscifolia (Tree daisy), Chromoleana adorata (Triffid weed), Psidium guajava (guava), Agava sisalana (Sisal), Rubus cuneifolius (American Bramble), Ricinus communis (Castor oil plant), chromolaena odorata (Triffid weed) and Bammbboo. Alien plants will be removed using the same methods used by Working for Water Project by Department of Water Affairs and Environment and Department of Forestry and Fisheries. The project protection must eradicate invasive plants as part of the repairs works and making part was for indigenous plants.

Socio- Economic Uses and Conservation: Forest trees are continually exploited for timber although specific species are usually selected.

Likewise, other species are selected for traditional medicine and, in the more populated areas, for firewood. Afromontane Forest is well conserved in a number of areas, and many areas are safe from exploitation by being inaccessible and isolated in remote areas. Plantations of pine threaten the water supply to the indigenous forests in many regions.

(f) Key Environmental Parameters

In terms of economic land uses, the environment is supporting agriculture, especially for sugar, and exotic timber plantations. Wild forest timber harvesting has long since ceased to be economically viable, but extensive exotic plantations have been established. In terms of conservation, the coastal areas are well preserved compared to settle inland areas which are overgrazed, degraded and

deforested. However, the unique inland bushveld/grassland plains, which are high in endemic plant species, are poorly conserved. The *coastal forests* whose common species include Coast Red Milkwood, Natal Guarri and Cape Plane are well conserved as are scrubs and shrubs. It is heavily overgrazed in the Transkei region of Eastern Cape. Valley thicket is often confined to river valleys stretching from the coast towards inland. Valley mists in the drier regions provide moisture. This thicket is invasive into savanna and grassland. In the past its distribution was controlled by large browsers such as rhino and kudu, and it is now spreading into many other vegetation types in the Eastern Cape. It is economically important as the best area for Angora and Boer goat farming. A number of large reserves conserve this thicket type, but it is under threat where there is intensive, poorly managed farming with goats or ostriches.

(g) Geology and Soils

A detailed hydro and geotechnical survey of the study area has not been conducted for the purposes of the environment plan or Spatial Development Framework. A feasibility study was undertaken for the Port St John's Municipality undertaken by Stemele Bosch Africa and broadly described the geology as being dominated by the Ecca group. The Ecca and Beaufort Groups consist of sandstone, mudstone and shale in varying configurations. This Group along with the Beaufort and Dwyka Group, which occur in the area, form part of the Karoo Supergroup. The Dwyka Group consist of tillite. Also occurring is quartzitic sandstone of the Natal Group. Dolerite intrusions form massive sheets, dykes and ring-shaped intrusions in the geology. The Natal Group comprise predominantly quartz arenites. Also represented are conglomerates, coarse-grained sandstones, siltstone, mudstone and diamictite. The succession is between 900 and 1300m thick. The Group lies on the basement rocks of the Natal Metamorphic Province. The Balfour Formation of the Beaufort Group is relatively sandstone rich at its contact with the underlying Middleton Formation but mudrock predominates overall. The Formation is approximately 2000m thick.

(h) Agriculture

In the rural area located north of the coastline and Port St John's Town the environment allows primarily subsistence grazing and dry land alleviation (mainly maize) farming. Along the Umzimvubu River floodplain in close proximity to the peri-urban region of the Port St Johns Town intensive irrigation by private individuals is being developed on fairly large scale.

(i) Forestry and vegetation

The Port St John's area is rich in natural vegetation with indigenous forests spread sparsely over a larger portion of the municipal area. The most easterly parts have indigenous forests. Several distinct vegetation zones are found in the Transkei. Much of the region is grasslands with the hardy alpine veld in the Drakensberg and high veld Sourveld over the central region. The larger river valleys are flanked with valley bushveld; acacias and eucalyptus dominate; and thornveld types; Ngogoni Veld and Eastern Province Thornveld; around the coastal strip. The grassland is damaged/disturbed by the recent coastal storms; overgrazing hills but also by human movement at the beach and surrounding areas. The beach, river, forest entrance should be restricted to certain entrance points and avoiding vehicles and human damage to the natural resources. There are no signs that restrict any fires near the sand dunes and coastal forest. The random indigenous medicinal uses, fires and beach woods have had a negative impact to the ecosystem.

