



PORT ST JOHNS
• MUNICIPALITY •
OUR HERITAGE, OUR PEOPLE

INTEGRATED DEVELOPMENT PLAN 2024/2025



TABLE OF CONTENT

GLOSSARY OF TERMS	vi
FOREWORD BY THE MAYOR	7
EXECUTIVE SUMMARY	9
BACKGROUND	11
1. CHAPTER ONE: LEGISLATION AND POLICY ALIGNMENT	12
1.1.1. Guiding Parameters	13
1.1.2. National Development Plan, Vision 2030	13
1.1.3. Priority Programs of The District	14
1.2. Purpose of the IDP	14
1.2.1. IDP Contents	14
1.3. IDP/Budget Process Plan for 2024/2025 IDP Review	14
1.3.1. Introduction	14
1.3.2. Legislative Background	15
1.3.3. Adoption of the Municipal Process Plan	16
1.3.4. Process to be followed	16
1.3.5. Management of the drafting process	16
1.3.6. Sector Plans and Binding Plans to be included in the IDP	17
1.8.1. Process for Amending an Adopted IDP	35
1.3.8. Mechanisms and Procedures for Public Participation	35
1.3.9. Participation Mechanism	36
1.3.11. Involvement of Ward Committees and CDWs	36
1.3.12. Alignment between the District and Local Municipalities	37
2.1. Population	38
2.3. Social Indicators	40
2.4. Education	40
2.5. Health	42
2.6.4.1. Formal Employment	48
2.7. Basic Service Delivery	49
2.8. Infrastructure status quo	49
2.8.1. Road Infrastructure	49
2.9. Infrastructure Asset & Investment Plan	50
2.11. Access To Sanitation	54

2.12.	Electrification	54
2.13.	Access To Electricity And Energy Supply Sources	54
2.13.1.6.	Deartment of Mineral and Energy (DME) Intervention	58
2.14.	Access To Telecommunication	58
2.16.	Background	59
2.17.	Status Quo	60
2.18.	Spatial Planning And Land Use Management Act (SPLUMA)	61
2.19.	Human Settlements	63
2.20.	Natural Environmental Analysis	65
2.21.	Environmental Management Profile	66
2.22.	Geography & Topography, Vegetation & Biodiversity, Nature & Conservation, Rivers & Drainage	66
2.23.	Geology and Soils	67
2.24.	Climate	67
2.25.	Open Space (Parks and Recreation)	67
2.26.	Climate Change	68
2.27.	Community Services	68
2.28.	Transportation	69
2.29.	Traffic Services	70
2.30.	Security Services	71
2.31.	Crime Awareness	71
2.32.	Disaster Management	72
2.33.	Risk Assessment	72
2.34.	Umzimvubu Drive (Main Entrance Road)	73
2.35.	Second Beach Road	73
2.36.	The Creek	73
2.37.	Umzimvubu Drive	74
2.38.	Military Base Road	74
2.39.	Second Beach Road	74
2.40.	The Creek	74
2.41.	Community Facilities (Public Amenities)	75
	2.12. LOCAL ECONOMIC DEVELOPMENT	75
2.12.1.	Economic Development Profile	75
3.5.2	Policy & Planning Informants	75
3.5.11	National Development Plan (NDP)	76
3.5.12	Local Economic Development	86
2.13.1.	Municipal Overview	98
2.13.3.	Organisational Structure/ organogram	99
2.13.3.1.	Municipal Institutional Capacity and Status of Critical Posts	102
2.13.3.2.	Human Resource Development	102
2.14.	Administration	105
	2.15. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	106

2.15.1.	Overview of Good Governance Issues	106
2.15.2.	Intergovernmental Relations	107
2.16.	Structures Created Within the Municipality	107
2.16.2.	Council Committees	107
3.6.3.6.	Community Development Workers	109
3.6.4	Traditional Leadership	109
3.6.5	Internal Audit Unit	109
3.6.6	Audit & Risk Committee	109
3.	Risk Management	110
4.	Fraud & Corruption Prevention Plan	111
5.	Petitions And Complaints Management	112
6.	Legal services	113
Engineering Services		122
Community Services		124
Local Economic Development		125
Office of the Municipal Manager		127
Legal Services		131
<i>External Analysis–PESTLEMEG</i>		131
CHAPTER THREE: STRATEGIES AND OBJECTIVES		134
3.5. STRATEGIES AND OBJECTIVES		139
3.5.1. Basic Service Delivery		139
4.1.1.	Financial Risks and Challenges	159
4.4.1.	Executive Summary	171
4.10.	Infrastructure Assets	182
4.11.	Budget Alignment	Error! Bookmark not defined.
6.2.	Organization Key Performance Indicators Linked to Departmental Indicators	257
6.9.	The Service Delivery and Budget Implementation Plan (SDBIP)	261
7.2.1	Introduction	261
7.2.2	Reporting on the SDBIP	262
6.10.	IDP approval	264

2.2	POLICY FRAMEWORK	265
2.2.1	The Municipal Systems Act (32 of 2000)	265
2.2.2	Sustanaible Development Goals	265
2.2.3	The National Development Plan (VISION 2030)	267
2.2.4	Government Outcomes 1 – 14	267
2.2.5	The National Infrastructure Plan	268
2.2.6	National Spatial Development Framework	270
2.2.7	Regional industrial Development Strategy	270
2.2.8	National Priorities (2023 State of the Nation Address)	271
2.2.9	The Back To Basics Approach	272
2.2.10	Integrated Service Delivery Model	273
2.2.11	The Spatial Planning and Land Use Management Act	274
7.	Provincial Priorities (State of the Province Address (SOPA) 2023)	275
2.2.13	Provincial Development Plan (PDP) (Vision 2030)	275
2.2.14	Eastern Cape Provincial Economic Development Strategy	282
2.2.15	District Municipal IDP Framework	283
7.2.	288	
8.	Port St John’s Master Plan	292
9.	Housing Sector Plan (HSP)	294
10.	LED Strategy	298
11.	Nodal Development Strategy	303
12.	Port St John’s Environmental Plan	311
13.	Integrated Waste Management Plan (IWMP)	321

GLOSSARY OF TERMS

AIDS	Acquired Immune Deficiency Syndrome	IDC	Independent Development Corporation
ASGISA	Accelerated and Shared Growth Initiative for South Africa	IDP	Integrated Development Plan
AG	Auditor General	IDT	Independent Development Trust
CBO	Community Based Organization	IT	Information Technology
CPF	Community Policing Forum	ITP	Integrated Transportation Plan
CSIR	Council for Scientific and Industrial Research	IWMP	Integrated Waste Management Plan
DBSA	Development Bank of South Africa	LDO	Land Development Objectives
DEAT	Department of Tourism, Environment and Economic Affairs	LED	Local Economic Development
DFA	Development Facilitation Act No 67 of 1995	MEC	Member of the Executive Committee
DRDLA	Department of Rural Development & Land Affairs	MDG	Millennium Development Goals
DHS	Department of Human Settlements	MIG	Municipal Infrastructure Grant
DME	Department of Mineral and Energy	MFMA	Municipal Finance Management Act
DoE	Department of Education	MM	Municipal Manager
DoH	Department of Health	MSIG	Municipal support & Institutional Grant
DoSD	Department of Social Development	MSA	Municipal Systems Act, 2000
DoT	Department of Transport	MSA	Municipal Structures Act, 1998
COGTA	Department of Cooperative Government & Traditional Affairs	NDC	National Development Corporation
DPWRT	Department of Public Works, Roads and Transport	NEMA	National Environmental Management Act
DSRAC	Department of Sport, Recreation, Arts & Culture	NER	National Electrification Regulator
DWA	Department of Water Affairs	NGO	Non-Governmental Organizations
ECA	Environmental Conservation Act	NSS	National Sanitation Strategy
EIA	Environmental Impact Assessment	ORTDM	OR Tambo District Municipality
ES	Equitable Share (grant)	PAJA	Promotion of Administrative Justice Act
FBS	Free Basic Services	PMS	Performance Management System
ECDC	Eastern Cape Development Corporation	PPP	Public Private Partnership
ECPGDS	Eastern Cape Provincial Growth & Development Strategy	RDP	Reconstruction and Development Programme
EXCO	Executive Committee	REDs	Regional Electricity Distributors
GP	Gross Geographic Product	RTP	Responsible Tourism Planning
GIS	Geographical Information System	SMME	Small Medium and Micro Enterprises
GVA	Gross Value Added	SOE	State Owned Enterprises
GAR	Gravel Access Road	SADC	Southern African Development Community
HDI	Human Development Index	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 Enterprises
		VIP	Ventilated Improved Pit
		WSDP	Water Services Development Plan
		VAT	Value Added Tax



FOREWORD BY THE MAYOR

The Integrated Development Plan is a development instrument that focuses on the planning for the development of Port St Johns Municipality. I am pleased to present the final developmental document that gives direction the Council will take to promote development around Port St Johns.

For the IDP to be successful it needs a greater participation of all stakeholders that encompass the whole making of the Municipality which are the Communities, the Council, and the Administration. I would therefore like to first acknowledge and appreciate the contribution of different stakeholders that have worked tirelessly in collaboration with our municipality in making it a point that our IDP for 2024/2025 becomes a success. 2024 marks the 30-year anniversary of the democratic government. There is so much that the government has done in the past 30 years and there is still so much that as the government we need to do to ensure that we better the lives of the people of Port St Johns. Part of that is to ensure that we encourage the bottom-up approach in planning hence we will develop the ward-based plans that will talk specifically to the challenges of the people at ward level and the planning therefore be critically aligned with needs and priorities of the people.

The Council of Port St Johns adopted the process plan of which this final IDP is a product of such a process which has been fully implemented. I am humbled by the fact that the due processes have been followed to ensure that all our community demands are considered from different wards. In the previous financial year, we have developed a credible IDP that served as a positive baseline for this review.

Section 152 of the Constitution of the Republic of South Africa act 108 of 1996 establishes the object of local government of which is our basis for planning. The final IDP sets out core principles, mechanisms and processes that give meaning to developmental local government. As the Municipality we are going through testing times as there are more demands but with limited resources of which the review has considered noting that not all the needs can be implemented in a financial year, however the process has looked at the priorities that will form the basis of the annual strategic planning & budgeting, in ensuring that it directly responds to the community dynamics, needs and aspirations through active engagement, accountability and reporting.

This final IDP document is underpinned by the pillars agreed upon nationally and provincially and has endorsed the following key performance areas: -

- ▶ Spatial Planning
- ▶ Basic Service Delivery
- ▶ Financial Viability and Management

- ▶ Local Economic Development
- ▶ Good Governance and Public Participation
- ▶ Municipal Transformation and Institutional Development

Our IDP priorities have considered the national government priorities i.e. reducing unemployment, alternative energy, sustainable use and development of natural resources, education; health; fighting crime and corruption; and rural development. The IDP has been aligned with these national priorities, with special emphasis on the priorities that directly affect the Port St Johns Municipality in particular.

As the Municipality we are striving to create a conducive environment to attract and enable investors to have interest in investing in our area and to ensure that we achieve the vision of becoming a SMART CITY. In doing this we are guided by our competitive and comparative advantages which are supported by the fact that we are an ecotourism-oriented area and there is a need to enhance tourism and agriculture as we are known to be the destination of choice. In this way, our strategy drives real development and civil society can measure us against targets that are based on strategic programmes for service delivery and infrastructure development as set out in this IDP.

Public participation has been our cornerstone in all our IDP programs. Having laid this solid platform for deepening community participation, we are hopeful that, from now onwards, our ward-based planning process becomes the key for entrenching participation in the IDP, to maximize co-ordination. In addition, we wish to continue and extend our sectoral engagement through strengthening intergovernmental relations structures such as sectors and clusters forums. The incidence of economic meltdown and recession that is even in our doors now, which means we must cut down on expenditures and enhance revenue through clear revenue enhancement strategy.

I would like to thank all that have participated in the review process for the IDP 2024/2025 as this is a product of collaborative effort by all stakeholders.

I strongly invite all Port St Johns Municipality residents, every business, the community and non-governmental organization to provide honest feedback to us on our IDP processes including its implementation. Let us join hands and continue to polish this Jewel of the Wild Coast to shine.

Cllr N. Mlombile-Cingo
Mayor

EXECUTIVE SUMMARY

Port St Johns has developed the five- year strategy framework as a developmental road map to guide its 6th administration of government. Part of the view for 2024/2025 was the mission and identified three strategic goals and has reviewed the municipal values in the IDP for 2024.

The Constitution of the Republic of South Africa (1996) Chapter 7, section 152 set out the objects of Local Government as follows.

- a) To provide democratic and accountable government for local communities.
- b) To ensure the provision of services to communities in a sustainable manner.
- c) To promote social and economic development.
- d) To promote a safe and healthy environment, and
- e) To encourage the involvement of communities and community organizations in matters of local government.

In order to ensure that the above are achieved the Integrated Development Plan (IDP) is used as the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision – making processes in a municipality. The Municipality has followed legislation requirements that compel municipalities to establish appropriate mechanisms, processes and procedures, including identifying critical role players that must participate on the drafting and review of the Integrated Development Plan.

Port St Johns Local Municipality is dedicated to addressing the needs of communities within its jurisdiction effectively and in a transparent manner. The Municipality has also ensured that the *Back-to-Basics* policy is incorporated into the IDP. The war rooms continue to find expression in our IDPs with a clear detail on the formation of the structures and the responsibilities and a clear plan to revive these structures. The IDP review has been anchored into the Key Performance Areas adopted by the Council of Port St Johns Local Municipality indicated below: -

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

The implementation of the IDP process plan 2024/2025 that was adopted in July 2023 was done fully and most of the activities that were planned to be executed were fully executed. This has made a smooth review of the IDP with full participation of IDP stakeholders. The IDP 2024/2025 has prioritized the resilient infrastructure with regards to construction of roads. The maintenance of infrastructure which includes gravels roads, community halls, Parks and sportsfields. This will ensure that the infrastructure we build is kept in a good condition and value.

Port St Johns is known as a tourism destination, the programs that promotes tourism have been considered and the support to our small businesses and farmers is one of priorities. A lot still needs to be done, the collaboration with departments, state organs and other development agencies will ensure that we promote our local economic

development through tourism and farming. The challenge that the municipality is facing is the land grabs and invasion, we have set aside funds that will assist in land management through conducting the land audit so to establish the land parcels that belong to the government and those that are privately owned in order to enter into a public private partnership with the private sector to ensure development of our municipality.

The attainment of qualified audit for two consecutive years remains a challenge with our municipality and with collective effort we can strive to do better in financial management. We have developed and are currently implementing the audit action plan which details the critical issues that the municipality should address in order to get to a better audit opinion. With full implementation of the audit action plan and ensuring that all systems referred to are in place will give us better chances to further improve and develop the municipality.

We have no doubt that the reviewed priorities that are contained in the IDP are critically important to improve the lives of Port St Johns communities.

We wish to acknowledge the continuous support that is provided by ECSECC and other institutions through giving us reliable information for the credibility of our IDP. My sincere appreciation to Council, the administration, and all external stakeholders for your continued contribution and support in all our municipal IDP reviews.

M. Fihlani

Municipal Manager

BACKGROUND

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 Mntentu 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.

The Port St Johns Local Municipality (Area: 1291km²) is a Category B municipality situated within the O.R. Tambo District on the coast of the Indian Ocean in the largely rural province of the Eastern Cape. It is bounded by Ingquza Local Municipality in the North-West and Nyandeni Local Municipality 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 Port St Johns Local Municipality within the O.R. Tambo District municipality.

Figure 1.1: Port St Johns Geographic Location within the O.R Tambo District Municipality.



Source: *Urban Econ Development Economists, 2016*

1. CHAPTER ONE: LEGISLATION AND POLICY ALIGNMENT

Port St Johns Local Municipality (PSJLM) developed its IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Local Government: Municipal Finance Management Act 56 of 2003. In terms of the Local Government: Municipal Systems Act, Chapter 5, Section 25 (1) each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality which:

- a) links, integrates and co-ordinates plans and considers proposals for the development of the municipality.
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of this Chapter; and
- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

Section 35 of the MSA clearly states that an Integrated Development Plan adopted by the Council of a municipality: (a) is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality; (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's Integrated Development Plan and national or provincial legislation, in which case such legislation prevails; and (c) binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by-law.

Section 36 furthermore stipulates that a municipality must give effect to its integrated development plan and conduct its affairs in a manner that is consistent with its integrated development plan. The IDP is the key instrument to achieve developmental local governance for decentralized, strategic, participatory, implementation orientated, coordinated, and integrated development. Preparing an IDP is not only a legal requirement in terms of the legislation, but it is the instrument for realizing municipalities' major developmental responsibilities to improve the quality of life of citizens".

It seeks to speed-up service delivery by securing a buy-in of all relevant role-players and provides government departments and other social partners with a clear framework of the municipality's development trajectory to harness implementation efforts. Integrated Development Planning also promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial, and national spheres of government. Local development priorities, identified in the IDP process, constitute the backbone of the local government's budgets, plans, strategies, and implementation activities. Hence, the IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability, and poverty alleviation rests.

The IDP therefore becomes a local expression of the government's plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government. In terms of Section 26 of the Local Government: Municipal Systems Act, 32 of 2000 as amended, the core components of an IDP are:

- ▶ The municipal Council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs,
- ▶ An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services,
- ▶ The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- ▶ The Council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of legislation;
- ▶ A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- ▶ The Council's operational strategies;
- ▶ Applicable disaster management plans;
- ▶ A financial plan, which must include a budget projection for at least the next three years; and
- ▶ The key performance indicators and performance targets determined in terms of the Performance Management System.

1.1.1. Guiding Parameters

Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, the section below focuses on National Development Plan Vision 2030; Popular Mandate across Spheres of Government; Government Outcomes; Medium Term Strategic Framework (MTSF); the National Spatial Development Perspective (NSDP); National Growth Path; the Joe Gqabi Growth and Development Strategy; Millennium Development Goals; State of the Nation Address (SONA); and State of the Province Address (SOPA).

1.1.2. National Development Plan, Vision 2030

The RDP formed the basis of government's attempt to attack poverty and deprivation, and to build a united, non-racial and non-sexist South Africa. Informed by the principles of inclusivity, government translated the RDP into policies, programs and budgets. The Diagnostic Report of the National Planning Commission, released in June 2011, sets out South Africa's achievements and its shortcomings since 1994. The Vision Statement of the NDP is a step in the process of charting a new path for our country. The NDP has the following objectives:

- ▶ Seeks to eliminate poverty and reduce inequality;
- ▶ Seeks a country wherein all citizens have the capabilities to grasp the ever-broadening opportunities available;
- ▶ Plans to change the life chances of millions of our people, especially the youth; life chances that remain stunted by the apartheid history

1.1.3. Priority Programs of The District

Based on a comprehensive analysis of the District and the Strategic Goals and Objectives, the District has adopted eight “Priority Programs” to drive growth and development in the district over the next five to ten years. These priority programs were endorsed by all the social partners at the Growth and Development Summit held in February 2007 as well as in subsequent public meetings. The Strategic IDP objectives presented in the table below are aligned to the eight priority programs, MTAS and the 12 Outcomes of Government as well as the Millennium Development targets.

1.2. Purpose of the IDP

An Integrated Development Plan (IDP), once adopted by the Municipal Council, is a key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA) 32 of 2000 as:

35(1) (a) “...the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality”;
 (b) “...binds the municipality in the exercise of its executive authority...”;

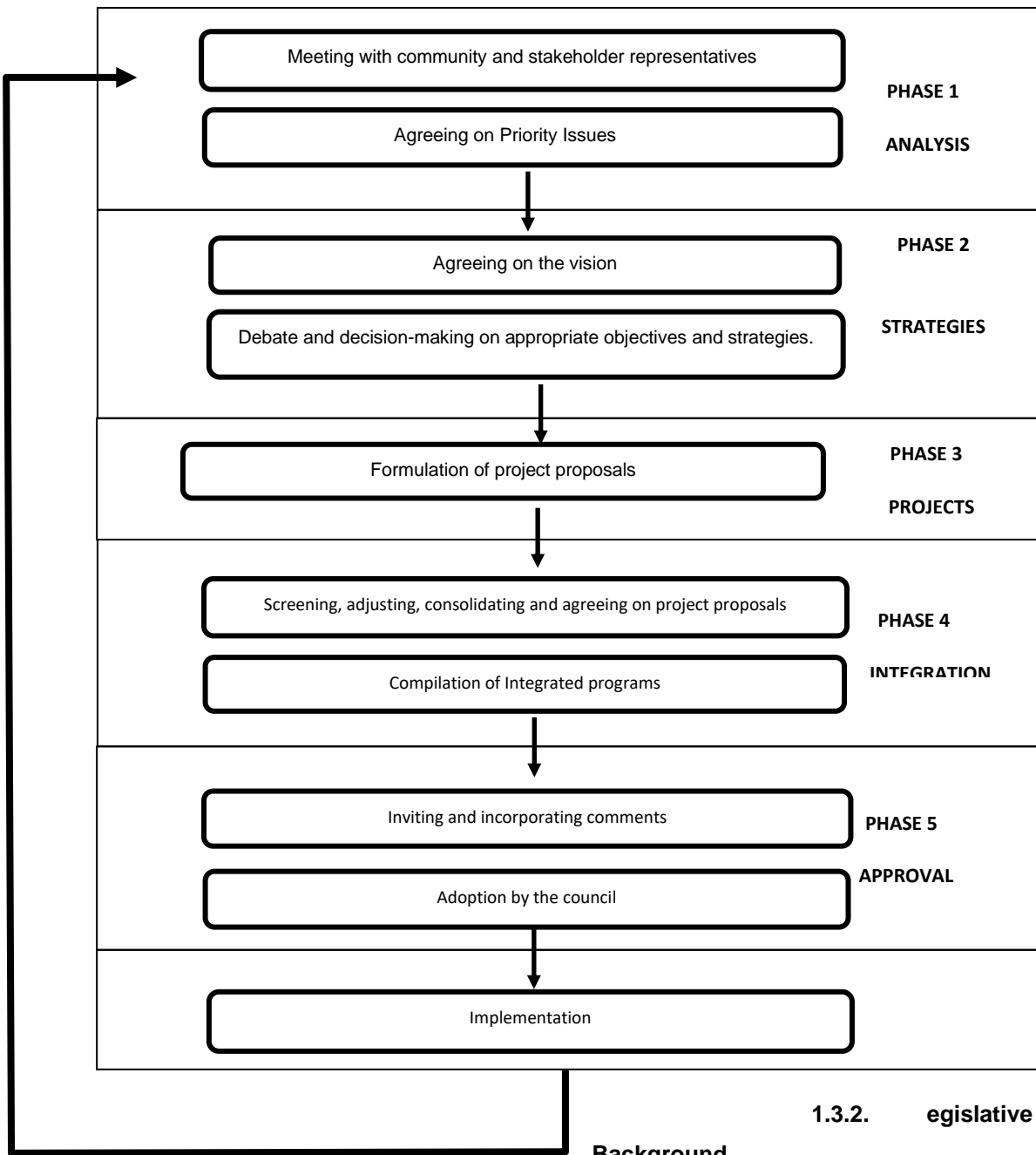
1.2.1. IDP Contents

The IDP development and content is informed by legislative framework; situational analysis; National, Provincial and District plans and policies such as the National Development Plan (NDP), the Medium-term Strategic Framework, the National Spatial Development Perspective (NSDP), the Eastern Cape Provincial Spatial Development Plan (ECPSPD), the Eastern Cape Provincial Growth and Development Plan (ECPGDP), the Joe Gqabi District Growth and Development Summit (GDS), the Port St Johns 5-year Strategy, Ward-based Plans; State of Nation Address (SONA) and State of Provincial Address (SOPA). The IDP also contains performance management system, service delivery and budget implementation plan and financial plan.

1.3. IDP/Budget Process Plan for 2024/2025 IDP Review

1.3.1. Introduction

The Port St Johns Local Municipality 2024/2025 IDP and Budget Process Plan was adopted by the Council in 28 July 2023. The IDP Process as depicted in the figure below is a continuous cycle of planning, implementation, and evaluation.



Section 35 (1) (a) of the Local Government: Municipal Systems Act 32 of 2000 (MSA) states that the IDP is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions regarding planning, management, and development in a municipal area. As stipulated in Section 25 of the MSA, an IDP adopted by a municipal council must:

- ▶ Link, integrate and coordinate plans and consider proposals for the development of the municipality.
- ▶ Align the resources and capacity of the municipality with the implementation of the plan.
- ▶ Form the policy framework and general basis on which annual budgets must be based.

- ▶ Complies with the provisions of the MSA, with the reference to Chapter 5; and
- ▶ be compatible with national and provincial plans and planning requirements binding on the municipality in terms of legislation.

1.3.3. Adoption of the Municipal Process Plan

In terms of Section 28 of the Local Government: Municipal Systems Act, 32 of 2000:

- (1) each municipality Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan;
- (2) the municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process;
- (3) a municipality must give notice to the local community of particulars of the process it intends to follow.

1.3.4. Process to be followed

In terms of Section 29 (1) of the Local Government: Municipal Systems Act, 32 of 2000, the process to be followed by a municipality to draft its IDP, including its consideration and adoption of the draft plan, must: -

- (a) be in accordance with a predetermined programme specifying time-frames for the different steps;
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for: -
 - (i) the local community to be consulted on its development needs and priorities;
 - (ii) the local community to participate in the drafting of the IDP; and
 - (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP;
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- (d) Be consistent with any other matters that may be prescribed by regulation

1.3.5. Management of the drafting process

In terms of Section 30 of the Local Government: Municipal Systems Act, 32 of 2000, the Executive Committee of the municipality must, in accordance with section 29: -

- (a) manage the drafting of the municipality's IDP;
- (b) assign responsibilities in this regard to the Municipal Manager; and
- (c) submit the draft plan to the Municipal Council for adoption by the Council.

1.3.6. Sector Plans and Binding Plans to be included in the IDP

Various Local Government legislation and regulations provide, among others, for the key sector plans that must be developed, approved implemented by municipalities. Table A below reflects some of the key sector plans that are required.

1.3.6.1. Key Sector Plans

Table 1: Compulsory sector plans to be included in IDPs

NO	SECTOR PLANS
1	Spatial Development Framework
2	Financial Plan
3	Applicable Disaster Management Plan
4	Integrated Transport Plan
5	Housing Sector Plan/Strategy
6	Environmental Management Plan
7	Water Services Development Plan, where applicable
8	(Integrated) Waste Management Plan
9	Public Participation Strategy/Plan (Stakeholder Engagement Strategy/Plan)
10	Communication Strategy/Plan
11	Workplace Skills Development Plan
12	Human Resources Plan
13	Human Resource Development Strategy
14	Performance Management Framework and Policy
15	Recruitment and Selection Strategy
16	Scarce Skills Attraction and Retention Strategy
17	Succession Plan
18	Occupational Health and Safety Plan
19	Anticorruption and Antifraud Strategy
20	LED Strategy
21	Comprehensive Infrastructure Plan
22	Delegations Framework

1.3.6.2. Municipal Policies

No	Policy	Adoption date	Review Date
1.	Emploment policy		
2.	Employee leave management policy		
3.	Skills Development and Training Policy	May 2022	Currently reviewed
4.	Capacity building for municipal Councilors Policy	May 2022	
5.	Employee assistance program policy		
6.	Employment Equity Plan	No date	

7.	Overtime Management Policy		
8.	Employment retention strategy		
9.	Bursary Policy		
10.	Appointment in acting capacity policy		
11.	Occupational Health and Safety Policy		
12.	Traveling and subsistence policy		
13.	Labour Relations		
14.	Management of customer service		
15.	Bereavement policy		
16.	Termination policy		
17.	Employee assistance and wellness policy		
18.	Organisational Design, approving and changing of organizational structure		
19.	Migration and Placement policy		
20.	Annual leave encashment policy		
21.	Induction manual		
22.	Job Evaluation Policy		
23.	Individual Performance Management Policy		
24.	Labour Relations Policy		
25.	Shift and night allowance policy		
26.	Remuneration Policy		
27.	Secondment Policy		
28.	Renewal or exrtensionof employment contracts, conversion of employment status and re-employment		
29.	Appointment of staf in political office bearers policy		
30.	Employee relocation policy		
31.	Inclement weather policy		
32.	Standby allowance policy		
33.	Car allowance policy		
34.	Young people practical training policy		
35.	Promotion and transfer policy		
36.	Draft outdoor advertising policy		
37.	Draft Film By law		
38.	Draft informal Trading bylaw		
39.	Draft Prevention of land invasion bylaw		

The legislation requires that if a municipality has not yet developed its municipal specific sector plans or strategies, it may adopt the relevant District plan or strategy through a Municipal Council's Resolution.

1.3.6.3. Other Plans and Issues to be considered

In terms of Section 153 of the Constitution of the Republic of South Africa, 1996 municipalities must participate in national and provincial development programmes. Moreover, section 25 (1) (a) of the MSA states that an IDP adopted by the Municipality must be compatible with national and provincial development plans and planning requirements binding on the municipality. Thus, the following plans and issues must also be considered when drafting the municipal IDP:

- ▶ Ward-Based Plans
- ▶ The National Development Plan
- ▶ New Growth Path
- ▶ National Spatial Development Perspective
- ▶ Medium Term Strategic Framework
- ▶ Provincial Strategic Framework
- ▶ Provincial Growth and Development Plan
- ▶ Mandate of Local Government
- ▶ Millennium Development Goals
- ▶ National and Provincial Service Delivery targets
- ▶ Municipal Turn Around Strategies
- ▶ Comments and inputs emanating from IDP processes and engagements
- ▶ Consideration of outcomes and inputs emanating from stakeholder engagements
- ▶ Amendments due to changing circumstances
- ▶ Need for general improvements of current processes and systems.
- ▶ Resource re-allocation and prioritization
- ▶ Organizational development and its intricacies
- ▶ Alignment with National and Provincial frameworks and plans
- ▶ Review of the previous years' plans and lessons learnt
- ▶ Reviewed sector plans;
- ▶ Council's strategic plan

- ▶ National Key Performance Indicators
- ▶ Credible IDP Framework

The table B below summarises some other matters that must be considered during the reviewal of the IDPs.

Table 2: Framework Guide for credible IDPs

Focus Area	Delivery Focus Area	Performance Definition
1. Service Delivery	Sanitation	What is the plan, in collaboration with the DM, to achieve the national targets on sanitation and needs of the area?
	Water	What is the plan, in collaboration with the DM, to achieve the national targets on water provision and management needs of the area?
	Electricity	What is the plan, in collaboration with ESKOM, to achieve the national targets on electricity provision and needs of the area?
	Refuse Removal	What is the plan to achieve the national targets on waste removal and management needs of the area?
	Municipal Roads	What plans are in place to address access roads as well as existing roads maintenance?
	Infrastructure plans	Other bulk infrastructure plans for this year.
	EPWP	Projects to be undertaken this financial year and number of job opportunities to be created.
2. Institutional Arrangements	Human Resource Strategy	What is your Human Resource Management Strategy? Organogram, number of posts vacant, when do you expect to fill them, any gaps etc.
	Skills Development Plan	Skills development and attraction strategy to address the delivery needs experienced by the municipality.
	Performance Management System	How is the system aligned to the IDP delivery targets, plans to monitor the implementation of the SDBIP. Is performance management implemented with respect to all relevant officials?
	Operations and Maintenance	What is the plan of maintaining existing infrastructure (i.e. buildings)
3. Local Economic Development	Alignment (NSDP; PGDS)	What is your LED plan, elements of alignment to the NSDP, PGDS, ASGI-SA projects (where relevant)?
	DM / LM interface	What contribution do we make to the Provincial and National growth and/or vice versa? Local LED contribution to the District economic growth.

	Special groups	Does the LED and the empowerment plans empower the local economy with women, youth and the disabled to participate in the economy?
	1 st and 2 nd Economies	Plans to ensure economic linkages and benefit between the local first and second economies. Specific second economy plans and possible number of beneficiary households.
4. Financial Management and Corporate Governance (Compliance with MFMA and MSA)	Submission of FS	Are the financial statements timeously (two months after end of financial year) submitted to the Office of the Auditor-General?
	Audits	Have the observations of the AG been acted upon in terms of corrective governance procedures and approaches on: a) the financial audit b) the performance audits.
	Financial Plan (MSA s 26h)	Is there a financial plan that includes a budget projection for at least three years?
	Budget	Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 – 26? Are there measurable performance objectives for each vote in the budget, considering the IDP?
	Duties of office bearers re budget (Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72)	Has the Mayor performed his or her budget duties: coordinated the processes, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders? Has the MM undertaken his or her reporting and administrative duties re the Act? Is the budget timetable adhered to (July to June)?
	Service Delivery and Budget Implementation Plan (SDBIP) (MFMA: Section 53)	The SDBIP is a tool approved by the Mayor to manage, implement and continuously monitor delivery of services, spending of budget allocations, performance of senior management and achievement of the strategic objectives set by the Council. Is this plan operative?
	SDBIP: Political and executive accountabilities	Has a Section 53 document been adopted by Council and are systems in place for effective strategic management?
	Division of Revenue DORA Equitable Share: Schedules 2 and 3	Municipalities need to demonstrate financial planning aligned to DORA (ES; MIG; Transfers for capacity-building) and have plans to both manage revenue shortfalls and enhance revenue collection.

	MIG (infrastructure transfers) Schedule 4B Capacity building Section 14	
	Revenue Management MFMA: s 61; MSA: s 95)	Check that the accounting officer is taking all reasonable steps to comply with legal requirements.
	Project Consolidate interventions	Is the role of CDW's articulated and incorporated into the IDP? Check budget for skills and capacity development projects.
	Community participation – budget (MFMA Section 22 – 23)	Has the draft budget been made public and a meeting held with the community to ascertain development priorities? Are these priorities incorporated into the IDP?
	Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?
5. Governance	Public Participation	Check compliance with MSA: Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g. Public meetings, availability of IDP to community; involvement of community in development, implementation and review of the municipality's performance management system; Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?
	Code of Conduct for Councillors and municipal staff members (Sections 1 and 2, MSA)	Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to re general conduct, duties disclosures? Does the community have access to the Codes of Conduct?
	Ward Committees	Total number of Ward Committees established as per the number of demarcated municipal wards; Are Ward Committee functional; do they comply with Terms of Reference of establishment? Does the IDP report on their contribution to development in the municipality?

	Communication	<p>Is the municipality complying with MSA (S21) directives regarding communication to the local community?</p> <p>E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement);</p> <p>Website or public place must contain documents to be made public in terms of the MPFMA and MSA.</p> <p>Are there indications of a positive interface between council, ward committee and community?</p> <p>Does the IDP demonstrate a commitment to communication?</p>
6. Intergovernmental relations	Cooperative governance	MSA S3 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?
	Establishment of IGR Forums: Provincial – Premier’s Forum Interprovincial forums; Local: District forums; Inter-municipality forums	<p>The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between a) provinces and local government, and b) district and local municipalities.</p> <p>Is the IDP benefiting from intergovernmental dialogue?</p>
	Role of IGR Forums to promote service delivery	<p>The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district.</p> <p>Does the IDP reflect engagement with forums?</p>
	Reporting and sector involvement in planning	<p>The Premier of a province must report to PCC on the implementation of national policy and legislation within the province.</p> <p>The role of sectors in local delivery must be clearly articulated.</p> <p>Is the IDP aligned to these obligations?</p>
	Assignment of Powers and functions	Do appropriate intergovernmental agreements facilitate effective management of assignments within the municipality?
7. Spatial Development Framework	Sustainable Human Settlements	Check that municipalities are familiar with Housing dept policy on SHS and implications of new accreditation framework.

		Municipalities need to be working inter-governmentally to sustain joint planning in land access, economic and labour profiling, infrastructure delivery and provision of services.
National Development (NSDP)	Spatial Perspective	The updated NSDP is being communicated to provinces and municipalities between February and April. Ensure principles are understood and there are management plans to ensure these are incorporated into joint planning initiatives aligned to the NSDP economic and social profile for that province / region.
Provincial Development (PGDS)	Growth and Strategy	New Guidelines are available for provinces and municipalities to structure their planning aligned to regional profiles and in spirit of economic and resource cooperation.
Economic profile		Has the NSDP overview been extrapolated and integrated into local economic development initiatives based on local and regional economic realities?
Geographic profile		Are studies undertaken to understand environmental and geographic characteristics of the region and the implications for economic spatial choices?
Demographic profile		Have the demographics of the region in terms of household size, poverty statistics, migration, labour preferences, birth and death rates been factored into the spatial strategy of the municipality?

1.3.7. Time Schedule of Key Deadlines

The National Treasury Department provides guidance in terms of the key deadlines and activities for the IDP-Budget process applicable to municipalities as per the Municipal Systems Act of 2000 and the Municipal Finance Management Act of 2003 as reflected in Table 6 below:

Table 3 : Key Deadlines for Process Plan

Mayor to Table in Council 10 Months Prior to Start of Budget Year		
Month	Mayor and Council / Entity Board	Administration - Municipality and Entity

INTEGRATED DEVELOPMENT PLAN 2024-2025

<p>June</p>	<p>Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP</p> <p>(as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year.</p> <p>MFMA s 21,22, 23;/</p> <p>MSA s 34, Ch 4 as amended</p> <p>Mayor establishes committees and consultation forums for the budget process</p>	
<p>July</p>	<p>Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process</p> <p>MFMA s 53</p> <p>Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist</p>	<p>Accounting officers and senior officials of municipality and entities begin planning for next three-year budget</p> <p>MFMA s 68, 77</p> <p>Accounting officers and senior officials of municipality and entities review options and contracts for service delivery</p> <p>MSA s 76-81</p>
<p>September</p>	<p>Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans</p>	<p>Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives</p> <p>Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)</p>
<p>October</p>		<p>Accounting officer does initial review of national policies and budget plans and</p>

		potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalises tariff (rates and service charges) policies for next financial year MSA s 74, 75	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year considering previous years performance as per audited financial statements
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)	Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets considering the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)

INTEGRATED DEVELOPMENT PLAN 2024-2025

<p>March</p>	<p>Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of the month</p> <p>MFMA s 87(2)</p> <p>Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year</p> <p>MFMA s 16, 22, 23, 87; MSA s 34</p>	<p>Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed</p> <p>MFMA s 22 & 37; MSA Ch 4 as amended</p> <p>Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March</p> <p>MFMA s 42</p>
<p>April</p>	<p>Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc</p> <p>MFMA s 21</p>	<p>Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and considering the results from the third quarterly review of the current year</p>
<p>May</p>	<p>Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year.</p> <p>MFMA s 23, 24; MSA Ch 4 as amended</p> <p>Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, considering any hearings or recommendations of the council of the parent municipality</p>	<p>Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year considering consultative processes and any other new information of a material nature</p>

	MFMA s 87	
June	<p>Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year</p> <p>MFMA s 16, 24, 26, 53</p> <p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval.</p> <p>MFMA s 53; MSA s 38-45, 57(2)</p> <p>Council must finalise a system of delegations.</p> <p>MFMA s 59, 79, 82; MSA s 59-65</p>	<p>Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1) (b) of the MSA.</p> <p>MFMA s 69; MSA s 57</p> <p>Accounting officers of municipality and entities publishes adopted budget and plans</p> <p>MFMA s 75, 87</p>
<p><u>Abbreviations:</u> IDP - Integrated Development Plan; MFMA - Local Government: Municipal Finance Management Act, No. 56 of 2003; MSA - Local Government: Municipal Systems Act, No. 32 of 2000, as amended; MTBPS - National Treasury annual publication, Medium Term Budget and Policy Statement; NT - National Treasury; PT - Provincial Treasuries; SDBIP - Service Delivery and Budget Implementation Plan</p>		

1.3.7.1. Submission of Approved IDP to MEC for Department of Cooperative Governance and Traditional Affairs

In terms of Section 32 (1) of the MSA states that: -

- a) The Municipal Manager of a municipality must submit a copy of the Integrated Development Plan as adopted by the council of the municipality and any subsequent amendment to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan.
- b) The copy of the IDP to be submitted must be accompanied by: -

- (i) a summary of the process in terms of Section 29 (1);
- (ii) a statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement.

1.3.7.1. Drafting and Adoption of Municipal Budget

The drafting of the municipal budget is regulated in terms of the Local Government: Municipal Finance Management Act of 2003 (MFMA). Section 21(1) of the MFMA states that the Mayor of a municipality must:

- a) Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible.
- b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for: -
 - (i) the preparation, tabling and approval of the annual budget;
 - (ii) the annual review of: -
 - (aa) the IDP in terms of section 34 of the Municipal Systems Act; and
 - (bb) the budget related policies.
 - (iii) the tabling and adoption of any amendments to the IDP and the budget-related policies; and
 - (iv) any consultative process forming part of the processes referred to in (i), (ii) and (iii) above.

In order for the municipal council to adopt the budget of the municipality, the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year in terms of Section 16 (2) of the MFMA, which annual budget must be approved by the Council, in terms of Section 16 (1) of the same Act, before the start of that financial year.

1.3.7.2. Implementation Management & Monitoring

Chapter 6 of the MSA requires municipalities to develop and implement performance management systems. A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

A performance management system must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan. The system further provides the municipality with a mechanism of early warning for under-performance and promotes accountability and good corporate governance.

In order to implement the identified performance objectives and targets through the budget, S53 of the MFMA requires that the Mayor approves the municipality's Service Delivery and Budget Implementation Plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must be linked to the performance agreement that must be concluded in terms of the Municipal Manager and managers reporting to

him, in terms of S57 of the MSA. In order to continually review municipal performance. In terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 a municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it. The mechanisms, systems and processes for monitoring and must:

- ▶ provide for reporting to the municipal council at least twice a year;
- ▶ be designed in a manner that enables the municipality to detect early indications of under-performance; and
- ▶ provide for corrective measures where under-performance has been identified.

A municipality must develop and implement mechanisms, systems, and processes for auditing the results of performance measurements as part of its internal auditing processes. To fully execute the function of auditing performance, S14 (2) (a) of the Regulations require that a municipality must annually appoint and budget for a performance audit committee.