Pondoland Coastal Plateau Sourveld occurs on the table-like mountain sandstone in the North and is characterized by sour grasses; forestry and patches of the fynbos. The wild coast has a comparatively high rainfall, with the coastal and mountain regions receiving about 1000mm per annum. Snow is not uncommon at high altitudes in winter, but the remainder of the municipality, like most parts of the country, is temperate with the high sub-tropical temperatures along the coast in summer. The high rainfall in the area results in frequent flooding and storms often coincide with high tides in the Umzimvubu River. The areas of concern include Mpantú (area proposed for the Regional Taxi Rank and Filling Station) by run-off from the Mountain; Greens Farms with informal settlement and Former Naval Base (area is proposed for residential development with a mix of supporting facilities).

(j) Environmental priorities

The Port St John's local Municipality took the initiative to develop an Environmental Management Plan and enforce EIA at a project level so as to ensure that important natural resources are conserved by all stakeholders when promoting rural development, poverty alleviation, and service delivery. O. R. Tambo District Municipality IDP identifies major concerns in the district which include environmental degradation, soil erosion. At the local municipal level Port St Johns is at 15% degradation. The Municipality is planning to undertake the review of its environmental plan in 2021/22 financial to address issues of degradation that are highlighted above, which are gaining so much prominence

(k) Use and protection of natural resources and heritage as its comparative and competitive advantages

The Eastern Cape is globally recognized for its high biodiversity value and scenic beauty. It has the highest biome diversity of any province, with seven biomes. Port St John's biodiversity value and scenic beauty is made of the centre of biological endemism: the Pondoland Centre. The Eastern Cape Biodiversity Conservation Plan further recognise the fact that irrespective of high biodiversity and biological endemism, the Eastern Cape Province has the highest level of rural poverty in the country with low employment rates and underdevelopment concurred by Port St John's Municipality IDP stating that poverty remains critical issues in the municipality. The Eastern Cape Province is currently facing unprecedented pressure from unplanned development, urban and agriculture expansion, mining, illegal holiday cottages, and over-harvesting of natural resources. The ECBCP further suggest that all these developments have potential to rapidly erode the natural resources.

Port St John Town is characterized by a range of environments features such as subsistence agricultural farming areas, State and Indigenous forestry, Nature Conservation, coastal and rivers and areas with inherent economic opportunity such as the tourism area. A small proportion of the Port John Central Business Centre and around the core areas of Second Beach, Agate Terrace, Ferry Point, Mpantu, Mtubane and Airstrip have structures. Port St Johns Municipality Integrated Development Plan review states that the economic base of the municipality remains low. The municipality has identified the following resources and sectors which need to be used optimally to develop the economy of the municipality; mineral resources (travertine, sand and stone); forestry; heritage (arts and culture); tourism; manufacturing; agriculture; marine based economic activities and Small Medium and Micro Enterprise (SMME) Development.

In summary the land use reflects the spatial distribution of economic activities. Informal sand mining and quarrying are distributed along the near river and coastal sources. Port St John's Municipality, Port St John's SMME, emerging contractors, supplier and communities (example Caguba) near CBD will form joint initiatives for mining rights and mining enterprises for sand, bricks and crash stone to address the lack of sand and quarry development within Port St John's CBD area. The joint initiative will promote sustainable and legal use of mineral resource within Port St John's balancing conservation of estuaries, rivers, mountains with socio economic development and increase municipal revenue.

(l) Projects / programs to address environmental challenges**Recreation, Tourism and Conservation Initiatives**

Several eco-tourist related initiatives have been initiated especially for the coastal strip of Port St John's area. The European Union funded projects comprise of guided horse and hiking trails operating along the Wild Coast. Significant trails are the Mantku trail, the Ntafufu trail, Scambeni trail, Mngazana trail and Mpande trail. Local tourism initiatives being developed are the development of cultural villages, the Wild Coast Festival the craft production programmes and market place development programme. The Port St John's Local Economic Development Plan and Tourism Development Plan has details about the above projects.