1.3.7.3. Programmes and Time Frames

Below is a table of the proposed programme that summarizes the overall time frames for various phases and highlights some of the key events and activities:

Table 4 Process Plan Timeframes

PHASES	TARGET/ ACTIVITY	ROLE PLAYERS	TIME FRAMES	MECHANISMS
Preparation Phase	Development of IDP, Budget & PMS Process Plan.	Strategic Manager and Chief Financial Officer	29 June 2023	Desktop Work
	Presentation of draft IDP, Budget & PMS Process Plan, to Council	Mayor & Council	28 July 2023	Meeting
	IDP/ Budget & PMS Rep Forum to table the adopted IDP, Budget & PMS Process Plan.	Municipal Manager	11 August 2023	Meeting
	Presentation of draft Annual Financial Statements, Annual performance report & draft annual report to Audit, Risk & Performance Committee	Audit, Risk & Performance Committee	16 August 2023	Meeting
	Presentation of draft Annual Financial Statements, Annual performance report & draft annual report to Corporate Services, IGR, Planning & IGR and BTO Standing committees	Councillors & Management	22 August 2023	Meeting

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Presentation of draft Annual Financial Statements, Annual performance report & draft annual report to Council	Mayor & Council	29 August 2023	Meeting
	Submission of Annual Financial Statements, Annual Performance Report & Draft Annual Report to Auditor General	Municipal Manager	31 August 2023	Consultation
	<ul style="list-style-type: none"> • Send hard copy to COGTA, Treasury & other relevant stakeholders • Load to the website and newspaper • Invite stakeholders to update database for year 2023/24 	Strategic Manager	01 September 2023	Consultation
	IDP/Budget & PMS Roadshows	Mayor	18-21 September 2023	Consultation
Analysis Phase	2023/24 Annual performance reviews for senior managers & Municipal Manager	Mayor, portfolio heads & Municipal Manager	06-07 October 2023	Meeting
	Submit Quarter 1 reports to Internal Audit for review	Strategic Manager	09 October 2023	Consultation
	Ordinary Council Meeting	Mayor	30 October 2023	Meeting
	IDP/Budget & PMS Technical Steering Committee for Situational Analysis	Municipal Manager	01 November 2023	Meeting
	Political Steering Committee for Situational Analysis	Mayor	03 November 2023	Meeting
	IGR Forum for Situational Analysis	Municipal Manger	07 November 2023	Meeting
	IDP, Budget & PMS Representative Forum to present situational analysis and community priority needs	Mayor	14 November 2023	Meeting
	Submission of IDP Situational Analysis to Council	Mayor	29 November 2023	Meeting
	Risk Management Committee Meeting for risk management review	Municipal Manager	09 January 2024	Meeting
	Submission of Mid-year Performance assessment Report (MFMA sec72) 2023/2024 (Section 72) to Audit, Risk & Performance Committee	Management	15 January 2024	Meeting
	Submission of Mid-year Performance assessment Report (MFMA sec72) 2023/2024 (Section 72) to Standing committees	Municipal Manager	18 January 2024	Meeting

INTEGRATED DEVELOPMENT PLAN 2024-2025

	(Corporate services, Research, Planning & IGR)			
	Submission of Mid-year Performance assessment report (MFMA sec72) 2023/2024 (Section 72) to Mayor	Municipal Manager	22 January 2024	Desktop exercise
	Submission of Mid-year Performance assessment report (MFMA sec72) 2023/2024 (Section 72) to EXCO	Municipal Manager	25 January 2024	Desktop exercise
	Tabling of the Annual Report, MFMA section 52(D) & 72 Reports to Council	Mayor	30 January 2024	Meeting
	Management Retreat session	Management	01-02 February 2024	Meeting
Strategies and Objectives Phase	Mid-Year performance and MTREF Budget engagement	Treasury	06 February 2024	Meeting
	Technical Budget Steering committee	Mayor	07 February 2024	Meeting
	Political steering Committee	Municipal Manager	09 February 2024	Meeting
Projects & Integration Phase	EXCO retreat session in preparation for strategic planning	EXCO members	12-14 February 2024	Meeting
	IGR forum for Strategic Planning	Municipal Manager	20 February 2024	Meeting
	Presentation of Adjustment Budget & adjustment SDBIP to EXCO	Mayor	21 February 2024	Meeting
	Strategic Planning Session	Mayor	26 February -29 February 2024	Meeting
	Tabling of the adjustment Budget and SDBIP to Council	Mayor	26 February 2024	Meeting
	IDP, Budget & PMS Technical steering Committee presenting draft IDP, draft Budget, draft SDBIP and Annual Report	Municipal Manager	06 March 2024	Meeting
	IDP, Budget & PMS Political Steering Committee presenting draft IDP, draft Budget, draft SDBIP & Annual Report	Mayor	07 March 2024	Meeting
	IDP, Budget & PMS Representative Forum to present the submitted draft internal and external projects and also set and agree on IDP priority programmes or projects	Mayor	13 March 2024	Meeting
	Tabling of the Draft IDP, draft Budget & draft SDBIP to Standing committees (BTO and	Municipal Manager	14 March 2024	Meeting

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Corporate Services, Research, Planning & IGR)			
	Tabling of the Draft IDP, draft Budget & draft SDBIP to Executive Committee	Municipal Manager	19 March 2024	Meeting
	Tabling of Draft IDP, draft Budget , draft SDBIP, Annual Report & Oversight report on Annual report to Council	Mayor	26 March 2024	Meeting
	Upload the Draft IDP and Budget on the Website	Strategic Manager	27 March 2024	Desktop work
	Submission of Draft IDP and Budget to COGTA and Treasury	Strategic Manager	27 March 2024	Desktop work
Approval Phase	Issue a notice on the adoption of the draft IDP and Budget and Invite public comments	Strategic Manager	28 March 2024	Desktop exercise
	Prepare for IGR Meeting to present the reviewed final projects that would responding to the situational analysis as well as resolutions taken during the Strategic Planning Session	Strategic Manager and Chief Financial Officer	28 March 2024	Meeting
	IDP, Budget & PMS Technical Steering Committee to prepare for the IDP and Budget Roadshows	Municipal Manager	4 April 2024	Meeting
	IDP, Budget & PMS Political Steering Committee to confirm and approve the IDP and Budget Roadshows schedule	Mayor	09 April 2024	Meeting
	IGR forum in preparation for IDP roadshows	Mayor	11 April 2024	Meeting
	Audit, Risk & Performance Committee for quarter 3 reviews	Municipal Manager	15 April 2024	Meeting
	Presentation of quarter 3 and preparations for IDP, Budget & PMS Roadshows schedule Standing committee (Corporate Services, Research & IGR)	Municipal Manager	17 April 2024	Meeting
	Presentation of quarter 3 and preparations for IDP, Budget & PMS Roadshows schedule to EXCO	Municipal Manager	24 April 2024	Meeting
	IDP, Budget & PMS roadshows.	Strategic Manager and CFO	22, 23, 25 & 26 April 2024	Consultation

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Presentation of quarter 3 confirmation of IDP, Budget & PMS Roadshows schedule to Council	Municipal Manager	29 April 2024	Meeting
	IDP, Budget & PMS Technical Steering Committee to prepare refines IDP and Budget Roadshows outcomes	Municipal Manager	30 April 2024	Meeting
	IDP, Budget & PMS Political Steering Committee for presentation of draft IDP, Budget & PMS 2023/24	Mayor	07 May 2024	Meeting
	IDP, Budget & PMS Representative Forum to present the draft IDP & Budget	Management	09 May 2024	Meeting
Approval Phase	Submission of final IDP and Budget to Standing committees (Corporate Services, Research, Planning & IGR and BTO)	Municipal Manager	14 & 15 May 2024	Meeting
	Submission of final IDP and Budget to Executive Committee	Municipal Manager	21 May 2024	Meeting
	Submission of final IDP and Budget to Council	Mayor	28 May 2024	Meeting
	Submission of final IDP and Budget to MEC, Treasury and Local Government.	Strategic Manager	30 May 2024	Electronic & Hand delivery
	Publication of approved IDP and Budget on website and local newspaper	Strategic Manager	04 June 2024	Meeting
	Finalization and submission of draft 2024/25 SDBIP, departmental SDBIPs and Risk review assessment	Strategic Manager	04-07 June 2024	Meeting
	Submission of 2024/25 SDBIP and annual performance agreement to the Mayor	Municipal Manager	12 June 2024	Meeting
	Risk Committee Meeting for review and assessment	Municipal Manager	18 June 2024	Meeting
	Submission of 2024/25 SDBIP to the Standing committee (Corporate Services, Research, Planning & IGR)	Municipal Manager	20 June 2024	Meeting
	Submission of 2024/25 SDBIP to the EXCO	Municipal Manager	25 June 2024	Meeting
	Submission of 2024/25 SDBIP to the Council	Municipal Manager	27 June 2024	Meeting
	Approval of the 2024/25 SDBIP and Performance agreements of the Municipal Manager and Senior Managers	Mayor and Municipal Manager	27 June 2024	Meeting

	Submit the approved SDBIP and performance agreements to MEC COGTA and Treasury	Mayor	01 July 2024	Electronic & Hand Delivery
--	--	-------	--------------	----------------------------

1.8.1. Process for Amending an Adopted IDP

In terms of Municipal Planning and Performance Management Regulations of 2001, Gazette No. R. 796, S3 only a member or committee of a municipal Council may introduce a proposal for amending the municipality's integrated development plan in the Council. Any proposal for amending a municipality's Integrated Development Plan must be aligned with the framework adopted in terms of S27 of the MSA.

In terms of the regulations, no amendment to a municipality's IDP may be adopted by the municipal Council unless:

- ▶ all the members of the Council have been given reasonable notice;
- ▶ the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment.
- ▶ the municipality, if it is a district municipality, has consult all the local municipalities in the district municipality on the proposed amendment and has taken all comments submitted to it by the local municipalities in that area into account before it takes a final decision on the proposed amendment.
- ▶ the municipality, if it is a local municipality, has consulted the district municipality in whose area it falls on the proposed amendment, and has taken all comments submitted to it by the district municipality into account before it takes a final decision on the proposed.

1.3.8. Mechanisms and Procedures for Public Participation

Notwithstanding the network connectivity challenges in the far-flung rural parts of the municipality. The municipality has means to promote public participation through the Mayoral outreach programs, the coordination of ward committees, and IGR

One of the main features about IDP and Budget Processes is the involvement of community and stakeholder organizations in the process. This ensures that the IDP addresses the real issues that are being experienced by the citizens. Both the Constitution of the Republic of South Africa, 1996 and the Municipal Systems Act of 2000 stipulate that one of the objectives of municipalities is "To encourage the involvement of communities and community organizations in the matters of local government". The White Paper on Local Government also put emphasis on public participation.

Through the Municipal Systems Act, participation in the decision-making processes of the municipality, participation of communities, residents and ratepayers is determined to be a right. The IDP is, therefore, also emphasized as a special field of public participation. It is therefore evident that public participation should be promoted in order to achieve, *inter alia*, the following objectives:

- ▶ Consult with the community on their developmental challenges
- ▶ Form basis for people-centred governance and bottom-up planning process

- ▶ Improve the relationship between council and the communities and thereby improve political accountability and transparency
- ▶ Empower communities through information dissemination/assimilation
- ▶ Establish the community feedback programme, which allows local leaders the opportunity to interact with communities on issues of service delivery.
- ▶ Provide communities with a platform to influence the developmental trajectory of municipalities and government in general.
- ▶ Provides the municipality with a project/programme evaluation and implementation monitoring feedback mechanism.

1.3.9. Participation Mechanism

Provisions of MSA Chapter 4 Section 17 provide for mechanisms for participation:

- ▶ IDP Rep Forum to verify and add data;
- ▶ District Municipality's Rep Forum to ensure that local priorities are adequately reflected on the District's IDP;
- ▶ Use Ward Councillors to call meetings to keep communities informed on IDP progress (including Ward Committees and CDWs);
- ▶ Publish annual reports on municipal progress;
- ▶ Advertise on local newspapers and community radios on the progress;
- ▶ Develop pamphlets and booklets on IDP where necessary;
- ▶ Making the IDP document available to all units and public places for public comments; and
- ▶ Making use of municipal notice boards; municipal website and municipal newsletter.

1.3.10. Involvement of Traditional Leadership

Section 81 of the Local Government: Municipal Structures Act states that traditional authorities may participate in council matters through their leaders and those traditional leaders must be allowed to attend and participate in any meeting of the council". The act further stipulates that the Council should give traditional authorities a chance to express their views if the matter in question directly affects the area of a traditional authority. It is therefore of vital importance that they continue to contribute in enhancing community participation in council matters and in government at large.

1.3.11. Involvement of Ward Committees and CDWs

Ward committees are key in this process as espoused both in the Municipal Structures Act and the MSA. Ward committees represent the development aspirations and needs of the wards they represent and form an information assimilation/dissemination mechanism between a municipal council and the community.

The ward committees are key in the development, implementation, monitoring, and evaluation of municipal performance on service delivery as espoused in the municipal IDPs. Ward committees as one formal element of public representation in government affairs, in terms of the Structures Act of 1998, should be established in each

ward. This will deepen the involvement of local communities in local governance processes such as Integrated Development Planning (IDP), the budget, performance management and service delivery. This applies in respect of implementation, monitoring, and evaluation as well as planning. Thus, ward committee members and ward councillors should play a key role in mobilising the communities as well as in the identification of the developmental matters concerning the wards they are representing in the municipalities.

1.3.12. Alignment between the District and Local Municipalities

Alignment is the instrument that synthesises and integrates the top-down and the bottom-up planning process between different spheres of government. Not only is alignment between the District and the Local Municipalities important, but also between the Local Municipalities within the jurisdiction of the District Municipality. The alignment procedures and mechanisms should be incorporated in the process plans of the Municipalities, while the responsibility for alignment rests with the District Municipalities. Manager: IDP, PMS, RM and M&E of the municipality is responsible for ensuring smooth coordination of local municipal IDP reviews and their alignment with the district IDP compilation using workshops/engagements and bilateral discussions with affected sector departments or municipalities. The Inter-Governmental Forum will also be used to ensure that beneficial alignment of programmes and projects occur.

2. CHAPTER 2: SITUATION ANALYSIS

Port St John’s forms part of the O.R. Tambo District Municipality. It is bounded on the eastern side by the Indian Ocean. To the north-east, it is bounded by the Mzintlava River and Ingquza Hill Local Municipality. It is constituted by one magisterial area, viz. Port St John’s. The municipality is largely rural/traditional in character and the main economic activity is subsistence farming.

2.1. Population

Port St Johns Local Municipality accounts for a total population of 179 325 according to 2022 Census with the growth of 23 189 compared to census 2011 of 156 136, or 11,9% 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 2022 and Port St Johns the least populous in the entire district. With 179 000 people, the Port St Johns Local Municipality housed 0.3% of South Africa’s total population in 2022. Between 2012 and 2022 the population growth averaged 1.02% per annum which is close to half than the growth rate of South Africa as a whole (1.47%). Compared to O.R. Tambo’s average annual growth rate (1.04%), the growth rate in Port St Johns’s population at 1.02% was very similar than that of the district municipality.

When compared to other regions, the Port St Johns Local Municipality accounts for a total population of 179,000, or 11.4% 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 2022. The ranking in terms of the size of Port St Johns compared to the other regions remained the same between 2012 and 2022. In terms of its share the Port St Johns Local Municipality was very similar in 2022 (11.4%) compared to what it was in 2012 (11.4%). 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 2012 and 2022. (Source: IHS Markit Regional eXplorer version 2257)

2.1.1. Population Changes

Municipality	2011	2016	2022	% growth			Number of households			% Change
				2011 - 2011	2011 - 2016	2016 - 2022	2011	2016	2022	
OR Tambo DM	1 501 702	1 457 384	1 366 039		-3%	-6.6%	95 294	95 107	124 294	23.4%
Port St Johns	156 135	166 779	179 325		6.3%	6.5%	31 713	33 951	30 643	-10.7%

Source: Census 2011, CS 2016 and Census 2022

2.1.2. Key Municipal Statistics

CATEGORY	STATISTIC 2022	STATISTICS 2011
Total population	179 325	156 135
Number of households	30 643	31 715
Population growth rate	6.5%	0.61 %
Household size (average)	5.9 %	4.9 %

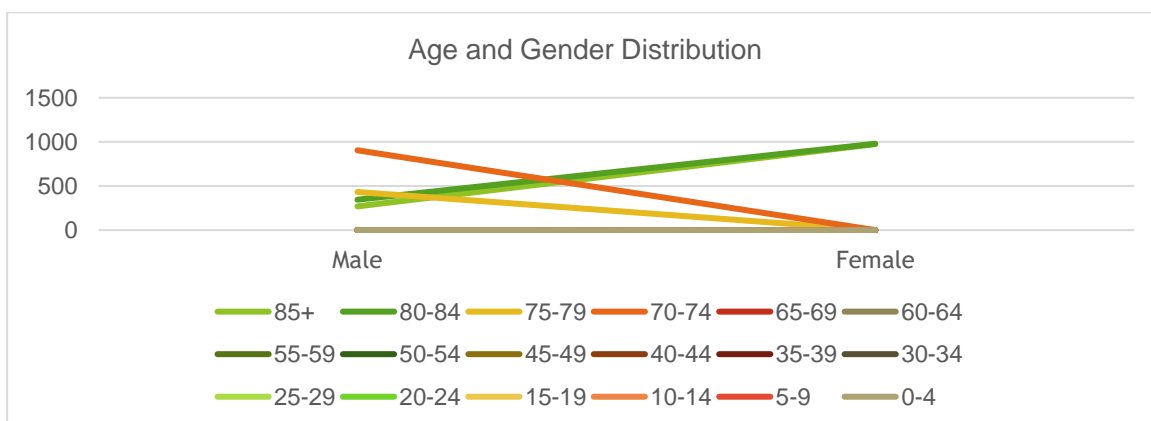
Male Population	47.1%	48 %
Female Population	52.9%	52 %
Unemployment	63.95 %	
Flush toilets connected to sewerage	19.4 %	
Weekly refuse removal (once a week)	18.7%	3.1 %
Piped water inside dwelling	19.0 %	
Energy for lighting (Electricity)	91.9%%	34 %
Average Household	5.9	
Formal Dweling	66%	
Flush Toilets connected to sewerage	19.4%	
Access to piped water	19.0%	65 %

Census 2022

2.1.3. Age and Gender Distribution

Port St Johns Local Municipality's male/female split in population was 86.3 males per 100 females in 2022. The Port St Johns Local Municipality has significantly more females (53.67%) than males, when compared to a typical stable population. This is most probably an area with high male out migration to look for work elsewhere. In total there were 95 800 (53.67%) females and 82 800 (46.33%) males. This is different from the O.R.Tambo District Municipality as a whole where the female population counted 833 000 which constitutes 53.11% of the total population of 1.57 million

The largest share of population is within the babies and kids (0-14 years) age category with a total number of 70 300 or 39.3% 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 24.5%, followed by the teenagers and youth (15-24 years) age category with 38 600 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 9 880 people, as reflected in the population pyramids below:



Census 2022

2.1.4. Number of Households

In 2022, the Port St Johns Local Municipality comprised of 37 700 households. This equates to an average annual growth rate of 1.16% in the number of households from 2012 to 2022. With an average annual growth rate of 1.02% in the total population, the average household size in the Port St Johns Local Municipality is by implication

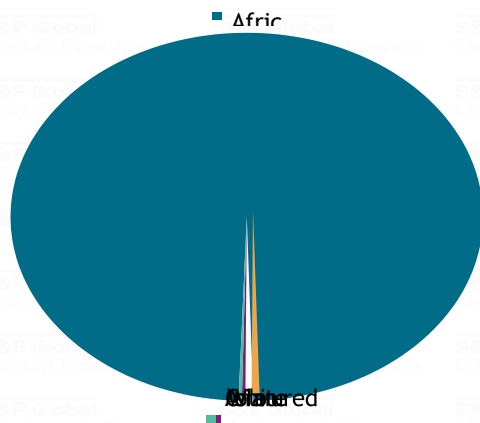
decreasing. This is confirmed by the data where the average household size in 2012 decreased from approximately 4.8 individuals per household to 4.7 persons per household in 2022.

Number of households			% Change
2011	2016	2022	
95 294	95 107	124 294	23.4%
31 713	33 951	30 643	-10.7%

Stats SA, 2011 Census, 2016 community survey and 2022 Census.

2.2. Population

According to Census 2022, a large part of Port St Johns population is made up of Black Africans (177 560) this figure translates to 99% of the entire population. The remaining 1% is made up of 772 Coloured's (0.4%); 270 Indians/Asians (0.2%) 542 Whites comprising (0.3%) in the other category there are 175 inhabitants contributing (0.1%) of the entire population. (2022 Statistics SA). The table below is the presentation of the racial distribution in Port St Johns:



(2022 Statistics SA).

The growth in the number of African headed households was on average 1.15% per annum between 2012 and 2022, which translates in the number of households increasing by 4 040 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2012 and 2022 at 5.34%. The average annual growth rate in the number of households for all the other population groups has increased with 1.15%.

2.3. Social Indicators

Education

The municipality also has direct interest in the monitoring of education and functional literacy levels among its economically active population to ensure adequate supply of critical skills needed for growing the local economy. Several 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, diarrhea 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 a long-established initiative of reducing mud schools. Newly constructed schools are suitable even for the physically challenged.

2.3.1.1. Literacy Levels

Generally, Port St Johns 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 populations 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 people 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 can retain.

Within Port St Johns Local Municipality, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -5.84%, while the number of people within the 'matric only' category, increased from 8,470 to 14,500. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 6.76%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.91%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

Highest Level of Education

Category	PSJ	OR Tambo	Eastern Cape	National	% of PSJ to the DM	% of PSJ to the Province	% of PSJ to National
No schooling	7 730	57 000	183 000	1 400 000	13.6%	4.2%	0.55%
Grade 0-2	3010	18 000	84 800	420 000	16.3%	3.6%	0.72%
Grade 3-6	13 500	96 800	452 000	2 480 000	13.9%	3.0%	0.52%
Grade 7-9	20 100	187 000	960 000	5 760 000	10.8%	2.1%	0.35%
Grade 10-11/ certificate/Diploma without matric	20 600	223 000	1 223 000	9 810 000	9.2%	1.7%	0.21%
Matric only/Matric certificate / diploma	94	2 230	13 200	140 000	4.2%	0.7%	0.07%
Matric Only	14500	162 000	1 110 000	13 400 000	8.9%	1.3%	0.11%
Certificate/ Diploma/Matric	2400	39 000	258 000	2 740 000	6.4%	1.0%	0.09%
Bachelors' degree Matric	1130	21 100	131 000	1 710 000	5.4%	0.9%	0.07%
Postgrad degree	527	8 640	63 000	1060 000	6.1%	0.8%	0.05%

(Source: IHS Markit Regional eXplorer version 2257)

2.3.2. Health

Primary health is a competence of the Provincial Department of Health. O.R Tambo District Municipality is responsible for municipal health. There are mainly four parties that provide health facilities in the study area namely, Department of Health, O.R Tambo District Municipality, Port St Johns municipality and private institutions.

2.3.3. Health facilities and services

Port St John's municipality has the following health facilities: -

- ▶ Two District Hospitals (Isilimela and Bambisana).
- ▶ Two Community Health Centres (Port St Johns and Tombo).
- ▶ One Community Based Service, in Bambisana.
- ▶ Twenty Clinics.

The Municipality and the Department of Health are committed to ensuring that local communities have access to efficient health facilities. There are several 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. There are 16 ward-based teams in 20 wards meaning 4 wards do not have the teams are assisted by other teams with 34 463 households to be serviced.

Awareness campaigns and treatment centres are crucial. In assessing the general health related challenges of the area, it would be more responsive to convert the existing Port St Johns health centre into a fully-fledged Community health Centre because the services provided currently by the available facilities are not sufficient to directly respond to health issues.

2.3.4. HIV/AIDS

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

In 2022, 18 900 people in the Port St Johns Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.52% since 2012, and in 2022 represented 10.58% of the local municipality's total population. The O.R. Tambo District Municipality had an average annual growth rate of 1.68% from 2012 to 2022 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 746,000 in 2012 to 899,000 in 2022. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2012 to 2022 with an average annual growth rate of 2.27%

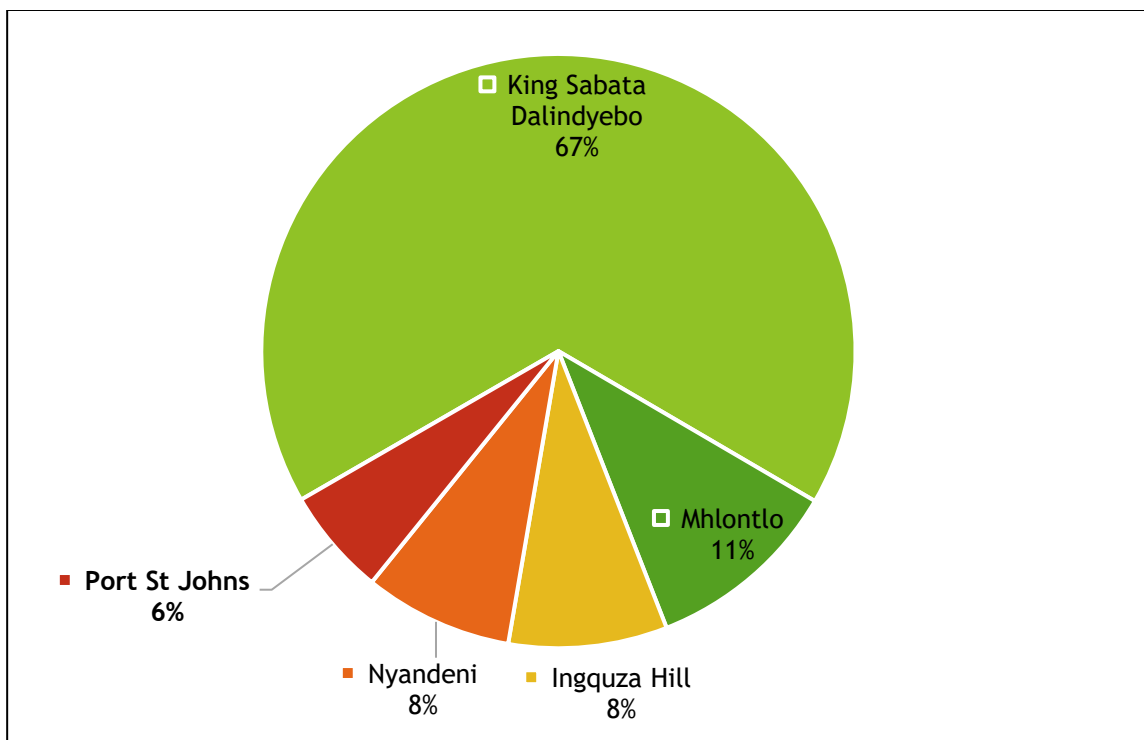
2.4. Economic Indicators

The economic state of Port St Johns Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, O.R. Tambo District Municipality, Eastern Cape Province and South Africa. The Port St Johns Local Municipality does not function in isolation from O.R. Tambo, Eastern Cape Province, South Africa and the world and now,

more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

2.4.1. Gross Domestic Product

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states. With a GDP of R 3.44 billion in 2022 (up from R 2.08 billion in 2012), the Port St Johns Local Municipality contributed 5.85% to the O.R. Tambo District Municipality GDP of R 58.8 billion in 2022 increasing in the share of the O.R. Tambo from 7.05% in 2012. The Port St Johns Local Municipality contributes 0.69% to the GDP of Eastern Cape Province and 0.05% the GDP of South Africa which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2012 when it contributed 0.06% to South Africa, but it is lower than the peak of 0.06% in 2012.



(Source: IHS Markit Regional eXplorer version 2257)

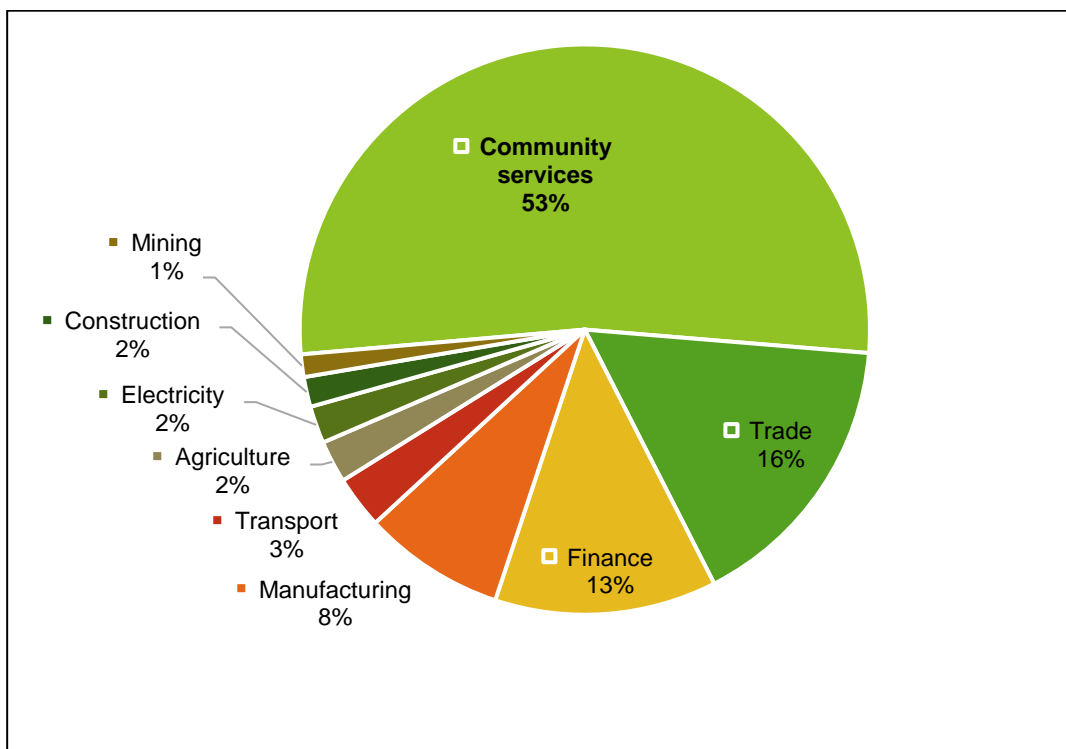
In 2022, the Port St Johns Local Municipality achieved an annual growth rate of 1.50% which is a slightly lower GDP growth than the Eastern Cape Province's 2.08%, but is lower than that of South Africa, where the 2022 GDP growth rate was 1.91%. Contrary to the short-term growth rate of 2022, the longer-term average growth rate for Port St Johns (0.09%) is significantly lower than that of South Africa (0.92%). The economic growth in Port St Johns peaked in 2021 at 4.31%.

The Port St Johns Local Municipality had a total GDP of R 3.44 billion and in terms of total contribution towards O.R. Tambo District Municipality the Port St Johns Local Municipality ranked lowest relative to all the regional economies to total O.R. Tambo District Municipality GDP. This ranking in terms of size compared to other regions

of Port St Johns remained the same since 2012. In terms of its share, it was in 2022 (5.9%) significantly smaller compared to what it was in 2012 (7.1%). For the period 2012 to 2022, the average annual growth rate of 0.1% of PortSt Johns was the fourth relative to its peers in terms of growth in constant 2010 prices.

2.4.2. Gross value added (GVA) by broad economic sector - ORTambo District Municipality, 2022

In 2022, the community services sector is the largest within Port St Johns Local Municipality accounting for R 1.65 billion or 52.7% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Port St Johns Local Municipality is the trade sector at 16.2%, followed by the finance sector with 12.6%. The sector that contributes the least to the economy of Port St Johns Local Municipality is the mining sector with a contribution of R 40.1 million.



(Source: IHS Markit Regional eXplorer version 2257)

2.4.2.1. Historical Trend

For the period 2022 and 2012, the GVA in the finance sector had the highest average annual growth rate in Port St Johns at 2.30%. The industry with the second highest average annual growth rate is the agriculture sector averaging at 1.63% per year. The construction sector had an average annual growth rate of -3.41%, while the mining sector had the lowest average annual growth of -4.06%. Overall, a growth GVA in 2022.

Sector 06	2012	2017	2022	Average growth	Annual
Agriculture	39.3	42.0	46.2	1.63%	
Mining	31.0	27.2	20.5	-4.06%	

INTEGRATED DEVELOPMENT PLAN 2024-2025

Manufacturing	163.7	160.8	162.4	-0.08%
Electricity	44.3	37.0	33.8	-2.66%
Construction	55.9	53.7	39.5	-3.41%
Trade	360.6	361.1	343.6	-0.48%
Transport	75.3	78.9	78.7	0.45%
Finance	242.9	291.2	304.9	2.30%
Community services	1,204.7	1,198.9	1,239.2	0.28%
Total Industries	2,217.6	2,250.9	2,268.8	0.23%

(Source: IHS Markit Regional eXplorer version 2257)

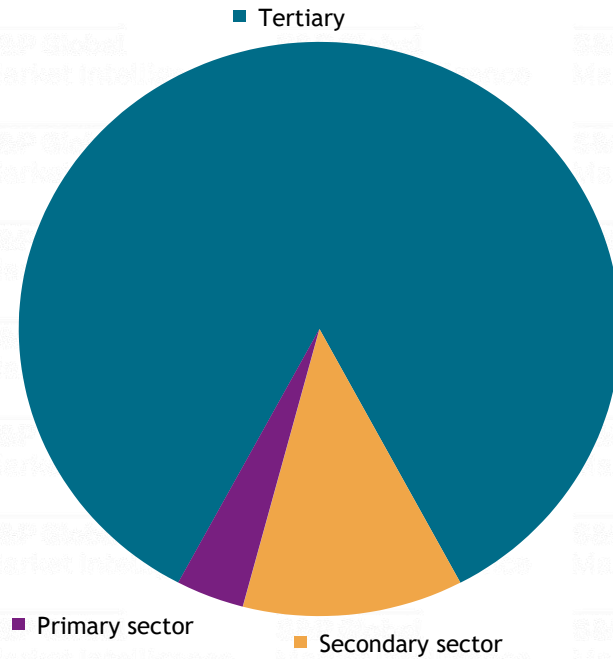
For the period 2022 and 2012, the GVA in the finance sector had the highest average annual growth rate in Port St Johns at 2.30%. The industry with the second highest average annual growth rate is the agriculture sector averaging at 1.63% per year. The construction sector had an average annual growth rate of -3.41%, while the mining sector had the lowest average annual growth of -4.06%. Overall, a positive growth existed for all the industries in 2022 with an annual growth rate of 1.67% since 2021.

Source: South Africa Regional eXplorer v2443.

Sector 2012	2017	2022	Average Annual growth	
Agriculture	39.3	42.0	46.2	1.63%
Mining	31.0	27.2	20.5	-4.06%
Manufacturing	163.7	160.8	162.4	-0.08%
Electricity	44.3	37.0	33.8	-2.66%
Construction	55.9	53.7	39.5	-3.41%
Trade	360.6	361.1	343.6	-0.48%
Transport	75.3	78.9	78.7	0.45%
Finance	242.9	291.2	304.9	2.30%
Community services	1,204.7	1,198.9	1,239.2	0.28%
Total Industries	2,217.6	2,250.9	2,268.8	0.23%

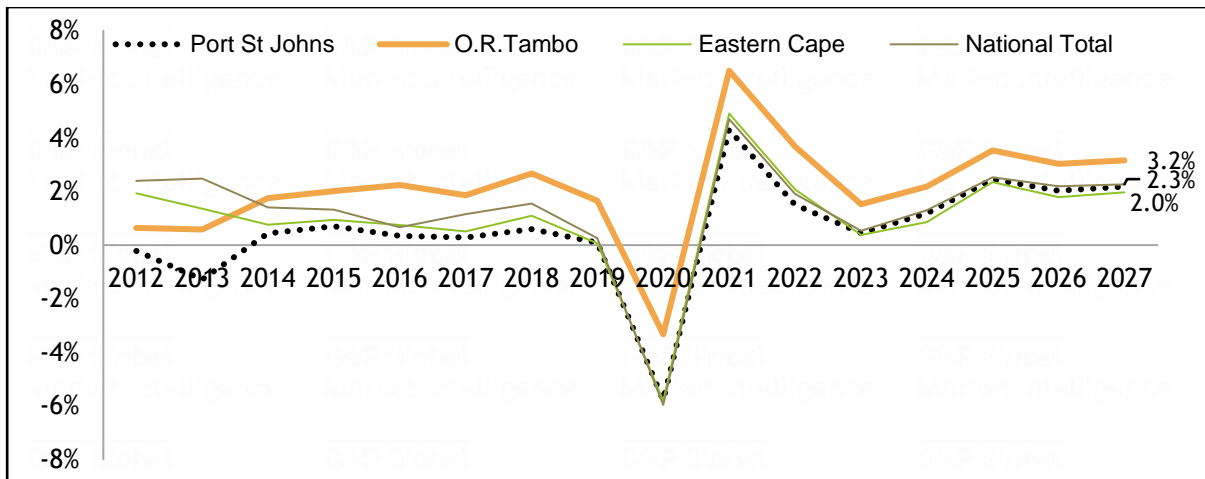
TABLE 12. Gross value added (GVA) by broad economic sector - Port St Johns Local Municipality, 2012, 2017 and 2022 [R millions, 2010 constant price:

The tertiary sector contributes the most to the Gross Value Added within the Port St Johns Local Municipality at 84.5%. This is significantly higher than the national economy (69.4%). The secondary sector contributed a total of 11.9% (ranking second), while the primary sector contributed the least at 3.7%.



2.4.3. Economic growth forecast

It is expected that Port St Johns Local Municipality will grow to 2.3% in 2027. Growth in O.R Tambo is projected to peak above the national and provincial levels. At a 1.66% average annual GDP growth rate between 2022 and 2027, Port St Johns ranked the third compared to the other regional economies.



(Source: IHS Markit Regional eXplorer version 2257)

2.4.4. Employment

Port St Johns Local Municipality employs a total number of 13 500 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 104 000. 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 employments in 2022 were the community services sector with a total of 5 290 employed people or 39.3% of total employment in the localmunicipality. The trade sector with a total of 2 830 (21.0%) employs the second highest number of people relative tothe rest of the sectors. The mining sector with 30.6 (0.2%) is the sector that employs the least number of people in Port St Johns Local Municipality, followed by the electricity sector with 33.8 (0.3%) people employed.

Total employment per broad economic sector - Port St Johns and the rest of O.R.Tambo, 2022[Numbers]

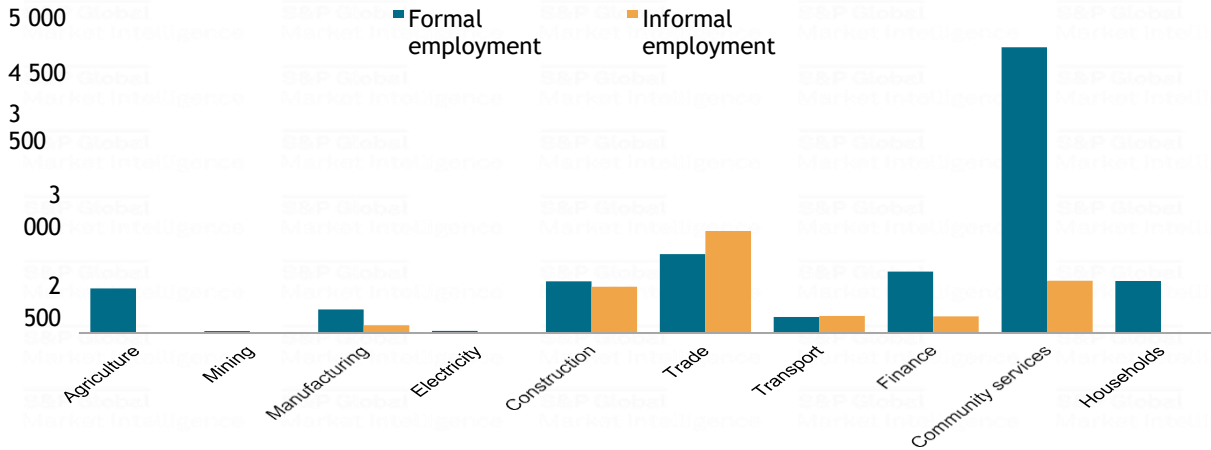
Sector	Port St Johns	Ingquza Hill	Nyandeni	Mhlontlo	King Sabata Dalindyebo	Total O.R.Tambo
Agriculture	698	1,120	534	1,700	3,100	7,147
Mining	31	47	33	15	73	198
Manufacturing	487	716	585	1,020	3,140	5,942
Electricity	34	63	85	72	243	496
Construction	1,530	2,440	1,950	2,310	9,110	17,335
Trade	2,830	4,340	4,130	4,040	24,900	40,266
Transport	515	720	1,060	1,190	5,150	8,638
Finance	1,220	2,010	2,610	2,060	13,300	21,219
Community services	5,290	7,970	7,350	7,700	38,100	66,463
Households	814	1,390	1,310	1,390	7,240	12,151
Total	13,500	20,800	19,600	21,500	104,000	179,854

(Source: IHS Markit Regional eXplorer version 2257)

2.4.4.1. Formal Emploment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side whereformal businesses have not been established. Formal employment is much more stable than informal employment. Informal employment is much harder to measureand manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Port St Johns Local Municipality counted 9 680 in 2022, which is about 71.91% of total employment, while the number of people employed in the informal sector counted 3 780 or 28.09% ofthe total employment. Informal employment in Port St Johns increased from 3 180 in 2012 to an estimated 3 780 in 2022.



In 2022 the Trade sector recorded the highest number of informally employed, with a total of 1 600 employees or 42.23% 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 120 and only contributes 3.17% to total informal employment.

2.5. Basic Service Delivery

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.

2.5.1. Road Infrastructure

2.5.1.1. Road Network

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. On construction of gravel roads, the municipality has constructed a number of 287 km of new gravel roads from 2018 – 2022. The road

network of Department of Transport is 320.40 km which includes 68.46 km of paved roads and 251.96 of unpaved roads in Port St Johns Municipality. We have prioritized the most underdeveloped areas to ensure that there is access to government services. A lot has been done and a lot still needs to be done to deliver services to the people of Port St Johns.

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 infrastructure, 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 96 million on roads, pavements, bridges and storm water infrastructure development. 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 fully-fledged Project Management Unit which include projects 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.

2.5.1.2. Complete Projects 2022/2023

The following are the km of roads completed in 2022/23 including the roads maintained.

Project	Km	Ward
Nomsenge Access Road	5km	12
Kwa Dyovuza- Emngcwini Access Road	8km	4
Mthimde Access road	9km	20
Agate Terrace Paved Road phase 2	3km	10
Rehabilitation of Military Camp	500m	06
Gravel road maintenance	260km	1,2,3,4,5,6,8,9,10,11,12,13,14,15,16,17,18,19,20

2.5.1.3. 2023/2024 Projects

Project	Kilometers	Ward	Progress
Bizana Access road	7km		
Lityeni – Tyiweni access road	6km		
Rhawutini Access road	6km		
Luzuphu Access road	7km		

Gogogo Access road	6km		
Cwebeni Access road	7.8km		
Ngcoya access road	9km		
Babheke Access road	7km		
Codesa- Mdakeni Access road	11km		

2.5.1.4. Infrastructure Asset & Investment Plan

Port St Johns has developed a three-year capital and infrastructure asset investment plan based on its Medium-Term Expenditure Framework (MTREF). This plan is largely influenced by our approved Municipal Infrastructure Grant 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.

2.6. 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 of water.

2.6.1. Water infrastructure

Transfer from the Upper Bulolo Dam to the Main Dam is affected during spilling and via a low-level outlet in the concrete weir. Raw water is gravitated from the main dam to a 2m³/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 Moun³ reservoir situated adjacent to the off-take to Mount. Thesigner 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.

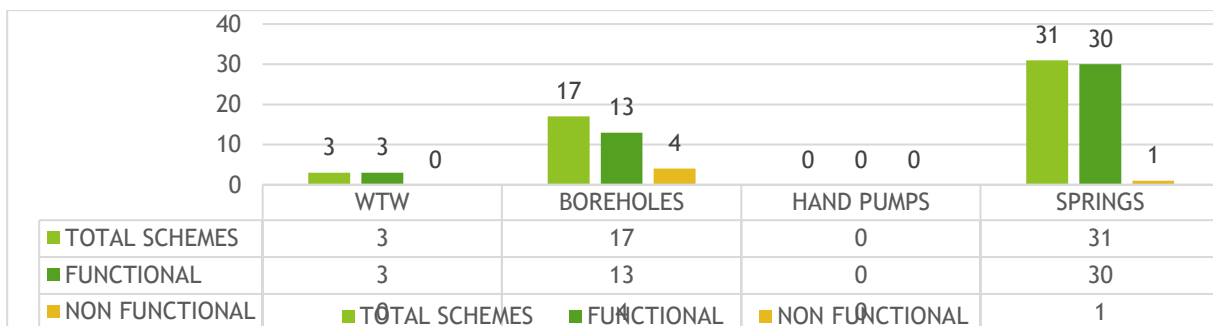
2.6.2. Water Source sufficiency and alternatives

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.

Table 3.12 Existing boreholes and status

Type Of Scheme	Total Number Of Scheme	No Of Functional Scheme	No Of Non-Functional Scheme	% Functional	% Non-Functional
WTW	3	3	0	100%	0%
BOREHOLES	14	11	3	78.6%	21.4%
SPRINGS	31	29	2	93.5%	6.5%
AVERAGE PERFORMANCE OF PSJ LM	48	43	5	89.6%	10.4%

Chart 3.9: Port St Johns existing water schemes and functionality



2.6.2.1. Infrastructure for Urban Areas

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.
Mtumbane	This area is inadequately served with water.

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.
Mpantu	The present water supply to this area is from rainwater harvesting. When this area is developed a supply main will have to be brought in along the riverbank 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.
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.
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 O.R. Tambo district IDP the Port St John's Local Municipality Regional Water Supply under the Port St Johns Local Municipality, which supplies rural village will be integrated into the proposed regional scheme. Thus far, approximately R90 million 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 R25 million has been submitted to the DWA for the Dam construction.

2.6.3. Household Access to Water Supply

The four most rural municipalities in the O.R. Tambo District (Ingquza Hill Local Municipality, Port St Johns Local Municipality, Mhlontlo Local Municipality and Nyandeni) have a backlog that is over 90% in terms of access to safe and clean drinking Water. Water cleaning is a challenge in Port St Johns because of the lack of 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.