(m) Environmental Governance

Many of the grasslands present in the area have been degraded by prolonged selective and over-grazing in the past. Bush encroachment of Acacia and indigenous Tonga Pondoland Centre of Endemism has been the result. Soil erosion and trampling in wetlands is also a large problem in the Port St Johns and the silk at the Umzimvubu River is as a result of poor livestock management and limit recreational water activities. Environmental Education and Conservation of both Flora and Fauna training is to be initiated by all stakeholders (Provincial Department of Environmental Affairs, National and Provincial Department of Education, National Department of Agriculture, Forestry and Fisheries, National Department of Water Affairs, National Department of Rural Development and Land Reform, Development Bank of Southern Africa, Eastern Development Corporation, Department of Labour and various SETAs).

(n) Capital projects that will require environmental authorization to comply with an EIA process

- (i) A full environmental Impact assessment with specialists in biodiversity, water quality and a detailed Public Participation Process. The proposed Bulolo Golf Estate will have impact on the forest, water use and trigger NEMA, 1998 as a listed activity as amendment in the EIA regulation, 2006.
- (ii) A Cable Way is a listed activity in Government Notice No. R. 386 and therefore must be authorized by the Department of Economic Development and Environmental Affairs (DEDEA) in terms of Section 24 of the National Environmental Management Act (Act No 107 of 1998).
- (iii) Port st. Johns is locad in a very sensitive area and the majority of our infrastructure projects require comprehensive environmental assessment prior to any construction especially in relation to roads, water, and electrification projects.

(o) Air quality management plan as contemplated in section 15(2) of the NEMA: Air Quality Act 39 of 2004

The Municipality does not have the Air Quality Management Plan however we are in the process of developing it. Currently we are being assisted by the District Municipality. The policy is available and will be submitted to Council in the last Council meeting of the financial year

(p) Integrated Waste Management Plan and or System

Waste Disposal Strategies will depend on the scale and type of new development and need to be carefully assessed. It is therefore incumbent on the developing agencies to ensure that sustainable management practices are introduced at an early stage of policy-making for the area. Programmes and projects should be truly supportive of strategies to improve the quality of life of the prospective residents of the area without detriment to the natural river systems. The municipality is planning to introduce rural waste collection through EPWP program throughout all wards.

(q) Environmental Information Management Strategies

To ensure biodiversity is sustainable, ten key strategies will underpin all development as guidelines:

- Avoid land use that results in vegetation loss in critical biodiversity areas.
- Maintain large intact natural patches – try to minimize habitat fragmentation in critical biodiversity areas.
- Maintain landscape connections (ecological corridors) that connect critical biodiversity areas.
- Maintain ecological processes at all scales, and avoid or compensate for any effects of land uses on ecological processes.
- Plan for long-term change and unexpected events, in particular those predicted for global climate change.
- Plan for cumulative impacts and knock-on effects.
- Minimize the introduction and spread of alien species.
- Minimize land-use types that reduce ecological resilience (ability to adapt to change), particularly at the level of water catchments.
- Implement land use and land management practices that are compatible with the natural potential of the area.
- Balance opportunity for human and economic development with the requirements for biodiversity persistence.

6.7 INTEGRATED WASTE MANAGEMENT PLAN

Scope

This IWMP has been produced for the Port St Johns Municipality (PSJM) and is applicable geographically to all areas falling within the jurisdiction of the Municipality. As municipal plan, it is applicable to all directorates.

Waste Service Provision

The Constitution of South Africa and other legislation mandate refuse removal by municipalities in their areas of jurisdiction. The sub-function of Solid Waste Management includes refuse removal, solid waste disposal and landfill, street cleaning and recycling.

Waste Generation and Storage

Waste produced within the PSJM is mostly general waste that is mostly produced in the urban centre of Port St Johns. In peri-urban and rural areas, waste is generally stored in pits and burned, however the municipality provides 85 litre plastics for the storage of waste to residents.

6.8 BUILDING INCLUSIVE GREEN MUNICIPALITIES

Background:

The Federation of Canadian Municipalities (FCM), in partnership with the South African Local Government Association (SALGA), received a contribution from Global Affairs Canada (GAC) to implement "The Building Inclusive Green Municipalities (BIGM)" program for 51 months (4.3 years). Currently the project is on the final year of implementation having been extended to 2021 due to the Coronavirus pandemic.

The aim of the project is to improve the capacity of South African municipal governments to support effective service delivery, inclusive of local green economic growth, and enhanced climate change mitigation and adaptation measures. The program pilots local economic development initiatives to promote job creation, poverty reduction, and enhanced well-being, while empowering women, youth, and vulnerable groups, and ensuring their inclusion as decision makers and beneficiaries. The BIGM program will also improve municipal-level plans and policies targeting climate change adaptation and mitigation, including asset management policies and practices.