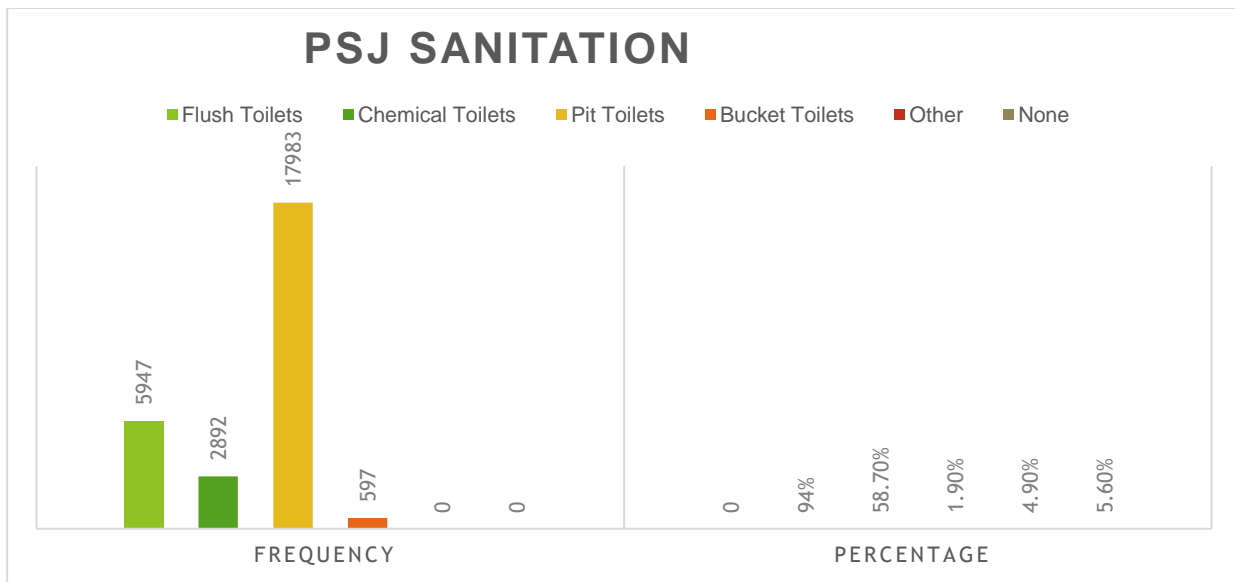
Port St Johns Local Municipality had a total number of 5827 (19%) households with piped water inside the dwelling, a total of 1618(5.3%) households had piped water inside the yard and a total number of 17 113 (55.8%)households had no formal piped water with 6085 (19.9) piped water on community stand.

Service	Frequency	Percentage
Piped (tap) water inside the dwelling	5 827	19,0%
Piped (tap) water inside the yard	1 618	5,3%
Piped (tap) water on community stand	6 085	19,9%
No access to piped water	17 113	55,8%

Stats SA (2022)

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. Many 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 3.5Ml/day. An Ecological Impact Assessment was done in October 2017 recommending preferred sites for the WWTW from a least environmental impact perspective. Port St Johns Local Municipality had a total number of 5947 flush toilets (19% of total households), 17 983 Pit (VIP) (58.7% of total households) and 2 893 (7.64%) of total chemical toilets. A number of 1 727 households do not have access to proper sanitation.



Stats SA, 2022

Electrification

Provision of electricity is done by Eskom Distribution although the constitution of the republic puts upon municipality to provide such service. The current arrangement deprives the municipality to generate its own revenue from electricity and use of service for credit and debt control. Electrification of households using INEP is done by municipality and Eskom through identification and prioritization of areas to be electrified. The municipality does not have a distribution licence as ESKOM is solely a distributor.

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).

2.6.3.1. Household Access to Electricity for Lighting

The statistics as per 2022 Statistics for access to energy is as follows:

Source	Frequency	%
Electricity	28 172	91.9%
Gas	97	0.3%
Paraffin	272	0.9%
Candles	1 855	6.1
Solar	101	0.3%
Other	38	0.1%

Source: Stats SA 2022

2.6.3.2. Household usage Electricity for cooking

Source	Frequency	%
Electricity	13 502	44%
Gas	5818	19%
Paraffin	399	1.3%
Wood	10 780	35.2%
Solar	13	0.0%
Coal	20	0.1%
Animal Dug	10	0.0%
Other	15	0.0
None	86	0.3%

Source: Stats SA 2022

2.6.3.3. Electricity Distribution Licence

The municipality is not an electricity distributor therefore it does not have a distribution licence.

2.6.3.3.1. Electricity Backlog

2.6.3.4. Electricity Backlogs

WARD	Number of villages	Total households	Electrified	Not electrified (Infills)	% not electrified
1					
2	12	2022	1653	369	22%
3	09	2562	2074	488	19%
4					
5	10	2531	1582	347	
6					
7	6	2185	1814	371	17%
8					
9	10	3026	2754	272	9%

INTEGRATED DEVELOPMENT PLAN 2024-2025

10	10	3952	3000	952	23%
11					
12	08	5000	3500	1500	30%
13	12	2080	1795	285	13.7%
14					
15					
16					
17	09	3179	2682	417	13.1%
18					
19					
20					
TOTAL					

2.6.3.4.1. ELECTRICITY PROJECTS 2023/2024

Project	Ward	Budget	Status/ Progress	Funding Source
Lutshaya 90	17	R3 396 639.99	60%	INEP
Mthimde -Luzuphu 120	17 &20	R1 691 860.41	81%	INEP
Ndayini -Mkhumbeni 140	12	R551 196 .06	78%	INEP
Zinyosini 106	1	R1 494 476. 69	80%	INEP
Qandu 150	1	R1 671 891.63	80%	INEP
Gomolo 110	2	R964 759.95	83%	INEP
Lukhwazweni Emasimini 80	13	R748 916.32	66%	INEP
Mnqezu 98	13	R917 422.51	100%	INEP
1. Ngqwaleni village – 140 H/H 2. Ntlanjeni village – 106 H/H 3. Jambeni Village - 106 H/H 4. Tombo village – 180 H/H 5. Sobaba village – 140 H/H 6. Nkampini village – 120H/H	7,19, 4, 14,6, 16,10, 1 and 5	R1 110 997.60	Pre-marketing completed	INEP

INTEGRATED DEVELOPMENT PLAN 2024-2025

Project	Ward	Budget	Status/ Progress	Funding Source
7. Ngxongweni village – 140H/H 8. Emadwaleni-Qhoboshendlini village – 180H/H 9.. Lwandlana village – 120 H/H 10. Mswakazi Village – 106 11. Mpantu Village – 110H/H 12. Phahlakazi village – 150 H/H 13. Dumasi Village -180 H/H				
TOTAL		R178 697 321.75		

Status on 2023/24 Electricity Projects

Project	Ward	Budget	Status/ Progress	Funding Source
Ngqwaleni village – 140 H/H	07	1 110 997.60	Pre-marketing	
Ntlanjeni village – 106 H/H	19		complete	
Jambeni Village - 106 H/H	17			
Tombo village – 180 H/H	04			
Sobaba village – 140 H/H	14			
Nkampini village – 120H/H	06			
Ngxongweni village – 140H/H	16			
Emadwaleni-Qhoboshendlini village – 180H/H	16			
Lwandlana village – 120 H/H	08			
Mswakazi Village – 106	10			
Mpantu Village – 110H/H	06			
Phahlakazi village – 150 H/H	01			
Dumasi Village -180 H/H	05			
Qandu village – 150H/H	01	11 666	Out of 794	
Gomolo village – 110	0 2	000.00	households 625	
Mnqezu Village	17		were done	
Lutshaya Village	20			
Zinyosini Village	12			
Mthimde Luzuphu Village	20 & 17			
Ndayini Mkhumbeni Village	17			
Lukhwazweni Emasimini Village	13			

INTEGRATED DEVELOPMENT PLAN 2024-2025

Project	Ward	Budget	Status/ Progress	Funding Source
Construction of 48.6 km Bulk infrastructure (Dumasi/kohlo and 2 feeder bays) and (Tombo/Majola and 1 feeder bay)	04,05,08	11 066 002.40	6 kmDumasi/kohlo is done	
Installation of High-mast lights – Qandu,Mampube Dangwana,Gemvale, Sobaba High school,	01, 09, 07, 11 & 14	4 000 000.00		
Maintenance of street lights in ward 4 & 6		700 000.00	Out of 280 street lights 74 were maintained.	

2.6.3.5. Approved INEP Projects 2024/25

Project	Ward	Budget	Number Of Households	Funding Source
Nggale-Ntsimbini	07	R31 Million	63	INEP
Tombo	04		81	INEP
Ntlaleni	07		48	INEP
Jambeni	19		48	INEP
Dumasi	05		81	INEP
Sobaba	14		63	INEP
Nkampini	06		54	INEP
Ngxongweni	16		53	INEP
Amadwala-Qhoboshendlini	16		81	INEP
Mswakazi	10		48	INEP
Mpantu	06		50	INEP
Phahlakazi	01		68	INEP
Lwandlana	16		54	
Total			792	INEP

2.6.3.6. 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 R26 million for 2023/2024 Financial year, through that funding the electrification projects were prioritized.

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 Port St Johns 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 3.14: Households Access to Telecommunication

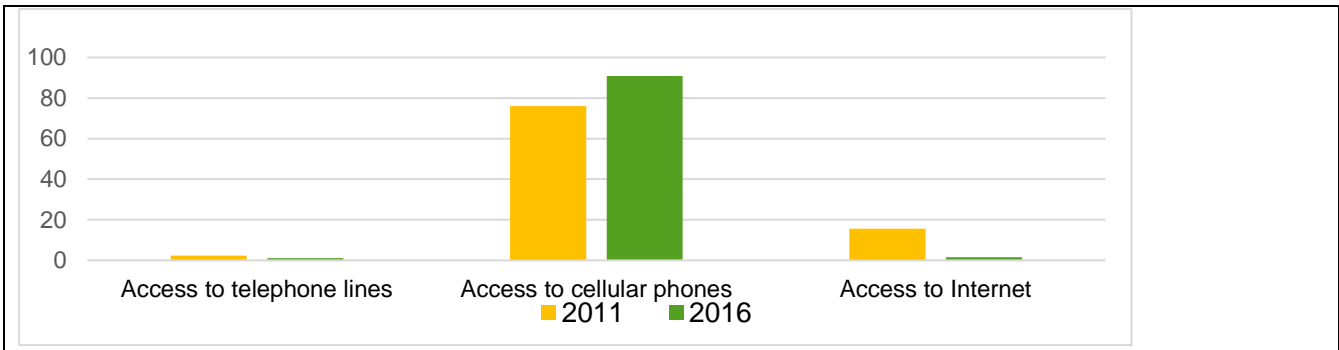


Table 3.27: Households Access to Telecommunication

	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 MTREF. EC Provincial Broadband coordinating structures have been established.

2.7. Spatial Planning

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.

2.7.1.1. Legislative Background

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and its Regulations as well as the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) require all Local Authorities to prepare Spatial Development Frameworks.

Status Quo

Port St Johns Spatial Development Framework (SDF) was reviewed and adopted by council in 2021 taking into consideration the advent of the Spatial Planning and Land Use Management Act that came into effect in 1st July 2015. This review was 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 Spatial Development Framework.

The main aim of the Spatial Development Framework is to formulate spatially based policy guidelines whereby changes, needs and growth within the Municipality can be managed for the benefit of the whole community. The Spatial Development Framework further guides and informs all decisions of the Municipality relating to the planning, use and development of land. The Port St Johns Municipal Spatial Development Framework aims to adequately plan for the provision of social and economic needs and infrastructure for a growing population. In particular, it identifies opportunities for future development and conservation and recommends areas for development and/or conservation. In doing so, the framework provides broad spatial guidelines to assist decision making with regard to land use/spatial planning. The Spatial Development Framework (2021) for 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
- ▶ Spatial challenges and opportunities
- ▶ Spatial proposals
- ▶ Implementation framework

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 its review: -

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 necessitated the preparation of a detailed Spatial Development Framework for the area to manage future land use.

Increasing pressure for development

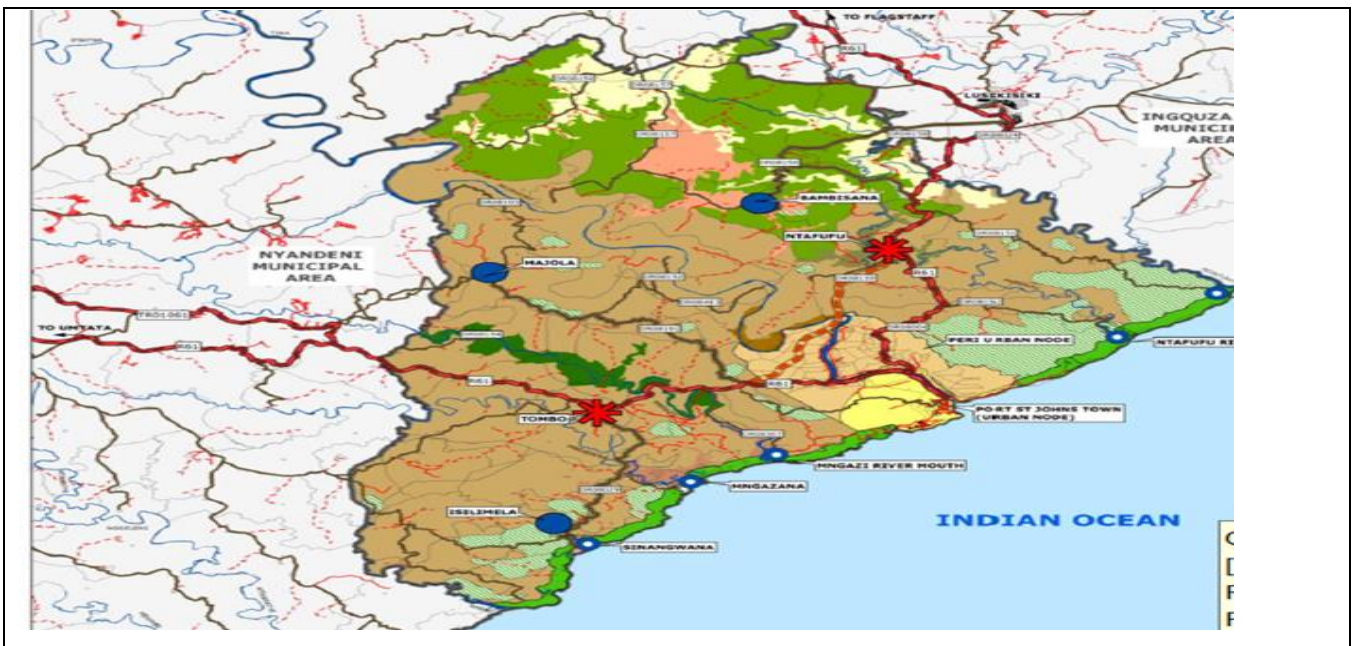
Demand for development in the Port St John's and rural areas is putting pressure on existing scarce resources and sustainability of the region and the environment. Specific reference is made to the valuable agricultural land of the area as well as the unique unspoiled coastal region.

Nodal Development

The Municipality has plans to formalise the identified nodes to prepare them for the envisioned development. An ongoing consultation process with traditional leaders commenced in October 2023. The following nodes have been identified and earmarked for development along with the notion of SMART city and Eastern Seaboard development:

- ▶ Bambisan
- ▶ Ntafufu
- ▶ Tombo
- ▶ Silimela
- ▶ Lutshaya
- ▶ Lumphoko
- ▶ Coastal Nodes (Sinangwana, Mngazana, Mngazi, Ntafufu Mouth and Manteku)

The purpose of developing the nodes is to avail more land for development in PSJ which will provide more opportunities for economic and infrastructure investment.



Spatial Planning And Land Use Management Act (SPLUMA)

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) is a national law that was passed by Parliament in 2013. Following the promulgation of the Act, Government published Regulations (Regulations

in terms of SPLUMA GG 38594 GN R239) on 23 March 2015. The law came into effect on 1 July 2015. 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’.

2.7.1.2. SPLUMA Regulations

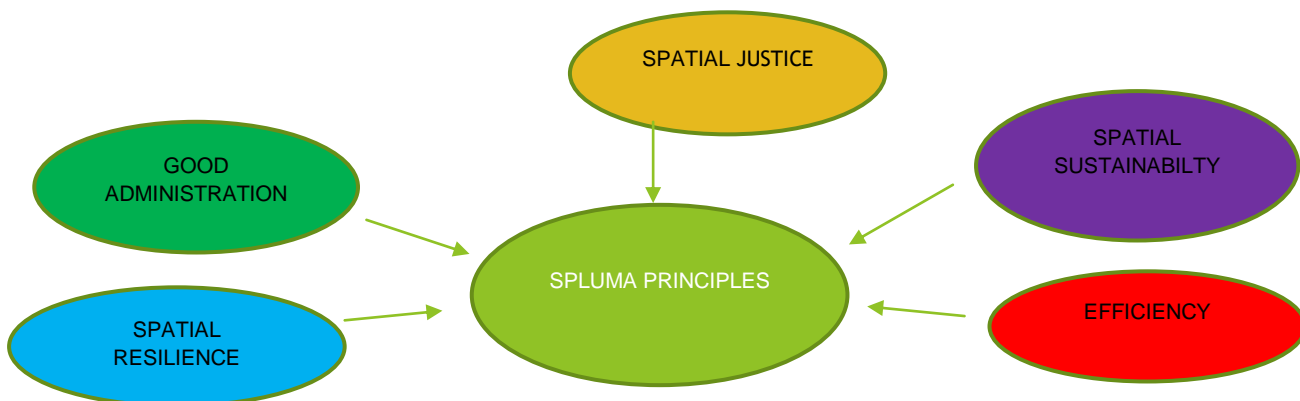
The powers of traditional councils in relation to planning and land use are governed by regulation 19(1) and (2) of the SPLUMA Regulations, which read:

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.

2.7.1.3. SPLUMA Principles

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



2.7.1.4. SPLUMA Implementation

Port St. Johns Council adopted Spatial Planning and Land Use Management By-law and SPLUMA delegations to give effect to the SPLUMA and also the categories of development applications into category 1 & 2. The Municipality resolved to continue with the Joint Municipal Planning Tribunal (MPT) formed with Ingquza Hill Local Municipality for a further 5 years. 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 held on the 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.

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 at the 2nd Beach but has been stopped.

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 O. R. TAMBO)
- Housing Assistance for Military Veterans

2.7.2. Housing

The Municipality is planning to develop its housing sector plan for 2023/24 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.

Port St Johns Local Municipality had a total number of 563 (1.49% of total households) very formal dwelling units, a total of 12 700 (33.67% of total households) formal dwelling units and a total number of 3 720 (9.87% of total households) informal dwelling units.

2.7.2.1. Dwelling Types

Households by dwelling unit type - Port St Johns and the rest of O.R. Tambo, 2022

Municipality	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Port St Johns	563	12,697	3,724	20,686	42	37,712
Ingquza Hill	733	32,060	6,253	29,453	379	68,877
Nyandeni	463	30,608	7,156	37,119	377	75,724
Mhlontlo	757	19,622	4,113	23,807	134	48,433
King Sabata Dalindyebo	18,251	65,032	10,308	36,049	797	130,437
Total O.R. Tambo	20,766	160,019	31,554	147,114	1,730	361,182

Source: South Africa Regional eXplorer v2443

2.7.2.2. Housing Backlog

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.

Challenges and Interventions

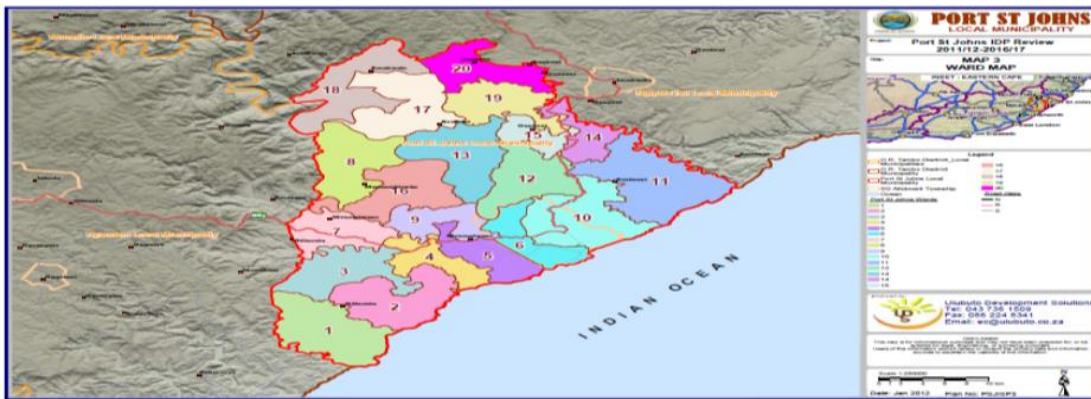
Challenges	Interventions
Inadequate project management	Enhance capacity through Accreditation Grant for municipalities and improve contract and programme management.
Poor contractor performance	Strict construction management including enforcement of contract terms

	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

2.7.3. Environment

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

2.7.3.1. 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. The Municipality has a dedicated person for environmental management (Environmental Officer) supported by the official seconded by Department of Environment Forestry and Fisheries.

2.7.3.1.1. Natural Assets

Natural Resouces	Threats	Plan
Forest	Deforestation occasioned by land invasion (housing) and veld fires	Conduct awareness programs
Rivers	Persistent drought, effluent discharged to our streams, rivers filled by sand and illegal sand mining	Legal sand mining or sand dredging. Apart from this we have strict law enforcement measures

Oceans	Illegal fishing	Law enforcement measures and awareness
--------	-----------------	--

2.7.3.2. Environmental Management Profile

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.

2.7.4. Physical Environment

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. The 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 Port St Johns Municipality 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 Port St Johns Municipality is the Pondoland offshore Controlled Zone. The biomes of the Port St Johns Municipality 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 Port St Johns Municipality 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 Port St Johns Municipality 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 Port St Johns Municipality. It is therefore important to continue to protect the natural resources of the Port St Johns Municipality. 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.

2.7.4.1. 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.

2.7.4.2. 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 rainfalls are 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.

2.7.4.3. 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 Port St Johns Development Agency and the new park on the way to Mpantú. 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. The existing sports fields are very few to meet the requirements and the needs of the Port St Johns clubs.

2.7.4.4. 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 departments 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 in the process of being developed with the assistance of Department of Fisheries, Forestry and Environment and will follow due processes.

2.7.5. Community Services

2.7.5.1. Waste Management

Port St Johns 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 2024/25 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 the position 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.

2.7.6. Waste Management Awareness Campaigns

Annually, Port St Johns embarks on annual awareness cleaning campaign as means of educating people about Waste management and its impact on the environment. The Integrated Waste Management Plan (IWMP) was completed and adopted by the Council on the 30 November 2022 and submitted to MEC’s for endorsement. 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. The recyclers are sorting the material and sell for

their own profit. The illegal dumping is prohibited through the enforcement of municipal by-laws which were gazzeted in 2007.

2.7.7. 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.

2.8. Transportation

The O.R. Tambo District Municipality has developed an Integrated Transport Plan (ITP), Rural Road Asset Management System (RRAMS) and has committed in assisting the Port St Johns Local Municipality in developing its own Integrated Transport Plan. 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 Driver’s License Testing Centre (DLTC) is operating.

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

2.8.1. Integrated Transport Plan

The O.R. Tambo District Municipality has developed an Integrated Transport Plan (ITP), Rural Road Asset Management System (RRAMS) and has committed in assisting the Port St Johns Local Municipality in developing

its own Integrated Transport Plan. 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 Driver’s License Testing Centre (DLTC) is operating.

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

2.8.2. Safety and Security

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

2.8.2.2. 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 cluster under O.R. Tambo District has five police stations, Port St Johns being accounting station. These police stations include Lusikisiki, Mthontsasa, Flagstaff, Hlababomvu falls within Port St Johns.

- ▶ Port St Johns Cluster has the following units: -
- ▶ Public order policing is allocated at Lusikisiki but provide support.to Port St Johns.
- ▶ K9 has 1 Sniffer dog & 1 for metal detection.
- ▶ Local Criminal record Centre (LCRC)
- ▶ Explosives –deals all explosive incidents.
- ▶ FC (Family, violence, sexual, criminal unit) responsible for GBV cases, sexual contacts, women abuse etc.

Vehicle identification system is not based in Port St Johns but receives support from external. Air wing and diving units are provided through external support. There is general challenge of infrastructure which results to other units housed at Lusikisiki.

2.8.2.3. Crime Awareness

Port St Johns 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 kilometers in Port St Johns 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: -

- ▶ Faction fights
- ▶ Theft
- ▶ Robbery
- ▶ Domestic related crime

- ▶ Disasters (road accidents and drowning) etc.

The station, among its priority, is focused 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.

2.9. Disaster Management

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 Port St Johns municipality works closely with the District Municipality 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 2023/24 the municipality will facilitate the approval of the plan along with 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 O.R Tambo District Municipality. The centre is not well resourced to cope with disasters that occur in Port St Johns. The Municipality with the support from DEDEAT and O.R. Tambo District Municipality will undertake a development of the Climate change reponse strategy. 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:

- ▶ 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.

Risk Assessment

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

Risk Assessment

Disaster Risk Priority	Risk Type
1	Flooding
2	Drownings
3	Fires
4	Severe Weather conditions
5	Lighting incidents
6	Building collapse
7	Transportation incidents
8	Hazardous material
9	Airstrip caterstrophies

2.9.1. Risk assessment conducted by MISA in 2022

2.9.1.1. Umzimvubu Drive (Main Entrance Road)

The Umzimvubu Drive is the only entry road into the town of Port St Johns which runs along and between the Umzimvubu river and Mount Thesiger. Upon inspection, it was found that the road and stormwater channel and inlets are covered and blocked by landslides in at least three points comprising loose sand, boulders, and trees. Clearance was done; however, the road normally experiences erosion on the river embankment side at one position. The land slide and rock fall that occurred in this position blocked the entire road and eroded the embankment and parts of the sidewalk. The river flow is also a concern as it continues to wash away the subsurface material when the area experience heavy rain. The stormwater inlets are blocked from the landslide causing the water to pond on the surface of the road and seep through the cracks thus compromising the roadbed and layer works. This position is at the top of the creek that runs down through the town and terminates before the mouth of the Umzimvubu River. The rockfall and landslides and severely undermined the structural integrity of the portion of road and is at a potential risk of collapse.

2.9.1.2. Second Beach Road

The Second Beach Road is a winding road that connects the CBD to the Second Beach. The road is an asphalt surface single carriage way. This road experienced a landslide had blocked the road and comprised the structural integrity of the houses above it.

2.9.1.3. The Creek

The creek is a natural ravine that flows through the town and discharges in the Umzimvubu River. It has been identified that the creek is overgrown and inhibiting the flow of stormwater into the river which is causing stress on the existing stormwater infrastructure within the town. There is visible pavement failure on the paved internal streets and water-logged areas of the town and public facilities that are situated in close proximity to the creek.

2.9.1.4. 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.

2.9.1.5. Umzimvubu Drive

The stormwater channels and inlets be cleaned and all rubble removed. Slope protection to be provided, in the form of gabions, on the mountain side and river bank. The total length of gabions required is approximately 500 meters. Subsoil drainage to be provided behind the gabion wall.

2.9.1.6. Military Base Road

The extent of repairs and intervention required is as follows:

- ▶ Repair all verges of the road which indicate cracking or failure (approximately 1km)
- ▶ Introduce additional stormwater inlets where the water is being dispersed over the road. (5 No. OFF)
- ▶ Stabilise and protect the embankment in the form of gabions (approximately 400 kms)
- ▶ Complete reconstruction of the road at Position 6 with a box culvert below to allow for drainage and gabions to protect the slope at both ends.

2.9.1.7. Second Beach Road

The road experience a landslide in the position as indicated above in this report. The house above is danger of collapse therefore it is advised that the occupants be evacuated, and slope stabilised with gabions and subsoil drainage. The municipality must confirm that the house is built in accordance with the building regulations and whether or not it is to be abandoned or demolished. The length and height of gabion protection required is approximately 120 and 20 meters respectively.

2.9.1.8. The Creek

It is proposed that all reeds are to be removed and the main section of the creek be a stone pitched channel to increase the flow of stormwater to the river. The length of channel to be stone pitched is approximately 320 meters.

Estimated costs

Type Of Costs	Required Infrastructure	Estimated Costs
Direct Costs	Detailed flood line study	R5 000 000.00
	Gabions Protection	R7 900 000.00
	Subsoil Drainage	R800 000.00
	Road Repairs	R2 500 000.00
	Layer Works	R 750 000.00
	Culverts	R1 500 000.00
	Stone Pitching	R700 000.00
	Ancillaries	R500 000.00
	Sub-Total	R19 650 000.00
Indirect Costs		R1 000 000.00
	Total	R20 650 000.00

2.10. Community Facilities (Public Amenities)

Port St Johns 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 Johns has two cemetery sites, one is at Mthumbane Township and the other is in town. Amongst the 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 parcel for cemetery development. Maintenance program for Community Halls has been initiated, two are maintained in a financial year. These community halls are without security and exposed in vandalism & theft The Sports Grounds are not in a good condition and maintenance program has been started. The Municipality has also put plans in place to build new Community halls from 2022/2023 financial year.

2.11. LOCAL ECONOMIC DEVELOPMENT

2.11.1. Economic Development Profile

This chapter provides an assessment of the current (multidimensional) developmental environment. A high-level description of the Port St Johns Municipality is provided in terms of aspects that have a bearing on Local Economic Development. 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.

2.11.2. Policy & Planning Informants

Port St Johns LED strategy is under review with the support from COGTA. 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 strategy review process must be informed by and aligned with national, provincial, district and local level priorities.

2.11.3. 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.

The 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 7 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.

2.11.4. 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. 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.

2.11.5. 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.

2.11.6. 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.

2.11.7. 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 Framework (ECPSDF)

This framework 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 PDP'S 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
- ▶ Develop LED Ward Business Forums

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 (IRSDS) and Regional Industrial Development Strategy (RIDS).

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. The 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

2.11.8. 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 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. O.R.Tambo District Municipality Spatial Development Framework (SDF)

O. R. Tambo District Municipality’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. O.R.Tambo District Municipality 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

2.11.9. 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 Licensing Policy and Emerging Contractor Development Policy. These policies are still draft following their presentation to a policy workshop held in 2019. In 2021/22 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 Port St Johns 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. The LED strategy is currently under review to consider the new development trends and other related factors.

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. It is 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 Port St Johns Local Municipality becoming an agro-processing and ecotourism hub are aspirational, and indicate the desired end-state of stakeholders operating within the Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality, 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 Port St Johns Local Municipality, 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 Port St Johns Local Municipality'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 Port St Johns Local Municipality 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.

2.11.10. **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. Another aim is to strengthen the Port St Johns Divers Cooperatives which is a necessity for a maritime municipality. This is also emphasized by the National Department of Tourism. The Divers Rescue team will be established not only to help Port St. John's but the entire O. R Tambo District.

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.

2.12. **Local Economic Development**

2.12.1. **Local output**

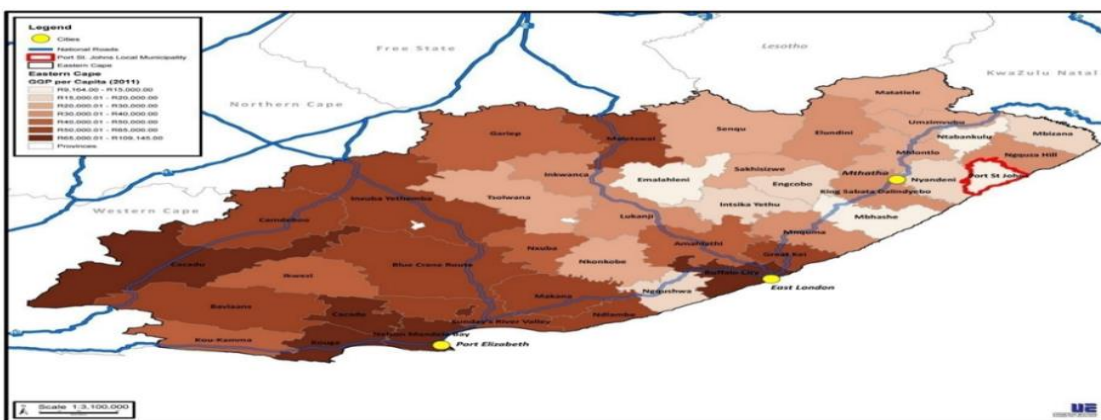
The Map below shows the GDP-R per capita of local municipalities within the Eastern Cape Province. GDP-R per capita attempts to equate the level of output associated with each area to its resident

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 Port St Johns Local Municipality ranks among the lowest levels of output per capita in the province. Port St Johns Local Municipality 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 Port St Johns Local Municipality can thus be attributed to a relatively small percentage of the total population.

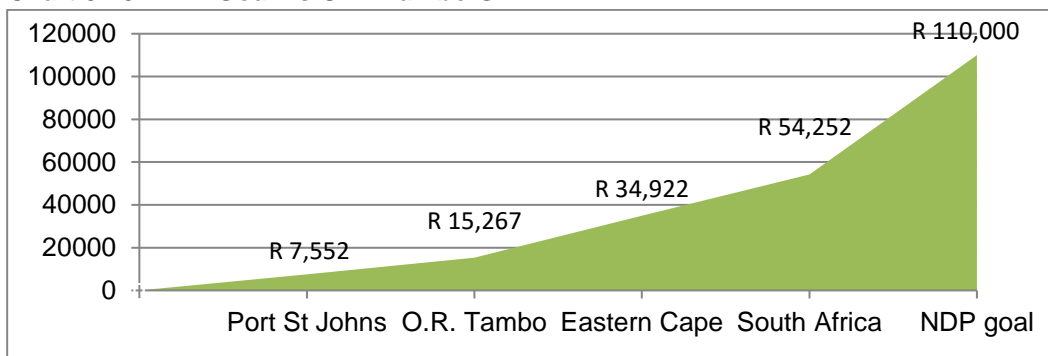
From the Figure below it emerges that the National Development Plan’s goal is for per-capita GDP to be approximately R110 000 in 2030, whilst the Port St Johns Local Municipality level is currently R7 552. Further comparison with the district, provincial and current national levels reveal how low local output is in real terms (not nominal terms). Although the low level of economic activity in the Port St Jon’s Local municipality 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 Port St Johns Local Municipality’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

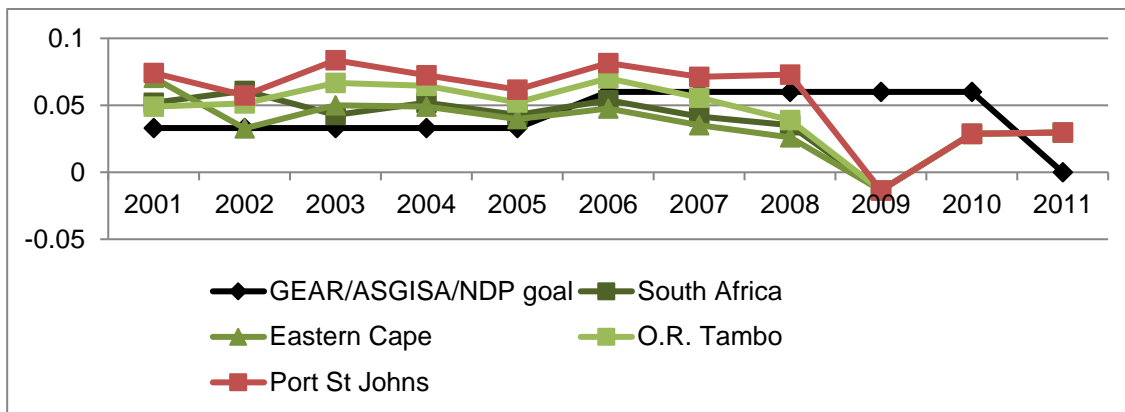
Chart 3.18: NDP Goal vs O.R. Tambo GDP



Source: Urban-Econ calculations based on Quantec, 2014

The performance of the Port St Johns Local Municipality 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 Port St Johns Local Municipality constantly outperformed the district, provincial and national averages. It is however important to note that the Port St Johns Local Municipality'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 3.19: Performance of PSJ Economy



Source: Urban-Econ calculations based on Quantec, 2014

2.12.2. 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.

2.12.3. 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:

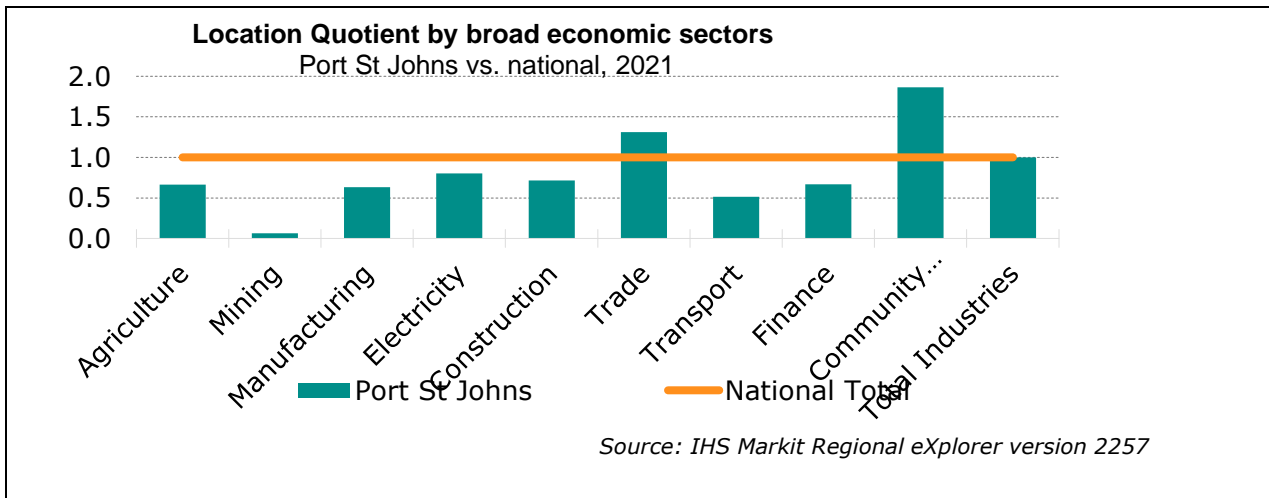
$$\text{Location Quotient} = \frac{\left(\frac{\text{Local employment in given sector}}{\text{Total local employment in given year}} \right)}{\left[\frac{\text{Reference economy employment in given sector}}{\text{Total reference economy employment in given year}} \right]}$$

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.

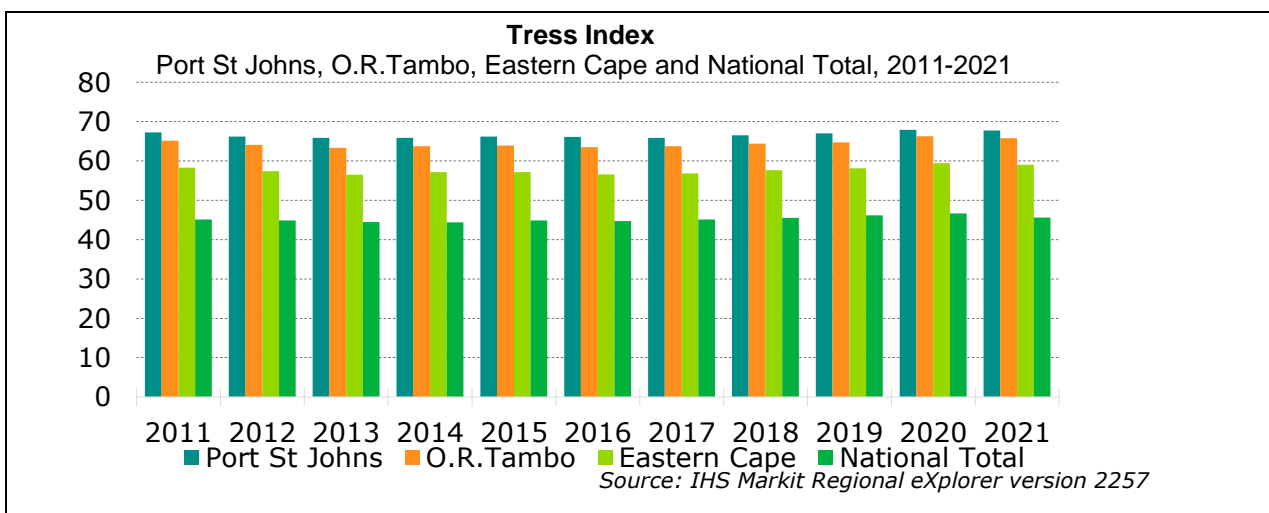
The table below shows the LQs for Port St Johns Local Municipality’s ten major sectors of economic activity. The reference economy used was that of the district as a whole. From this, it can be seen which sectors in the Port St Johns Local Municipality possess a comparative advantage over the district 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 3.20: Location Quotient by Broad Economic Sectors - Port St Johns Local Municipality and South Africa, 2021.



For 2021 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 transport 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 0.0654.

Chart 3.21: Tress Index - Port St Johns, O.R. Tambo, Eastern Cape & National Total, 2011-2021



In 2021, Port St Johns's Tress Index was estimated at 67.7 which are higher 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.

The Port St Johns Local Municipality has a concentrated community services sector.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment). (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries

2.12.4. Manufacturing

Due to the distance from large urban centres, there is no market for manufactured goods from the Port St Johns Local Municipality, 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.

3.5.12.2 Agriculture

Due to the rural nature of the Port St Johns Local Municipality, 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 Port St Johns Municipality 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).

3.5.12.3 Mining

Port St Johns has a potential for the mining of sand, stone and travertine (used in the manufacture of ornaments and wall tiles). 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.

3.5.12.4 Tourism

The Port St Johns Local Municipality has a 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.

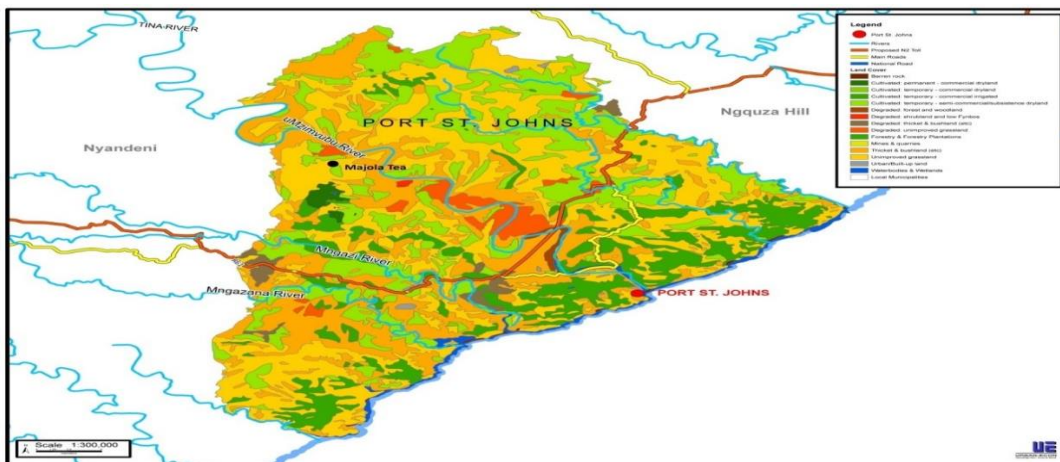
Port St Johns is also close to Mthatha and easily accessible via the R61, making it a coastal resort destination of choice. Port St Johns was identified under the Wild Coast Spatial Development Initiative as a primary tourism development node, and by the O.R. Tambo District Municipality’s Tourism Framework 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 Port St Johns Municipality 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.

3.5.14.2 Natural Capital

The Map below shows land cover for the Port St Johns Local Municipality. 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 Port St Johns Local Municipality 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, Mari culture) 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 Port St Johns Local Municipality has a pristine environment that makes it suitable for various forms of nature-based tourism. It is important to point out the level of environmental 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality in the past.

In 2014, the Department of Agriculture, Forestry and Fisheries issued 1028 permits and collected 844 permits within the Port St Johns Local Municipality 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.

3.5.14.2 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.

Port St Johns Local Municipality LED Unit & Port St Johns 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 Port St Johns Local Municipality LED unit is as follows: -

To facilitate, coordinate and stimulate local economic development in the Port St Johns 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 Port St Johns area
- ▶ To facilitate meaningful participation by local communities in Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Development Agency has an independent board (interim) of three members, with representation from the LED unit of the Local Municipality. The mandate of the Port St Johns Development Agency has been reviewed as follows: -

- ▶ Facilitation and co-ordination of strategic projects including infrastructural projects that are catalytic in nature to stimulate economic growth in Port St Johns;
- ▶ Strengthen & sustain investor confidence through good corporate governance;
- ▶ Facilitate, coordinate implementation of high impact projects, adventure Tourism and agriculture
- ▶ Facilitate, coordinate & direct development of strategic land & property parcels for the benefit of Port St Johns Local Municipality;
- ▶ Marketing and promotion of Port St Johns as a prime tourist and investment destination;
- ▶ Facilitate research information on trade and investment portfolios in all sectors.