Climate change is creating major challenges for municipalities worldwide. At the same time, municipal practitioners have a key role to play in implementing measures for climate change mitigation and adaptation at the local level. Partnership cooperation between municipalities is a form of long-term international cooperation between local self-governments consisting of regular meetings of municipal representatives and citizens. Usually, this cooperation is based on an official document (partnership agreement) or a resolution adopted by the legislative body of the municipality concerned. The municipal partnership movement is unique in that it integrates all groups of citizens - from ordinary citizens, experts, businessmen and employees of different institutions, people of different ages, men and women, youth, economically active citizens, senior people, the handicapped, etc., to civic associations and various organizations. BIGM will build on the strengths of FCM and SALGA and of their respective members to deliver good, suitable local economic development and contribute to South Africa's national priority of reducing poverty and transitioning to a low carbon economy. BIGM project is using a bottom-up process that will take up the challenges posed by climate change by supporting strategic climate initiatives agreed on between the City of Fredericton and Port St. Johns municipality to transfer municipal expertise to share information, and generate new knowledge.

The climate change and assets management component will be supported by one anchor metro municipality; Buffalo City Metropolitan Municipality. The ultimate outcome: will be to reduce poverty and improve climate change mitigation and adaptation within targeted municipalities in the Eastern Cape Province of South Africa. The programme is to improve the capacity of municipal staff in Port St. Johns in asset management, as well as climate change mitigation and adaptation, with a view to improving the quality of life of Port St. Johns residents, particularly for women, youth, and vulnerable groups. The City of Fredericton (Canadian partner) and the Port St. Johns Municipality (South African partner) were selected for the BIGM program through a competitive application process. The partners met for the first time during the week of September 18, 2017 in Port St. Johns, South Africa. During the week, there were discussions and workshops to identify a project for the two partners that would start in September, 2017 and run until November, 2020. The partners agreed that a collaboration to develop an asset management plan that would incorporate climate change mitigation/adaptation would be the most beneficial for Port St. Johns. The Municipality of Port St. Johns has already experienced some serious flooding, as well as localized road damage due to rains and will be more susceptible to flooding and road damage as weather events become more severe with climate change. Port St. Johns has an asset register but it is acknowledged that the register is not complete and it is not used for

infrastructure program planning or infrastructure strategic planning. It is also acknowledged that there are not sufficient principles and policies in place to guide the management of infrastructure assets in Port St. Johns.

Project name:

The project has been given a name which is: Bring back our greening – Uhlaza Lwethu

Purpose:

The main purpose of this project is to create a tourists friendly environment by introducing climate change campaigns, which seek to introduce a culture of cleanliness amongst residents, beautification of the town and also assist with the development of credible asset management plan.

Impact:

The project will improve the quality of life for all residents of Port St. Johns, and in particular women and the vulnerable members of the community, by improving the capacity of municipal staff to understand and adapt to the likely impacts of climate change and to understand and manage the municipality's infrastructure assets.

Council Mandate:

Council took a resolution to support the programme and chose Climate change and asset management

In summary, this project will be to develop an Asset Management Plan that takes in to account existing assets and planned assets, including assets for overcoming climate change vulnerability.

Expected Results:

- Signing Ceremony
- Broad-based stakeholder involvement in municipal development strategies.
- Participatory problem-solving through inclusive processes and proper governance.
- Mobilization of local resources and commitment for vulnerable groups & youth.
- A framework for capacity development and support for institutions leading to better implementation.
- Mainstreaming environmental concerns in local economic development.
- Alignment with existing projects such as Greenest Municipality , Infrastructure Development Project funded by OTP that will create job opportunities
- Gender Strategy Developed and mobilise funding for implementation
- Asset Management Plan and Procedure Manual
- Climate Change strategy
- Training of Staff, Councillors and Community
- Stakeholder engagements

CHAPTER 7

PERFORMANCE MANAGEMENT

SYSTEM

Chapter 7 – PERFORMANCE MANAGEMENT

7.1 PERFORMANCE MANAGEMENT FRAMEWORK

7.1.1 Overview

Port St. Johns Municipality has an approved Organizational Performance Management System (OPMS) Framework which is currently undergoing review. This document serves as a guideline document for the implementation of the Performance Management System (PMS) within the Municipality. The Municipality has further developed Performance Procedure Manual which was adopted by Council in December 2016. The implementation of performance management is guided by various legislative prescripts and requirements. The OPMS Framework is inclusive of the following interrelated processes:

- Planning;
- Implementation;
- Monitoring;
- Evaluation.