In the 2005 Local Economic Development strategy, the Port St Johns Development Agency 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.

Port St Johns Development Agency is in the process of migration from section 21 company to a State-owned company (SOC). This done with the support received from ECSECC and Ntinga Development Agency.

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 ad contractors’ associations amongst many. Several organizations are actively or passively involved in supporting LED in the Port St Johns Local Municipality, and some of these are presented in Table below.

Table: 3.61: 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

PARTNER	ROLE
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.
Eastern Cape COGTA	Monitoring of LED progress
O.R. Tambo District Municipality	Oversight & support
Ntinga O.R. Tambo Development Agency	As the O.R. Tambo development agency, it implements projects within the Port St Johns jurisdiction & provide support to PSJDA
Eastern Cape Rural Development Agency	Agro-enterprise finance (as well as some of the activities previously undertaken by ASGISA-EC)
Eastern Cape DRDAR	Specialized sector assistance
NAFCOC	Representation of business interested in development-oriented fora
Extended Public Works Programme	Infrastructure, environmental, and social sector projects
SAMSA	Rural Maritime Economic development program (RMED)

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.

Consolidated potential assessment

Table 3.62: 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

INTEGRATED DEVELOPMENT PLAN 2024-2025

SECTOR	SOURCE	PROJECT
	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

2.13. Municipal Transformation and Organisational Development

2.13.1. Municipal Overview

Port St Johns is a category “B” municipality in terms of section 7 of the 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.

2.13.2. 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 of the Republic of South Africa (act 108 of 1996), 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.

Functions and Powers

Part B of Schedule 4	Part B of Schedule 5
1. Air pollution	16. Beaches and amusement facilities
2. Building regulations	17. Billboards and display advertisement in public places
3. Child care facilities	18. Cemeteries, funeral parlors and crematoria
4. Electricity and gas reticulation	19. Cleansing
5. Fire-fighting services	

<ul style="list-style-type: none"> 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 13. Storm water management system 14. Trading regulations 15. Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system) 	<ul style="list-style-type: none"> 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 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
--	--

2.13.3. Organisational Structure/ organogram

The organisational structure was approved by the Council together with Integrated Development Plan & MTREF Budget on the 31 May 2022. The review for 2024/2025 is underway.

Table 3.68 Top management

POST	STATUS
Municipal Manager	Filled
Senior Manager: Corporate Services	Filled
Senior Manager: Community Services	Filled
Senior Manager: Engineering services	Vacant
Senior Manager: LED & Planning	Filled
Chief Financial Officer	Filled

There are six departments in the Municipality, each headed by a senior manager which directly reports to the Municipal Manager. The Municipal Manager is the head of administration in terms of section 55 of the Municipal Systems Act -2000 as amended. The municipal manager is supported by section 56 managers who are contracted for a four- year term.

To ensure that services are delivered to the people of Port St. Johns Municipality, the departments are structured as follows: -

- ▶ Municipal Manager’s Office
- ▶ Engineering and Planning Services
- ▶ Community Services
- ▶ Planning & Local Economic Development
- ▶ Budget and Treasury Office
- ▶ Corporate Services

As required by law, all section 56 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 3.69: Organisational Arrangements

DEPARTMENT	SECTIONS / UNITS	MAJOR FUNCTIONS
Engineering and Infrastructure Development	1. Project Management Unit (PMU) 2. Construction and maintenance 3. Electrification	<ul style="list-style-type: none"> • Roads construction and maintenance • Mechanical Workshop • Provision of recreation and social infrastructure • Water and sanitation services • provide project management services • Electrification of households
Community Services	1. Amenities, Cemeteries, Parks & Pound 2. Sports, Arts and Culture 3. Traffic Management 4. Cleansing and Solid Waste	<ul style="list-style-type: none"> • Provide community welfare support • Render social development services • Render community services • Render traffic services • Provide waste management services

INTEGRATED DEVELOPMENT PLAN 2024-2025

DEPARTMENT	SECTIONS / UNITS	MAJOR FUNCTIONS
	5.Parks and Recreation	
Finance Services	<ol style="list-style-type: none"> 1. Income and Expenditure 2. Budget and Reporting 3. Supply chain & inventory management 4. General Ledger & Financial Statements 	<ul style="list-style-type: none"> • Provide income and credit control services. • Provide budgeting and expenditure services. • Administer Supply Chain Management Services. • Asset Management and • Fleet Management • Development of general ledger and annual financial statements.
Corporate Services	<ol style="list-style-type: none"> 1. Corporate Administration 2. Human Resources 3. IT and Records Mngement 	<ul style="list-style-type: none"> • Coordinate and manage all corporate services • Manage human resources • Provides IT and reocords management day to day support • Facilitates the activities associated with Public Participation and council support • Provides activities in the office of the Council Whip
Local Economic Development & Planning	<ol style="list-style-type: none"> 1. Enterprise and Investment Promotion 2. Rural Development 3. Spatial Planning, land and housing 	<ul style="list-style-type: none"> • Manage and control land usage • Ensure spatial planning and development • Town and spatial developmental assessment and awareness • Building plans and inspections • Housing infrastructure • 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 • Agricultural Development
Municipal Manager	<ol style="list-style-type: none"> 1. Council Whip 2. Strategic Management 3. Mayor’s Office 4. Communications 5. Internal Audit services 6. Risk Management 7. Public Participation and Council Support 8. Legal Services 	<ul style="list-style-type: none"> • Development and review of IDP and PMS • Ensure proper communication of the Municipality • Management of audit matters in the Municipality • Provision of legal services to the Council • Support risk management activites • Special programs impelemtnation

In addition to these line functionaries the municipality also owns a subsidiary company responsible for dispensing its Local Economic Development programmes called Port St Johns Development Agency. The agency is headed by a Chief Executive Officer (CEO) who also reports directly to the Municipal Manager.

2.13.3.1. Municipal Institutional Capacity and Status of Critical Posts

The municipal Council is composed of 39 Councilors and 2 Traditional leaders. The organisational structure was adopted in 2014 and was reviewed and approved by Council on the 31 May 2022. The organisational structure was aligned to functions with the appropriate departments and Council priorities as articulated in the IDP. [The current reviewed structure provides for 454 \(+5 interns\) to make 459 posts, 224 filled, with 230 vacant.](#)

Table 3.70: Staff establishment

DEPARTMENT	TOTAL NO. OF POSTS	FILLED POSTS	VACANT POSTS	Vacancy %
Office of the Mayor	8	5	3	37.5%
Office of the Speaker	19	10	9	47,3%
Office of the Municipal Manager	15	5	10	66.6%
Engineering services	73	41	32	43.8%
Budget & Treasury Office	39 (+ 5 interns)	12+ 5 interns	27	69%
Community Services	222	106	117	52.7%
Local Economic Development & Planning	22	9	13	59%
Corporate Service	56	36	20	35.7%
Total	454 (+ 5 interns)	224	230	50.6%

The reviewed staff establishment has been aligned with the budget to ensure that it is MSCOA compliant. All municipal employees have job descriptions which are given to each employee when they sign their employment contract. The job descriptions for the new posts have been developed. The Corporate Services department ensures that all municipal officials have received and signed the code of conduct. It is also responsibility of Corporate Services 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.

2.13.3.2. Human Resource Development

1.12.3.3. 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 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, and the review for the 2023/2024 financial year is underway for adoption by Council on the 30 June 2023.

1.12.3.4. 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. 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 guidelines. 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.

1.12.3.5. Labour Relations

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

1.12.3.6. Implementation of Occupational Health & Safety Act (85 of 1993)

During the financial year 2016/17 an Occupational Health & Safety (OHS) Committee was established 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 protects co-workers, family members, employers, customers or any person that might be affected by your workplace environment. The committee sits quarterly.

1.12.3.7. 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 the skills audit was conducted to identify skills gaps and training needs. The WSP is reviewed on annual basis.

The training needs that are identified in these forms are used to compile the Work Place Skills Plan. Organizations that have more than 50 employees required to consult the training development committee on the process of developing the Workplace Skills Plan. Where a workplace is unionized, trade union and management structures must be represented in the training development 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 is followed by Port St. Johns Municipality.

1.12.3.8. Employee Wellness

As per the adopted organisational structure there are two officials (EAP & OHS Officer(filled) & clerk((vacant)) to run the unit. On 31 May 2022 the municipality adopted EAP and Occupational Health and Safety Policy to give guidance to the operations of the office.

The purpose of the office is to run programs of employee wellness such as outdoor sports activities, fun run/walk, soccer tournaments, spiritual events day, workshops etc. which are aimed to improve employee health and well – being, to attain better physical and mental health outcomes and reduce stress and anxiety in the workplace. Well being and mental health of employees is critical for maintaining sustainable levels of employee engagements, resilience in the fact of the municipality change, motivation and innovation

The development and implementation of the Employee Wellness Strategy will be undertaken in 2023/2024.

1.12.3.9.Retention Strategy

The Municipality has developed and adopted a Staff Retention strategy on the 31 May 2022 to address the scarce skills phenomenon. It is the belief of the Municipality that through recruitment, the application of the employment Retention will contribute towards assisting the Municipality to meet its objectives as expounded in the Integrated Development Plan.

1.13. 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.

2.13.1. 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.

2.13.1.2. ICT Steering Committee

The ICT Steering Committee has been established and currently not functional. The ICT steering committee will be revived to ensure effective ICT governance in the 2023/2024 financial year.

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; The draft reviewed policies are in place.

- ▶ ICT Governance Framework
- ▶ ICT Network Security Policy
- ▶ ICT Change Management Policies
- ▶ Disaster Recovery Policy
- ▶ Data and Systems Security Policy
- ▶ Information Security Management Policy

2.13.1.3. Internal Municipal Network

Currently our municipality has upgraded the network connectivity within its own existing buildings through Telkom Business 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.

2.13.1.4. Disaster recovery

The municipality is in 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.

2.13.1.5. Broadband

The status of ICT in our municipality indicates 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 network. This Broadband Rollout is a national project that the government is currently implementing nationally in which Port St Johns Local Municipality is one of the beneficiaries. Broadband Infraco (BBI), the SOE that rolls out broadband, the roll-out of the project has started.

2.14. Administration

2.14.1. Provisioning and Booking services

The unit is placed at Corporate Services under the Administration unit. The filled position in the unit is Manager Administration, Provision and Bookings Officer and 19 Office cleaners.

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

- ▶ Performs administrative tasks associated with implementation of policies and programmes within the Municipality
- ▶ 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.

2.14.2. Records Management

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. Records management unit is also placed at Corporate Services under Administration Unit. There are five positions for the unit, filled (03) which are Manager Administration, Registry Clerk and Receptionist, vacant (02) which are Records Management Officer and 1 Registry Clerk.

The municipality is faced with a challenge of no secured infrastructure to facilitate a sound records management system. A support has been received from Department of Sports, Recreation, Arts and Culture. The municipality have a Draft Records Management Policy and the Draft File Plan which are waiting for Council approval.

1.14. Good Governance and Public Participation

1.15. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.15.1. 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:

- Maintaining the Council and administration stability with a view to improving its public image.
- Achieving a clean audit by the 2023/24.
- Responding to MEC assessment and assessment action plan.
- Automation and cascading of Performance Management System 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.
- Strengthening oversight structures.

2.15.2. Intergovernmental Relations

Port St Johns Municipality has established an Inter-Governmental Relations (IGR) forum in accordance with the Intergovernmental Relations Framework Act Port St Johns Mayor chairs the local Inter-Governmental Relations 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. The municipality have separate IGR and IDP Representative forums to accommodate different stakeholder interests and to give effect to legislative requirements. The major challenges towards ensuring an effective IGR forum are the participation of government departments which do not attend nor submit reports in time. Currently there is intergovernmental relations between Port St Johns and Ingquza Hill Municipality on joint SPLUMA Tribunal. There is intergovernmental relations between our municipality and O.R. Tambo district municipality but between other locals is poor.

Table 3.63: 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

2.16. Structures Created Within the Municipality

2.16.1. 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 as the Chairperson of the Council in accordance with the approved Council calendar. 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. 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.

There are seven members on EXCO including the Mayor as the Chairperson. The Mayor is the chairperson of the political and decision making structures.

2.16.2. Council Committees

For the 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 Council Committees

Name	Portfolio
Hon Cllr N. Mlombile - Cingo	The Mayor and Exco chairperson

Hon Cllr S. Madolo	Infrastructure and Engineering
Hon Cllr A. Gantsho	Planning and Local Economic Development
Hon Cllr S. Sicoto	Corporate Services and IGR
Hon Cllr N. Tani	Budget and Treasury
Hon Cllr F. Mafaka	Community Services

Section 79 : Committees

Name	Portfolio
Hon Cllr S. Mavimbela	MPAC chairperson
Hon Cllr K. Bikiza	Public Participation Committee Chairperson
Hon Cllr B. Ncomfu	Ethics and Members Interests Chairperson
Hon Cllr C. Mazuza	Rules Committee Chairperson and Speaker
Hon Cllr B. Mjakuja	Women's Caucus Chairperson

2.16.2.1. Ward Committees

Port St. Johns Municipality has 19 ward committees established on commencement of the new term in terms of Section 72 – 78 of the Municipal Structures Act, council has elected the Ward Committees in compliance with the Act. The ward committee meetings sit once meeting per month, per ward committee schedule, ward committees form a greater part of stakeholders that participate in the IDP . Training of Ward committees is ongoing and is planned every financial year to ensure that they are aligned with provisions of the act and for the current year the training has been set aside for the ward committees.

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.

2.16.2.2. Community Development Workers

All 20 wards are allocated with Community Development Workers (CDWs) who assist 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 issues emanating from the monthly ward committee meetings with constant feedback being provided to the ward committees of which CDWs are part of. 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.

2.16.2.3. 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 2 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.

2.16.2.4. Internal Audit Unit

In 2022/23, the internal audit services were not provided after the O.R. Tambo District Municipality pulled out the support. The recruitment of in-house internal audit staff has been initiated and the Internal Audit Manager appointed. The in-house internal audit unit is accommodated in the reviewed organizational structure which has been approved by Council on the 31 May 2022 with three positions, the Manager internal audit and two internal auditors. Internal audit assists the municipality in accomplishing its objectives through a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, system of internal control and governance processes. By its nature, Internal Audit Unit is a governance structure and not a service delivery vehicle. Its role is critical in promoting and enhancing the 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 internal Audit Charter is reviewed annually to keep up with the changes in legislation and the entire audit environment. The Charter was approved for the 2022/2023 financial year and is revised annually.

2.16.2.5. Audit & Risk Committee

The Municipality has established the Audit, Risk & Performance Committee, with four Council approved members. The responsibilities of the committee arise from section 166 of the Municipal Finance Management

Act, Act 56 of 2003 (MFMA). The audit, Risk & Performance 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 & Performance Committee Charter was reviewed and adopted as required by law. Audit, Risk & Performance committee meetings are scheduled to sit at least four times a year but special meetings are arranged when circumstances so demand.

2.17. Risk Management

In the reviewed organizational structure, the Risk management unit has been created with one post of the Risk Management Officer, the recruitment is underway. 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 Integrated Development Plan. 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 in 2017 developed and adopted a Risk Management Policy together with a risk management Strategy and they are under review. 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 a member of the Audit Committee as an external chairperson. The Risk Management Committee has its terms of reference in a form of a Charter that was reviewed approved by the Audit, Risk & Performance Committee in 2022/23 financial year and is reviewed annually. Risk registers are updated on 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 Executive Committee and Audit, Risk & Performance Committee playing a very crucial oversight role as a function that is delegated to them and legislated. The status of strategic and operational risks is reported and monitored on regular basis by Internal Audit Unit and Risk Management Committee who give feed back to the Accounting Officer and Audit, Risk & Performance Committee.

2.17.1. 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 of the Republic of South Africa Act 108 of 1996 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. The plan is undergoing a review process which would be finalized before end of 2022/23 financial year.

2.17.2. 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 reflects on the participation of traditional leaders in governance matters and also the participation of the general public. This includes traditional leaders sitting and not sitting in Council.

The Municipal Council resolved that the Mayor must hold at least one outreach per quarter rotated throughout the wards 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 public participation programmes such as IDP and Budget roadshows, IDP representative forums, IGR forums, and 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 and remains in force until reviewed by Council.

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 mater raised. There is no stand-alone mobilization strategy, it is part of Public Participation 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.

2.17.2.1. Special Groups

We have a dedicated Special Programs Unit (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. Council took a resolution from the strategic planning session for mainstreaming of SPU and as such all municipal directorates have a contribution to Special programmes. Council further took a decision to expand the unit by additional SPU officer so as to ensure that special programs receive sufficient attention.

The special programs unit is in a process of developing a Special Programs policy and HIV/AIDS strategy which will be finalised in the 2023/2024 financial year.

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 members to represent the Port St Johns Municipality in the District forum for People with Disability.

2.18. 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 the Constitution of the Republic of South Africa (act 108 of 1996). Petitions and Public Participation Policy was adopted by Council on 27 June 2019. This policy details the processes of handling a petition until they get action and feedback or response is provided. As the municipality has embarked on a program to review all policies, it is part of the review process which is planned to be finalized before the end of 2022/23 financial year.

2.18.1. Legal services

The municipality has a functional legal services office with one official but the unit has been expanded in the reviewed organisational structure that has been approved on the 31 May 2022 with additional two positions, the Legal Services Officer and Legal services administrator. The mandate of legal services office includes:

- ▶ 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

2.19. IDP Assessment

Every effort is made by the municipality in addressing all issues raised on our IDP when IDPs are assessed. As can be noted from the table below, the municipality has improved and has consistently been getting high rating in all the KPAs assessed on over the last three (3) years: In review of the 2024/2025 IDP MEC comments that were raised during the assessment of 2023/2024 were taken into consideration. Below is the IDP assessment results for the past 3 years:

KPA	Rating 2021/22	2022/2023	2023/24
Spatial Development Framework	HIGH	HIGH	HIGH
Service Delivery	HIGH	Medium	Medium
Financial Viability	HIGH	HIGH	HIGH
Local Economic Development	HIGH	HIGH	HIGH

Good Governance & Public Participation	HIGH	HIGH	HIGH
Institutional Arrangements	HIGH	HIGH	HIGH
Overall Rating	HIGH	HIGH	HIGH

2.19.1.1. IDP Assessment response plan

KPA	AREAS THAT NEED IMPROVEMENT/EXPRESSION IN THE IDP DOCUMENT
1.	
2.	
3.	
1.	
2.	

2.20. Audit Outcomes

The Accounting officer is responsible for the preparation of the Annual Financial Statements and submission of the Annual report together with the AFS to the Auditor General each financial year. The following is the table reflecting the municipal audit performance for the past five years:

Table 5: Audit Outcomes

Financial Year	Audit outcomes
2022/2023	Qualified
2021/2022	Qualified
2020/2021	Unqualified

2.21. Legal Services

Currently, the legal services unit has not been established, only one post for Legal Services Manager and is filled. The municipality has a litigation register is currently dealing with 9 cases. (state cases instituted against and by municipality).

2.21.1. Litigation Register

During the year under review, the legal section facilitated the following litigation matters:

Table 6: Litigation Register

No	Date Of Instruction	Plaintiff/ Applicant	Applicant/ Plaintiff's Attorneys	Defendant/ Respondent	Defendant/ Respondent Attorneys	Court And Case Number	Nature Of Claim/Cause Of Action	Type Of Court Process, Referral, Summons Or Notice Of Motion	Status Of Case - Active, Dormant, Settled	Capital Claimed	Remarks/Prospects	Lawyer Handling The Case
1	16-08-2022	Port St Johns Municipality	Mvuzo Ntyesi	Luxolo Fono	Not yet Determined	H/C-4056/2018	Civil claim, illegal construction at ERF 1 and 736 at Second beach	Notice of Motion	Settled	Not yet Determined	The Applicant was granted leave to appeal and the matter be heard by a full bench	Mvuzo Ntyesi
2	27/03/2021	Port St Johns municipal	WT Mnqandi Attorneys	Nelson Nontlevu and others	Not yet Determined	H/C-2907/2020	Civil claim, closing down of municipal offices	Notice of Motion	Settled	Not determined	The applicant is hereby withdrawn, and each party shall pay its own costs.	WT Mnqandi Attorneys

INTEGRATED DEVELOPMENT PLAN 2024-2025

3	20/08/2020	Port St John's Local Municipality	W.T Mnqandi attorneys	Binase Puzi and others	Not yet Determined	H/C 2907/2020	Civil claim illegal occupation of municipal land	Notice of motion	Active	Not determined	Interim Order was granted by the court. Outcome should be in favour of the municipality	WT Mnqandi Attorneys
4	20/05/2021	Vuyelwa Caciso	M. Dayimane inc	PSJ local municipality	V.Funani	H/C 2920/2021	Civil claim -Injury claim suffered by the plaintiff when she broke her leg when she stepped on a water drain which was not covered	High Court	Active	R2,000,000.00	Awaiting for the trial date	V.Funani
5	11-Sep-18	Port St John's Local Municipality	W.T Mnqandi attorneys	Fumaneki le Silwane	Not yet known	H/C 5698/2018	Unlawful operation of block yard	Notice of motion	Active	Not determined	A court order was granted	WT Mnqandi Attorneys

INTEGRATED DEVELOPMENT PLAN 2024-2025

6	2022-07-28	Hobo&Others	Mdumba Mjobo Attorneys	Psj Municipality and Others	Mnqandi Attorneys	H/C 3349/2022	Civil Claim	High Court	Settled	Not determined	The application is dismissed with costs; each party to pay it's own costs.	
7	2022-06-10	Thembinkosi Bolo		PSJ Municipality	Sokutu Attorneys	M/C 27/22	Civil Claim	Magistrates Court	Active	Not determined	A draft settlement of R250 000 was drawn by our Attorneys as opposed to R450 000 that was claimed.	Siyathemba Sokutu
8	2022-06-30	Dumba Mamnikelwa	Dlungwana Inc. Attorneys	PSJ Municipality	Sokutu Attorneys	H/C 3184/2022	Civil Claim	High Court	Active	Not determined	Judgement was granted for the matter and the proceedings stayed pending wherein the court ordered for joinder of the department of Human Settlements in this matter.	Siyathemba Sokutu

INTEGRATED DEVELOPMENT PLAN 2024-2025

9	2023-12-12	LDMO Trading	S Mtshengu Attorneys	PSJ Municipality	Sokutu Attorneys	H/C 4734/2023	Civil Claim	High Court	Active	Not yet Determined	The matter is before the court.	Siyathemba Sokutu
---	------------	--------------	----------------------	------------------	------------------	---------------	-------------	------------	--------	--------------------	---------------------------------	-------------------

Table 4.1: Community Needs from Public participation

The following table provides a summary of the issues raised by community members during the IDP roadshows held on 08 – 12 April 2024.

Ward	Issues raised	Ward	Issues raised
01	Electrification	02	Construction of Sihlanjeni Multipurpose Hall
	Construction of Community Hall		Construction of connected Roads Mawotsheni – Madakeni & Masameni - Lugasweni
	Shortage of water		Construction of Lugasweni and Mahlathini Bridges
	Maintenance of access roads		Construction of the concrete slab at Mpande and Tsweleni access roads
	No service delivery at Mpotshotsho, Nyakeni and Noduva villages		Finalisation of electrification of Madakeni, Lugasweni, Nkwilini and Mahlathini Villages
	High unemployment and crime at Mpotshotsho village		Completion of Lugasweni RDP houses.
	Construction of bridge at Rhebhu Village		Rehabilitation of Solar systems- Lugasweni
			Construction of Silimela Sports Field, Fencing and installation of high mast light
			Rehabilitation of Solar systems- Lugasweni
Ward	Issues raised	Ward	Issues raised
03	Construction of Mtondela & Ndlumbini bridges	04	High rate of unemployment especially from the youth
	Construction of classrooms for Ndlumbini and Butho Schools		Sanitation / People need Water and Toilets
	Provision of water for funerals		People need Houses / RDP houses
	Employment of temporal grass cutters for electricity poles		Bad Roads and unfinished roads eg at Mngazana
	Construction of bridge at Ntsunguzi farm		CWP budget allocation compared to EPWP and that resulted to low stipend, they recommended the increase of wages
	Provision of water to all villages		Request for electricity
	RDP houses to all villages		Request for the visibility of their ward Councillor
	Electrification of Mhluhuzi Church		
Ward	Issues raised	Ward	Issues raised
05	Electrification of Vukandlule Village	06	Construction and maintenance of Mthumbane Hall
	Installation of solar systems at Vukandlule as a temporal measure.		Youth unemployment on water projects
	Maintenance of access roads at Vukandlule		EPWP employment at Mthumbane
	Animals are at risk due to dams that are not maintained at Vukandlule		Employment of divers for all the beaches
	Maintenance of sport ground		Road to Ntlantsana farm not constructed
			No assistance for 5 women farmers from government
			No refuse removal but rates are being paid
			Increase size of water reservoirs
			Toilets at Mthumbane are full
			The cemetery site is full and fencing of the site 5.
			Site surveys are requested so to have ERF Numbers
			Renovation of all hall including town hall
			Congestion in town due to delivery trucks
			Business containers that are run illegally by foreigners
Ward	Issues raised	Ward	Issues raised
07	Insufficient water supply in Butulo village – Tankini ORTDM Water and Sanitation will address this issue and provide updates to the village.	08	This pressing issue demands immediate attention regarding the demarcation of Mgwahube village, as its communities are uncertain about their rightful boundaries.
	Ensuring thorough and efficient road construction, beyond mere grading.		Residents from Rhawutini have requested access road, they are unaware of any progress as the report claims the road is under

INTEGRATED DEVELOPMENT PLAN 2024-2025

			construction without their involvement or communication about it. Additionally, they urge the contractor handling the Rhawutini access road to include a section of the road that has been overlooked in the current construction plans. There is dissatisfaction with the quality of the road construction, and concerns have been raised about the contractor's absence from meetings.
	Implementation of youth programs focused on creating employment opportunities for disadvantaged youth as a means of their rehabilitation.		Electrification of Mgwarhube village
	Addressing the issue of illegal foreigner infiltration		Construction of dipping tank
	Planning for the construction of a clinic in Ntsimbini.(a potential site has been identified in Njiveni).		Shortage of water at Ngcose Village
	Accelerate the electrification process in Dangwana – Engineering will pursue this matter.		Construction of RDP Houses
Ward	Issues raised	Ward	Issues raised
09	Construction of a sports field	10	Concrete slabs to be included in Luphoko Access Road in order to preserve the life time of the roads
	COGTA must monitor CDW'S		Request for community hall for the recreation needs
	Revamping the existing community hall		The increase of Tour Guides must be increased trained and incorporated into the municipal plans.
	Requesting for the accessibility of water services at Mkhazini		No network coverage at Dedeni Village.
	Maintenance of Mkhombi to Ndwlane access roads to have slab constructed		Farmers should be for in order to get disaster relief fund as they are victims
Ward	Issues raised	Ward	Issues raised
11	Human settlements visited ward 11 no intervention has happened since SABC interview in 2019	12	Difficult terrain in access road from Postile to Perish Church close to Clinic needs slab of +- 150m
	Slabs in our ward that are not attend to by the department.		Maintenance of Community Hall in Ntafufu and provide with chairs, there are water taps but with no water.
	Environmental affairs stopped a very progressive program in ward 11 at Manteku and Lujazo coastal beaches that was intervening directly to ward 11 .		Mpophomeni- Difficult terrain causes accidents, need maintenance
	All occurred disasters from 2010 up to date her department did several assessments disaster after but nothing was doe		Renovation of Thaleni hall and return chairs that were taken by Municipality. Ward Budget must assist in funerals of indigents
	The department stopped a very successful program of alien plants removal which was started from 2001 that benefited the entire ward with no compelling reasons around 2018 and 2019		Mpophomeni road is a tar road with potholes which needs maintenance
	Eskom has dismally failed to connect Lujazo area while they were connecting Mtambalala, Gemvale and certain parts of the ward and dismally failed as well to energize those connected areas like mtambalala and Gemvale.		
	Eskom has no clear plans for infills and extensions for ward 11		
	MMC- Ndabeni water and Sanitation		
	Many areas in ward 11 have no Sanitation with no plans from the district.		
	Secondly: ward 11 is a water scarce area, MMC Ndabeni visited ward 11 and promised a Borehole at Buchele but was told to please intervene in the following areas due to the scarcity of water: matane, Fatyini, Ntshamathe and Xhaka due to their situations.		
	There are two critical Provincial Roads in ward 11 DR08151and DR08 152, these are tourism destinations that leads to the two coastal busiest beaches namely Manteku beach and Lujazo beach , these are really holiday resort areas but with no promising interest to improve the conditions of these areas even with Surfacing.		
	SANRAL is busy with R61 from East London to Durban with pockets of roads near R61 , but DR08 151 and DR 08 152 are not even mentioned whereas the R61 road		

INTEGRATED DEVELOPMENT PLAN 2024-2025

	pass by these areas more especially DR08 151 which is Mante		
Ward	Issues raised	Ward	Issues raised
13	Finalisation of Mnqezu Electrification as it started in 2018	14	Construction of Mcwabantsasa – Mzintlava access road
	Solar systems that are not functional		Request for the High mast at Mcwabantsasa.
	Road maintenance between Bambisane and Kwanyathi		Request for the update on business licences registration that was handled by Mayor's office.
	Sportfield maintenance project which was appearing in the previous IDP and it was not done.		Shortage of water for the whole ward.
			Request for the development of pre-schools.
			Maintenance of Maphindela – Sobaba access road
			RDP House application process and turnaround time.
			Requested food parcels especially for the needy
Ward	Issues raised	Ward	Issues raised
15	Road maintenance and housing at ward 15	16	Request for electrification in the extensions not infills.
	No development at Thontsini and there is no ward committee		Construction of bridge between Tyityane and Maneleni Ward 13 as many people perished in Umzimvubu river.
	No water in thontsini location		Requested Farmers support by means of Tractors.
	Crime rate is high		Maintainance of Maplotini and Qoboshendlini access roads
	Youth unemployment is high		SMME support and SPU programme like HIV awareness
	Unemployment of graduates		Construction of RDP houses specifically for the elderly
	Staff employed at Bambisana is not from the local area		Construction of Manyekeni bridge
	Requesting assistance with disability grant application		
	Access road at Emarhambeni is still not done		
	Dry tap and water that takes 2 or 3 days to come		
	Thontsini are using dip as a source of water		
	18-35 years employment and no provision for people above 35 years of age		
Ward	Issues raised	Ward	Issues raised
17	Energising of electricity in Ndayini village	18	Phephu village has a water tank but the tank is now installed in the house of a community member
	Completion of RDP houses project in Mboziseni village		Bele village - has no access road and bridge
	Street road in Mboziseni Village		Sijungqwini village has no access road.
	Eskom to cut trees that disturb electricity cables in Mboziseni		Ndlelengana village has no water
	Completion of tap water project		
	Fencing of Lutshaya community hall		
Ward	Issues raised	Ward	Issues raised
19	Access road maintenance (Babheke, Nonkabatshulana recently had an accident due to its condition, Mazizini)	20	The community is in need of skills development programs, particularly in agriculture, sewing, and other areas.
	Toli high mast light not working.		They are also requesting a community hall for each village if feasible.
	Water shortages in the area.		There is a lack of electricity in Jambeni C. Although they were provided with solar panels in the past, they are no longer functional and the community lacks the resources to repair them.
	Scholar transport from Jabavu to Toli		

SWOT ANALYSIS

Engineering Services

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
Systems	<ul style="list-style-type: none"> The municipality has Consultants for planning and design of roads, bridges electrification, and social amenities projects. MIG MIS for registration and reporting and EPWP RS Engineering services Standing committee. Adopted EPWP Policy Existing roads maintenance plan Availability of the municipal Plant Roads are complying with technical recommendations for highways guidelines (TRH). Most villages have electricity except the infills and extensions. The municipality have the Machinery Workshop. 	<ul style="list-style-type: none"> Close monitoring of consultants Continuous training by COGTA on MIS system and EPWP Reporting System Capacity building to ensure meaningful oversight. Review of EPWP policy Replace old and add more machinery Develop guidelines for prioritisation through stakeholder engagements. Procurement of designs software Improve stakeholder mobilisation to ensure compliance TRH guidelines. Facilitate with Planning and LED the implementation of SPLUMA 	<ul style="list-style-type: none"> Non-existence of Infrastructure Policies (roads maintenance policy, stormwater management, design standards) Outdated EPWP Policy Poor drainage system New roads do not have storm water drainage system. Poor quality of roads and poor stormwater designs. Poor working relations with other departments and State-Owned Enterprises. Poor Maintenance of Municipal Plant Machinery Poor planning on electricity projects Poor contracts management No clear guide on the km to be maintained per ward. 	<ul style="list-style-type: none"> Develop infrastructure policies and review EPWP policies. Develop a policy for stormwater management. Improve infrastructure design standards to adapt to effects of climate change. Strengthen IGR forum (District infrastructure and basic service forum). Establish Local Infrastructure and Basic Forum Improve on planning for early execution of electricity projects. Capacity building and close monitoring of contracts Develop maintenance Policy To prioritise filling of critical posts (Mechanic, Workshop Superintended and Workshop attendants .
People	<ul style="list-style-type: none"> Competent Acting Senior Manager Competent Construction and Maintenance Manager Competent Superintendent Roads Competent ISD Officer, Project Accountant and Project Management Officer Competent electrician Machine Operators Consulting Engineers 	<ul style="list-style-type: none"> Capacity building 	<ul style="list-style-type: none"> The grading of the municipality compromises retention of operators Department operates without PMU and Project Management Officer due to long suspension period 	<ul style="list-style-type: none"> Develop retention strategy for operators. Corporate Services to Fastrack the disciplinary processes

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTOR	STRENGTHS <i>What do you have that you are good at?</i>	STRATEGIES <i>What do you need to do to further improve what you are good at?</i>	WEAKNESSES <i>What are you lacking and are not at?</i>	STRATEGIES <i>What do you need to do to change weakness into strengths?</i>
Organisational Structural Arrangements	<ul style="list-style-type: none"> Fully fledged Engineering Department 	<ul style="list-style-type: none"> Review the organisational structure 	<ul style="list-style-type: none"> Vacancy of Senior Manager Project Management Officer 	<ul style="list-style-type: none"> Corporate Services to Fastrack the recruitment processes.
Regulatory Environment (internal)	<ul style="list-style-type: none"> Constitution and other relevant acts General Conditions of Contract (3rd Edition) New Engineering Contract (NEC) Engineering Council of South Africa (ECSA) SAIEE (South African Institute of Electrical Engineers) South African Institute of Civil Engineers (SAICE) CIDB 	<ul style="list-style-type: none"> Registration of employees to Professional bodies 	<ul style="list-style-type: none"> Some engineers are eligible but are not registered to professional bodies 	<ul style="list-style-type: none"> Registration of employees to Professional bodies
Technology	<ul style="list-style-type: none"> MS Word, Excel, PowerPoint , Google Earth 	<ul style="list-style-type: none"> Municipality to invest on design software to limit the utilisation of consultants 	<ul style="list-style-type: none"> Non availability of design software (ARCH GIS, Civil 3D) Bentley Microstation Retic Master 	<ul style="list-style-type: none"> Budget and procure software design

INTEGRATED DEVELOPMENT PLAN 2024-2025

Community Services

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
COMMUNITY SERVICES				
Systems	Approved IDP, SDBIP and PMS <ul style="list-style-type: none"> • Policies • Oversight structures (Standing committee) • Risk register. • Community Safety, Waste and environmental management for a • Integrated waste management plan • By laws 	<ul style="list-style-type: none"> • Full participation on the IDP process plan. Cascade the PMS. Improve the content of the IDP. • reviewal and implementation of policies • building of capacity on our oversight structures and communities • Capacitation of the risk champion risk register should be included on the weekly plans. • Terms of references to be approved and continuous sitting of the forum. • Reviewal of Integrated waste Management Plan • Reviewal of by laws. Development of compliance register 	<ul style="list-style-type: none"> • Lack of accountability • Non-Implementation and enforcement of policies 	Enforcement of implementation of current policies and by laws. Workshop of staff members on policies
Regulatory Environment (internal)	<ul style="list-style-type: none"> • Constitution of the Republic of S.A • Municipal Systems Act 32 of 2000 • Municipal Structures Act 117 of 1998 as amended. • National Environmental Management Act 107 of 1998 • Waste Act 59 of 2008 • National Road Traffic Act 93 of 1996 • Public safety Act of 1953 • Criminal procedure Act 51 Of 1977 • Disaster management Act 57 of 2002. • Eastern Cape Library and Information Services Act 6 of 2003 • National Health Act, 2003 		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTOR	STRENGTHS	STRATEGIES	WEAKNESSES	STRATEGIES
	What do you have that you are good at?	What do you need to do to further improve what you are good at?	What are you lacking and are not at?	What do you need to do to change weakness into strengths?
COMMUNITY SERVICES				
Technology	<ul style="list-style-type: none"> • Microsoft Excel • Microsoft Word • PowerPoint 		<ul style="list-style-type: none"> • Our documents are only in English and not user friendly to our communities 	<ul style="list-style-type: none"> • Municipal documents needs to be in vernacular
FACTOR	STRENGTHS	STRATEGIES	WEAKNESSES	STRATEGIES
	What do you have that you are good at?	What do you need to do to further improve what you are good at?	What are you lacking and are not at?	What do you need to do to change weakness into strengths?
People	<ul style="list-style-type: none"> • Staff with clear roles and responsibilities 	<ul style="list-style-type: none"> • Attend more training and workshops for Continuing professional Development and improving competencies. • Day to day monitoring of work and on the job coaching 	<ul style="list-style-type: none"> • Lacking environmental Health management • Lack of professional qualifications • Report Writing (team) • Ability to presentation of information • Lack of specialised experts 	<ul style="list-style-type: none"> • Consider outsourcing partly specialized projects • Continuing Professional Development • Develop an awareness program/
Organisational Structural Arrangements	<ul style="list-style-type: none"> • 1x Senior Manager • 2X Middle managers • 3X Superintendents • 7X Officers • 2 X Supervisors • Standing committee 	<ul style="list-style-type: none"> • Filling of vacant positions 	<ul style="list-style-type: none"> • Struggling to comply with waste Act 	<ul style="list-style-type: none"> • Building capacity within the environmental management division

Local Economic Development

FACTOR	STRENGTHS	STRATEGIES	WEAKNESSES	STRATEGIES
	What do you have that you are good at?	What do you need to do to further improve what you are good at?	What are you lacking and are not at?	What do you need to do to change weakness into strengths?
Systems	<ul style="list-style-type: none"> • Adopted IDP • Functioning associations and forums in diverse sectors. • LED& planning standing committee. • LED Strategy in place • Spatial development framework • SPLUMA bylaws 	<ul style="list-style-type: none"> • Capacity building • Review LED strategy. • Formalize and strengthen existing systems through municipal support. 	<ul style="list-style-type: none"> • Lack of information flow • Poor monitoring and evaluation • Non -functioning Municipal Planning Tribunal <ul style="list-style-type: none"> • Outdated LED strategies • Non-existence of LED policies & town planning 	<ul style="list-style-type: none"> • Establish functional forums. • Proper linkages • Assessment plans • incremental implementation of SPLUMA • Develop mechanisms and procedures to allow community engagement.

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
	<ul style="list-style-type: none"> • Gazetted building regulations • LED forum • SPLUMA 		<ul style="list-style-type: none"> • Non functionality of relations between traditional authorities, traditional leaders & houses and committees that regulate rural land use. • Lack of relations between the municipality and traditional leadership 	<ul style="list-style-type: none"> • Policy development • Conduct land value awareness campaigns. • Benchmarking • Collaborate with property developers & traditional authorities to conceptualize on land use maximization. • Municipal engagements with land economists on property development • Land Audit
People	<ul style="list-style-type: none"> • Competent Senior Manager • Competent Spatial Planning • Competent LED Managers • Good councillor-employee relations 	<ul style="list-style-type: none"> • Capacity building • Cascading of PMS to middle management and lower levels 	<ul style="list-style-type: none"> • Internal control deficiency • Absence of peace officers to enforce bylaws and compliance strategies for building control • Non-implementation of plans due to budget constraints; • Lack of commitment by stakeholders • Lack of ownership of service delivery development initiatives. • 	<ul style="list-style-type: none"> • Strategies to make people accountable • Sharing of experiences with other municipalities • Have systems that respond to people's needs on the ground • Oversight • IDP must account to ward based plans • Ward Based Planning progress report to be included in quarterly management meetings • Partnership with sector departments •
Organisational Structural Arrangements	<ul style="list-style-type: none"> • Reviewed organisational structure • Experienced leadership in local government 	<ul style="list-style-type: none"> • Put in relevant personnel. • Strengthen the institutional culture. • Review/revise organogram. • Staff retention measures 	<ul style="list-style-type: none"> • Fear of bloated structure • Overload resulting on low morale. • Lack of service to our customers • Inability to compete with financial incentives provided in other Municipalities 	<ul style="list-style-type: none"> • Remove unnecessary posts from the structure • Fill in vacant posts. • Improve unit coordination. • Improve revenue collection internally.

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
<ul style="list-style-type: none"> Regulatory Environment (internal) 	<ul style="list-style-type: none"> MFMA, IDP, Treasury regulations Policies in place 	<ul style="list-style-type: none"> Guidance on finances Strengthen and review the existing policies to mitigate gaps and conduct regular policy awareness and workshops 	<ul style="list-style-type: none"> Outdated policies and regular workshops 	<ul style="list-style-type: none"> Review policies on an annual basis
<ul style="list-style-type: none"> Technology 	<ul style="list-style-type: none"> Emerging technologies Access to the latest devices for senior officials 	<ul style="list-style-type: none"> Utilization of techno resource. Explore technology related projects Do more investment in procurement of working tools and systems 	<ul style="list-style-type: none"> Lack of exposure, interest in the sector. Backlog in technology and usage of old technologies 	<ul style="list-style-type: none"> Invest in innovation. Research Techno awareness campaigns Incremental investments in new technologies and upgrade existing technologies to meet current demands and future needs of the people

Office of the Municipal Manager

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
OFFICE OF THE MUNICIPAL MANAGER				
Systems	<ul style="list-style-type: none"> IDP, Budget & Process Plan IDP Document SDBIP PMS Policy & Procedure Manual IDP, Budget and PMS Representative Forum Intergovernmental Relations Forum Audit and Risk Management Committee PMS and Risk Champions Risk Registers (Strategic & Operational) Gomuni MSCOA 	<ul style="list-style-type: none"> Conduct PMS workshop to instil the culture of reporting. Conduct continuous workshop for the Audit and Risk Committee Members and champions to understand their roles and responsibilities. Hold consultative or Continuous training automated systems (MSCOA, Gomuni, etc) 	<ul style="list-style-type: none"> Nonadherence to IDP, Budget and PMS Process Plan Time Frames. Key performance indicators that are not smart and not be service delivery motive. Non review of PMS Policy annually. Non sitting of the forums as per regulated intervals. Non-existence of IGR Policy Framework and Terms of Reference PMS System is still manual Late submission of information compromising the review process 	<ul style="list-style-type: none"> To sensitise council about implications of non-compliance Review annual target To take action MEC Comments in order to be repeated. Review the policy during IDP & Budget review. Fast track the adoption of IGR Policy Framework. Develop terms of reference for the forum Acquire automated PMS system.

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
OFFICE OF THE MUNICIPAL MANAGER				
People	<ul style="list-style-type: none"> • Competent Strategic Management Unit personnel. • Strategic Manager, IDP /IGR and PMS /M&E Officers 	<ul style="list-style-type: none"> • Attend more training and workshops for Continuing Professional Development and improving competencies 	<ul style="list-style-type: none"> • Each office is operating with one official which compromises other processes of the department e.g. IGR, quality assurance of PMS and IDP documents. • Not user friendly in automated systems (e.g. MSCOA) 	<ul style="list-style-type: none"> • Review organisation structure to create some additional positions. • To do capacity building to section employees.
Organisational Structural Arrangements	<ul style="list-style-type: none"> • Audit and Risk Management Committee • Risk and PMS Champions • 1 x Strategic Manager • 1 x IDP / IGR Officer • 1 x PMS / M&E Officer 	<ul style="list-style-type: none"> • To do continuous workshops on Audit and Risk Management Committee, Risk and PMS Champion for improved performance. • Recommends the review of organogram to accommodate additional staff to Strategic Management Unit. 	<ul style="list-style-type: none"> • To have one official running each office. • Ineffective Monitoring and evaluation 	<ul style="list-style-type: none"> • Facilitate the review of organisational structure. • Strengthen monitoring and evaluation
Technology	<ul style="list-style-type: none"> • Automated systems for uploading IDP, Budget and PMS(MSCOA, Gomuni & Automated PMS) 	<ul style="list-style-type: none"> • Continuous trainings on systems 	<ul style="list-style-type: none"> • Automated system that are not user friendly 	<ul style="list-style-type: none"> • To be considered in MFMA Grant that is meant for trainings as the department budget is limited. • Develop business plan to acquire grant funding for Automated ICT and PMS systems (MSIG)
SPECIAL PROGRAM UNIT				

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTOR	STRENGTHS	STRATEGIES	WEAKNESSES	STRATEGIES
	What do you have that you are good at?	What do you need to do to further improve what you are good at?	What are you lacking and are not at?	What do you need to do to change weakness into strengths?
OFFICE OF THE MUNICIPAL MANAGER				
Systems	<ul style="list-style-type: none"> Accountability and transparency Functional Special groups structures Relations with stakeholders that deal with Special groups Partnerships with NYDA, SANDF and COGTA 	<ul style="list-style-type: none"> Organise continuous building capacity of the structures 	<ul style="list-style-type: none"> Lack of SPU strategy 	<ul style="list-style-type: none"> To develop SPU strategy
People	<ul style="list-style-type: none"> 1 x Office Manager 1 x SPU officer 1 x PA Competent personnel 	<ul style="list-style-type: none"> To have trainings and workshops 	<ul style="list-style-type: none"> Report writing. 	<ul style="list-style-type: none"> Training on report writing.
Organisational Structural Arrangements	<ul style="list-style-type: none"> 1 x Office Manager 1 x SPU officer 1 x PA 1 x Driver 1 x VIP Protector Standing committee structural arrangements 	<ul style="list-style-type: none"> Facilitate the recruitment of SPU Officer and Admin Clerk 	<ul style="list-style-type: none"> Vacant positions 	<ul style="list-style-type: none"> Facilitate recruitment
Regulatory Environment (internal)	<ul style="list-style-type: none"> Constitution of the Republic, relevant legislation and regulations 		<ul style="list-style-type: none"> Non availability of SPU policies and strategy 	<ul style="list-style-type: none"> Awaiting the Minister of COGTA to sign them and to cascade them down To develop our own SPU policies and strategy in line National Policy Framework
Technology	<ul style="list-style-type: none"> Microsoft Excel Microsoft Word PowerPoint 		<ul style="list-style-type: none"> Our documents are only in English and not user friendly to our communities 	<ul style="list-style-type: none"> Municipal documents needs to be in vernacular
FACTOR	STRENGTHS	STRATEGIES	WEAKNESSES	STRATEGIES
	What do you have that you are good at?		What are you lacking and are not at?	

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
OFFICE OF THE MUNICIPAL MANAGER				
		What do you need to do to further improve what you are good at?		What do you need to do to change weakness into strengths?
Systems	<ul style="list-style-type: none"> Internal Audit Strategy and annual risk based plan in place Internal Audit & Audit Committee (AC) Charter in place Quarterly AC Reviews and reporting Independence: IA reports functionally to the AC and administratively to the Accounting Officer Quality assurance processes in day to day work Qualified audit team 	<ul style="list-style-type: none"> The Internal Audit requires a more formal system utilizing technology to be able to track work performed 	<ul style="list-style-type: none"> Poor records management Lack of specialized audit skills for IT audit, AFS review, Environmental audits IA unit not quality assured Secretarial support to AC – IA is overstretched Poorly resourced for the work of the Municipal Entity Postponement of Audit Committee meetings 	<ul style="list-style-type: none"> Source an automated audit management tool Consider co-sourcing partly specialized projects Consider moving secretarial and logistical support to the AC to Council Support office Municipal Entity to budget for IA services/resources
People	<ul style="list-style-type: none"> IA team with relevant qualifications Manager Internal Audit plus 2 Internal Auditors Day to day monitoring of work & on the job coaching 	<ul style="list-style-type: none"> Attend more training and workshops for Continuing professional Development and improving competencies 	<ul style="list-style-type: none"> Lack of specialized skill in IT, Environmental audit Lack of professional qualifications Report Writing (team) Ability to presentation of information Lack of updated on the application of IIA standards Lack of awareness of Internal Audit & its role in the institution 	<ul style="list-style-type: none"> Consider co-sourcing partly specialized projects Continuing Professional Development Develop an awareness program/strategy to educate clients about IA
Organisational Structural Arrangements	<ul style="list-style-type: none"> Audit Committee as an oversight structure 1 x Manager: Internal Audit 2 x Internal Auditors 	<ul style="list-style-type: none"> 1 x Internal Auditor (Municipal Entity) 	<ul style="list-style-type: none"> No resources to implement the Municipal Entity audits 	<ul style="list-style-type: none"> Review of IA structure
Regulatory Environment (internal)	<ul style="list-style-type: none"> Audit Committee Charter Internal Audit Charter IIA Standards 	<ul style="list-style-type: none"> Annual Review of AC and IA Charter 	<ul style="list-style-type: none"> Lack of Audit Methodology Quality Assurance Program 	<ul style="list-style-type: none"> Develop an IA Methodology Developing a quality Assurance Review
Technology	<ul style="list-style-type: none"> Microsoft Excel Microsoft Word PowerPoint 	<ul style="list-style-type: none"> Budget for an automated IA management tool 	<ul style="list-style-type: none"> Lack of records management / No automated system 	<ul style="list-style-type: none"> Budgeting for IA management tool

INTEGRATED DEVELOPMENT PLAN 2024-2025

Legal Services

FACTOR	STRENGTHS What do you have that you are good at?	STRATEGIES What do you need to do to further improve what you are good at?	WEAKNESSES What are you lacking and are not at?	STRATEGIES What do you need to do to change weakness into strengths?
Systems	<ul style="list-style-type: none"> Litigation Register By – laws Vetting of contracts (MOUs, SLAs) Reports to Standing Committee/ Executive Committee and Audit Committee 	<ul style="list-style-type: none"> Review by-laws Litigation Register content 	<ul style="list-style-type: none"> Non availability of Litigation Strategy Litigation register not informed by litigation strategy. 	<ul style="list-style-type: none"> Develop Litigation Strategy Review of Litigation Register
People	<ul style="list-style-type: none"> Competent Manager Legal Services Panel of attorneys 	<ul style="list-style-type: none"> Continuous professional development 	<ul style="list-style-type: none"> Non availability of an office administrator 	<ul style="list-style-type: none"> Facilitate the recruitment of Office Administrator
Organisational Arrangements Structural	<ul style="list-style-type: none"> Existence of Manager Legal Services Panel of attorneys Council Committees(Exco, Standing and Audit) 	<ul style="list-style-type: none"> Facilitate the recruitment of Office Administrator Resolve cases out of court to reduce costs 	<ul style="list-style-type: none"> Non availability of an office administrator Delays in submission of reports by external attorneys. 	<ul style="list-style-type: none"> Review of organisational structure Performance appraisals to external attorneys.
Regulatory Environment (internal)	<ul style="list-style-type: none"> Relevant acts Regulatory prescripts governing legal profession. By – laws Processing compliance with laws and regulations. 		<ul style="list-style-type: none"> Non review of by – laws by Legal Services Non availability of compliance register 	<ul style="list-style-type: none"> Review by - laws Develop institutional compliance register
Technology	<ul style="list-style-type: none"> Microsoft Office (Word, Excel, Outlook & PowerPoint) 	<ul style="list-style-type: none"> Continuous improvement as per updated versions 	<ul style="list-style-type: none"> Non availability of Automated records management systems 	<ul style="list-style-type: none"> Facilitate the procurement of automated records management systems with Corporate Services.

External Analysis–PESTLEMEG

FACTORS	OPPORTUNITIES What are the opportunities that your dept may benefit from?	STRATEGIES What do you need to do to further improve what you are good at?	THREATS What are the risks/dangers that have a potential to compromise service delivery?	STRATEGIES What can you do to change the situation for the better?
Political Environment	<ul style="list-style-type: none"> Stability In Local Political Environment Good Relations with Traditional Leadership Influence And Networking Strategic Counsel Policy Impact 	<ul style="list-style-type: none"> Continuous community engagements Strength Legal Expertise Enhance Communication Within Spheres of Government Proactive Risk Management 	<ul style="list-style-type: none"> Budget Constraints Legal Challenges and Lawsuits Community Unrest 	<ul style="list-style-type: none"> Advocacy For Adequate Funding Effective Litigation Management Proactive Legal Risk Management Enhance Community Outreach Program

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTORS	OPPORTUNITIES	STRATEGIES	THREATS	STRATEGIES
	What are the opportunities that your dept may benefit from?	What do you need to do to further improve what you are good at?	What are the risks/dangers that have a potential to compromise service delivery?	What can you do to change the situation for the better?
Economic Environment	<ul style="list-style-type: none"> Regulatory Compliance and Governance Economic Development Initiatives Public Private Partnerships (Ppp) 	<ul style="list-style-type: none"> Legal Oversight for Public Private Partnership Support Economic Development Incentives Facilitate business Friendly Regulations 	<ul style="list-style-type: none"> Non-Compliance Of Legal Regulations Disaster(floods) Effects of climate change Budgetary Constraints External Environmental Factors (Disasters) 	<ul style="list-style-type: none"> Disaster Preparedness On Emergency Response Protocols Financial Planning And Optimising Budget Allocations Enhance Regulatory Compliance Measures Climate change strategy Disaster management strategy
Social Environment	<ul style="list-style-type: none"> Aesthetic scenery Tourism attraction 	<ul style="list-style-type: none"> Tourism destination 	<ul style="list-style-type: none"> Effects of climate change External Environmental Factors(Disasters) 	<ul style="list-style-type: none"> Enhance Regulatory Compliance Measures Climate change strategy Disaster management strategy
Technological Environment	N/A	N/A	N/A	N/A
Legal Environment	<ul style="list-style-type: none"> Training And Educational Programs from Sector Departments Dispute Resolution and Mediation Service (Salga and Cogta) Collaboration With External Legal Resources Land Restitution. 	<ul style="list-style-type: none"> Stakeholder Engagement and Community Outreach Proactive Legal Risk Management Implementation Of Legal Knowledge Enhance Interdepartmental Collaboration 	<ul style="list-style-type: none"> Legal And Regulatory Non-Compliance Land Invasion Litigation 	<ul style="list-style-type: none"> Proactive Compliance Programs Review Of By-Laws Cost Management Collaboration With Internal Stakeholders Identify And Mitigate Legal Risk to Avoid Litigation. Spluma Workshops
Ecological Environment	N/A	N/A	N/A	N/A
Media Environment	<ul style="list-style-type: none"> Communication Strategy Alignment Social Media Policies to Mitigate Legal Risks Public Information Requests and Transparency 	<ul style="list-style-type: none"> Continuous Learning and Skill Development Networking And Collaboration with The Media Industry Feedback And Self-Reflection from Peers And Mentors 	<ul style="list-style-type: none"> Cybersecurity Threats Such As Data Breaches Misinformation Disinformation That Poses A Significant Threat To Media Organisation 	<ul style="list-style-type: none"> Assess The Situation Through Assessment Of The Current Situation To Identify The Root Causes Develop A Strategic Plan Outlining The Specific Actions And Initiative To Adress The Issue

INTEGRATED DEVELOPMENT PLAN 2024-2025

FACTORS	OPPORTUNITIES What are the opportunities that your dept may benefit from?	STRATEGIES What do you need to do to further improve what you are good at?	THREATS What are the risks/dangers that have a potential to compromise service delivery?	STRATEGIES What can you do to change the situation for the better?
	<ul style="list-style-type: none"> Media Relations And Crisis Management 	<ul style="list-style-type: none"> Experimentation And Innovation 	<ul style="list-style-type: none"> Regulatory Challenges In Changing Legislations Such As Privacy Laws 	<ul style="list-style-type: none"> Engage Stakeholders To Gather Input, Build Consensus And Garner Support For The Proposed Changes.
Ethical Environment	N/A	N/A	N/A	N/A
Global Environment	N/A	N/A	N/A	N/A

CHAPTER THREE: STRATEGIES AND OBJECTIVES

3.1. Introduction

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. It 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 municipality began a process of developing the strategies and objectives for the 5-year term (2022-2027) in consideration of the situational analysis of the municipality. The municipality has also developed the vision and its mission looking at the future developments in the municipality. The strategic planning paved the way for the comprehensive vision development and mission for the municipal leadership.

3.2. Strategic Framework

3.2.1. Vision

A destination of choice that promotes sustainable and vibrant inclusive economy”

3.2.2. Mission

À developmental municipality that delivers quality basic services to its communities in a transparent manner, ensuring promotion of socio-economic development; safe & healthy environment, through skillful, committed, ethical, accountable, effective and efficient administration

3.2.3. Values

Value	Description
Inclusiveness and Accountability	We include the communities in municipal operations and decision making, promote public participation, ensure effective of oversight structures, reporting and feedback to communities
Effectiveness and efficiency	We provide quality services to the right people at a right time at a reasonable cost
Honesty and Integrity	We treat our customers dignity, displaying good morals and promote/ensure trustworthy
Ethics	We promote good conduct that is acceptable to people in a good manner

Openness and transparency	We promote openness in that the public should know more about the way the municipality operates, how well the municipality utilizes the resources they consume, and who is in charge.
---------------------------	---

3.2.4. Strategies and Goals

Goal	Strategic Objective
Goal1: To promote equitable and sustainable provision, and maintenance of municipal infrastructure and delivery of community services ensuring health and safety	1.1. To ensure adequate provision and maintenance of basic infrastructure services. 1.2. To provide reliable basic services to households and business 1.3. To promote environmental health and safety
Goal 2: To promote viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods	2.1. Creating and facilitating an effective integrated conducive environment that results in inclusive local economic growth, sustainable decent employment and alleviates poverty. 2.2. Enhance sectoral development through trade, investment, and business retention. 2.3. Promote SMME and entrepreneurial development through knowledge economy. 2.4. Ensure the resilience of the ecosystem by enhancing oceans economy and tourism. 2.5. Effective and efficient implementation of spatial planning in compliant manner that involves traditional leaders
Goal 3: Improve the effectiveness of governance administrative and financial systems.	2.12. Create a conducive administrative environment and organizational development. 2.13. To provide effective and efficient Information Communication and Technology services 2.14. Ensure effective and efficient Governance through improved audit outcome and Budget Implementation 2.15. To promote, good governance, public participation, an enabling administrative environment and stable leadership

3.2.5. Municipal Priorities

Key Performance Indicator	Recommended Priority
---------------------------	----------------------

<p>Spatial planning</p>	<ul style="list-style-type: none"> • Review of SDF in line with Eastern Seaboard Regional SDF. • Development of Wall-to-Wall Land Use Management Scheme • Review of PSJ Masterplan • Development/review of environmental management policies & by-laws. • Development of Climate change response strategy • Capacity building of the environmental management unit through building fully fledged unit. • Establishment of the development committee. • Find suitable land parcel for cemetery development
<p>Basic service delivery</p>	<ul style="list-style-type: none"> • Bulk Infrastructure • Households electrification connection and maintenance • Construction & maintenance of gravel access roads & other roads • Construction and maintenance of Bridges • Development of Roads Master Plan, rural roads asset management system, Storm Water Management Plan • Routine Road Maintenance Surfaced, gravel and contracted pothole patching. • Construction and Maintenance of public amenities • Installation of weigh bridge at landfill Site • Installation of billing machine at Landfill Site
<p>Local Economic Development</p>	<ul style="list-style-type: none"> • SMME development and support • Creation of jobs • Marketing of Port St Johns • Cultural events • Oceans economy including Rural Maritime Development & Aquaculture farming, • Review of filming by-law. • Improvement on Farming production and agro processing of both crop and animal products. • Innovation Champion for LED to drive incubation program. • Productive improvement Programme (skilling, upskilling • Strengthen the ecotourism

<p>Financial Viability & Management</p>	<ul style="list-style-type: none"> • Establishment of Revenue management committee • Ensuring credible Asset management • Review of financial management policies in line with legislations & guidelines • Development/ review of finance by-laws • Maintenance of Fixed Asset Register and ensuring that all Asset are registered on the Asset Register • Ensure credible budgeting & reporting • Ensuring prudent expenditure management in line with applicable laws and regulations. • Ensure a centralised supply chain management in line with applicable laws and regulations.
<p>Good Governance & Public participation</p>	<ul style="list-style-type: none"> • Assisting and coordinating the establishment of stakeholder's structures • Improvement of stakeholder relations. • Review of Council Standing Rules and Orders • Compilation of Council resolution register • Review of compliance register • Development and review of policies • Development of Ward Committees resolution register • Development of Ward Based Plans & ward profiles • Revival of War Rooms • Review of Communication Strategy • Establishment of Intergovernmental Relations structures e.g. Sector Forums & Social, economic & infrastructure clusters • Establishment of Public Participation fully fledged unit • Conduct community education and awareness campaigns. • Filling of all critical posts to ensure fully fledged units • Building a vibrant internal audit unit. • Improved on accountability and transparent systems. • Mainstreaming of SPU programs in all Municipal programs • Improve support mechanisms to support Traditional Leaders • Review of the Delegation Framework

<p>Municipal Transformation & Institutional development</p>	<ul style="list-style-type: none"> • Review of Policies in line with Acts. • Review of Organogram to ensure that It is aligned to our strategy • Development of Human Resource Strategy & Human resource plan • Ensuring compliance with Performance management laws and regulations and cascades downwards up to task grade 12. • Develop and implement an Occupational Health & Safety strategy. • Building of Municipal Offices in the next financial years to respond to Resources • Capacity Building of Governance Structures • Develop and implement an Employee wellness strategy • Installation of effective records management system • Develop maintain a credible community skills database to respond to local employment • Enter into partnerships with higher education institutions.
---	---

3.5. STRATEGIES AND OBJECTIVES

3.5.1. Basic Service Delivery

Goal 1: To promote equitable and sustainable provision of municipal infrastructure

Strategic Objective: 1.1. To ensure adequate provision and maintenance of basic infrastructure services

FOCUS AREA	STRATEGY	OUTPUT INDICATOR	BUDGET	BASELINE	REFERENCE	5YEAR TARGET	ANNUAL TARGET					INDICATOR
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	CUSTODIAN
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	No. of kms of gravel access Roads Constructed			3.5.1.1.	239.3 km	75 km	68.8km	38.8 km	49 km	49 km	Senior Manager Engineering services
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	Km of surfaced roads constructed		9,9 km	3.5.1.2.	9.450 km	3km	3,450 km	0,5m	1km	1km	Senior Manager Engineering services
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	Number of kms of gravel access roads maintained		?	3.5.1.3.	1292 km	92 km	300 km	300 km	300 km	300 km	Senior Manager Engineering services

INTEGRATED DEVELOPMENT PLAN 2024-2025

Project Management Unit	Adequate provision and maintenance of basic infrastructure services	Number of public amenities constructed		0	3.5.1.4.	11 (10x Community halls and one Sportsfield)	2	4	2	2	2	Senior Manager Engineering services
Electrification	Adequate provision and maintenance of basic infrastructure services	Number of households in electrification program connected:		?	3.5.1.5.	5380	794	794	792	1500	1500	Senior Manager Engineering services
Electrification	Adequate provision and maintenance of basic infrastructure services	Km of link line constructed		New	3.5.1.6.	243	0	48,6km	48.6 km	48.6km	48.6 km	Senior Manager Engineering services
Electrification	Adequate provision and maintenance of basic infrastructure services	No of public lights installed.		5	3.5.1.7.	25	5	5 High-Mast lights installed	5	5	5	Senior Manager Engineering services
Electrification	Adequate provision and maintenance	Number of Public lighting maintained		?	3.5.1.8.	350	70	70	70	70	70	Senior Manager

INTEGRATED DEVELOPMENT PLAN 2024-2025

	of basic infrastructure services	(streetlights and high mast lights)										Engineering services
Refuse Collection	Provision of basic services to promote healthy environment	Number of households and commercial properties receiving refuse collection services		New	3.5.1.9.		10	10	10	10		Senior Manager Community Services
LED SMME	Provision of infrastructure for business traders	Number of economic structures constructed and for business traders	R3 m R12 000 000	New	3.5.1.10.	5 (1. Light industrial Park, 2 Construction of market centre, 3 Construction of Hawker Stalls, Manufacturing Hub, Jam Factory, Tourism centre refurbished)	N/A	1 Jam Factory constructed	2 (1. Construction of a light industrial park 2. Manufacturing Hub)	1 Construction of the market centre	1 Construction of hawker stalls	Senior Planning and Development
	Provision of infrastructure for business traders	Number of economic structures refurbished	R500 000	New	3.5.1.11.	1 Tourism center refurbished	N/A	1 Tourism centre refurbished	N/A	N/A	N/A	Senior Manager LED and Planning

for business traders

3.5.2. Community Services

Goal 1: To promote equitable and sustainable provision, and maintenance of municipal infrastructure and delivery of community services ensuring health and safety

Strategic Objectives:

1.2. To provide reliable basic services to households and business

1.3. To promote environmental health and safety

FOCUS AREA	STRATEGY	OUTPUT INDICATOR	BUDGET	BASELINE	REF	5YEAR TARGET	ANNUAL TARGET					CUSTODIAN
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
Public Amenities	Rapid provision of social and community services	Number of public amenities maintained		06 (2 Halls Sportified 2 Parks)	3.5.2.2.	06	06	06	06	06	06	Senior Manager Community Services
Public Amenities	Provision of basic services to promote healthy environment	Number of beach management projects implemented		01 (Beach Signs)	3.5.2.3	05	01	01	01	01	01	Community Services Senior Manager

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Provision of basic services to promote healthy environment	Number of Amenities Constructed		02 (Animal Pound , Gate Grid)	3.5.2.4.	10	01	02	02			
Environmental and Waste management	Provision of basic services to promote healthy environment	Number of waste management projects implemented		New indicator	3.5.2.5.	04. 1.construction of weigh bridge, 2. Landfill site Management 3. Environmental Education & Awareness Campaigns. 4. installation of bailing machine, waste disposal cells, IWMP	04		03	03	03	Senior Manager Community Services
Public Safety	Rapid provision of social and community services by Traffic	Number of Traffic Projects Implemented		03	3.5.2.6.	03 (DLTC K53, Traffic Law Enforcement, Awareness Campaigns.	03	03	03			Senior Manager Community Services
	Rapid provision of social and community services by Security Services	Number of law enforcement projects implemented		03	3.5.2.7.	03 (Law Enforcement, Access Control, Guarding Services)	03	03	03			Senior Manager Community Services
Public Safety	Rapid provision of social and community services by DLTC	Rand Value of Revenue generated from Traffic Services		New indicator	3.5.2.8.	R660000,00	R165000.00	R165000.00	R165000.00	R165000.00	R165000.00	Senior Manager Community Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

Social Services	Development of new policy and reviewal of available policies	Number of policies and bylaws developed or reviewed		New indicator	3.5.2.9.	19	0	10	3	3	3	Senior Manager Community Services
Social Services	Rapid provision of social and community services by Security Services	Number of Beneficiaries from ward assistance fun	R6 million	New Indicator	3.5.2.9.	120 beneficiaries (6 Per Ward)	0	120	120	120	120	Senior Manager Community Services

3.5.3. Local Economic Development

Goal 2: To promote viable, liveable and sustainable developmental municipality that promotes transformative economic livelihoods

Strategic Objectives:

- Creating and facilitating an effective integrated conducive environment that results in inclusive local economic growth, sustainable decent employment and alleviates poverty.
- Enhance sectoral development through trade, investment, and business retention.
- Promote SMME and entrepreneurial development through knowledge economy.
- Ensure the resilience of the ecosystem by enhancing oceans economy and tourism.

FOCUS AREA	STRATEGY	OUTPUT INDICATOR	BUDGET	BASELINE	REF	5YEAR TARGET	ANNUAL TARGET					INDICATOR CUSTODIAN
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	

INTEGRATED DEVELOPMENT PLAN 2024-2025

LED	Promotion of SME development	Number of SMEs and cooperatives in farming, tourism & fisheries supported	R 2 665 900	5	3.5.3.1.	5(Macadamia nuts Farmers x 5, Tourism Businesses x 4 Smal scale Farmers x 05, Fisheries Cooperatives x5 5.SMEs Equipment Support)	N/A	5	5	5	5	Senior Manager Planning and economic development
	Provision of support to informal traders	Number of informal traders supported	R195 000	10	3.5.3.2.	10 informal traders		10 informal trades	N/A	N/A	N/A	Senior Manager Planning & Economic Development
	Facilitate the provision of economic infrastructure for shared growth.	Number of SMMEs co-operatives supported with equipment	R1 300 000	10 SMME's Supported	3.5.3.3.	09 SMMES		09	N/A	N/A	N/A	Senior Manager Planning & Economic Development
	Support to SMMEs	Number of exhibitors exposed to trade shows		R 462 500	3.5.3.4.	26 exhibitors	N/A	5	7	7	7	Senior Manager Planning & Economic Development
LED SMME	Enhance sectoral development through trade, investment	Number of contractors capacitated	R 300 000	New	3.5.3.5.	60 contractors	N/A	N/A	1 (contractor development strategy)	20	40	Senior Manager Planning & Economic Development

INTEGRATED DEVELOPMENT PLAN 2024-2025

	and business retention											
LED SMME	Promote SMME and entrepreneurial development through knowledge economy	Number of incubation programs implemented support programme implemented	R 1, 5 M	New	3.5.3.6	3 (1. Farmers 2. Caterers 3. Fashion designers)	3	1 (Support of farmers for Academia nuts)	3	3	3	Senior Manager Planning & Economic Development
LED SMME	Compliance to Business regulations	Number of permits issued for local traders	R0	New	3.5.3.7	85 established business	N/A	10	25	50	10	Senior Manager Planning & Economic Development
LED SMME	Enhance sectoral development through trade, investment and business retention	Number of wholesalers and retailers capacitated and supported.	R 200 000	New	3.5.3.8	20	N/A	N/A	10	10	N/A	Senior Manager Planning & Economic Development
Investment Promotion	Creation of sustainable job opportunities through internal and external partnerships	Number of initiatives to attract investment Programmes	R2,5	New	3.5.3.9.	1. (Property investment summit, 2. establishment of contracts with investors)	N/A	N/A	N/A	1	N/A	Senior Manager Planning & Economic Development
Innovation	Implementation of innovation programme	Number of local innovation support	R 1,5 m	New	3.5.3.10.	10 (Artists and film producers)	N/A	2 artists supported	5 artists supported	3 films producers	N/A	Senior Manager Planning & Economic Development

INTEGRATED DEVELOPMENT PLAN 2024-2025

		programmes implemented										
Forestry Support Programme	Enhance sectoral development through trade, investment and business retention	Number of community forest enterprises established	R 750 000	New	3.5.3.11.	5 community forests supported	N/A	N/A	2 community forest enterprise supported	3 forest enterprises supported	N/A	Senior Manager Planning & Economic Development
Trade and Exports	Enhance sectoral development through trade, investment and business retention	Number of export initiatives implemented		New	3.5.3.12.	3.(Banana, Fish, Maize)	N/A	N/A	N/A	3	3	Senior Manager Planning & Economic Development
SMME Tourism	Ensure the resilience of the ecosystem by enhancing oceans economy and tourism	Number of tourism projects implemented		3	3.5.3.13.	3(1.Isingqi Sethu Cultural event, 2.Tourism businesses 2.Mountain run)	3(1.Isingqi Sethu Cultural event, 2.Tourism businesses 2.Mountain run)	3(1.Isingqi sethu Cultural event, 2.Tourism businesses 2.Mountain run)	3(1.Isingqi sethu Cultural event, 2.Tourism businesses 2.Mountain run)	3(1.Isingqi sethu Cultural event, 2.Tourism businesses 2.Mountain run)	3(1.Isingqi sethu Cultural event, 2.Tourism businesses 2.Mountain run)	Senior Manager Planning & Economic Development
	Ensure eco-tourism, ocean economy, heritage and sports tourism	Number of ocean economy initiatives implemented 5			3.5.3.14.	2(1. Acqua-cultrue,2. Fisheries)	2(1. Acqua-cultrue,2. Fisheries)	2(1. Acqua-cultrue,2. Fisheries)	2(1. Acqua-cultrue,2. Fisheries)	2(1. Acqua-cultrue,2. Fisheries)	2(1. Acqua-cultrue,2. Fisheries)	Senior Manager Planning & Economic Development
Spatial Planning and environment												

INTEGRATED DEVELOPMENT PLAN 2024-2025

Effective and efficient implementation of spatial planning in compliant manner that involves traditional leaders	Develop and implement SPLUMA-compliant land use and spatial planning	Number of spatial planning projects implemented	R500,000.00		3.5.3.15.	5 (1.SDF Review, 2. Wall to Wall Land Use Management Scheme 3. Review and Development of Master Plan, 4. Land Audit, 5 Develop precinct plans)	3 (SDF Review, Wall to Wall Land Management Scheme, Master Plan Development)	1 (Land Audit)	2(Precinct plan (Golf course and waterfront)	2(Tombo Precinct Plan)	1(Ntafufu Precinct plan)	Senior Manager Planning & Economic Development
--	--	---	-------------	--	-----------	--	--	----------------	--	------------------------	---------------------------	--

3.5.4. Municipal Transformation and Organisational Development

Goal 3: Improve the effectiveness of governance administrative and financial systems.

Strategic objective:
 Create a conducive administrative environment and organizational development.
 To provide effective and efficient Information Communication and Technology services

FOCUS AREA	STRATEGY / PERFORMANCE OBJECTIVE	OUTPUT INDICATOR	BUDGET	BASELINE	REF	5 YEAR TARGET	ANNUAL TARGET					INDICATOR CUSTODIAN
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
Human Resource Development	To promote sound labour relations	Percentage functionality of local labour forum and its committees		11	3.5.4.1	100%	100%	100%	100%	100%	100%	Senior Manager Corporate Services
Human Resource Development	To ensure compliance with legislation	Number of legislative compliance reports submitted to relevant public bodies (WSP & EE)		1	3.5.4.2	09	2	2	1	2	2	Senior Manager Corporate Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

Goal 3: Improve the effectiveness of governance administrative and financial systems.

Strategic objective:

Create a conducive administrative environment and organizational development.

To provide effective and efficient Information Communication and Technology services

FOCUS AREA	STRATEGY / PERFORMANCE OBJECTIVE	OUTPUT INDICATOR	BUDGET	BASELINE	REF	5 YEAR TARGET	ANNUAL TARGET					INDICATOR CUSTODIAN
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
Human Resource Development	Implementation of the Workplace Skills Plan	Number of people trained as per municipal workplace skills plans		New	3.5.4.3	269 39 Cllrs 30 employees 200 Ward committees	N/A	269	N/A	N/A	N/A	Senior Manager Corporate Services
Human resources	Filling of posts	Number of critical posts filled			3.5.4.4.	55	N/A	22	10	10	10	Senior Manager Corporate Services
Human Resources	Review of policies	Number of policies reviewed		36	3.5.4.5.	48	N/A	28	10	5	5	Senior Manager Corporate Services
Human Resource Development	Implementation of the Workplace Skills Plan	Percentage expenditure of the municipal budget for training and development		New	3.5.4.6	100%	N/A	N/A	100%	100%	100%	Senior Manager Corporate Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

Goal 3: Improve the effectiveness of governance administrative and financial systems.

Strategic objective:

Create a conducive administrative environment and organizational development.

To provide effective and efficient Information Communication and Technology services

FOCUS AREA	STRATEGY / PERFORMANCE OBJECTIVE	OUTPUT INDICATOR	BUDGET	BASELINE	REF	5 YEAR TARGET	ANNUAL TARGET					INDICATOR CUSTODIAN
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
Human Resource Development	Review of the organisational structure 2023/24	Number of organizational structures reviewed		2022/23 adopted organogram	3.5.4.7	5	1	1	1	1	1	Senior Manager Corporate Services
IDP &PMS	Promotion of performance driven culture	Number of institutional PMS projects implemented		IDP, SDBIP & PMS Policy	3.5.4.8	2 (IDP and SDBIP)	2	2	2	2	2	Municipal Manager
Human Resource Development	Promotion of performance driven culture	Percentage of cascading of performance management system to levels up to TG 11		Section 56 Managers	3.5.4.9.	100%	N/A	N/A	100%	100%	100%	Senior Manager Corporate Services
Human Resource Development	Implementation of OHS and wellness strategies	Percentage of implementation of programs/plans identified in the wellness and OHS strategies		New	3.5.4.10.	100%	N/A	N/A	100%	100%	100%	Senior Manager Corporate Services
Admin and Council Support	Document management	Number of Records Management Policies and Plans developed		New	3.5.4.11.	3	N/A	1 file plan	2	2	2	Senior Manager Corporate Services

3.5.5. Financial Viability and Management

Goal 3: Improve the effectiveness of governance administrative and financial systems.													
Strategic objectives: 3.3. Ensure effective and efficient Governance through improved audit outcome and Budget Implementation													
FOCUS AREA	STRATEGY	OUTPUT INDICATOR	BUDGET	BASELINE	REF	5YEAR TARGET	ANNUAL TARGET					CUSTODIAN	
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
Expenditure management	A financially sustainable Municipality through Good Governance and sound financial management.	Average Number of days taken to pay Creditors	R0	73 Days	3.5.5.1	30 days	30 days	30 Days	30 Days	30 Days	30 Days	30 Days	CFO
Revenue management	A financially sustainable Municipality through Good Governance and sound financial management.	Average number of days for collection of debtors (net debtors days)	R,00	321 days	3.5.5.2.	60 days	30 days	30 days	30 days	30 days	30 days	30 days	CFO
Expenditure	A financially sustainable Municipality through Good Governance and sound financial management.	Percentage expenditure of all grants	R,00	100%	3.5.5.3.	100%	100%	100%	100%	100%	100%	100%	CFO
Budget management	A financially sustainable Municipality through Good Governance and	Current Ratio	R,00	3:1	3.5.5.4.	3:1	3:1	3:1	3:1	3:1	3:1	3:1	CFO

INTEGRATED DEVELOPMENT PLAN 2024-2025

	sound financial management.											
Budget Management	A financially sustainable Municipality through Good Governance and sound financial management.	Cost /cash Coverage Ratio	R,00	7months	3.5.5.5	3 months	3 months	3 months	3 months	3 months	3 months	CFO
Budget management	A financially sustainable Municipality through Good Governance and sound financial management.	Budgeted Capital vs Total Expenditure ratio	R,00	26%	3.5.5.6.	20%	20%	20%	20%	20%	20%	CFO
Budget management	A financially sustainable Municipality through Good Governance and sound financial management.	% implementation of budget process plan	R,00	New Indicator	3.5.5.7.	% 100 implementation of budget process plan		% 100	100%	100%	100%	CFO
Budget Management	A financially sustainable Municipality through Good Governance and sound financial management.	Number of credible interim and annual GRAP compliant AFS	2 022 854	New Indicator	3.5.5.8.	5 (Grap Compliant AFS)	1	1	1	1	1	CFO
Asset management	Create sound financial management, Supply Chain and Asset	No of asset projects implemented	R,00	3	3.5.5.9.	4 1.Asset verification	4	4	4	4	4	CFO

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Management environment					2.Fixed asset register 3. Develop Asset management strategy 4. Asset Disposal						
Supply Chain Management	Create sound financial management, Supply Chain and Asset Management environment	Number of SCM projects implemented	R,00	3	3.5.5.10	4 1.Procurement plan Development 2.Procurement Plan Implementation 3.Contratc Management 4.Regulation 36 Reporting	4	4	4	4	4	CFO
Revenue enhancement	Prepare revenue enhancement strategy	Number of revenue enhancement strategy reviewed		New indicator	3.5.5.11.	Head Office	1	1	N/A	N/A	N/A	CFO

3.5.6. Good Governance and Public Participation

Goal 3: To improve public trust and credibility in local government through public participation

Strategic Objective: 3.4. To promote, good governance, public participation, an enabling administrative environment and stable leadership

FOCUS AREA	STRATEGY	OUTPUT INDICATOR	BUDGET	BASELINE	REF	5YEAR TARGET	ANNUAL TARGET					INDICATOR CUSTODIAN
							2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
IDP Planning and implementation	Improve short, medium & long-term planning.	Number of institutional plans developed.	R4 378 699	New indicator	3.5.6.1	2. (1. Annual strategic plan review. 2. Annual departmental plan.	2	3	2	2	2	Manager Strategic Services
IDP Planning and implementation	Synergy of municipal planning with that of national, provincial, District and other parties that operate in the space of the municipality	Percentage of IDP Projects implemented.		2	3.5.6.2	3 (1. Development of IDP Process plan. 2. IDP process plan implementation. 3. IDP review)	100%	100%	100%	100%	100%	Manager Strategic Services
Intergovernmental Relations	Synergy of municipal planning with that of national, provincial, District and other parties that operate in	Number of IGR projects implemented		1	3.5.6.3.	2(1. Establishment of Clusters 2.Functionality of IGR Clusters)	2	2	2	2	2	Manager Strategic Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

	the space of the municipality											
Risk Management	Promote risk awareness and risk-based decision-making processes	Number of risk management projects implemented		New Indicator	3.5.6.4.	3 (1. Risk assessment. 2. Risk management policy review. 3. Risk management implementation)	3	2	2	3	2	Manager: Strategic Services
Internal Audit	Improve effectiveness and efficiency of the internal audit	Percentage of Internal audit projects implemented	R	New indicator	3.5.6.5	5.(1. Audit committee charter, 2.Internal Audit charter, 3. Internal Audit Plan, 4. Audit Committee Work Plan,5 Internal Audit methodology)	100%	100%	100%	100%	100%	Manager internal audit
Public participation	Strengthen functionality of oversight and ward committees	Number of public participation and oversight projects implemented	R1000 000	New indicator	3.5.6.6.	5. (1. Ward committee co-ordination. 2. Community	4	4	5	5	5	Manager Public PA

INTEGRATED DEVELOPMENT PLAN 2024-2025

						based meetings. 3. Section 79 Committee co-ordination. 4. Public participation events 5. Ward based plans)						
Communications	Improve effectiveness & efficiency of communications	Number of Communication projects implemented	R331 000	New	3.5.6.7.	6 (Revival of Website & Digital Platforms 2. Production of 2. Public Account Booklets. 3. Branding of Beaches. 4. Complete Profiling of Tourism & Investment Products. 5. Branding of Milestone Hiking Trails 6. Municipal Logo)	6	6	6	6	6	Manager Communications
Legal Services	Compliance and litigation management	Number of legal services projects implemented		New indicator	3.5.6.8.	4. (1. Litigation management. 2. By-laws review.	4	4	4	4	4	Manager: Legal Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

						3. SLA Vetting. 4. Compliance)						
Special Programs	Mainstreaming of focus groups across the municipality	Number of focus groups social projects implemented.	R1,500 000	3	3.5.6.9.	5(1. HIV/AIDS coordination. 2. People With Disability program 3. Youth 4. Women and Children 5. Elderly)	5	5	5	5	5	Manager SPU
Revenue enhancement	Prepare revenue enhancement strategy	Number of revenue enhancement strategy reviewed		New indicator	3.5.6.10.	Head Office	1	1	N/A	N/A	N/A	Approved Revenue Enhancement Strategy
Waste Management and Cleansing	Rapid provision of social and community services by	Number of Awareness campaigns conducted.		New		3.(Waste and environment, Fire & disaster campaigns, road safety)		1(waste management campaigns)	3.(Waste and environment, Fire & disaster campaigns, road safety)	3.(Waste and environment, Fire & disaster campaigns, road safety)	3.(Waste and environment, Fire & disaster campaigns, road safety)	Senior Manager Community Services
Public Participation and Council Support	Provision of administration and secretariat support to council and its committees	Percentage functionality of council and its committees	R595 596	New indicator		100%	100%	100%	100%	100%	100%	Manager Public Participation

INTEGRATED DEVELOPMENT PLAN 2024-2025

ICT Support	To provide effective and efficient Information Communication and Technology services	Number of ICT projects implemented.		New indicator		5 ((1. Upgrade Server Room structure. 2. ICT infrastructure upgrade and maintenance 3. Fire wall upgrade 4. Antivirus 5. Website Upgrade))	N/A	N/A	5	5	5	Senior Manager Corporate Services
-------------	--	-------------------------------------	--	---------------	--	--	-----	-----	---	---	---	-----------------------------------

CHAPTER FOUR: BUDGET

4.1. Financial Viability and Management

This section summarizes key elements from the municipal budget. The municipality has the capacity to spend its capital budget. The Port St Johns Local Municipality remains financially sustainable and is able to meet its financial commitments. Significant reforms within the Municipal environment such as mSCOA, Generally Recognised Accounting Practice (GRAP), coupled with the reporting reforms within Municipal Budgeting and Reporting Regulations has significantly enhanced the credibility, sustainability, transparency, accuracy and reliability of financial planning, management and reporting within the PSJ Local Municipality. In meeting the demands associated with modernised practices towards sustaining and enhancing financial viability; and addressing the specific needs of PSJLM within the context of limited resources and mounting service delivery expectations, has necessitated that a comprehensive integrated approach towards financial sustainability be developed.

4.1.1. Financial Risks and Challenges

In order to maintain and improve on the financial efficiencies and position of PSJ, certain risks need to be managed, while financial management practices to be continuously improved. Summarised are the key financial risks confronting the municipality.

- ▶ Maintaining existing collection levels and arresting the debt composition associated with low level service offerings.
- ▶ Financial distress- ratio analysis- specific on working capital elements- containment of costs within set benchmarks as established within the budget process.
- ▶ Limitation of revenue raising capacity due to poverty indices.

Key Challenges

- ▶ Achieving a qualified audit opinion
- ▶ The need to improve customer care functioning.
- ▶ Affordability of a desired Organisational Structure.
- ▶ Reducing overall cost exposure, maximise productivity and enhance revenue streams.
- ▶ The need to ensure legal compliance through all procedures and programmes.
- ▶ Underspending on capital budget.

4.1.2. Financial Strategies

The Financial Strategy has been formulated to ensure that the municipality maximizes all available opportunities that would enhance councils' financial strength especially considering the cost-shift environment that has been created with the implementation of assigned powers and functions. Council's overall Financial Strategy is structured into the following core components to allow for a clearer understanding of the overall task:

- ▶ Revenue enhancement and maximization Strategies
- ▶ Asset Management strategies
- ▶ Financial Management Strategies
- ▶ Capital Financing Strategies
- ▶ Supply Chain Management turn-around strategy.
- ▶ Cost Containment Strategies
- ▶ Free Basic Services and indigent Support

These strategies are intended to provide operational guidance to the Municipality to assist in achieving identified objectives and goals. Importantly the Strategies formulated are deemed to be primary mitigating tool against the financial risks identified and giving effect to the objectives of the Integrated Development Plan, through ensuring that the performance targets as per the Budget underlying the IDP are achieved. The strategies are premised on ensuring compliance with adopted financial policies, modelled on modernised reform practices applicable to Local Government

4.1.2.1. Revenue Enhancement Strategy

The Municipality is committed to developing implementable revenue management and enhancement strategies that will enhance the revenue of the municipality and improve the revenue processes and data. The municipality's revenue enhancement strategy has been developed to respond to the following challenges it is facing such as

- ▶ Little to no growth in the rates base.
- ▶ Non-payment of rates and services
- ▶ Customer data accuracy
- ▶ Debt management and credit control
- ▶ Incomplete data for Indigent management and free basic services
- ▶ Cost reflective tariff determination and revenue planning.
- ▶ Call centre & customer relationship management.
- ▶ High level of outstanding consumer accounts

4.1.2.2. Valuation Roll

The municipality's General Valuation Roll was approved on 22 June 2020 which will assist in the levying of rates. The Municipality is continuously performing data cleansing of the billing data so as to produce more accurate billings for debtors and increase on our revenue collection. General Valuation Roll or Supplementary Valuation Rolls must be updated and effected on to the billing system to protect and grow the municipality's revenue base. A general valuation roll is valid for four years as stipulated in the Municipal Property Rates Act (MPRA) No 6 of 2004, as such the

municipality is embarking on a process of developing a supplementary valuation roll which will phase out the one approved in June 2020. The properties will be valued in accordance with generally recognised valuation practices, methods and standards, and the provisions of the MPRA.