The Municipality's PMS is the primary mechanism to monitor, review, and improves the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, the Municipality's PMS facilitates increased accountability, learning, improvement, as well as providing early warning signals to facilitate decision-making. The PMS monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resources and the PMS being closely integrated across all functions at an organizational and individual level. The most valuable reason for measuring performance is that what gets measured gets done. Once performance planning and the IDP have been completed and departmental SDBIP's are in place, they need to be implemented by executing the work in accordance with these plans. As the work is executed, it needs to be continuously monitored and periodically measured and reported on. Reporting requires that the Municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements, and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, whilst meeting the legal prescripts for reporting. The process of reporting also includes assessments which are done at a quarterly basis, mid-term and annually as stipulated in the policy. Every financial year the municipality has an obligation of conducting 4 quartley assessments, 1 mid-year

assessment and one annual assessment and these form part of the municipal scorecard.

Figure 7.1: The PMS Cycle can be illustrated



Organization Key Performance Indicators Linked To Departmental Indicators

Whilst the organizational key performance indicators are presented in the SDBIP at an annual and quarterly level, the departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at meetings of the operational management committee.

Departmental Indicators Linked To Outputs in the Performance Agreements

According to the draft Individual Performance Management System policy, all Senior Managers including the Municipal Manager, must enter into a performance agreement annually. These performance agreements are directly linked to the approved SDBIP and departmental indicators, through the development of individual work plans. Indicators in the work plans also include indicators that are not necessarily included in the SDBIP and/or departmental indicators, but are relevant to the operational functionality of any particular post. The indicators contained within the work plan are agreed upon and signed off by both the supervisor and the incumbent.

IDP and Performance Management

As already indicated earlier, the purpose of the IDP is to plan for what the municipality should do, when, where, what it will cost and who should be responsible. This has been done in Chapter Four.

The IDP should also ensure that the available resources are directed and employed at achieving the set development objectives and priorities as set out in Chapter Three. Implementation of the IDP should therefore ensure that the development projects are implemented, the resources are used in a most effective and efficient manner and the pace at which projects are implemented is acceptable. To achieve this, it is necessary to monitor, evaluate, measure and review the performance of Municipalities against indicators and targets set in the IDPs.

The performance management should therefore:

- Be able to guide the planning, setting of objectives and use of resources;
- Enable and facilitate identification of management and service delivery (development implementation) challenges;
- Provide for mechanisms to timely identify management problems;
- Provide for mechanisms and systems to solve problems and remove impediments; and
- Provide for means to change or adjust resources deployed to achieve the municipality's development objectives.

Performance Management, IDP Monitoring and Evaluation

The Port St Johns IDP, like any plan that is prepared, needs to be monitored and evaluated. The monitoring needs to be done at two critical levels, implementation or operational level and impact or outcome level through M&E unit. Operational monitoring is the monitoring that needs to be done relating to how implementation is being done, measuring progress in relation to time lines and deadlines, operational challenges and bottlenecks, and any other factors that may hamper smooth implementation of strategic projects. Monitoring also needs to be done at impact level, i.e. the outcomes of interventions and projects implemented needs to be done to determine whether the intended positive impacts will be achieved. The performance management system as legislated and discussed below provides mechanisms for IDP monitoring and evaluation.

7.1.2 PMS Policies And Legislative Imperatives

There are several policies and pieces of legislation making provision for performance management and its review. The important ones are three which are discussed in detail: the Municipal Systems Act, (Act 32 of 2000), Municipal Planning and Performance Management Regulations 2001 (No 796, of 24 August

2001) and the Municipal Financial Management Act, 2003 (Act 66 of 2003). The other relevant policies and pieces of legislation are:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996);
- The White Paper on Batho Pele (1998);
- The White Paper on Local Government (1998);
- Regulations for Municipal Managers and Managers reporting directly to Municipal Managers (dated 1 August 2006); and

The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

The Municipal Systems Act, No. 32 of 2000

As stated before in Chapter One, the Municipal Systems Act, 32 of 2000 (MSA) requires municipalities to prepare IDPs. The Act also requires a municipality to monitor and evaluate its performance. Section 34 of the MSA requires each municipality to annually review its IDP in accordance with its performance measurement (in terms of Section 41) to the extent that changing circumstances so demand and to amend the IDP in accordance with the prescribed process.