4.1.2.3. Billing

The Constitution of the Republic of South Africa gives municipalities the power to value and rate property in their area of jurisdiction. Further to that the Local government Systems act of 2000 states that a municipal council must adopt and implement a tariff policy on the levying of fees for municipal services provided by the municipality. The Port St Johns Local Municipality has a tariff policy and schedule of tariffs. The Municipality generates its revenue mainly from assessment rates and refuse collection.

The Port St Johns Local Municipality Council has approved tariff policy and tariffs which are the basis for the billing rates and services, and these are reviewed annually. The information system used by the Municipality to bill its customers and maintain accounting information is the Promun financial system. Billing for rates is performed annually and services are billed monthly. Port St Johns is largely rural as a result only bills 1187 properties. The revenue enhancement strategy intends on increasing the revenue base by ensuring that all properties that must be billed are being billed and information of new developments are effected into the billing system.

4.1.2.4. Capital Transfers – MTREF

In terms of the Division of Revenue Act (DoRA) the indicative allocations as defined within table SA18 clearly defines that over MTREF Port St Johns Local Municipality will receive a total amount of R39.8 million prioritized for road infrastructure.

4.1.2.5. Grants In-kind Allocation

Eskom’s electrification program funded through the Integrated National Electrification Grant will see R5.8 million being invested over the MTREF within Port St Johns service area to address service delivery backlogs.

4.2. 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. The following financial management policies were adopted which guide the development of the annual budget. A thorough consultation was conducted for the policies below with all internal stakeholders.

Policy	Description
--------	-------------

<p>Debt collection and Credit Control Policy</p>	<p>The Policy responds to Sec 96 of the Municipal Systems Act, and Sec 64 of the MFMA which compels a municipality to.</p> <ul style="list-style-type: none"> - 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 was approved on the 25 May 2023.
<p>Supply Chain Management Policy</p>	<p>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 on the 25 May 2023.</p>
<p>Property Rates Policy</p>	<p>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 25 May 2023.</p>
<p>Indigent Policy</p>	<p>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 25 May 2023.</p>
<p>Asset Management Policy</p>	<p>The policy for the management of property, plant and equipment (PPE) has been developed to assist the Municipality with ensuring that:</p> <p>Management of assets of the municipality, including the safeguarding and the maintenance of those assets.</p> <p>(a) that the municipality has and maintains a management, accounting and information system that accounts for the assets of the municipality.</p> <p>(b) that the municipality’s assets are valued in accordance with standards of generally recognized accounting practice; and</p>

	<p>(c) that the municipality has and maintains a system of internal control of assets including an asset register in the prescribed format</p> <p>The Policy has been approved on the 25 May 2023.</p>
Funding and Reserves Policy	<p>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 25 May 2023.</p>
Cash and Investment Management Policy	<p>The objective of the Policy is to gain the highest possible return without unnecessary risks during periods when excess funds are not being used.</p> <p>The Policy has been approved on the 25 May 2023.</p>
Budget Policy	<p>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 25 May 2023.</p>
Virement Policy	<p>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 was adopted on the 25 May 2023.</p>
Tariff Policy	<p>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. The policy has been adopted on 25 May 2023.</p>
Fleet Management Policy	<p>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 25 May 2023.</p>
Borrowing Policy	<p>The policy seeks to establish a framework and guidelines for the borrowing of funds. The Policy was approved on the 25 May 2023.</p>
Provision for Doubtful Debt Policy	<p>This policy provides guidelines on treatment of the impairment and write-off of debtors for Port St John's Municipality. The policy seeks</p>

	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 Policy has been approved on the 25 May 2023.
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. The Policy has been approved on the 25 May 2023.
Cost containment policy	The objective of this policy is to ensure that the resources of the municipality are used effectively, efficiently, and economically by implementing cost containment measures.
UIFWE policy	<p>The objective is to set out policy and procedures with regards to unauthorized, irregular, fruitless and wasteful expenditure, aims to ensure that amongst other things: Unauthorized, irregular, or fruitless and wasteful expenditure is detected, processed, recorded, and reported in a timely manner.</p> <p>Officials and councilors have a clear and comprehensive understanding of the procedures they must follow when addressing unauthorized, irregular, fruitless and wasteful expenditure.</p> <p>Port St Johns Local Municipality's resources are managed in compliance with the MFMA, the municipal regulations and other relevant legislation; and all officials and councilors are aware of their responsibilities in respect of unauthorized,irregular, fruitless and wasteful expenditure. The Policy is a draft to be tabled to the council.</p>
Subsistence and travelling	This Policy applies to all councillors and all officials of the Port St Johns Local Municipality, who are travelling on official business and as such are formal representatives of the Port St Johns Local Municipality.

4.2.1 Financial Recovery Plan

The municipality has appointed a debt collector in August 2020 for a period of 3 years which will expire in August 2023. The Financial Recovery Plan was adopted on 30 May 2019.

4.2.1.1. Asset Management strategy – in development stage

4.2.1.2. Asset Movement System

Asset verifications are undertaken twice a year for purposes of validating the existence and proper recording of all assets not accounted for are thoroughly investigated and reported to the Council. At the time of commissioning a GRAP compliant Asset Register

4.2.2. Financial Management Strategy

The purpose of this strategy is to ensure that the financial management systems in place at Port St Johns Local Municipality are of such quality to allow for the generation of accurate and timely reporting at all times. The strategy has culminated in the institution being able to effectively make informed decisions around service delivery, identify financial risks and impeding financial problems, through having an acute understanding of the financial affairs of the municipality, through a simplified qualitative analysis being provided based on the in- year reports focusing on budgeted performance (revenue, expenditure, capital); impact of the trading activity on the financial position and cash- flows within the organization, this is in compliance with international standards on in year reporting.

4.2.3. Supply Chain Management Turnaround Strategy

The municipality has during the financial year implemented a comprehensive SCM turnaround strategy aimed at significantly enhancing overall compliance with SCM regulations and addressing internal control deficiencies addressed within the last year's audit report issued by Auditor General, whilst improving significantly on operational efficiencies aimed at promoting quicker turnaround times and improving overall internal and external client satisfaction.

The organisational structure has been redesigned to ensure logical arrangement of critical functions overseen by the Supply Chain Manager, and is segmented into the following core functions areas such as:

- ▶ Demand and acquisition management.
- ▶ Bid administrations and contracts management.
- ▶ Disposal management.
- ▶ Logistics management.

In terms of the systems of delegations adopted by the municipality currently uses a fully functional bid committee that regulates all competitive bids ranging from R200 000. In terms of the committee system in use, three distinct committees are in existence, each comprising of specialists within various fields that assist in the discharge of roles and responsibilities assigned, the committee system in use comprise the following:

- ▶ Bid Specifications Committee.
- ▶ Bid Evaluation Committee.
- ▶ Bid Adjudication Committee.

The chairmanship in all bid committees is highly regulated and all appointments are authorised by the Accounting Officer in line with Municipal Regulations issued; all committees are further represented by a senior supply chain practitioner. Most importantly in terms of the code of conduct applicable to bid committees, all members are required to declare annually, financial interest.

4.2.4. Budget and Finance Reforms

A considerable amount of time and effort has been expended on ensuring that Port St Johns Local Municipality has the capacity to deliver on the finance and budget reporting requirements as prescribed by National Treasury. The institution has reaffirmed its commitment to the development of capacity to service local government interest within financial management and administration. The process is being overseen by a Finance standing committee and significant progress has been made in some areas. Specific tasks being performed are:

- ▶ Supply Chain Management
- ▶ Reconciliation of assets
- ▶ Liability management
- ▶ Revenue Management
- ▶ Employment of 5 interns
- ▶ Capacity Building
- ▶ Automation of Section 71 reporting
- ▶ Financial Systems Reporting

4.2.5. Operational Financing Strategy

4.2.6. Strategies to enhance Cost Effectiveness

4.2.6.1. Cost Effectiveness

In line with the cost containment strategy or policy formulated and implemented, line functions are thoroughly assessed from a business perspective, in terms of the outcomes reports furnished line departments will be engaged in business process reengineering aimed at enhancing overall performance and reducing PSJ's cost footprint. Departments will be required to develop departmental specific reduction strategies for approval and implementation in line with the key strategy developed.

4.2.7. Post Retirement Benefits

Post retirement benefit obligations have been quantified and disclosed with the AFS in compliance with relevant accounting standards.

4.2.8. Free Basic Services

The basic principles of this policy are captured by indicating that the policy is to ensure that poor households are not denied their constitutional right of access to services, the Port St Johns Local Municipality is required to implement an indigent policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of jurisdiction.

The indigent policy is an integral part of the municipality's tariff policy that is developed and implemented in a transparent manner to ensure the sustainability of local public services to all its citizens at an affordable cost. To receive these free services, the households are required to register in terms of the Port St Johns Municipality's Indigent Policy. The target is to register 16000 or more indigent households during the 2024/25 financial year. The indigent policy is intended to provide poor households ongoing access to a specified level of service. The subsidies contained in the policy should not compromise the quality-of-service delivery.

As part of Port St Johns Local Municipality commitment to improve continued access to service and provide a basket of free services as part of the poverty alleviation programme. The cost of the social package of the registered indigent households is financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

4.2.9. Indigent Policy

The basic principles of this policy are captured by indicating that the policy is to ensure that poor households are not denied their constitutional right of access to services, the Port St Johns Local Municipality is required to implement an indigent policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of

jurisdiction. The indigent policy is an integral part of the municipality's tariff policy that is developed and implemented in a transparent manner to ensure the sustainability of local public services to all its citizens at an affordable cost.

The indigent policy is intended to provide poor households ongoing access to a specified level of service. The indigent register is reviewed annually. The subsidies contained in the policy should not compromise the quality-of-service delivery. The municipality has a fully fladged Free Basic Services unit to deal with indigent and free basic services matters. The amount budgeted for FBS in 2025 amounted R3.1 million, R3.2 million and R3.4 million. The cost of the social package of the registered indigent households is financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

4.3. mSCOA

National Treasury issued Government Gazette No 37577, Municipal Regulations on Standard Chart of Accounts in April 2014 which required all Municipalities to be mSCOA compliant by 01 July 2017. The objective of the mSCOA Regulations is to provide a **national standard** for the **uniform recording and classification** of municipal budget and financial information at a transaction level across all municipalities and financial systems – 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 with 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

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 and went live on 01 July 2017. The municipality continues to refine its internal control systems to align with the mSCOA

requirements. National Treasury guidelines tell us that by now all Municipalities should be compliant with the below requirements.

	mSCOA Requirement	Status of the Municipality
1.	Have acquired, upgraded, and maintain the hardware, software and licenses required to be, and remain, mSCOA compliant.	The Municipality continued using the Promun system and upgraded the modules to respond to the mSCOA requirements.
2.	Plan, budget, transact and report on all six (6) legislated mSCOA segments and directly on the core financial system.	The municipality Budgeting and transacting across all the legislated segments directly on the core system. The IDP Module is functional even though it is not fully utilized
3.	In the latest version of the mSCOA Chart.	Municipality is on the latest version 6.8
4.	Submit the required data strings directly from this system to the Local Government Portal	The data strings are directly from the system. There are still some minor challenges with the misalignment of the strings
5.	Lock down the budget adopted by Council on the core municipal financial system before submitting the budget (ORGB) data string to the Local Government Portal	The approved budget is locked down on the core systems and no changes can be made.
6.	Close the core financial system at month-end as required in terms of the MFMA before submitting the monthly	Month end procedures and closure of the system is being performed
7.	Generate the regulated Schedules (A, B, C) directly from the core municipal financial systems.	Schedules (A, B, C) are generated from the core system Promun
8.	Must provide for full seamless integration between the core financial system representing the general ledger, and any third-party system with a direct impact on the general ledger i.e. human resource and payroll third party systems, billing etc.	There is no seamless integration with the 3 rd party systems

9.	Comply with the 15 major business processes to ensure compliance with mSCOA	Out of the 15 business processes the municipality complies with only 6 business processes
----	---	---

The Municipality has performed a detailed gap analysis of the system and developed a roadmap which is time bound. The roadmap is a strategic overview of the significant business initiatives that must be undertaken for the municipality to achieve the objective of being mSCOA compliant.

4.4. Annual Financial Statement Plan

Drafting of AFS and Disclosure	1-Aug-24	8-Aug-24
Review Accounting Policies	20-Jun-24	25-Jun-24
Employee costs and section 57 managers	1-Aug-24	8-Aug-24
Councillors	1-Aug-24	8-Aug-24
Unauthorised expenditure	1-Aug-24	8-Aug-24
Fruitless and wasteful expenditure	1-Aug-24	8-Aug-24
Irregular Expenditure	1-Aug-24	8-Aug-24
Contributions to organised local government	1-Aug-24	8-Aug-24
Audit fees - Prepare a schedule of Audit fee for the current year	4-Aug-24	8-Aug-24
VAT - Ensure that the VAT note states - Payments basis and any penalties etc.	4-Aug-24	8-Aug-24
PAYE and UIF - Prepare a schedule of annual movement (with O/S balance)	4-Aug-24	8-Aug-24
Pension and Medical Aid Deductions - Prepare a schedule of annual movement (with O/S balance)	4-Aug-24	8-Aug-24
Councillor's arrear consumer accounts - Schedule sign by Municipal Manager	4-Aug-24	8-Aug-24
List Non-Compliance with Chapter 11 of the Municipal Finance Management Act	4-Aug-24	8-Aug-24
Obtain a schedule of Capital Commitments	5-Aug-24	8-Aug-24
Obtain a list of Contingent Liabilities and Assets. (Obtain confirmation from Legal advisor)	5-Aug-24	8-Aug-24
Prepare a schedule of any IN-KIND DONATIONS AND ASSISTANCE received by the municipality	5-Aug-24	8-Aug-24
Prepare a list of all RELATED PARTIES	5-Aug-24	8-Aug-24
Discuss and list all EVENTS AFTER THE REPORTING DATE	5-Aug-24	8-Aug-24
Note all KEY SOURCES OF ESTIMATION UNCERTAINTY AND JUDGEMENTS	5-Aug-24	8-Aug-24

RISK MANAGEMENT - Detail	5-Aug-24	8-Aug-24
Prepare and schedule of all RECLASSIFICATION, CORRECTION OF PRIOR YEAR ERRORS AND DIRECTIVE 4 AMENDMENTS	5-Aug-24	8-Aug-24
COMPARISON of actual and budget with explanations	5-Aug-24	8-Aug-24
List all OPERATING LEASES	5-Aug-24	8-Aug-24
Post retirement benefits	5-Aug-24	8-Aug-24
Document reasons for all budget vs. actual variances	5-Aug-24	8-Aug-24
Importing of TB on CaseWare	10-Aug-24	10-Aug-24
Review and compare prior years amounts and discloses	2-Aug-24	2-Aug-24
Submit Draft Annual Financial Statements to CFO for Internal Audit Committee	14-Aug-24	14-Aug-24
Obtain Comments from the Internal Audit Committee	20-Aug-24	20-Aug-24
Amend the Annual Financial Statement based on feedback	22-Aug-24	22-Aug-24
Draft Annual Financial Statements to Treasury and Audit Committee	23-Aug-24	23-Aug-24
Obtain signatures of the Municipal Manager and CFO	29-Aug-24	29-Aug-24
Submission of Final Annual Financial Statements to the Office of the Auditor General	30-Aug-24	30-Aug-24
Submission of Final Consolidated Annual Financial Statements to the Office of the Auditor General	30-Sep-24	30-Aug-24

4.5. Financial Plan

4.5.1. Executive Summary

The application of sound financial management principles for the compilation of the Port St Johns financial plan is essential and critical to ensure that the Port St Johns remains financially viable and that municipal services are provided sustainably, economically, and equitably to all communities. The Port St Johns business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items. The Port St Johns has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers such as enforcing our debt and credit control policy and currently we are in the process of implementing Revenue enhancement strategy.

Furthermore, the Port St Johns has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government. National Treasury's MFMA Circular No.126 & 128 were used to guide the compilation of the 2024/25 MTREF with the assumption of 4.9% increase, 4.6% and 4.6% increase respectively.

The main challenges experienced during the compilation of the 2024/25 MTREF can be summarized as follows:

- ▶ The ongoing difficulties in the national and local economy.
- ▶ The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality.
- ▶ Aging and poorly maintained infrastructure.
- ▶ Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable.
- ▶ Salary and Wage increases for municipal staff, as well as the need to fill critical vacancies.
- ▶ Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2024/25 MTREF process; and
- ▶ Availability of affordable capital/borrowing.

The following budget principles and guidelines directly informed the compilation of the 2024/25 MTREF:

- ▶ The 2023/24 Adjustment Budget priorities and targets, as well as the base line allocations contained in that Adjustment Budget were adopted as the upper limits for the new baselines for the 2024/25 draft budget.
- ▶ Intermediate service level standards were used to inform the measurable objectives, targets, and backlog eradication goals.
- ▶ Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective and should take into account the need to address infrastructure backlogs.
- ▶ There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2024/25 Medium-term Revenue and Expenditure Framework:

Table 7 Consolidated Overview of the 2024/25 MTREF

FINAL ANNUAL BUDGET 2023/24 - 2026/27 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK				
	2023/24	2024/25	2025/26	2026/27
Total Revenue	437,114,429	427,441,382	447,103,685	467,670,455
TOTAL EXPENDITURE	437,114,429	427,441,382	447,103,685	467,670,455
SURPLUS/(DEFICIT)	-	-	-	-

Total operating revenue has decreased by 2 per cent or R9 million for the 2024/25 financial year when compared to the 2023/24 Adjustment Budget. For the two outer years, operational revenue has increased by 4,4% and 4.4% per cent respectively, equating to a total revenue increase of R19.6 million and R20.5 million over the MTREF when compared to the 2025/26 and 2026/27 financial years.

Total expenditure for the 2024/25 financial year has been projected at R427 million, R447 million and R467 million for the two outer years with a budgeted surplus of R0.0 million and the same for the outer years. Budget circular 115 requires the municipality to fund the depreciation costs from the own revenue or equitable share and the municipality is not allowed to use non- funding items when preparing MTREF. When compared to the 2023/24 Adjustments Budget, operational expenditure has decreased in line with the above total operating revenue.

4.6. Operating Revenue Framework

For Port St Johns Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices must be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue enhancement strategy is built around the following key components:

- ▶ National Treasury's guidelines and macroeconomic policy.
- ▶ Growth in the municipality and continued economic development.
- ▶ Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges.
- ▶ Achievement of full cost recovery of specific user charges especially in relation to trading services.
- ▶ Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service.
- ▶ Tariff policies of the municipality.
- ▶ The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA).
- ▶ Increase ability to extend new services and recover costs and
- ▶ The municipality's Indigent Policy and rendering of free basic services.

INTEGRATED DEVELOPMENT PLAN 2024-2025

The following table is a summary of the 2024/25MTREF (classified by main revenue source):

Table 8 Summary of revenue classified by main revenue source.

0 - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	1,006	1,043	1,085	1,500	2,800	2,088	759	2,800	2,929	3,064
Sale of Goods and Rendering of Services		425	2,157	5,031	130	130	621	42	928	971	1,015
Agency services		-	-	-	-	-	-	-	1,800	1,883	1,969
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		729	324	1,124	5,030	5,565	3,132	721	5,550	5,805	6,072
Interest earned from Current and Non Current Assets		5,530	5,832	10,586	49,201	68,301	6,264	8,303	76,829	80,364	84,060
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		58	118	146	200	200	177	90	500	523	547
Licence and permits		60	56	62	120	120	104	24	250	262	274
Operational Revenue		991	1,086	1,379	1,557	1,570	3,022	427	-	-	-
Non-Exchange Revenue											
Property rates	2	9,615	8,859	8,874	11,965	14,965	-	15,875	15,000	15,690	16,412
Surcharges and Taxes		-	-	-	-	-	18,792	-	-	-	-
Fines, penalties and forfeits		253	261	225	100	100	73	-	300	314	328
Licences or permits		-	-	-	-	-	-	-	950	994	1,039
Transfer and subsidies - Operational		197,398	176,801	203,015	200,917	200,753	197,235	148,767	274,307	286,925	300,124
Interest		4,434	5,489	5,974	1,970	1,970	1,227	4,348	1,950	2,040	2,134
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(58)	11,382	2,250	302	302	315	1	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		220,441	213,407	239,751	272,991	296,776	233,051	179,357	381,164	398,698	417,038
Expenditure											
Employee related costs	2	86,811	93,799	95,116	95,990	116,216	86,141	73,573	134,839	141,041	147,529
Remuneration of councillors	2	13,089	13,717	13,082	14,101	16,791	13,846	10,362	16,539	17,300	18,096
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	(23)	1,162	469	2,946	3,536	545	847	10,678	11,169	11,683
Debt impairment	3	-	(3,295)	93	1,456	3,451	-	-	-	-	-
Depreciation and amortisation		71,457	117,895	42,187	57,414	57,114	58,906	52	-	-	-
Interest		1,332	2,979	2,211	274	274	383	86	-	-	-
Contracted services		8,454	10,992	12,787	25,739	25,982	13,144	11,087	38,289	40,050	41,892
Transfers and subsidies		9,458	22,286	11,143	15,130	16,230	16,401	9,900	12,000	12,552	13,129
Irrecoverable debts written off		9,952	5,194	9,235	4,867	4,867	5,957	1,685	-	-	-
Operational costs		51,117	43,912	71,757	82,488	81,895	74,327	35,621	62,825	65,715	68,737
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		7	-	-	-	-	-	-	-	-	-
Total Expenditure		251,655	308,642	258,081	300,406	326,357	269,650	143,214	275,170	287,827	301,067
Surplus/(Deficit)		(31,214)	(95,235)	(18,330)	(27,415)	(29,581)	(36,598)	36,142	105,995	110,871	115,971
Transfers and subsidies - capital (monetary allocations)	6	82,774	66,107	67,740	88,298	137,477	47,484	48,132	46,277	48,406	50,632
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit. Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. Rates and service charge revenues comprise one third of the total revenue mix.

4.6.1. Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0,25 :1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

- ▶ The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R25 000 reduction on the market value of a property will be granted in terms of the municipality's own Property Rates Policy.
- ▶ 35 per cent rebate will be granted on all residential properties (including state owned residential properties).
- ▶ For pensioners, physically and mentally disabled persons, a maximum/total rebate of 50 per cent (calculated on a sliding scale) will be granted to owners of rate-able property if the total gross income of the applicant and/or his/her spouse, if any, does not to exceed the amount equal to twice the annual state pension as approved by the National Government for a financial year. In this regard the following stipulations are relevant:
 - ▶ The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependents without income.
 - ▶ The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension.
 - ▶ The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place; and
 - ▶ The property must be categorized as residential.
 - ▶ 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2024/25 financial year based on a 4.9 per cent increase from 1 July 2024 is contained below:

Comparison of proposed rates to levied for the 2024/25 financial year

	<u>2023/2024</u> <u>Tarrif</u>	<u>2024/2025</u> <u>Tarrif</u>
DIFFERENT CATEGORY OF PROPERTIES		
		-
Per Rand on Valuation of all Residential Properties	0.010	0.010
Per Rand on Valuation of all Business Properties	0.020	0.021
Per Rand on Valuation of all Industrial Properties	0.020	0.021
Per Rand on Valuation of all Government Properties	0.020	0.021
Per Rand on Valuation of all vacant land (erven) according their zoning	0.020	0.021
Per Rand on Valuation of all Farms used for Agricultural purposes	0.020	0.021
Per Rand on Valuation of all Farms used for eco-tourism/converstion	0.020	0.021
Per Rand on Valuation of all Farms used for trading in/ hunting of game	0.020	0.021
Per Rand on Valuation of all Public Service Infrustructure	0.020	0.021
Per Rand on Valuation of all Public Benefif Organisations		
Per Rand on Valuation of all Multiple use Properties - Dorminant use shall be deemed for determination of rate/tariff		

4.5.2. Revenue from Services

4.5.2.1. Solid Waste

A 4.9 per cent increase in the waste removal tariff is proposed from 1 July 2024. Higher increases will not be viable in 2024/25 owing to the significant increases implemented in previous financial years as well as the overall impact of higher than inflation increases of other services. Any increase higher than 4.9 per cent would be counter-productive and will result in affordability challenges for individual rates payers raising the risk associated with bad debt.

The following table compares current and proposed amounts payable from 1 July 2024:

Comparison between current waste removal fees and increases

	<u>2023/24 Tariff</u>	<u>2024/25 Tariff</u>
<u>REFUSE REMOVAL (per month for one removal per week)</u>		
Domestic Consumers x1	126.93	133.28
SME'S Commercial Consumers x7	885.43	929.70
Large Commercial Consumers x7	1,769.89	1,858.39
Government/Hospitals//Hostels/Schools/Flats x5	632.15	663.76
Bed & Breakfast	252.82	265.47
Holiday resorts	505.67	530.96
Rubble per load	472.68	496.31
Garden Refuse Removal per load	283.59	297.77
Waste Disposal (tip site) per month	877.02	920.87
The tariff is based on 85L Bin/bag 1per week		

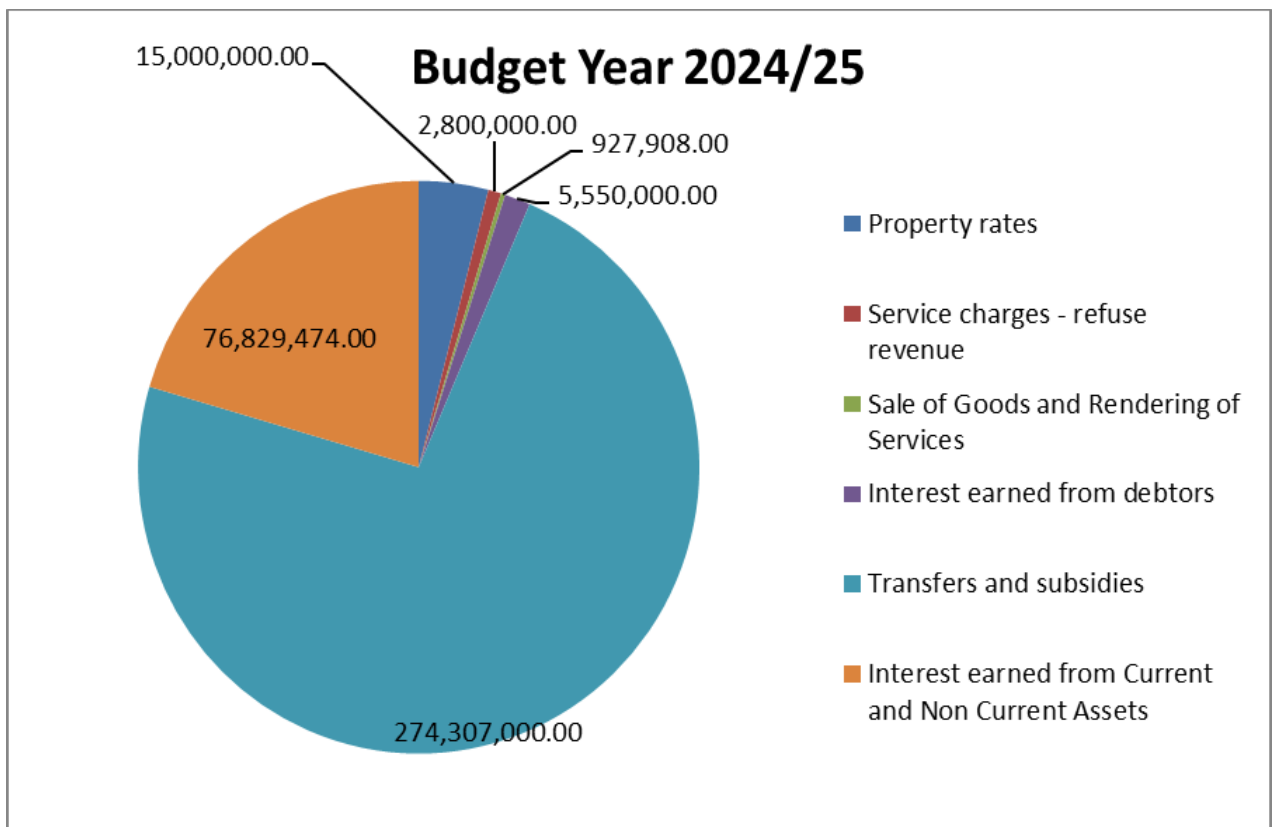
4.5.2.3. DTLC

4.5.2.3.1. Other Sources of Revenue

Other sources of revenue which consists of various items such as investment income, building plans, income from permits and licences, interest received from debtors and vat income. Departments responsible for these revenue items have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

4.5.2.3.2. Operating Grants

Operating grants and transfers totals R203 million in the 2024/25 budget financial year and decrease to R202 million and R 194 million for the two outer years. Table below gives a breakdown of the revenue and operating grants and subsidies allocated to the municipality over the medium term.



Operating Transfers and Grant Receipts

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21			2021/22			2022/23			Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework									
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27													
RECEIPTS:														1.2									
Operating Transfers and Grants																							
National Government:		196,938	175,951	202,709	200,367	200,203	197,295	273,757	286,350	299,522													
Local Government Equitable Share																							
Equitable Share		191,971	168,140	182,985	193,713	193,713	192,993	203,985	213,368	223,183													
Expanded Public Works Programme Integrated Grant		2,700	1,593	1,993	1,555	1,555	1,652	1,676	1,753	1,834													
Local Government Financial Management Grant		2,268	1,501	3,216	2,650	2,650	2,650	2,600	2,720	2,845													
Municipal Disaster Response Grant		-	-	13,295	-	-	-	25,634	26,813	28,047													
Municipal Infrastructure Grant		-	357	-	2,449	2,285	-	39,862	41,696	43,614													
National Treasury		-	-	-	-	-	-	-	-	-													
Eradication of alien plants project		-	4,360	1,219	-	-	-	-	-	-													
Financial Management support																							
Grant Gov- DSRAC Library		459	550	260	550	550	-	550	575	602													
Greenest town		-	300	-	-	-	-	-	-	-													
LG Sets Grant		261	-	97	-	-	-	-	-	-													
LG SETA GRANT EXP		(261)	-	(51)	-	-	-	-	-	-													
LG SETA Grant Revenue		-	-	-	-	-	-	-	-	-													
O.R Tambo Intervention		-	-	-	-	-	(59)	-	-	-													
District Municipality: <i>[insert description]</i>		-	-	-	-	-	-	-	-	-													
Other grant providers: <i>[insert description]</i>		6,032	6,390	8,878	26,768	24,368	7,000	31,277	32,716	34,221													
Energy Efficiency and Demand Side Management Grant		(5,102)	3,226	-	-	-	-	-	-	-													
Integrated National Electrification Programme Grant		11,134	3,164	8,878	26,768	24,368	7,000	31,277	32,716	34,221													
Municipal Disaster Response Grant	5	-	-	-	-	54,691	-	-	-	-													
Municipal Infrastructure Grant		41,429	38,317	38,862	46,530	43,418	40,484	-	-	-													
Capital Transfers and Grants																							
National Government:		35,313	21,400	20,000	15,000	15,000	-	-	-	-													
Grant - Provincial DEPT.Transport EXP		-	-	-	-	-	-	-	-	-													
Small Town Revitalization		35,313	21,400	20,000	15,000	15,000	-	-	-	-													
Other capital transfers/grants <i>[insert desc]</i>		-	-	-	-	-	-	-	-	-													
Financial Management support		-	-	-	-	-	-	-	-	-													
District Municipality: <i>[insert description]</i>		-	-	-	-	-	-	-	-	-													
Other grant providers: <i>[insert description]</i>		-	-	-	-	-	-	-	-	-													
Total Capital Transfers and Grants	5	35,313	21,400	20,000	15,000	15,000	-	-	-	-													
TOTAL RECEIPTS OF TRANSFERS & GRANTS		35,313	21,400	20,000	15,000	69,691	-	-	-	-													

4.7. Tariff Setting

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were considered to ensure the financial sustainability of the municipality. Tariffs has been increased by 4.9% in the 2024/25 financial year and two outer years by 4,6% and 4,6% respectively.

4.8. Operating Expenditure Framework

The Municipality’s expenditure framework for the 2024/25 budget and MTREF is informed by the following:

- ▶ The asset management policy and Draft maintenance plan.
- ▶ Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit.
- ▶ Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA.
- ▶ The capital programme is aligned to the asset management policy.
- ▶ Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- ▶ Strict adherence to the principle of *no project plans no budget*. If there is no business plan no funding allocation can be made.
- ▶ Application of Cost containment regulations and cost containment measures circular 97.

The following table is a high-level summary of the 2024/25 budget and MTREF (classified per main type of operating expenditure):

Table 9 Summary of operating expenditure by standard classification item

0 - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand	1										

Expenditure											
Employee related costs	2	86,811	93,799	95,116	95,990	116,216	86,141	73,573	134,839	141,041	147,529
Remuneration of councillors		13,089	13,717	13,082	14,101	16,791	13,846	10,362	16,539	17,300	18,096
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	(23)	1,162	469	2,946	3,536	545	847	10,678	11,169	11,683
Debt impairment	3	-	(3,295)	93	1,456	3,451	-	-	-	-	-
Depreciation and amortisation		71,457	117,895	42,187	57,414	57,114	58,906	52	-	-	-
Interest		1,332	2,979	2,211	274	274	383	86	-	-	-
Contracted services		8,454	10,992	12,787	25,739	25,982	13,144	11,087	38,289	40,050	41,892
Transfers and subsidies		9,458	22,286	11,143	15,130	16,230	16,401	9,900	12,000	12,552	13,129
Irrecoverable debts written off		9,952	5,194	9,235	4,867	4,867	5,957	1,685	-	-	-
Operational costs		51,117	43,912	71,757	82,488	81,895	74,327	35,621	62,825	65,715	68,737
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		7	-	-	-	-	-	-	-	-	-
Total Expenditure		251,655	308,642	258,081	300,406	326,357	269,650	143,214	275,170	287,827	301,067
Surplus/(Deficit)		(31,214)	(95,235)	(18,330)	(27,415)	(29,581)	(36,598)	36,142	105,995	110,871	115,971
Transfers and subsidies - capital (monetary allocations)	6	82,774	66,107	67,740	88,298	137,477	47,484	48,132	46,277	48,406	50,632
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Share of Surplus/(Deficit) attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/(Deficit) attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Share of Surplus/(Deficit) attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603

4.9. Employee Related Costs

The budgeted allocation for employee related costs for the 2024/25 financial year totals R148 million, which equals 34.6 per cent of the total operating expenditure. There is an increase on employee related costs due to that, municipality has developed a new organizational structure and later prioritize critical posts to be filled posts in the 2024/25 financial year. Based on the collective SALGBC agreement, salary increases have been factored into this budget at a percentage increase of 7 per cent for the 2024/25 financial year. An annual increase of 7 per cent has also been included in the two outer years of the MTREF. Since SALGBC agreement has not been reached we have used the agreement for last year's agreement, then we will change it in the final budget once the agreement has been reached.

4.9.1. Remuneration of Councillors

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling the municipality's budget. The budgeted allocation for Remuneration of councillors for the 2024/25 financial year totals to R16.5 million and equates to **percent** of the total expenditure.

4.9.2. Debt Impairment Provision

4.9.2.1. Depreciation Provision

Provision for depreciation and asset impairment has been informed by the Asset Management Policy. Depreciation in this regard refers to the systematic write off of assets over their useful lives. Budget allocations totals to R million for the budget financial year and equates to % of the total operating expenditure.

4.8.2.2. Other Material

4.8.2.3. Contracted Services

Contracted services are detailed below for budget and treasury office.

BUDGET AND TREASURY OFFICE		
PROJECT NAME	BUDGET	WARD
Debt collection	R597 930.00	6
Provision of Free basic services	R 7 288 000.00	1-20
Compilation of General and Supplementary valuation roll	R0	6
Compilation of Annual financial statements and Infrastructure assets	R2,727 400.00	1-20
VAT recovery services	R 4 809 999.00	1-20

Due to limited capacity of staff in the budget and treasury office there is a need for a specialized service provider to assist the municipality General Valuation roll, Preparation of Annual Financial Statements and compilation of infrastructure asset register and Debt collection.

4.8.2.4. Other Expenditure

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. Port St Johns Local Municipality has cost containment measure policy and cost containment measure regulations which were tabled to council for implementation. Growth has been limited to 4.9 per cent for 2024/25 and two outer years at 4.6% and 4.6% respectively, indicating that significant cost savings have been already realized. Further details relating to contracted services can be seen in Table 64 MBRR SA1.

4.10. Payment of Creditors

The municipality has managed to ensure that creditors are settled within the legislated 30 days of invoice. While the liquidity ratio is of concern, by applying daily cash flow management the municipality has managed to ensure a 100 per cent compliance rate to this legislative obligation.

This has had a favorable impact on suppliers' perceptions of risk of doing business with the municipality, which is expected to benefit the municipality in the form of more competitive pricing of tenders, as suppliers compete for the municipality's business.

4.11. 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, monthly, with asset acquisitions (movable and immovable), disposals, and movements. The Policy has been approved on the 25 May 2023. 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 have been gazetted and are reviewed annually

4.12. 2024/2025 BUDGET SUMMARY

ITEM	FINAL ADJUSTED BUDGET 2023/24	DRAFT BUDGET 2024/25	FINAL BUDGET 2024/25	Comments
GRANT FUNDING	338 230 000	305,034,000	306,037,000	Dsrac grant increased by
OWN REVENUE	98 895 012	122, 407 382	123,264 683	1,37 increase from services charges
TOTAL REVENUE	<u>437 125 012)</u>	<u>427 ,441 382</u>	<u>429 301 683</u>	Total movement on revenue is 435 000
PERSONNEL BUDGET	140 175 526	148,586,058	148,586,058	
GENERAL EXPENSES	113 514 942	104,972,493	104,972 493	Increase due to security costs
REPAIRS & MAINTENANCE	12 229 938	22 452 931	22 452 932	Repairs and maintenance remains @ 5%
CAPITAL EXP (OWN REVENUE)	31 442 606	43,450,000	44 517 200	Increase for electrification of 58 houses at mrhuleni
CAPITAL EXP (GRANTS)	139 762 000	96,773,000	96 773 000	
TRANSFER TO AGENCY	8,204,412	12 000 000	12 000 000	
TOTAL EXPENDITURE	<u>437 125 012</u>	<u>427,441 382</u>	<u>429,301 683</u>	
Budget Surplus/(Deficit)				
Non-Cash Items	<u>65,073,917</u>	<u>0</u>	<u>68,262,539</u>	

4.12.1. GRANT FUNDING

Type Of Grant	Name Of Grant	Schedule	Current year and 3 outer years			
			2023/24	2024/25	2025/26	2026/27
EQUITABLE SHARE			193,713,000.00	203,985,000.00	202,150,000.00	194,864,000.00
	Equitable share	3	193,713,000.00	203,985,000.00	202,150,000.00	194,864,000.00
SPECIFIC PURPOSE			4,205,000.00	4,276,000.00	2,600,000.00	2,700,000.00
	Finance management grant	5B & 7B	2,650,000.00	2,600,000.00	2,600,000.00	2,700,000.00

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Expanded public works	5B & 7B	1,555,000.00	1,676,000.00	-	-
SERVICE DELIVERY			124,762,000.00	96,773,000.00	87,320,000.00	63,078,000.00
	Municipal infrastructure grant	4B & 5B	45,703,000.00	39,862,000.00	41,685,000.00	45,078,000.00
	Electrification	4B & 5B	24,368,000.00	31,277,000.00	20,000,000.00	18,000,000.00
	Municipal Disaster Recovery	4B & 5B	54,691,000.00	25,634,000.00	25,635,000.00	-
	Total		322,680,000.00	305,034,000.00	292,070,000.00	260,642,000.00

4.12.2. OWN REVENUE

REVENUE	DRAFT BUDGET 2024/25	FINAL BUDGET 2024/25
Refuse Removal	2,800,000.00	2,937,200.00
Current and Non-current Assets: Bank Accounts	20,000,000.00)	20,000,000.00
Property Rates	15,000,000.00	15,000,000.00
Interest received from Debtors	7,500,000.00	7,500,000.00
Traffic: Court Fines	300,000.00	300,000.00
Road Ordinances: Vehicle Registration	1,500,000.00	1,500,000.00
Drivers Licence Application/Duplicate Drivers Licences	600,000.00	600,000.00
Learner Licence Application	350,000.00	350,000.00
Sale of Goods: Materials and Equipment	316,273.50	316,273.50
Drivers Licence Certificate	300,000.00	300,000.00
Grant Gov- DSRAC Library	550,000.00	0
Cash backed Savings	46 614 329	71,674,274.00
Small Town Revitalization	15,000,000.00	0
Business licences, Flee market and Hawker Stalls	250,000.00	250,000.00
Investment Property: Sub-lease Payment	500,000.00	500,000.00

INTEGRATED DEVELOPMENT PLAN 2024-2025

Other Income	611,634	611,634
TOTAL	112,192,237	121,839,382

0 - Table A1 Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousands										
Financial Performance										
Property rates	9,615	8,859	8,874	11,965	14,965	-	15,875	15,000	15,690	16,412
Service charges	1,006	1,043	1,085	1,500	2,800	2,088	759	2,800	2,929	3,064
Investment revenue	5,530	5,832	10,586	49,201	68,301	6,264	8,303	76,829	80,364	84,060
Transfer and subsidies - Operational	197,398	176,801	203,015	200,917	200,753	197,235	148,767	274,307	286,925	300,124
Other own revenue	6,893	20,872	16,191	9,409	9,958	27,464	5,652	12,228	12,790	13,379
Total Revenue (excluding capital transfers and contributions)	220,441	213,407	239,751	272,991	296,776	233,051	179,357	381,164	398,698	417,038
Employee costs	86,811	93,799	95,116	95,990	116,216	86,141	73,573	134,839	141,041	147,529
Remuneration of councillors	13,089	13,717	13,082	14,101	16,791	13,846	10,362	16,539	17,300	18,096
Depreciation and amortisation	71,457	117,895	42,187	57,414	57,114	58,906	52	-	-	-
Interest	1,332	2,979	2,211	274	274	383	86	-	-	-
Inventory consumed and bulk purchases	(23)	1,162	469	2,946	3,536	545	847	10,678	11,169	11,683
Transfers and subsidies	9,458	22,286	11,143	15,130	16,230	16,401	9,900	12,000	12,552	13,129
Other expenditure	69,530	56,804	93,872	114,551	116,195	93,427	48,394	101,113	105,765	110,630
Total Expenditure	251,655	308,642	258,081	300,406	326,357	269,650	143,214	275,170	287,827	301,067
Surplus/(Deficit)	(31,214)	(95,235)	(18,330)	(27,415)	(29,581)	(36,598)	36,142	105,995	110,871	115,971
Transfers and subsidies - capital (monetary allocations)	82,774	66,107	67,740	88,298	137,477	47,484	48,132	46,277	48,406	50,632
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-
Total sources of capital funds										
Financial position										
Total current assets	212,369	190,299	221,194	190,952	191,412	247,323	349,564	248,085	262,732	278,052
Total non current assets	497,745	504,241	544,810	559,045	605,598	481,328	601,804	678,608	823,480	969,794
Total current liabilities	56,379	55,033	76,680	65,367	65,367	73,467	175,486	82,814	82,814	82,814
Total non current liabilities	15,054	15,835	16,391	13,725	13,725	18,020	15,254	15,254	15,254	15,254
Community wealth/Equity	585,241	656,803	625,359	670,905	717,918	660,845	676,353	828,625	987,901	1,154,504
Cash flows										
Net cash from (used) operating	232,888	174,478	132,089	61,711	87,662	89,022	167,332	107,114	112,042	117,196
Net cash from (used) investing	(63,654)	(32,138)	(30,613)	(124,250)	(169,002)	(52,975)	(13,167)	(94,464)	(98,809)	(103,354)
Net cash from (used) financing	-	-	343	-	-	-	343	(343)	(343)	(343)
Cash/cash equivalents at the year end	279,250	295,524	223,803	59,449	40,647	183,021	307,481	165,281	178,171	191,670
Cash backing/surplus reconciliation										
Cash and investments available	146,974	121,987	152,973	113,548	112,231	176,016	260,830	166,815	181,293	196,438
Application of cash and investments	40,888	39,384	60,300	45,874	45,801	56,829	154,902	49,050	49,050	49,050
Balance - surplus (shortfall)	106,086	82,604	92,673	67,674	66,430	119,187	105,928	117,764	132,243	147,388
Asset management										
Asset register summary (WDV)	403,234	445,350	431,570	490,497	535,550	395,274	-	565,367	710,239	856,554
Depreciation	71,457	121,190	42,094	57,414	57,114	58,906	-	-	-	-
Renewal and Upgrading of Existing Assets	998	2,266	857	34,418	82,542	1,566	2,300	2,406	2,516	2,516
Repairs and Maintenance	4,904	5,938	10,691	12,070	12,290	8,529	19,568	20,468	21,409	21,409
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	2,862	2,862	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Explanatory notes to MBRR Table A1 - Budget Summary

Table A1 is a budget summary and provides a concise overview of the Port St Johns local municipality’s budget from all the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).

The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality’s commitment to eliminating basic service delivery backlogs.

Financial management reforms emphasize the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:

- a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF if you exclude non-cash items.
- b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognized is reflected on the Financial Performance Budget.
 - ii. Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality’s cash flow remains positive and is improving indicates that the necessary cash resources are available to fund the Capital Budget.

The Cash backing/surplus reconciliation shows that in previous financial years the municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. These places the municipality in a very vulnerable financial position, as the recent slow-down in revenue collections highlighted. Consequently, Council has taken a deliberate decision to ensure adequate cash-backing for all material obligations in accordance with the recently adopted Funding and Reserves Policy. This cannot be achieved in one financial year. But over the MTREF there is progressive improvement in the level of cash-backing of obligations. It is anticipated that the goal of having all obligations cash-back will be achieved by 2024/25, when a small surplus is reflected.

Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs.

Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

0 - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional	1									
Governance and administration		115,841	141,153	180,556	153,106	175,756	115,071	306,842	320,957	335,721
Executive and council		38,018	77,321	89,872	41,836	41,836	41,258	-	-	-
Finance and administration		77,823	63,833	90,684	111,270	133,919	73,812	306,842	320,957	335,721
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		14,551	30,392	20,130	31,421	31,421	30,471	-	-	-
Community and social services		14,551	30,392	20,130	31,421	31,421	30,471	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		174,175	108,745	108,193	175,261	224,276	132,905	117,799	123,218	128,886
Planning and development		10,567	22,524	18,607	18,978	18,978	18,716	750	785	821
Road transport		163,607	86,221	89,586	156,283	205,298	114,190	117,049	122,433	128,065
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		1,006	1,343	1,085	1,500	2,800	2,088	2,800	2,929	3,064
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		1,006	1,343	1,085	1,500	2,800	2,088	2,800	2,929	3,064
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	305,573	281,633	309,963	361,289	434,253	280,535	427,441	447,104	467,670
Expenditure - Functional										
Governance and administration		122,331	151,734	134,593	151,604	158,736	126,326	138,385	144,751	151,409
Executive and council		46,627	43,488	60,084	75,668	78,724	64,503	46,295	48,424	50,652
Finance and administration		75,703	108,247	74,509	75,936	80,012	61,823	88,599	92,675	96,938
Internal audit		-	-	-	-	-	-	3,491	3,651	3,819
Community and public safety		37,393	36,625	43,913	36,978	48,654	36,199	-	-	-
Community and social services		37,393	36,625	43,913	36,978	48,654	36,199	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		91,932	123,578	79,481	111,203	117,187	107,125	81,914	85,682	89,624
Planning and development		13,880	20,348	19,756	24,860	25,198	23,266	33,775	35,328	36,953
Road transport		78,051	103,230	59,725	86,343	91,989	83,860	48,140	50,354	52,670
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		-	-	-	621	1,779	-	54,871	57,395	60,035
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	621	1,779	-	54,871	57,395	60,035
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	251,655	311,937	257,987	300,406	326,357	269,650	275,170	287,827	301,067
Surplus/(Deficit) for the year		53,918	(30,304)	51,976	60,883	107,896	10,886	152,272	159,276	166,603

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.

Total Revenue on this table includes capital revenues (Transfers recognized – capital)

Other functions that show a deficit between revenue and expenditure are being financed from rates revenues and other revenue sources reflected under the Finance and administration.

Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote										
Vote 1 - Executive AND Council (20: IE)	1	26,381	54,492	72,484	25,703	25,703	25,348	-	-	-
Vote 2 - LED (21: IE)		10,567	22,524	18,607	18,978	18,978	18,716	-	-	-
Vote 3 - Municipal Manager (22: IE)		11,637	22,829	17,388	16,133	16,133	15,910	-	-	-
Vote 4 - Corporate Services (23: IE)		7,211	18,164	18,194	18,689	18,702	19,997	-	-	-
Vote 5 - Community Services (24: IE)		15,557	31,735	21,214	32,921	34,221	32,559	3,650	3,818	3,994
Vote 6 - Financial Services (26: IE)		70,612	45,669	59,194	92,581	115,217	53,875	310,342	324,618	339,551
Vote 7 - Infrastructural Engineering (28: IE)		128,294	64,821	82,648	156,283	205,298	114,190	113,449	118,668	124,126
Total Revenue by Vote	2	270,260	260,233	289,730	361,289	434,253	280,595	427,441	447,104	467,670
Expenditure by Vote to be appropriated										
Vote 1 - Executive AND Council (20: IE)	1	27,846	30,688	27,479	42,321	45,403	36,276	94,966	99,335	103,904
Vote 2 - LED (21: IE)		13,880	20,348	19,579	24,860	25,198	29,530	34,385	35,967	37,621
Vote 3 - Municipal Manager (22: IE)		18,710	25,672	25,896	26,647	25,821	21,963	31,986	33,457	34,996
Vote 4 - Corporate Services (23: IE)		22,077	28,769	24,006	36,019	39,209	24,955	35,901	37,552	39,280
Vote 5 - Community Services (24: IE)		37,393	36,625	46,097	44,099	58,034	36,199	28,272	29,573	30,933
Vote 6 - Financial Services (26: IE)		53,626	63,311	55,586	39,917	40,803	36,738	32,023	33,496	35,037
Vote 7 - Infrastructural Engineering (28: IE)		78,051	106,525	59,343	85,843	91,489	81,849	17,637	18,448	19,296
Vote 8 - (34: IE)		-	-	-	700	400	-	-	-	-
Vote 9 - Executive AND Council (20: CAPEX)		-	-	-	-	-	-	-	-	-
Vote 10 - LED (21: CAPEX)		-	-	-	-	-	-	-	-	-
Vote 11 - Municipal Manager (22: CAPEX)		-	-	-	-	-	-	-	-	-
Vote 12 - Corporate Service (23: CAPEX)		-	-	-	-	-	-	-	-	-
Vote 13 - Community Service (24: CAPEX)		-	-	-	-	-	-	-	-	-
Vote 14 - Financial Services (26: CAPEX)		-	-	-	-	-	-	-	-	-
Vote 15 - Infrastructural Engineering (28: CAPEX)		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	251,583	311,937	257,987	300,406	326,357	267,508	275,170	287,827	301,067
Surplus/(Deficit) for the year	2	18,676	(51,704)	31,743	60,883	107,896	13,086	152,272	159,276	166,603

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organizational structure of the Municipality. This means it is possible to present the operating surplus or deficit of a vote.

Table A4 - Budgeted Financial Performance (revenue and expenditure)

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	1,006	1,043	1,085	1,500	2,800	2,088	759	2,800	2,929	3,064
Sale of Goods and Rendering of Services		425	2,157	5,031	130	130	621	42	928	971	1,015
Agency services		-	-	-	-	-	-	-	1,800	1,883	1,969
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		729	324	1,124	5,030	5,565	3,132	721	5,550	5,805	6,072
Interest earned from Current and Non Current Assets		5,530	5,832	10,586	49,201	68,301	6,264	8,303	76,829	80,364	84,060
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		58	118	146	200	200	177	90	500	523	547
Licence and permits		60	56	62	120	120	104	24	250	262	274
Operational Revenue		991	1,086	1,379	1,557	1,570	3,022	427	-	-	-
Non-Exchange Revenue											
Property rates	2	9,615	8,859	8,874	11,965	14,965	-	15,875	15,000	15,690	16,412
Surcharges and Taxes		-	-	-	-	-	18,792	-	-	-	-
Fines, penalties and forfeits		253	261	225	100	100	73	-	300	314	328
Licences or permits		-	-	-	-	-	-	-	950	994	1,039
Transfer and subsidies - Operational		197,398	176,801	203,015	200,917	200,753	197,235	148,767	274,307	286,925	300,124
Interest		4,434	5,489	5,974	1,970	1,970	1,227	4,348	1,950	2,040	2,134
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(58)	11,382	2,250	302	302	315	1	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		220,441	213,407	239,751	272,991	296,776	233,051	179,357	381,164	398,698	417,038
Expenditure											
Employee related costs	2	86,811	93,799	95,116	95,990	116,216	86,141	73,573	134,839	141,041	147,529
Remuneration of councillors		13,089	13,717	13,082	14,101	16,791	13,846	10,362	16,539	17,300	18,096
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	(23)	1,162	469	2,946	3,536	545	847	10,678	11,169	11,683
Debt impairment	3	-	(3,295)	93	1,456	3,451	-	-	-	-	-
Depreciation and amortisation		71,457	117,895	42,187	57,414	57,114	58,906	52	-	-	-
Interest		1,332	2,979	2,211	274	274	383	86	-	-	-
Contracted services		8,454	10,992	12,787	25,739	25,982	13,144	11,087	38,289	40,050	41,892
Transfers and subsidies		9,458	22,286	11,143	15,130	16,230	16,401	9,900	12,000	12,552	13,129
Irrecoverable debts written off		9,952	5,194	9,235	4,867	4,867	5,957	1,685	-	-	-
Operational costs		51,117	43,912	71,757	82,488	81,895	74,327	35,621	62,825	65,715	68,737
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		7	-	-	-	-	-	-	-	-	-
Total Expenditure		251,655	308,642	258,081	300,406	326,357	269,650	143,214	275,170	287,827	301,067
Surplus/(Deficit)		(31,214)	(95,235)	(18,330)	(27,415)	(29,581)	(36,598)	36,142	105,995	110,871	115,971
Transfers and subsidies - capital (monetary allocations)	6	82,774	66,107	67,740	88,298	137,477	47,484	48,132	46,277	48,406	50,632
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603

Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure)

Total revenue is R437 million in 2023/24 and decrease to R427 million in the budget year. This represents a year-on-year increase of 4.9 per cent and 4.6 per cent outer years. Including grants received from National and Provincial government.

INTEGRATED DEVELOPMENT PLAN 2024-2025

Revenue to be generated from property rates is R15 million in the 2023/24 financial year and it remains R15 million in the 2024/25 which represents 14 per cent of the operating revenue base of the municipality and therefore remains a significant funding source for the municipality. It remains relatively constant over the medium-term and tariff increases have been factored in at 4.9, 4.6, 4.6 per cent, for each of the respective financial years of the MTREF.

Services charges relating to refuse removal constitutes the other component of the revenue basket of the municipality totaling R2.8 million for the 2023/24 financial year and remain the same in the 2024/25 financial year. For the 2024/25 financial year services charges amount to 2.6 per cent of the total revenue base and grows by 4.6 per cent per annum over the medium-term.

Transfers recognized – operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government has increased over the MTREF by 5 per cent and decreased by 0.89 per cent then decrease by 3.6 % for the two outer years.

Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Capital multi-year expenditure sub-total	7										
Single-year expenditure to be appropriated	2										
Vote 9 - Executive AND Council (20: CAPEX)		30	1	30	1,290	1,453	73	1,267			
Vote 10 - LED (21: CAPEX)									1,100	1,151	1,204
Vote 11 - Municipal Manager (22: CAPEX)	11	47	(46)	150	150	78	93				
Vote 12 - Corporate Service (23: CAPEX)			(136)	70	600	500	373	46	33,484	35,024	36,635
Vote 13 - Community Service (24: CAPEX)	(0)	4	104	4,750	4,325	1,201	778				
Vote 14 - Financial Services (26: CAPEX)	24	6	(33)	367	417	164	193	300		314	328
Vote 15 - Infrastructural Engineering (28: CAPEX)	1,572	425	857	30,234	26,940	616	8,160	36,577	38,260	40,019	
Vote 16 - Executive AND Council (30: CAPEX)		29		750	550	522	64				
Vote 17 - LED (31: CAPEX)		0		2,000	2,097	78		1,200	1,255	1,313	
Vote 18 - Municipal Manager (32: CAPEX)		10		484	484	438					
Vote 19 - Corporate Services (33: CAPEX)		25		1,500	1,500	1,566					
Vote 20 - Community Services (34: CAPEX)		841		4,400	3,440	2,140	779				
Vote 21 - Financial Services (36: CAPEX)				334	50	209		2,000	2,092	2,188	
Vote 22 - Infrastructural Engineering (38: CAPEX)		1		77,978	128,950	45,831	43,993	60,119	62,884	65,777	
Vote 15 - Infrastructural Engineering (28: CAPEX)											
Capital single-year expenditure sub-total		1,637	1,253	1,316	124,551	170,805	53,289	55,375	134,780	140,980	147,465
Total Capital Expenditure - Vote		1,637	1,253	1,316	124,551	170,805	53,289	55,375	134,780	140,980	147,465
Capital Expenditure - Functional											
Governance and administration		791	(414)	356	5,190	5,053	3,423	1,664	9,950	10,408	10,886
Executive and council		41	87	(16)	2,674	2,637	1,111	1,425	100	105	109
Finance and administration		749	(501)	372	2,517	2,417	2,312	239	9,850	10,303	10,777
Internal audit											
Community and public safety		(0)	845	104	13,650	17,299	3,341	2,060			
Community and social services	(0)	845	104	13,650	17,299	3,341	2,060				
Sport and recreation											
Public safety											
Housing											
Health											
Economic and environmental services		1,572	426	857	105,711	148,452	46,526	51,651	124,830	130,572	136,578
Planning and development			0		2,000	2,097	78		2,300	2,406	2,516
Road transport	1,572	426	857	103,711	146,355	46,447	51,651	122,530	128,166	134,062	
Environmental protection											
Trading services											
Energy sources											
Water management											
Waste water management											
Waste management											
Other											
Total Capital Expenditure - Functional	3	2,363	857	1,316	124,551	170,805	53,289	55,375	134,780	140,980	147,465
Funded by:											
National Government		153	237	857	73,804	122,477	45,957	41,023	94,780	99,140	103,700
Provincial Government					15,000	15,000		10,163			
District Municipality											
Transfers and subsidies - capital (in-kind)											
Transfers recognised - capital	4	153	237	857	88,804	137,477	45,957	51,185	94,780	99,140	103,700
Borrowing	6										
Internally generated funds	7	(9,296)	1,717	459	35,748	33,301	7,332	4,189			
Total Capital Funding		(9,142)	1,953	1,316	124,551	170,778	53,289	55,375	94,780	99,140	103,700

Explanatory notes to Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. Single-year capital expenditure has been appropriated at R134.7 million for the 2024/25 financial year and remains relatively constant over the MTREF at levels of R140.9 million and R147.4 million respectively for the two outer years.

Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the municipality. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.

The capital programme is funded from capital and provincial grants and transfers, and internally generated funds from current year surpluses. **For 2022/23, capital transfers totals R57,9 million (83per cent) and escalates to R45,9 million by 2023/24 (85 per cent).** Internally generated funding totaling R9,5 million, R6,4 million and R8,7 million for each of the respective financial years of the MTREF.

Table A6 - Budgeted Financial Position

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Table A6 Budgeted Financial Position

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		146,974	121,987	152,973	113,548	112,231	176,016	260,830	166,815	181,293	196,438
Trade and other receivables from exchange transactions	1	610	2,832	2,415	1,940	2,475	342	886	2,447	2,447	2,447
Receivables from non-exchange transactions	1	1,934	2,129	2,367	9,800	11,041	1,934	23,051	8,545	8,545	8,545
Current portion of non-current receivables		–	–	–	–	–	–	–	–	–	–
Inventory	2	62,086	62,303	62,596	61,985	61,985	68,265	62,596	66,246	66,414	66,590
VAT		2,744	3,919	4,032	3,679	3,679	2,744	2,201	4,032	4,032	4,032
Other current assets		(1,978)	(2,872)	(3,189)	–	–	(1,978)	–	–	–	–
Total current assets		212,369	190,299	221,194	190,952	191,412	247,323	349,564	248,085	262,732	278,052
Non current assets											
Investments		–	–	–	–	–	–	–	–	–	–
Investment property		4,630	4,462	4,331,536.00	4,462	5,962	15,543	4,332	4,332	9,324	9,324
Property, plant and equipment	3	493,115	499,287	540,331	554,070	599,123	465,859	597,325	674,129	814,008	960,323
Biological assets		–	–	–	–	–	–	–	–	–	–
Living and non-living resources		–	–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–	–
Intangible assets		–	492	148	513	513	(74)	148	148	148	148
Trade and other receivables from exchange transactions		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		497,745	504,241	544,810	559,045	605,598	481,328	601,804	678,608	823,480	969,794
TOTAL ASSETS		710,114	694,540	766,004	749,996	797,010	728,650	951,368	926,693	1,086,212	1,247,846
LIABILITIES											
Current liabilities											
Bank overdraft		–	–	–	–	–	–	–	–	–	–
Financial liabilities		1,900	1,560	2,558	1,773	1,773	284	2,558	2,558	2,558	2,558
Consumer deposits		61	61	61	61	61	61	61	61	61	61
Trade and other payables from exchange transactions	4	24,515	34,438	40,158	39,055	39,055	40,916	75,444	45,156	45,156	45,156
Trade and other payables from non-exchange transactions	5	16,465	5,106	21,206	8,099	8,099	16,465	81,286	21,206	21,206	21,206
Provision		12,553	12,687	11,455	15,197	15,197	14,857	12,592	12,592	12,592	12,592
VAT		885	1,181	1,243	1,181	1,181	885	3,546	1,243	1,243	1,243
Other current liabilities		–	–	–	–	–	–	–	–	–	–
Total current liabilities		56,379	55,033	76,680	65,367	65,367	73,467	175,486	82,814	82,814	82,814
Non current liabilities											
Financial liabilities	6	–	4,792	5,349	2,682	2,682	2,967	5,349	5,349	5,349	5,349
Provision	7	15,054	11,042	11,042	11,042	11,042	15,054	9,906	9,906	9,906	9,906
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities		–	–	–	–	–	–	–	–	–	–
Total non current liabilities		15,054	15,835	16,391	13,725	13,725	18,020	15,254	15,254	15,254	15,254
TOTAL LIABILITIES		71,432	70,868	93,071	79,092	79,092	91,487	190,740	98,069	98,069	98,069
NET ASSETS		638,682	623,672	672,933	670,905	717,918	637,163	760,628	828,625	988,143	1,149,778
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	585,241	656,803	626,231	670,905	717,918	660,845	677,225	829,496	988,773	1,155,376
Reserves and funds	9	–	–	(872)	–	–	–	(872)	(872)	(872)	(872)
Other		–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	10	585,241	656,803	625,359	670,905	717,918	660,845	676,353	828,625	987,901	1,154,504

Explanatory notes to Table A6 - Budgeted Financial Position

Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).

This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets Less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity, i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first. Table 66 is supported by an extensive table of notes (SA3 which can be found on page 80) providing a detailed analysis of the major components of a number of items, including:

- ▶ Call investments deposits.
- ▶ Reserves
- ▶ Consumer debtors.
- ▶ Property, plant, and equipment.
- ▶ Trade and other payables.
- ▶ Changes in net assets; and
- ▶ Provisions non-current.

The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is informed directly by forecasting the statement of financial position.

Table A7 - Budgeted Cash Flow Statement

0 - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		10	447	4,664	6,047	6,970	8,674	5,564	15,000	15,690	16,412
Service charges		687	316	883	1,011	1,267	1,224	1,470	2,800	2,929	3,064
Other revenue		1,699	1,336	9,884	2,107	2,120	22,791	506	16,892	17,669	18,482
Transfers and Subsidies - Operational	1	190,264	150,970	169,171	200,917	200,753	197,235	147,485	205,161	214,598	224,470
Transfers and Subsidies - Capital	1	40,111	21,400	39,446	88,298	137,477	47,484	65,933	111,773	116,915	122,293
Interest		117	9	151	-	-	-	-	20,000	20,920	21,882
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	-	(92,111)	(221,265)	(244,421)	(188,002)	(53,626)	(264,511)	(276,679)	(289,406)
Interest		-	-	(274)	(274)	(274)	(383)	-	-	-	-
Transfers and Subsidies	1	-	-	(15,130)	(16,230)	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		232,888	174,478	132,089	61,711	87,662	89,022	167,332	107,114	112,042	117,196
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		319	-	-	302	302	315	1	316	331	346
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(63,974)	(32,138)	(30,613)	(124,551)	(169,305)	(53,289)	(13,168)	(94,780)	(99,140)	(103,700)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(63,654)	(32,138)	(30,613)	(124,250)	(169,002)	(52,975)	(13,167)	(94,464)	(98,809)	(103,354)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	343	-	-	-	343	(343)	(343)	(343)
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	343	-	-	-	343	(343)	(343)	(343)
NET INCREASE/ (DECREASE) IN CASH HELD		169,233	142,340	101,818	(62,538)	(81,340)	36,047	154,508	12,308	12,890	13,499
Cash/cash equivalents at the year begin:	2	110,017	153,194	121,985	121,987	121,987	146,974	152,973	152,973	165,281	178,171
Cash/cash equivalents at the year end:	2	279,250	295,534	223,803	59,449	40,647	183,021	307,481	165,281	178,171	191,670

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget. The approved 2023/24 MTREF provide for a further net increase in cash of R307 Million for the 2024/25 financial year resulting in an overall projected positive cash position of R165.2 million at year end. The 2024/25 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term. Cash and cash equivalents totals R611 million as at the end of the 2023/24 financial year and increase to R165.2 million by 2024/25.

Cash Backed Reserves/Accumulated Surplus Reconciliation

0 - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	279,250	295,524	223,803	59,449	40,647	183,021	307,481	165,281	178,171	191,670
Other current investments > 90 days		(132,276)	(173,537)	(70,830)	54,099	71,584	(7,005)	(46,651)	1,534	3,123	4,768
Non current investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		146,974	121,987	152,973	113,548	112,231	176,016	260,830	166,815	181,293	196,438
Application of cash and investments											
Unspent conditional transfers		16,465	5,106	21,206	8,099	8,099	16,465	81,286	21,206	21,206	21,206
Unspent borrowing											
Statutory requirements	2										
Other working capital requirements	3	24,424	34,277	39,094	37,775	37,702	40,364	73,616	27,845	27,845	27,845
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		40,888	39,384	60,300	45,874	45,801	56,829	154,902	49,050	49,050	49,050
Surplus(shortfall)		106,086	82,604	92,673	67,674	66,430	119,187	105,928	117,764	132,243	147,388

Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality’s budget must be “funded”.

Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded. From the table for the period 2023/24 to 2024/25 the surplus increased from R105.9 million to a surplus of R117.7 million. Considering the requirements of section 18 of the MFMA, it can be concluded that the adopted 2024/25 MTREF was funded because it shows a surplus of R117.7 million. As part of the budgeting and planning guidelines that informed the compilation of the 2024/25 MTREF the end objective of the medium-term framework was to ensure the budget is funded aligned to section 18 of the MFMA. As can be seen the budget has been modelled to progressively move from a surplus of R105.9 million in 2023/24 to a surplus of R117.7 million by 2024/25.

INTEGRATED DEVELOPMENT PLAN 2024-2025

ASSET REGISTER SUMMARY - PPE (WDV)	5	403,234	445,350	431,570	490,497	535,550	395,274	565,367	710,239	856,554
Roads Infrastructure		247,063	234,324	224,019	278,656	323,234	216,540	283,685	346,570	412,347
Storm water Infrastructure		44,312	57,246	57,246	53,340	53,340	52,422	57,246	57,246	57,246
Electrical Infrastructure		(153)	237	70	26,768	24,368	7,000	36,577	38,260	40,019
Water Supply Infrastructure		-	-	-	-	-	-	1,100	37,728	76,040
Sanitation Infrastructure		-	-	-	45	-	271	-	-	-
Solid Waste Infrastructure		3,465	3,659	3,659	184	184	3,465	3,659	3,659	3,659
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	8,800	8,800	-	-	-	8,800	8,800	8,800
Information and Communication Infrastructure		-	-	-	(121)	(121)	(126)	-	-	-
Infrastructure		294,687	304,266	293,794	358,871	401,005	279,573	391,067	492,262	598,111
Community Assets		13,363	32,634	29,921	27,079	31,487	14,675	30,577	31,309	32,075
Heritage Assets		-	-	-	-	-	-	-	-	-
Investment properties		4,630	4,462	4,332	4,462	4,462	15,543	4,332	9,324	9,324
Other Assets		5,334	10,505	9,796	3,821	3,771	4,788	40,596	73,162	107,226
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	492	148	513	513	(74)	148	148	148
Computer Equipment		1,737	3,784	2,942	3,615	3,695	1,930	4,043	5,193	6,397
Furniture and Office Equipment		(10,122)	555	562	2,594	1,540	917	2,069	3,691	5,386
Machinery and Equipment		27,383	8,729	9,051	23,881	23,813	24,109	9,551	10,074	10,621
Transport Assets		3,698	1,982	3,083	3,482	3,086	2,562	5,044	7,136	9,324
Land		62,523	77,941	77,941	62,178	62,178	51,251	77,941	77,941	77,941
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	403,234	445,350	431,570	490,497	535,550	395,274	565,367	710,239	856,554
EXPENDITURE OTHER ITEMS		76,361	127,127	52,785	69,484	69,404	67,435	19,568	20,468	21,409
Depreciation	7	71,457	121,190	42,094	57,414	57,114	58,906	-	-	-
Repairs and Maintenance by Asset Class	3	4,904	5,938	10,691	12,070	12,290	8,529	19,568	20,468	21,409
Roads Infrastructure		95	409	-	3,900	1,992	418	12,557	13,134	13,738
Storm water Infrastructure		1,820	595	355	400	400	3,441	43	45	48
Electrical Infrastructure		-	-	-	600	700	-	1,565	1,637	1,713
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		1,915	1,004	355	4,900	3,092	3,858	14,165	14,817	15,498
Community Facilities		-	-	-	-	-	-	1,904	1,992	2,084
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	1,904	1,992	2,084
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		663	1,242	98	800	850	810	348	364	381
Housing		-	-	-	-	-	-	-	-	-
Other Assets		663	1,242	98	800	850	810	348	364	381
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		1,241	3,387	4,577	-	-	522	-	-	-
Intangible Assets		1,241	3,387	4,577	-	-	522	-	-	-
Computer Equipment		310	313	565	740	110	522	52	55	57
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		775	(8)	5,096	4,630	6,838	2,817	791	828	866
Transport Assets		-	-	-	1,000	1,400	-	2,307	2,413	2,524
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		76,361	127,127	52,785	69,484	69,404	67,435	19,568	20,468	21,409
Renewal and upgrading of Existing Assets as % of total capex		55.8%	116.2%	65.1%	27.6%	48.3%	2.9%	1.7%	1.7%	1.7%
Renewal and upgrading of Existing Assets as % of deprecn		1.4%	1.9%	2.0%	59.9%	144.5%	2.7%	0.0%	0.0%	0.0%
R&M as a % of PPE & Investment Property		0.9%	0.6%	1.4%	2.5%	2.3%	2.0%	3.5%	2.9%	2.5%
Renewal and upgrading and R&M as a % of PPE and Investment Property		1.2%	1.1%	1.6%	9.5%	17.7%	2.4%	3.9%	3.2%	2.8%

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Table A10 Basic service delivery measurement

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>										
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5									
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									
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>										
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									
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 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
<i>Informal Settlements</i>		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres 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	8									
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres 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		-	-	-	2,862	2,862	-	-	-	-
Water (in excess of 6 kilolitres 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	6									
Other										
Total revenue cost of subsidised services provided					2,862	2,862				

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
REVENUE ITEMS:											
<i>Non-exchange revenue by source</i>											
Exchange Revenue											
Total Property Rates	6	9,615	8,859	8,874	14,826	17,826		15,875	15,000	15,690	16,412
Less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		--	--	--	2,862	2,862	--	--	--	--	--
Net Property Rates		9,615	8,859	8,874	11,965	14,965	--	15,875	15,000	15,690	16,412
Exchange revenue service charges											
Service charges - Electricity											
Total Service charges - Electricity	6	--	--	--	--	--	--	--	--	--	--
Less Revenue Foregone (in excess of 50 kwh per indigent household per month)		--	--	--	--	--	--	--	--	--	--
Less Cost of Free Basis Services (50 kwh per indigent household per month)		--	--	--	--	--	--	--	--	--	--
Net Service charges - Electricity		--	--	--	--	--	--	--	--	--	--
Service charges - Water											
Total Service charges - Water	6	--	--	--	--	--	--	--	--	--	--
Less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)		--	--	--	--	--	--	--	--	--	--
Less Cost of Free Basis Services (6 kilolitres per indigent household per month)		--	--	--	--	--	--	--	--	--	--
Net Service charges - Water		--	--	--	--	--	--	--	--	--	--
Service charges - Waste Water Management											
Total refuse removal revenue	6	1,006	1,043	1,085	1,500	2,800	2,088	759	2,800	2,929	3,064
Less Revenue Foregone (in excess of free sanitation service to indigent households)		--	--	--	--	--	--	--	--	--	--
Less Cost of Free Basis Services (free sanitation service to indigent households)		--	--	--	--	--	--	--	--	--	--
Net Service charges - Waste Water Management		1,006	1,043	1,085	1,500	2,800	2,088	759	2,800	2,929	3,064
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	60,382	72,409	67,616	67,025	87,267	62,086	57,640	85,594	89,531	93,648
Pension and LIF Contributions		8,897	8,871	9,426	14,563	14,189	14,938	9,094	15,296	16,000	16,736
Medical Aid Contributions		3,625	3,939	3,129	7,244	7,560	6,496	4,989	8,973	9,385	9,817
Overtime		1,862	3,074	14,621	2,110	2,151	1,210	1,382	7,562	7,910	8,274
Performance Bonus		79	(114)	(1)	--	--	262	--	6,773	7,085	7,411
Motor Vehicle Allowance		--	--	--	4,000	4,000	--	5,045	--	5,277	5,520
Cellphone Allowance		230	5,666	1,122	1,048	1,048	1,147	468	--	--	--
Housing Allowances		--	--	--	--	--	--	--	--	--	--
Other benefits and allowances		11,440	--	--	--	--	3	--	3,487	3,647	3,815
Payments in lieu of leave		--	--	--	--	--	--	754	--	789	825
Long service awards		185	(47)	(796)	--	--	--	214	--	224	234
Post-retirement benefit obligations	4	113	--	--	--	--	--	--	--	--	--
Entertainment		--	--	--	--	--	--	--	--	--	--
Scarcity		--	--	--	--	--	--	231	--	242	253
Acting and post related allowance		--	--	--	--	--	--	910	--	951	995
In kind benefits		--	--	--	--	--	--	--	--	--	--
sub-total	5	86,811	93,799	95,116	95,990	116,216	86,141	73,573	134,839	141,041	147,529
Less: Employees costs capitalised to PPE		--	--	--	--	--	--	--	--	--	--
Total Employee related costs	1	86,811	93,799	95,116	95,990	116,216	86,141	73,573	134,839	141,041	147,529
Depreciation and amortisation											
Depreciation of Property, Plant & Equipment		71,457	121,097	41,750	57,342	57,042	58,832	52	--	--	--
Lease amortisation		--	92	344	72	72	74	--	--	--	--
Capital asset impairment		--	(3,295)	93	--	--	--	--	--	--	--
Total Depreciation and amortisation	1	71,457	117,895	42,187	57,414	57,114	58,906	52	--	--	--
Bulk purchases - electricity											
Electricity bulk purchases	1	--	--	--	--	--	--	--	--	--	--
Total bulk purchases	1	--	--	--	--	--	--	--	--	--	--
Transfers and grants											
Cash transfers and grants		9,455	19,591	9,425	8,935	8,935	9,850	6,293	12,000	12,552	13,129
Non-cash transfers and grants		4	2,696	1,719	6,195	7,295	6,551	3,607	--	--	--
Total transfers and grants	1	9,458	22,286	11,143	15,130	16,230	16,401	9,900	12,000	12,552	13,129
Contracted Services											
Outsourced Services		435	153	1,758	1,279	1,225	454	396	9,875	10,329	10,804
Consultants and Professional Services		7,207	10,082	9,230	12,047	12,419	11,483	5,560	10,566	11,052	11,560
Contractors		812	758	1,759	12,414	12,338	1,206	5,131	17,848	18,669	19,528
Total contracted services		8,454	10,992	12,747	25,739	25,982	13,144	11,087	38,289	40,050	41,892
Operational Costs											
Collection costs		--	--	--	--	--	--	--	--	--	--
Contributions to 'other' provisions		--	(12,551)	4,990	211	211	209	115	--	--	--
Audit fees		4,336	5,137	6,069	6,342	6,342	6,288	5,792	5,217	5,457	5,708
Other Operational Costs		46,782	51,326	60,698	75,935	75,342	67,830	29,715	57,607	60,257	63,029
Total Operational Costs	1	51,117	43,912	71,757	82,488	81,895	74,327	35,621	62,825	65,715	68,737
Repairs and Maintenance by Expenditure Item											
Employee related costs	8	--	--	--	--	--	--	--	--	--	--
Inventory Consumed (Project Maintenance)		--	--	--	1,400	1,300	--	372	--	--	--
Contracted Services		--	--	--	10,610	10,930	--	4,417	15,481	16,193	16,938
Operational Costs		4,904	5,938	10,691	60	60	8,529	11	1,739	1,819	1,903
Total Repairs and Maintenance Expenditure	9	4,904	5,938	10,691	12,070	12,290	8,529	4,800	17,220	18,012	18,841
Inventory Consumed											
Inventory Consumed - Water		--	--	--	--	--	--	--	--	--	--
Inventory Consumed - Other		(23)	1,162	469	2,946	3,536	545	847	10,678	11,169	11,683
Total Inventory Consumed & Other Material		(23)	1,162	469	2,946	3,536	545	847	10,678	11,169	11,683

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 1 - Executive AND Council (20: IE)	Vote 2 - LED (21: IE)	Vote 3 - Municipal Manager (22: IE)	Vote 4 - Corporate Services (23: IE)	Vote 5 - Community Services (24: IE)	Vote 6 - Financial Services (26: IE)	Vote 7 - Infrastructural Engineering (28: IE)	Vote 8 - (34: IE)	Vote 9 - Executive AND Council (20: CAPEX)	Vote 10 - LED (21: CAPEX)	Vote 11 - Municipal Manager (22: CAPEX)	Vote 12 - Corporate Services (23: CAPEX)	Vote 13 - Community Services (24: CAPEX)	Vote 14 - Financial Services (26: CAPEX)	Vote 15 - Infrastructural Engineering (28: CAPEX)	Total	
R thousand	1																	
Revenue																		
Exchange Revenue																		
Service charges - Electricity																		-
Service charges - Water																		-
Service charges - Waste Water Management																		-
Service charges - Waste Management																		-
Sale of Goods and Rendering of Services																		-
Agency services																		-
Interest																		-
Interest earned from Receivables																		-
Interest earned from Current and Non Current Assets																		-
Dividends																		-
Rent on Land																		-
Rental from Fixed Assets																		-
Licence and permits																		-
Operational Revenue																		-
Non-Exchange Revenue																		
Property rates																		-
Surcharges and Taxes																		-
Fines, penalties and forfeits																		-
Licences or permits																		-
Transfer and subsidies - Operational																		-
Interest																		-
Fuel Levy																		-
Operational Revenue																		-
Gains on disposal of Assets																		-
Other Gains																		-
Discontinued Operations																		-
Total Revenue (excluding capital transfers and contribution)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure																		
Employee related costs																		-
Remuneration of councillors																		-
Bulk purchases - electricity																		-
Inventory consumed																		-
Debt impairment																		-
Depreciation and amortisation																		-
Interest																		-
Contracted services																		-
Transfers and subsidies																		-
Irrecoverable debts written off																		-
Operational costs																		-
Losses on disposal of Assets																		-
Other Losses																		-
Total Expenditure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus(Deficit)																		
Transfers and subsidies - capital (monetary allocations)																		-
Transfers and subsidies - capital (in-kind)																		-
Surplus(Deficit) after capital transfers & contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0.5%	1.0%	0.7%	0.1%	0.1%	0.1%	-0.2%	0.1%	0.1%	0.1%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	0.6%	1.5%	0.8%	0.1%	0.1%	0.2%	-0.1%	0.1%	0.1%	0.1%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	3.8	3.5	2.9	2.9	2.9	3.4	2.0	3.0	3.2	3.4
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	3.8	3.5	2.9	2.9	2.9	3.4	2.0	3.0	3.2	3.4
Liquidity Ratio	Monetary Assets/Current Liabilities	2.6	2.3	2.0	1.8	1.8	2.4	1.5	2.0	2.2	2.4
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0.0%	48.7%	23.8%	90.7%	433.0%	281.1%	365.3%	877.9%	477.5%	477.5%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		48.7%	23.8%	90.7%	433.0%	281.1%	365.3%	877.9%	477.5%	477.5%	477.5%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	32.4%	34.1%	30.6%	29.3%	27.9%	38.0%	51.4%	21.8%	22.2%	21.2%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))										
Creditors to Cash and Investments		8.8%	11.7%	17.9%	65.7%	96.1%	22.4%	24.5%	27.3%	25.3%	23.6%
Other Indicators											
	Total Volume Losses (kW) technical										
	Total Volume Losses (kW) non technical										
Electricity Distribution Losses (2)	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Bulk Purchase										
Water Volumes -System input	Water treatment works										
	Natural sources										
	Total Volume Losses (kℓ)										
Water Distribution Losses (2)	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	39.4%	44.0%	39.7%	35.2%	39.2%	37.0%	41.0%	35.4%	35.4%	35.4%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	35.3%	33.5%	30.6%	28.7%	34.1%	30.1%	35.2%	16.6%	27.8%	27.8%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	2.2%	2.8%	4.5%	4.4%	4.1%	3.7%	10.9%	5.1%	5.1%	5.1%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	33.0%	56.6%	18.5%	21.1%	19.3%	25.4%	0.1%	0.0%	0.0%	0.0%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	23,407.5	(1,053.2)	-	-	-	(679.2)	8.8	17.9	17.9	18.8
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	4666.4%	2136.1%	1128.2%	4629.7%	2617.9%	2692.4%	10963.8%	1425.9%	1366.1%	1308.9%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	24.0	22.8	16.6	3.9	2.4	14.3	31.7	8.6	8.9	9.1

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	279,250	295,524	223,803	59,449	40,647	183,021	307,481	165,281	178,171	191,670
Cash + investments at the yr end less applications - R'000	18(1)b	2	106,086	82,604	92,673	67,674	66,430	119,187	105,928	117,764	132,243	147,388
Cash year end/monthly employee/supplier payments	18(1)b	3	24.0	22.8	16.6	3.9	2.4	14.3	31.7	8.6	8.9	9.1
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	51,561	(29,128)	49,410	60,883	107,896	10,886	84,275	152,272	159,276	166,603
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(12.8%)	(5.4%)	29.2%	25.9%	(94.2%)	690.7%	(5.8%)	(1.4%)	(1.4%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	3.6%	3.2%	22.3%	10.9%	10.0%	24.3%	7.6%	157.5%	157.5%	157.5%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	(33.3%)	0.9%	10.8%	19.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c:19	8	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10										
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	95.1%	(3.6%)	145.5%	15.1%	(83.2%)	952.0%	(54.1%)	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	0.9%	0.6%	1.4%	2.5%	2.3%	2.0%	3.5%	2.9%	2.5%	0.0%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

References

1. Positive cash balances indicative of minimum compliance - subject to 2
2. Deduct cash and investment applications (defined) from cash balances
3. Indicative of sufficient liquidity to meet average monthly operating payments
4. Indicative of funded operational requirements
5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
6. Realistic average cash collection forecasts as % of annual billed revenue
7. Realistic average increase in debt impairment (doubtful debt) provision
8. Indicative of planned capital expenditure level & cash payment timing
9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing
10. Substantiation of National/Province allocations included in budget
11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
12. Indicative of realistic long term arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection
14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

Supporting indicators												
% incr total service charges (incl prop rates)	18(1)a		0.0%	(6.8%)	0.6%	35.2%	31.9%	(88.2%)	696.7%	0.2%	4.6%	4.6%
% incr Property Tax	18(1)a		0.0%	(7.9%)	0.2%	34.8%	25.1%	(100.0%)	0.0%	0.2%	4.6%	4.6%
% incr Service charges - Electricity	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Service charges - Water	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Service charges - Waste Water Management	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Service charges - Waste Management	18(1)a		0.0%	3.7%	4.0%	38.3%	86.7%	(25.4%)	(63.6%)	0.0%	4.6%	4.6%
% incr in Sale of Goods and Rendering of Services	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total billable revenue	18(1)a		10,621	9,902	9,959	13,465	17,765	2,088	16,634	17,800	18,619	19,475
Service charges			10,621	9,902	9,959	13,465	17,765	2,088	16,634	17,800	18,619	19,475
Property rates			9,615	8,859	8,874	11,965	14,965	-	15,875	15,000	15,690	16,412
Service charges - electricity revenue			-	-	-	-	-	-	-	-	-	-
Service charges - water revenue			-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue			-	-	-	-	-	-	-	-	-	-
Service charges - refuse removal			1,006	1,043	1,085	1,500	2,800	2,088	759	2,800	2,929	3,064
Agency services			-	-	-	-	-	-	-	1,800	1,883	1,969
Capital expenditure excluding capital grant funding			-	-	-	-	-	-	-	-	-	-
Cash receipts from ratepayers	18(1)a		2,396	2,099	15,432	9,166	10,357	32,688	7,540	34,692	36,288	37,957
Ratepayer & Other revenue	18(1)a		66,948	64,770	69,352	84,081	103,459	134,660	98,757	22,028	23,041	24,101
Change in consumer debtors (current and non-current)			N/A	2,418	(180)	6,958	1,777	(11,241)	21,662	(12,945)	-	-
Operating and Capital Grant Revenue	18(1)a		280,172	242,908	270,756	289,215	338,230	244,719	196,899	320,584	335,331	350,756
Capital expenditure - total	20(1)(vi)		-	-	-	-	-	-	-	-	-	-
Capital expenditure - renewal	20(1)(vi)		998	2,266	857	34,418	82,542	1,566	-	2,300	2,406	2,516
Supporting benchmarks												
Growth guideline maximum			6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline			4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.0%	5.4%	5.6%	5.4%
DORA operating grants total MFY												
DORA capital grants total MFY												
Provincial operating grants												
Provincial capital grants												
District Municipality grants												
Total gazetted/advised national, provincial and district grants												
Average annual collection rate (arrears inclusive)												
DORA operating												
List operating grants												
DORA capital												
List capital grants												
Trend												
Change in consumer debtors (current and non-current)			N/A	2,418	(180)	6,958	1,777	(11,241)	21,662	(12,945)	-	-