Other provisions are that the municipality must:

- Develop a Performance Management System.
- Publish an Annual Report on performance for the Councillors, its employees, and other spheres of Government that are rendering support to the municipality.
- Carry out an internal audit of performance and tabling the report before council and publicising the report.
- Have its annual performance report audited by the Auditor-General (and cooperate with the exercise).
- Involve the community in setting indicators and targets and reviewing municipal performance.

The Local Government: Municipal Planning and Performance Management Regulations, 2001

The Local Government Municipal Planning and Performance Management Regulations were published on 24 August, 2001 in accordance with the Municipal Systems Act of 2000. The regulations are for municipal planning (specifically integrated development planning) and performance monitoring. For integrated development planning, the regulations provide guidelines on contents of an IDP and process for amendment (Chapter Two of the regulations). Chapter three is dedicated to performance management. The following are the key contents of the regulations on performance management:

- Nature and adoption of a performance management system (Sections 7 and 8)

- Setting of and review of key performance indicators (Sections 9 and 11)
- Setting of performance targets (Section 12)
- Internal auditing of performance measurements (Section 14)
- Monitoring, measurement and review of performance (Section 13)

7.1.3 Nature of PMS

Section 7 (2) of the regulations stipulate that the Municipality, in developing its Performance Management System, must ensure that the PMS:

- Complies with all the requirements set out in the Municipal Systems Act;
- Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system;
- Clarifies the processes of implementing the system within the framework of the Integrated Development Planning process
- Determines the frequency of reporting and the lines of accountability for performance;
- Relates to the Municipality's Employee Performance Management processes.

Salient Key Performance Indicators

The key performance indicators of the municipality, authorized by the Minister in terms of Section 43 of MSA, should include the salient Key Performance Indicators. It also shows the relationship between the municipality's strategic development objectives as espoused in Chapter Three and the Key Performance Indicators for Port St Johns Municipality.

Table 7.1: Key Performance Areas and Salient Key Performance Indicators

Key Performance Area	Salient Key Performance Indicators
Good governance	Job creation - The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.
Institutional Development and Transformation	Employment Equity – the number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan. Skills Development – the percentage of a Municipality's budget actually spent on implementing its workplace skills plan.

Financial viability and sustainability	Budget – the percentage of the Municipality’s capital budget actually spent on capital projects in terms of the IDP. Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage.
Infrastructure Planning and Development	Access to basic services – the percentage of households with access to basic levels of water, sanitation, electricity and solid waste removal.
Local economic development	Income and access to free basic services – the percentage of households earning less than R1100-00 per month with access to free basic services.

Institutionalizing the PMS

In establishing the PMS, the Port St Johns Municipality goes beyond fulfilling the legislative requirements. The PMS is to serve as a primary tool used to monitor, review and improve the implementation of the Municipality’s IDP so as to be able to achieve its development objectives and targets. The PMS should be institutionalised and thereby fulfilling the following functions:

- Promoting accountability by the municipality and facilitating public participation;
- Be a useful tool for decision-making and resource allocation;
- Guiding development of municipal capacity-building programmes; and
- Provide for an early warning system.

The Municipal Financial Management Act

The Municipal Finance Management Act (MFMA) also provides for municipal performance management most important of which is the requirement that municipalities should annually adopt a Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP should contain service delivery targets and performance indicators. Whilst considering and approving the annual budget, the Municipality must also set measurable performance targets for each revenue source and vote.

Key Performance Area Model

There are several models available for measuring performance. Examples of such models are the Municipal Score Card, Balanced Score Card and Key Performance Area. Port St Johns Municipality has adopted a Key Performance Area Model. Like any other model for performance measurement, the KPA model has to fulfil its functions as stated before and should be used for evaluation, control, budgeting,

motivation, celebration, promotion, improvement and learning. The Audit committee monitors and audits all performance reports that are submitted to council.

7.2 THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

7.2.1 Introduction

The SDBIP is a key management, implementation, and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the Performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process. The biggest challenge is to develop meaningful non-financial service delivery targets and indicators, in addition to the budget indicators. However, this will remain a work in progress for the Municipality.

The development of the Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under the Municipal Finance Management Act (MFMA) and gives effect to the Municipality's Integrated Development Plan (IDP) and annual budget. The SDBIP is an expression of the objectives of the Municipality, in quantifiable outcomes, that will be implemented by the administration for the municipal financial year. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior management.

These are integral to the implementation and entrenchment of our performance management system. The SDBIP facilitates accountability and transparency of municipal administration and managers to the Council, and of Councillors to the community. It also fosters the management, implementation, and monitoring of the budget, the performance of top management, and the achievement of the strategic objectives as laid out in the IDP. The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the Municipality, as each activity contains outputs, outcomes, and timeframes.

The SDBIP is compiled on an annual basis, and is linked to the 5 year and 1 year organizational scorecards that are contained in the approved SDBIP. The SDBIP is yet another step forward to increasing the principle of democratic and

accountable government at local level. Development objectives are measured through key performance indicators at every level, and continuously monitored throughout the year.

The SDBIP is in essence the management and implementation tool which sets in year information such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the Municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used, and the deadlines set for the relevant activities.

7.2.2 REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, and both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports which the MFMA requires. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the Municipality.

(i) MONTHLY REPORTING

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a Municipality, no later than 10 working days after the end of each month. Reporting must include the following:

- (i) Actual revenue, per source;
- (ii) Actual borrowings;
- (iii) Actual expenditure, per vote;
- (iv) Actual capital expenditure, per vote;
- (v) The amount of any allocations received.

If necessary, explanation of the following must be included in the monthly reports:

- (a) Any material variances from the Municipality's projected revenue by source, and from the Municipality's expenditure projections per vote
- (b) Any material variances from the service delivery and budget implementation plan and;
- (c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipality's approved budget

(ii) QUARTERLY REPORTING

Section 52 (d) of the MFMA compels the Mayor to submit a report to the Council on the implementation of the budget and the financial state of affairs of the

Municipality, within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the Mayor's quarterly report.

(iii) MID-YEAR REPORTING

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The Accounting Officer is required, by the 25th January of each year, to assess the performance of the Municipality during the first half of the year, taking into account:

- (i) The monthly statements referred to in section 71 of the first half of the year
- (ii) The municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) The past year's annual report, and progress on resolving problems identified in the annual report;
- (iv) The performance of every municipal entity under the sole or shared control of the Municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjusted budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document, and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Port St. Johns Municipality accountable to the community.

(iv) ANNUAL YEAR REPORTING

Municipal Finance Management Act 56 of 2003, Section 24. The municipal council must for each financial year approve an annual budget for the municipality 30 days before the start of the budget year. Also annual budget must be approved together with the proposed tariffs and Budget related policies.

Section 24(2) (a) an annual budget -

- (a) must be approved before the start of the budget year;
- (b) is approved by the adoption by the council of a resolution referred to in section
- (c) must be approved together with the adoption of resolutions as may be 17(3) (a) (i); and necessary-

- (i) Imposing any municipal tax for the budget year;
- (ii) Setting any municipal tariffs for the budget year;
- (iii) Approving measurable performance objectives for revenue from each source and for each vote in the budget;
- (iv) Approving any changes to the municipality's integrated development plan and
- (v) approving any changes to the municipality's budget-related policies.

8. IDP APPROVAL

Having given all stakeholders an opportunity to air their views and influence municipal decision making regarding this plan and the intended development programme for the financial year 2021 /2022, and the PSJ Municipal council being satisfied that all necessary planning activities as envisaged in the IDP process plan were carried out accordingly. Council therefore **RESOLVED** to adopt this document as its Final IDP 2021/22.

DECLARATION OF ADOPTION

COUNCIL RESOLUTION NUMBER FOR IDP ADOPTION:

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SIGNATURES


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Mr. H.T. HLAZO
MUNICIPAL MANAGER

07 JUNE 2021
.....

DATE


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CLLR N. MLOMBILE-CINGO
MAYOR

07 JUNE 2021
.....

DATE