INTEGRATED DEVELOPMENT PLAN 2024-2025

Total Operating Revenue		220,441	213,407	239,751	272,991	296,776	233,051	179,357	381,164	398,698	417,038
Total Operating Expenditure		251,655	308,642	258,081	300,406	326,357	269,650	143,214	275,170	287,827	301,067
Operating Performance Surplus/(Deficit)		(31,214)	(95,235)	(18,330)	(27,415)	(29,581)	(36,598)	36,142	105,995	110,871	115,971
Cash and Cash Equivalents (30 June 2012)									165,281		
Revenue											
% Increase in Total Operating Revenue			(3.2%)	12.3%	13.9%	8.7%	(21.5%)	(23.0%)	28.4%	4.6%	4.6%
% Increase in Property Rates Revenue			(7.9%)	0.2%	34.8%	25.1%	(100.0%)	0.0%	(5.5%)	4.6%	4.6%
% Increase in Electricity Revenue			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Increase in Property Rates & Services Charges			(6.8%)	0.6%	35.2%	31.9%	(88.2%)	696.7%	0.2%	4.6%	4.6%
Expenditure											
% Increase in Total Operating Expenditure		0.0%	22.6%	(16.4%)	16.4%	8.6%	(17.4%)	(46.9%)	(15.7%)	4.6%	4.6%
% Increase in Employee Costs		0.0%	8.0%	1.4%	0.9%	21.1%	(25.9%)	(14.6%)	16.0%	4.6%	4.6%
% Increase in Electricity Bulk Purchases		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Cost Per Budgeted Employee Position (Remuneration)		0	0	0	0	0	0	0	0	0	0
Average Cost Per Councillor (Remuneration)		0	0	0	0	0	0	0	0	0	0
R&M % of PPE		0.9%	0.6%	1.4%	2.5%	2.3%	2.0%	3.5%	3.5%	2.9%	2.5%
Asset Renewal and R&M as a % of PPE		1.2%	1.1%	1.6%	9.5%	17.7%	2.4%	3.9%	3.9%	3.2%	2.8%
Debt Impairment % of Total Billable Revenue		0.0%	(33.3%)	0.9%	10.8%	19.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Revenue											
Internally Funded & Other (R'000)		-	-	-	-	-	-	-	-	-	-
Borrowing (R'000)		-	-	-	-	-	-	-	-	-	-
Grant Funding and Other (R'000)		-	-	-	-	-	-	-	-	-	-
Internally Generated funds % of Non Grant Funding		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowing % of Non Grant Funding		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Funding % of Total Funding		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Expenditure											
Total Capital Programme (R'000)		-	-	-	-	-	-	-	-	-	-
Asset Renewal		996	2,266	857	34,418	82,542	1,566	-	2,300	2,406	2,516
Asset Renewal % of Total Capital Expenditure		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cash											
Cash Receipts % of Rate Payer & Other		3.6%	3.2%	22.3%	10.9%	10.0%	24.3%	7.6%	157.5%	157.5%	157.5%
Cash Coverage Ratio		0	0	0	0	0	0	0	0	0	0
Borrowing											
Most recent Credit Rating									0		
Capital Charges to Operating		0.5%	1.0%	0.7%	0.1%	0.1%	0.1%	(0.2%)	0.1%	0.1%	0.1%
Borrowing Receipts % of Capital Expenditure		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserves											
Uncommitted reserves after application of cash and investments		106,086	82,604	92,673	67,674	66,430	119,187	105,928	117,764	132,243	147,388
Free Services											
Free Basic Services as a % of Equitable Share		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Free Services as a % of Operating Revenue (excl operational transfers)		0.0%	0.0%	0.0%	4.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%
High Level Outcome of Funding Compliance											
Total Operating Revenue		220,441	213,407	239,751	272,991	296,776	233,051	179,357	381,164	398,698	417,038
Total Operating Expenditure		251,655	308,642	258,081	300,406	326,357	269,650	143,214	275,170	287,827	301,067
Surplus/(Deficit) Budgeted Operating Statement		(31,214)	(95,235)	(18,330)	(27,415)	(29,581)	(36,598)	36,142	105,995	110,871	115,971
Surplus/(Deficit) Considering Reserves and Cash Backing		106,086	82,604	92,673	67,674	66,430	119,187	105,928	117,764	132,243	147,388
MTREF Funded (1) / Unfunded (0)	15	1	1	1	1	1	1	1	1	1	1
MTREF Funded ✓ / Unfunded ✖	15	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Property rates (rate in the Rand)	1								
Residential properties									
Residential properties - vacant land									
Formal/informal settlements									
Small holdings									
Farm properties - used									
Farm properties - not used									
Industrial properties									
Business and commercial properties									
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties									
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Property rates by usage									
Business and commercial properties									
Industrial properties									
Mining properties									
Residential properties									
Agricultural properties									
Public benefit organisations									
Public service purpose properties									
Public service infrastructure properties									
Vacant land									
Sport Clubs and Fields (Bitou only)									
Sectional Title Garages (Drakenstein only)									
Exemptions, reductions and rebates (Rands)									
Residential properties									
R15 000 threshold rebate			15,000	15,000	15,000	15,000	15,000	15,000	15,000
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions	2								
Water tariffs									
Domestic									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/kl)									
Water usage - life line tariff		(describe structure)							
Water usage - Block 1 (c/kl)		(fill in thresholds)							
Water usage - Block 2 (c/kl)		(fill in thresholds)							
Water usage - Block 3 (c/kl)		(fill in thresholds)							
Water usage - Block 4 (c/kl)		(fill in thresholds)							
Water usage - Block 5 (c/kl)		(fill in thresholds)							
Water usage - Block 6 (c/kl)		(fill in thresholds)							
Other	2								
Waste water tariffs									
Domestic									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/kl)									
Volumetric charge - Block 1 (c/kl)		(fill in structure)							
Volumetric charge - Block 2 (c/kl)		(fill in structure)							
Volumetric charge - Block 3 (c/kl)		(fill in structure)							
Volumetric charge - Block 4 (c/kl)		(fill in structure)							
Other	2								
Electricity tariffs									
Domestic									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
FBE		(how is this targeted?)							
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter (c/kwh)									
Flat rate tariff - prepaid (c/kwh)									
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)							
Other	2								
Waste management tariffs									
Domestic									
Street cleaning charge									
Basic charge/fixed fee									
80l bin - once a week									
250l bin - once a week									

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Exemptions, reductions and rebates (Rands) <i>[Insert lines as applicable]</i>									
Water tariffs <i>[Insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
Waste water tariffs <i>[Insert blocks as applicable]</i>		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)							
Electricity tariffs <i>[Insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA14 Household bills

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25 % incr.	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total large household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-
Monthly Account for Household - 'Indigent'	3										
Household receiving free basic services											
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		-	-	-	-	-	-	-	-	-

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA17 Borrowing

Borrowing - Categorized by type	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Parent municipality										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	-	-	-	-	-	-	-	-	-
Unspent Borrowing - Categorized by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	1	-	-	-	-	-	-	-	-	-

0 - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Ref	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum	No.		1.				2.
Councillors	3						
Speaker	4						-
Chief Whip							-
Executive Mayor							-
Deputy Executive Mayor							-
Executive Committee							-
Total for all other councillors							-
Total Councillors	8	-	-	-	-		-
Senior Managers of the Municipality	5						
Municipal Manager (MM)							-
Chief Finance Officer							-
							-
							-
							-
<i>List of each official with packages >= senior manager</i>							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
Total Senior Managers of the Municipality	8,10	-	-	-	-		-
A Heading for Each Entity	6,7						
List each member of board by designation							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
							-
Total for municipal entities	8,10	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	-	-	-		-

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand																
Revenue																
Exchange Revenue																
Service charges - Electricity																
Service charges - Water																
Service charges - Waste Water Management																
Service charges - Waste Management																
Sale of Goods and Rendering of Services												2,800	2,800	2,929	3,064	
Agency services												928	928	971	1,015	
Interest												1,800	1,800	1,883	1,969	
Interest earned from Receivables																
Interest earned from Current and Non Current Assets												5,550	5,550	5,805	6,072	
Dividends												76,829	76,829	80,364	84,060	
Rent on Land																
Rental from Fixed Assets												500	500	523	547	
Licence and permits												250	250	262	274	
Operational Revenue																
Non-Exchange Revenue																
Property rates													15,000	15,000	15,690	16,412
Surcharges and Taxes																
Fines, penalties and forfeits												300	300	314	328	
Licences or permits												950	950	994	1,039	
Transfer and subsidies - Operational												274,307	274,307	286,925	300,124	
Interest												1,950	1,950	2,040	2,134	
Fuel Levy																
Operational Revenue																
Gains on disposal of Assets																
Other Gains																
Discontinued Operations																
Total Revenue (excluding capital transfers and contrib		-	-	-	-	-	-	-	-	-	-	-	381,164	381,164	398,698	417,038
Expenditure																
Employee related costs													134,839	134,839	141,041	147,529
Remuneration of councillors													16,539	16,539	17,300	18,096
Bulk purchases - electricity																
Inventory consumed												10,678	10,678	11,169	11,683	
Debt impairment																
Depreciation and amortisation																
Interest																
Contracted services												38,289	38,289	40,050	41,892	
Transfers and subsidies												12,000	12,000	12,552	13,129	
Irrecoverable debts written off																
Operational costs												62,825	62,825	65,715	68,737	
Losses on disposal of Assets																
Other Losses																
Total Expenditure		-	-	-	-	-	-	-	-	-	-	-	275,170	275,170	287,827	301,067
Surplus/(Deficit)		-	-	-	-	-	-	-	-	-	-	-	105,995	105,995	110,871	115,971
Transfers and subsidies - capital (monetary allocations)													46,277	46,277	48,406	50,632
Transfers and subsidies - capital (in-kind)																
Surplus/(Deficit) after capital transfers & contributions		-	-	-	-	-	-	-	-	-	-	-	152,272	152,272	159,276	166,603
Income Tax																
Surplus/(Deficit) after income tax		-	-	-	-	-	-	-	-	-	-	-	152,272	152,272	159,276	166,603
Share of Surplus/Deficit attributable to Joint Venture																
Share of Surplus/Deficit attributable to Minorities																
Surplus/(Deficit) attributable to municipality		-	-	-	-	-	-	-	-	-	-	-	152,272	152,272	159,276	166,603
Share of Surplus/Deficit attributable to Associate																
Intercompany/Parent subsidiary transactions																
Surplus/(Deficit) for the year	1	-	-	-	-	-	-	-	-	-	-	-	152,272	152,272	159,276	166,603

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
R thousand																	
Multi-year expenditure to be appropriated	1																
Vote 9 - Executive AND Council (20: CAPEX)																	
Vote 10 - LED (21: CAPEX)																	
Vote 11 - Municipal Manager (22: CAPEX)																	
Vote 12 - Corporate Service (23: CAPEX)																	
Vote 13 - Community Service (24: CAPEX)																	
Vote 14 - Financial Services (26: CAPEX)																	
Vote 15 - Infrastructural Engineering (28: CAPEX)																	
Vote 16 - Executive AND Council (30: CAPEX)																	
Vote 17 - LED (31: CAPEX)																	
Vote 18 - Municipal Manager (32: CAPEX)																	
Vote 19 - Corporate Services (33: CAPEX)																	
Vote 20 - Community Services (34: CAPEX)																	
Vote 21 - Financial Services (36: CAPEX)																	
Vote 22 - Infrastructural Engineering (38: CAPEX)																	
Vote 15 - Infrastructural Engineering (28: CAPEX)																	
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
0																	
Capital single-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

0 - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
R thousand																	
0	1																
0																	
Capital multi-year expenditure sub-total																	
0																	
Single-year expenditure to be appropriated																	
Vote 9 - Executive AND Council (20: CAPEX)																	
Vote 10 - LED (21: CAPEX)													1,100	1,100	1,151	1,204	
Vote 11 - Municipal Manager (22: CAPEX)																	
Vote 12 - Corporate Service (23: CAPEX)													33,484	33,484	35,024	36,635	
Vote 13 - Community Service (24: CAPEX)																	
Vote 14 - Financial Services (26: CAPEX)													300	300	314	328	
Vote 15 - Infrastructural Engineering (28: CAPEX)													36,577	36,577	38,260	40,019	
Vote 16 - Executive AND Council (30: CAPEX)																	
Vote 17 - LED (31: CAPEX)													1,200	1,200	1,255	1,313	
Vote 18 - Municipal Manager (32: CAPEX)																	
Vote 19 - Corporate Services (33: CAPEX)																	
Vote 20 - Community Services (34: CAPEX)																	
Vote 21 - Financial Services (36: CAPEX)													2,000	2,000	2,092	2,188	
Vote 22 - Infrastructural Engineering (38: CAPEX)													60,119	60,119	62,884	65,777	
Vote 15 - Infrastructural Engineering (28: CAPEX)													300	300	314	328	
Funded by:	2																
National Government																	
Provincial Government																	
District Municipality																	
0																	
Transfers recognised - capital																	
Borrowing																	
Internally generated funds																	
Total Capital Funding																	

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand													1		
Cash Receipts By Source															
Property rates	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	15,690	16,412
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	233	233	233	233	233	233	233	233	233	233	233	233	2,800	2,929	3,064
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - external investments	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000	20,920	21,882
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	14,096	254	254	254	254	254	254	254	254	254	254	254	16,892	17,669	18,482
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and Subsidies - Operational	17,097	17,097	17,097	17,097	17,097	17,097	17,097	17,097	17,097	17,097	17,097	17,097	205,161	214,598	224,470
Other revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Receipts by Source	34,343	20,501	20,501	20,501	20,501	20,501	20,501	20,501	20,501	20,501	20,501	20,501	259,853	271,806	284,309
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	9,314	9,314	9,314	9,314	9,314	9,314	9,314	9,314	9,314	9,314	9,314	9,314	111,773	116,915	122,293
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on Disposal of Fixed and Intangible Assets	26	26	26	26	26	26	26	26	26	26	26	26	316	331	346
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Control (receipts)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	43,684	29,842	29,842	29,842	29,842	29,842	29,842	29,842	29,842	29,842	29,842	29,842	371,942	389,051	406,948
Cash Payments by Type															
Employee related costs	12,615	12,615	12,615	12,615	12,615	12,615	12,615	12,615	12,615	12,615	12,615	12,615	151,378	158,341	165,625
Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - water & other inventory	(537)	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	2,576	12,235	12,798	13,387
Contracted services	(2,067)	3,657	3,657	3,657	3,657	3,657	3,657	3,657	3,657	3,657	3,657	9,381	43,882	45,901	48,012
Transfers and subsidies - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other	(751)	5,751	5,751	5,751	5,751	5,751	5,751	5,751	5,751	5,751	5,751	12,253	69,016	72,191	75,512
Other expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Payments by Type	9,260	23,043	23,043	23,043	23,043	23,043	23,043	23,043	23,043	23,043	23,043	36,825	276,511	289,231	302,536
Other Cash Flows/Payments by Type															
Capital assets	7,898	7,898	7,898	7,898	7,898	7,898	7,898	7,898	7,898	7,898	7,898	7,898	94,780	99,140	103,700
Repayment of borrowing	343	-	-	-	-	-	-	-	-	-	-	-	343	343	343
Other Cash Flows/Payments	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(12,000)	(12,552)	(13,129)
Total Cash Payments by Type	16,501	29,941	29,941	29,941	29,941	29,941	29,941	29,941	29,941	29,941	29,941	43,723	359,634	376,161	393,449
NET INCREASE/(DECREASE) IN CASH HELD	27,182	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(13,882)	12,308	12,890	13,499
Cash/cash equivalents at the month/year begin:	152,973	-	-	-	-	-	-	-	-	-	-	-	152,973	166,815	181,293
Cash/cash equivalents at the month/year end:	180,155	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(99)	(13,882)	165,281	179,705	194,792

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand	1									
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		11,505	(396)	-	66,976	56,019	45,727	104,620	109,433	114,467
Roads Infrastructure		11,505	(396)	-	39,020	31,312	38,455	63,543	66,466	69,524
Roads		11,505	(396)	-	39,020	30,512	38,455	62,843	65,734	68,758
Road Structures		-	-	-	-	800	-	-	-	-
Road Furniture		-	-	-	-	-	-	700	732	766
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	26,410	24,216	7,000	36,577	38,260	40,019
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	26,410	24,216	7,000	36,577	38,260	40,019
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	45	-	271	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	45	-	271	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	1,500	490	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	1,500	490	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	4,500	4,707	4,924
Data Centres		-	-	-	-	-	-	4,500	4,707	4,924
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-

INTEGRATED DEVELOPMENT PLAN 2024-2025

Community Assets	-	(45)	44	9,892	20,767	1,879	16,159	16,903	17,680	
Community Facilities	-	(45)	44	7,192	14,964	835	10,000	10,460	10,941	
Halls	-	-	-	5,350	11,622	313	10,000	10,460	10,941	
Centres	-	-	-	-	-	-	-	-	-	
Crèches	-	-	-	-	-	-	-	-	-	
Clinics/Care Centres	-	-	-	-	-	-	-	-	-	
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-	
Testing Stations	-	-	-	-	-	-	-	-	-	
Museums	-	-	-	-	-	-	-	-	-	
Galleries	-	-	-	-	-	-	-	-	-	
Theatres	-	-	-	-	-	-	-	-	-	
Libraries	-	-	-	-	-	-	-	-	-	
Cemeteries/Crematoria	-	-	-	-	-	261	-	-	-	
Police	-	-	-	-	-	-	-	-	-	
Parks	-	(49)	-	600	600	-	-	-	-	
Public Open Space	-	4	44	1,200	1,200	261	-	-	-	
Nature Reserves	-	-	-	-	-	-	-	-	-	
Public Ablution Facilities	-	-	-	-	-	-	-	-	-	
Markets	-	-	-	-	1,000	-	-	-	-	
Stalls	-	-	-	-	500	-	-	-	-	
Abattoirs	-	-	-	-	-	-	-	-	-	
Airports	-	-	-	-	-	-	-	-	-	
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-	
Capital Spares	-	-	-	42	42	-	-	-	-	
Sport and Recreation Facilities	-	-	-	2,700	5,803	1,044	6,159	6,443	6,739	
Indoor Facilities	-	-	-	-	-	-	-	-	-	
Outdoor Facilities	-	-	-	2,700	5,803	1,044	6,159	6,443	6,739	
Capital Spares	-	-	-	-	-	-	-	-	-	
Heritage assets	-	-	-	-	-	-	-	-	-	
Monuments	-	-	-	-	-	-	-	-	-	
Historic Buildings	-	-	-	-	-	-	-	-	-	
Works of Art	-	-	-	-	-	-	-	-	-	
Conservation Areas	-	-	-	-	-	-	-	-	-	
Other Heritage	-	-	-	-	-	-	-	-	-	
Investment properties	-	-	-	-	-	-	-	-	-	
Revenue Generating	-	-	-	-	-	-	-	-	-	
Improved Property	-	-	-	-	-	-	-	-	-	
Unimproved Property	-	-	-	-	-	-	-	-	-	
Non-revenue Generating	-	-	-	-	-	-	-	-	-	
Improved Property	-	-	-	-	-	-	-	-	-	
Unimproved Property	-	-	-	-	-	-	-	-	-	
Other assets	-	(700)	334	50	-	209	1,550	1,621	1,696	
Operational Buildings	-	(700)	334	50	-	209	1,550	1,621	1,696	
Municipal Offices	-	(700)	334	50	-	209	1,000	1,046	1,094	
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-	
Building Plan Offices	-	-	-	-	-	-	-	-	-	
Workshops	-	-	-	-	-	-	550	575	602	
Yards	-	-	-	-	-	-	-	-	-	
Stores	-	-	-	-	-	-	-	-	-	
Laboratories	-	-	-	-	-	-	-	-	-	
Training Centres	-	-	-	-	-	-	-	-	-	
Manufacturing Plant	-	-	-	-	-	-	-	-	-	
Depots	-	-	-	-	-	-	-	-	-	
Capital Spares	-	-	-	-	-	-	-	-	-	
Housing	-	-	-	-	-	-	-	-	-	
Staff Housing	-	-	-	-	-	-	-	-	-	
Social Housing	-	-	-	-	-	-	-	-	-	
Capital Spares	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	
Servitudes	-	-	-	-	-	-	-	-	-	
Licences and Rights	-	-	-	-	-	-	-	-	-	
Water Rights	-	-	-	-	-	-	-	-	-	
Effluent Licenses	-	-	-	-	-	-	-	-	-	
Solid Waste Licenses	-	-	-	-	-	-	-	-	-	
Computer Software and Applications	-	-	-	-	-	-	-	-	-	
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-	
Unspecified	-	-	-	-	-	-	-	-	-	
Computer Equipment	55	111	(1)	3,170	3,363	2,560	1,100	1,151	1,204	
Computer Equipment	55	111	(1)	3,170	3,363	2,560	1,100	1,151	1,204	
Furniture and Office Equipment	(10,777)	715	43	7,246	5,711	826	1,550	1,621	1,696	
Furniture and Office Equipment	(10,777)	715	43	7,246	5,711	826	1,550	1,621	1,696	
Machinery and Equipment	-	-	-	-	-	-	5,500	5,753	6,018	
Machinery and Equipment	-	-	-	-	-	-	5,500	5,753	6,018	
Transport Assets	7	-	39	2,800	2,403	522	2,000	2,092	2,188	
Transport Assets	7	-	39	2,800	2,403	522	2,000	2,092	2,188	
Land	-	-	-	-	-	-	-	-	-	
Land	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Living resources	-	-	-	-	-	-	-	-	-	
Mature	-	-	-	-	-	-	-	-	-	
Policing and Protection	-	-	-	-	-	-	-	-	-	
Zoological plants and animals	-	-	-	-	-	-	-	-	-	
Immature	-	-	-	-	-	-	-	-	-	
Policing and Protection	-	-	-	-	-	-	-	-	-	
Zoological plants and animals	-	-	-	-	-	-	-	-	-	
Total Capital Expenditure on new assets	1	791	(315)	459	90,134	88,263	51,723	132,480	138,574	144,948

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA34d Depreciation by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand	1									
Depreciation by Asset Class/Sub-class										
Infrastructure		51,326	83,192	31,615	46,835	46,835	48,664	-	-	-
Roads Infrastructure		50,953	83,192	31,615	42,683	42,683	44,349	-	-	-
Roads		50,953	83,192	31,615	42,683	42,683	44,349	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		226	-	-	3,686	3,686	3,830	-	-	-
Drainage Collection		226	-	-	3,686	3,686	3,830	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		148	-	-	345	345	358	-	-	-
Landfill Sites		148	-	-	345	345	358	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	121	121	126	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	121	121	126	-	-	-

INTEGRATED DEVELOPMENT PLAN 2024-2025

Community Assets	1,629	2,104	2,060	1,551	1,551	1,611	-	-	-
Community Facilities	1,629	2,104	2,060	1,551	1,551	1,611	-	-	-
Halls	1,629	2,104	2,060	1,551	1,551	1,611	-	-	-
Centres	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-
Public Open Space	-	-	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
Investment properties	-	-	131	-	-	-	-	-	-
Revenue Generating	-	-	131	-	-	-	-	-	-
Improved Property	-	-	131	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-
Other assets	17,314	14,875	835	1,192	1,192	1,216	-	-	-
Operational Buildings	17,314	14,875	835	1,192	1,192	1,216	-	-	-
Municipal Offices	1,943	2,002	835	727	727	755	-	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-
Capital Spares	15,370	12,873	-	465	465	461	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Intangible Assets	-	92	344	72	72	74	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	92	344	72	72	74	-	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	92	344	72	72	74	-	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
Computer Equipment	1,188	1,871	2,104	1,681	1,681	1,746	-	-	-
Computer Equipment	1,188	1,871	2,104	1,681	1,681	1,746	-	-	-
Furniture and Office Equipment	-	447	241	1,344	1,044	669	-	-	-
Furniture and Office Equipment	-	447	241	1,344	1,044	669	-	-	-
Machinery and Equipment	-	17,189	3,217	3,151	3,151	3,274	-	-	-
Machinery and Equipment	-	17,189	3,217	3,151	3,151	3,274	-	-	-
Transport Assets	-	1,419	1,547	1,589	1,589	1,651	-	-	-
Transport Assets	-	1,419	1,547	1,589	1,589	1,651	-	-	-
Land	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Living resources	-	-	-	-	-	-	-	-	-
Mature	-	-	-	-	-	-	-	-	-
Policing and Protection	-	-	-	-	-	-	-	-	-
Zoological plants and animals	-	-	-	-	-	-	-	-	-
Immature	-	-	-	-	-	-	-	-	-
Policing and Protection	-	-	-	-	-	-	-	-	-
Zoological plants and animals	-	-	-	-	-	-	-	-	-
Total Depreciation	1	71,457	121,190	42,094	57,414	58,906	-	-	-

INTEGRATED DEVELOPMENT PLAN 2024-2025

0 - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2024/25 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Present value
R thousand								
Capital expenditure	1							
Vote 9 - Executive AND Council (20: CAPEX)		-	-	-				
Vote 10 - LED (21: CAPEX)		-	-	-				
Vote 11 - Municipal Manager (22: CAPEX)		-	-	-				
Vote 12 - Corporate Service (23: CAPEX)		-	-	-				
Vote 13 - Community Service (24: CAPEX)		-	-	-				
Vote 14 - Financial Services (26: CAPEX)		-	-	-				
Vote 15 - Infrastructural Engineering (28: CAPEX)		-	-	-				
Vote 16 - Executive AND Council (30: CAPEX)		-	-	-				
Vote 17 - LED (31: CAPEX)		-	-	-				
Vote 18 - Municipal Manager (32: CAPEX)		-	-	-				
Vote 19 - Corporate Services (33: CAPEX)		-	-	-				
Vote 20 - Community Services (34: CAPEX)		-	-	-				
Vote 21 - Financial Services (36: CAPEX)		-	-	-				
Vote 22 - Infrastructural Engineering (38: CAPEX)		-	-	-				
Vote 15 - Infrastructural Engineering (28: CAPEX)		-	-	-				
<i>List entity summary if applicable</i>								
Total Capital Expenditure		-	-	-	-	-	-	-
Future operational costs by vote	2							
Vote 9 - Executive AND Council (20: CAPEX)								
Vote 10 - LED (21: CAPEX)								
Vote 11 - Municipal Manager (22: CAPEX)								
Vote 12 - Corporate Service (23: CAPEX)								
Vote 13 - Community Service (24: CAPEX)								
Vote 14 - Financial Services (26: CAPEX)								
Vote 15 - Infrastructural Engineering (28: CAPEX)								
Vote 16 - Executive AND Council (30: CAPEX)								
Vote 17 - LED (31: CAPEX)								
Vote 18 - Municipal Manager (32: CAPEX)								
Vote 19 - Corporate Services (33: CAPEX)								
Vote 20 - Community Services (34: CAPEX)								
Vote 21 - Financial Services (36: CAPEX)								
Vote 22 - Infrastructural Engineering (38: CAPEX)								
Vote 15 - Infrastructural Engineering (28: CAPEX)								
<i>List entity summary if applicable</i>								
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source	3							
Exchange Revenue								
Service charges - Electricity								
Service charges - Water								
Service charges - Waste Water Management								
Service charges - Waste Management								
Agency services								
<i>List other revenues sources if applicable</i>								
<i>List entity summary if applicable</i>								
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		-	-	-	-	-	-	*

Function	Project Description	Project Number	Type	MFMA Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	2024/25 Medium Term Revenue & Expenditure Framework					
												Audited Outcome 2022/23	Current Year 2023/24 Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Parent municipality: List all capital projects proposed by Function																	
Parent Capital expenditure													-	-	-	-	-
Entity: List all capital projects proposed by Entity																	
Entity A: Water project A																	
Entity B: Electricity project B																	
Entity Capital expenditure													-	-	-	-	-

4.12. LEGISLATION COMPLIANCE STATUS

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

4.12.1. In Year Reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the mayor (within 10 working days) has progressively improved and includes monthly published financial performance on the municipality’s website.

4.13.2. Quarterly Reporting

Reporting to National Treasury in electronic format was fully complied with on a quarterly basis. Section 52 (d) reporting to the mayor (within 30 days) has progressively improved and includes quarterly published financial performance on the municipality’s website.

4.13.3. Mid-Year Reporting

Reporting to National Treasury in electronic format was fully complied with on a half yearly basis. Section 72 reporting to the mayor on the 25th of January each year has progressively improved and includes mid- year published financial performance on the municipality’s website.

4.13.4. Annual Reporting

Annual report is compiled in terms of the MFMA and National Treasury requirements. Annual report was prepared and submitted to Auditor General, National Treasury, Provincial Treasury and COGTA.

4.13.5. Internship Programme

The municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Financial Services Department.

4.13.6. MFMA Training

The MFMA training module in electronic format is presented at the municipality's internal centre and training is ongoing.

4.14. Port St Johns Three Year Capital Plan

4.14.1. MIG Three Year Capital Implementation Plan (2022-2023- 2025-26)

National Registration Number (as on the MIG-MIS)	Project Name	Ward	Scope of Works	Funder	Registered Amount	Project Status	Total planned expenditure on MIG for 2024/25	Total planned expenditure on MIG for 2025/26	Total planned expenditure on MIG for 2026/27
R/EC/20507/24/25	Ludalasi Access Road	Ward 3	6.8km	MIG	7,965,362.94	Registered	4,465,362.94	3,500,000.00	
R/EC/20509/24/25	Mbokazi Access Road	Ward 13	7.3km	MIG	7,912,725.14	Registered	4,412,725.14	3,500,000.00	
CS/EC/20510/24/25	Ward 14 Sobaba Community Hall	Ward 14	Ward 14 Sobaba Community Hall	MIG	5,500,000.07	Registered	4,500,000.07	1,000,000.00	
R/EC/20508/24/25	Mbabalane Access Road	Ward 16	9km	MIG	12,259,186.00	Registered	5,259,186.00	7,000,000.00	
R/EC/20506/24/25	Goqwana Access Road	Ward 15	5.3km	MIG	8,648,616.53	Registered	4,148,616.53	4,500,000.00	
R/EC/20515/24/25	Cibathi Access Road	Ward 18	5.5km	MIG	6,844,316.97	Registered	4,823,587.46	2,020,729.51	
R/EC/20505/24/25	Buchele Access Road	Ward 11	8km	MIG	9,100,000.00	Registered	4,100,000.00	5,000,000.00	
	Ward 13 Community Hall	Ward 13	Ward 13 Community Hall	MIG		Not Registered		500,000.00	3,500,000.00

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Ward 06 Sportsfield	Ward 06	Ward 06 Sportsfield	MIG		Registered	6,159,421.86		
	Qambatha Access Road	Ward 12		MIG		Not Registered		1,000,000.00	3,000,000.00
	Ntlantsana Access Road	Ward 06		MIG		Not Registered		1,500,000.00	3,500,000.00
	Mthambalala Access Road	Ward 11		MIG		Not Registered		1,500,000.00	2,500,000.00
	Mhlazana Access Road	Ward 19		MIG		Not Registered		1,500,000.00	3,500,000.00
	Dumasi (R61) to Gungube J.S.S Access Road	Ward 05		MIG		Not Registered		1,700,000.00	1,700,000.00
	Bakaleni Access Road	Ward 17		MIG		Not Registered		1,700,000.00	2,500,000.00
	Mtalala Access Road	Ward 04		MIG		Not Registered		1,680,020.49	3,500,000.00
	Ward 18 Community Hall	Ward 18		MIG		Not Registered		1,000,000.00	1,700,000.00
	Ward 08 Community Hall	Ward 08		MIG		Not Registered		1,000,000.00	3,000,000.00
	Dumezweni Access Road	Ward 20		MIG		Not Registered			3,000,000.00
	Nkonxeni Access Road	Ward 04		MIG		Not Registered			1,500,000.00

INTEGRATED DEVELOPMENT PLAN 2024-2025

	Mvume Road Access	Ward 08		MIG		Not Registered			1,500,000.00
	Mkuna Road Access	Ward 15		MIG		Not Registered			1,500,000.00
	Sobaba Road Access	Ward 14		MIG		Not Registered			1,700,000.00
	Mnangweni Access Road	Ward 01		MIG		Not Registered			1,700,000.00
	Luphoko to Gabelana Access Road	Ward 10		MIG		Not Registered			1,524,100.00
	Ward 02 Community Hall	Ward 02		MIG		Not Registered			1,000,000.00
	Ward 20 Community Hall	Ward 20		MIG		Not Registered			1,000,000.00
	PMU ADMINISTRATION			MIG			1,993,100.00	2,084,250.00	2,253,900.00
							39,862,000.00	41,685,000.00	45,078,000.00

4.14.2. INEP THREE YEAR CAPITAL PLAN

Electrification Projects 2023/2024333

No.	Project Name	Ward/ Locality	Budget	Funding Source	Status
1.	Pre Engineering Ngqwaleni Ntsimbini 140 households	07	R210 000.00	INEP	
2.	Pre Engineering Ndayini Mkhumbini 140 households	17	R210 000.00	INEP	
3.	Pre Engineering Dumasi 180 households	05	R270 000,00	INEP	
4.	Pre Engineering Ntlanjeni 106 households	11	R159 000.00	INEP	
5.	Pre Engineering Jambeni 106 households	19	R159 000.00	INEP	
6.	Pre Engineering Tombo 180 households	04	R270 000.00	INEP	
7.	Pre Engineering Sobaba 140 households	14	R240 332.00	INEP	
8.	Pre Engineering Nkampini 120 households	06	R180 000.00	INEP	
9.	Pre Engineering Ngxongweni 140 households	16	R180 000.00	INEP	
10.	Pre Engineering Amadwaleni- Qhoboshendlini 180 households	16	R270 000.00	INEP	

11.	Pre Engineering Lwandlana 120 households	08	R210 000.00	INEP	
12.	Pre Engineering Mswakazi 106 households	10	R159 000.00	INEP	
13.	Pre Engineering Mpantu 110 households	06	R165 000.00	INEP	
14.	Pre Engineering Phahlakazi 150 households	01	R225 000.00	INEP	
15.	Construction 46.8 km Bulk infrastructure	04	R7 018 220.00	INEP	
16.	Lutshaya 90 households Electrification Connections	17	R3 396 640.00	INEP	
17.	Pre Engineering Mthimde- Luzuphu	20	R1 691 860.00	INEP	
18.	Pre Engineering Ndayini- Mkhumbini	17	R551 196.00	INEP	
19.	Pre-engineering Zinyosini	01	R1 494 477.00	INEP	
20.	Qandu 150 households Electrification Connections	01	R1 671 892.00	INEP	
21.	Gomolo 110 households Electrification Connections	02	R964 760.00	INEP	
22.	Pre-Engineering Lukhwazweni- Emasimini	13	R973 916.00	INEP	

23.	Pre Engineering Mqezu 98 households	13	R917 422.00	INEP	
24.	High Mast Lights	01,07,09,11 & 14	R5 000.000.00	INEP	

Electrification Projects 2024/2025

No.	Project Name	Ward/ Locality	Funding source	Budget
1.	Lwandlana Siqhozama, 245 households' electricity connections	8	INEP	
1.	Mrhuleni Dangwana, 190 households electricity connections	7	INEP	
2.	Ndayini 60 households electricity connections	12	INEP	
3.	Gomolo 230 households electricity connections	2	INEP	
4.	Msindweni 160 households electricity connections	13	INEP	
5.	Cwebeni 190 households electricity connections	5	INEP	
6.	Mathane 80 households electricity connections	11	INEP	
7.	Kwadyovusa Emgcwini 220 households electricity connections	4	INEP	
8.	Sobaba 80 households electricity connections	14	INEP	

9.	Tyityane 75 households electricity connections	16	INEP	
10.	Vithini Mpotshotsho 360 households electricity connections	1	INEP	
11.	Mbenengeni 150 households electricity connections	3	INEP	
12.	Dumezweni 140 households electricity connections	20	INEP	
13.	Jambeni 60 households electricity connections	19	INEP	
14.	Mswakazi 210 households electricity connections	10	INEP	
15.	Mkhuzaza Bhukuqweni 180 households electricity connections	17	INEP	

Electirifcation projects 2025/2026

No.	Project Name	Ward/ Locality	Funding source	Amount
1.	Lwandlana Siqhozama, 245 households' electricity connections	8	INEP	
16.	Mrhuleni Dangwana, 190 households electricity connections	7	INEP	
17.	Ndayini 60 households electricity connections	12	INEP	
18.	Gomolo 230 households electricity connections	2	INEP	

19.	Msindweni 160 households electricity connections	13	INEP	
20.	Cwebeni 190 households electricity connections	5	INEP	
21.	Mathane 80 households electricity connections	11	INEP	
22.	Kwadyovusa Emgcwini 220 households electricity connections	4	INEP	
23.	Sobaba 80 households electricity connections	14	INEP	
24.	Tyityane 75 households electricity connections	16	INEP	
25.	Vithini Mpotshotsho 360 households electricity connections	1	INEP	
26.	Mbenengeni 150 households electricity connections	3	INEP	
27.	Dumezweni 140 households electricity connections	20	INEP	
28.	Jambeni 60 households electricity connections	19	INEP	
29.	Mswakazi 210 households electricity connections	10	INEP	
30.	Mkhuzaza Bhukuqweni 180 households electricity connections	17	INEP	

Table 3.26 Electrification projects planned for 2025/26

No.	Project Name	Ward/ Locality	Funding source
1.	Mkhumbeni 110 households electricity connections	17	INEP
2.	Mdlankala 80 households electricity connections	15	INEP
3.	Mpantu 50 households electricity connections	6	INEP
4.	Mkhanzini 140 households electricity connections	9	INEP
5.	Ngcoya 150 households electricity connections	18	INEP
6.	Buchele 130 households electricity connections	11	INEP
7.	High Mast Lights	6 (Nonyevu & Isinuka)	INEP
8.	Street Lighting Fruit Shop to Town	6	INEP

4.14.3. Road Maintenance Plan

Chapter 5 Project Identification

FOCUS AREA	STRATEGY	OUTPUT INDICATOR	BUDGET	BASELINE	5YEAR TARGET	2024/2025	PROJECT IDENTIFICATION	INDICATOR CUSTODIAN
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	No. of kms of gravel access Roads Constructed			239.3 km	38.8 km	Buchele 7,8 km, Ward 11, Cimbati A/R 4,5km, Ward 18, Goqwana A/R 4,5 km, Ward 15, Ludalasi 6.8km, Ward 03, ,Mbabalane AR 8,2 km, Ward 16, Mbokazi A/R7,8 km access road, Ward 13.	Senior Manager-Engineering
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	Km of surfaced roads constructed		9,9 km	9.450 km	1 km	0,5m surfaced road	Senior Manager-Engineering
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	Number of kms of gravel access roads maintained		?	1292 km	300 km	All wards	Senior Manager-Engineering
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	No of ablution facilities provided for the construction of welisizwe bridges		New	9	09 ablution facilities	Ablution facilities for the following bridges (Sunrise Bridge ward 20, Mkhatha Bridge ward 18, Ntlenga Bridge ward 17&18, Mqezu Bridge-Vehicular bridge ward 13, Mqezu Bridge – Pedestrian Bridge ward 13, Mdlankala Bridge ward 15, Mveno Bridge ward 01, Rhebhu Bridge ward 01, Zixambozi Bridge ward 01)	Senior Manager-Engineering
Project Management Unit	Adequate provision and maintenance of basic infrastructure services	Number of public amenities constructed		0	11 (10x Community halls and one Sportsfield)	3	Wards 13 and 14 Community Halls Ward 06 Sportfield	Senior Manager-Engineering

INTEGRATED DEVELOPMENT PLAN 2024-2025

Electrification	Adequate provision and maintenance of basic infrastructure services	Number of households in electrification program connected:	R31 277 000	?	6366	792	Nggale-Ntsimbini 63 h/h, Tombo 81h/h, Ntlaleni 48 h/h, Jambeni 48 h/h, Dumasi 81 h/h, Sobaba 63h/h, Nkampini 54 h/h, Ngxongweni 53h/h, Amadwala-Qhoboshendlini 81h/h, Mswakazi 48h/h, Mpantu 50h/h, Phahlakazi 68 h/h, Lwandlana 54 h/h	Senior Manager-Engineering
Electrification	Adequate provision and maintenance of basic infrastructure services	Km of link line constructed		New	243	48.6 km		Senior Manager-Engineering
Electrification	Adequate provision and maintenance of basic infrastructure services	No of public lights installed.		5	25	5	5	Senior Manager-Engineering
Electrification	Adequate provision and maintenance of basic infrastructure services	Number of Public lighting maintained (streetlights and high mast lights)		?	350	70	70 streetlights and highmast lights	Senior Manager-Engineering
Refuse Collection	Provision of basic services to promote healthy environment	Number of households and commercial properties receiving refuse collection services		New		10 areas	10 areas	Senior Manager – Engineering
LED SMME	Provision of infrastructure for business traders	Number of economic structures constructed for business traders	R3 m R12 000 000	New	4 (1. Light industrial Park, 2 Construction of market centre, 3 Construction of Hawker Stalls,	2 (1. Construction of a light industrial park 2. Manufacturing Hub)	2 1 x industrial Park 1x Manufacturing Hub	Senior Manager-Engineering

INTEGRATED DEVELOPMENT PLAN 2024-2025

					Manufacturing Hub)			
--	--	--	--	--	--------------------	--	--	--

5.1. Community Services

FOCUS AREA	STRATEGY	OUTPUT INDICATOR	BUDGET	BASELINE	5YEAR TARGET	2024/2025	PROJECT IDENTIFIED	DIRECTOR COMMUNITY SERVICES
Strategic objective: To promote environmental health and safety								
Public Amenities	Rapid provision of social and community services	Number of public amenities maintained		07 (2 Halls 1 Sportified 2 Parks)	06	06	06 (2x Community Halls, 2 x Sports Fields , 2 x Parks)	Senior Manager-Community Services
Public Amenities	Provision of basic services to promote healthy environment	Number of beach management projects implemented		01 (Beach Signs)	05	01	Installation of Beach Signs	Senior Manager-Community Services
	Provision of basic services to promote healthy environment	Number of Amenities Constructed		02 (Animal Pound, Gate Grid)	10	02	02 Animal Pound and Gade Grid	Senior Manager-Community Services
Environmental and Waste management	Provision of basic services to promote healthy environment	Number of waste management projects implemented		New indicator	04. 1.construction of weigh bridge, 2. Landfill site Management 3. Environmental		1.Weigh bridge construction, 2. Landfill site management 3.Environmental and educational awareness campaigns 4.Installation of bailing machine waste disposal cells	Senior Manager - Community Services

					Education & Awareness Campaigns. 4. installation of bailing machine, waste disposal cells, IWMP		5. IWMP	
Public Safety	Rapid provision of social and community services by Traffic	Number of Traffic Projects Implemented		03	03 (DLTC K53, Traffic Law Enforcement, Awareness Campaigns.	R165000.00	1.DLTC 2.Traffic law enforcement 3. Awareness campaigns	Senior Manager-Community Services
Public Safety	Rapid provision of social and community services by Security Services	Number of law enforcement projects implemented		03	03 (Law Enforcement, Access Control, Guarding Services)		1. Access control 2. Guarding services 3.Law enforcement	Senior Manager-Community Services
Public Safety	Rapid provision of social and community services by DLTC	Rand Value of Revenue generated from Traffic Services		New indicator	R660000,00	10	R165 000,00	Senior Manager-Corporate Services
Social Services	Development of new policy and reviewal of available policies	Number of policies and bylaws developed or reviewed		New indicator	19	10	10	Senior Manager-Community Services
Waste Management and Cleansing	Rapid provision of social and community services by	Number of Awareness campaigns conducted.		New	3.(Waste and environment, Fire & disaster campaigns, road safety)	3	3 Awaness campaigns 1.Waste and environment 2.Fire and disaster 3. Road safety awareness	Senior Manager Community Serviefes

INTEGRATED DEVELOPMENT PLAN 2024-2025

Ward assistance	Rapid provision of social and community services by	Number of beneficiaries benefited from ward assistance program			120 (6 per ward)		120 beneficiaries	
-----------------	---	--	--	--	-------------------	--	-------------------	--

5.3. Municipal Transformation and Organisational Development

FOCUS AREA	STRATEGY / PERFORMANCE OBJECTIVE	OUTPUT INDICATOR	BUDGET	BASELINE	5 YEAR TARGET	2024/2025	PROJECT IDENTIFIED	INDICATOR CUSTODIAN
Strategic objective: To enhance organisational performance, financial viability and management of municipal resources								
Human Resource Development	To promote sound labour relations	Percentage functionality of local labour forum and its committees		11	100%	100%	Sitting of Local Labour Forum and its sub-committees	Senior Manager Corporate Services
Human Resource Development	To ensure compliance with legislation	Number of legislative compliance reports submitted to relevant public bodies (WSP & EE)		1	09	2	Compilation and submission of Workplace Skills Plan Compilation and submission of Employment Equity Report	Senior Manager Corporate Services
Human Resource Development	Implementation of the Workplace Skills Plan	Percentage implementation of identified training interventions.		New	100%	100%	Conducting Skills Audit Prioritization and compilation of training needs and interventions	Senior Manager corporate Services
Human Resource Development	Implementation of the Workplace Skills Plan	Percentage expenditure of the municipal budget		New	100%	New	Costing of training interventions	Senior Manager Corporate Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

		for training and development						
Human Resource Development	Implementation of the Workplace Skills Plan	Percentage expenditure of the municipal budget for training and development		New	100%	1		Senior Manager Corporate Services
Human Resource Development	Review of the organisational structure 2023/24	Number of organizational structures reviewed		2022/23 adopted organogram	5	2	Consultation and presentation of draft organisational structure Adoption of the final draft organizational structure	Senior Manager Corporate Services
IDP & PMS	Promotion of performance driven culture	Number of institutional PMS projects implemented		IDP, SDBIP & PMS Policy	2 (IDP and SDBIP)	N/A	2 IDP Implementation Sdbip implementation	Senior Manager Corporate Services
Human Resource Development	Promotion of performance driven culture	Percentage of cascading of performance management system to levels up to TG 11		Section 56 Managers	100%	100%	Cascade from TG 18 to TG 11	Senior Manager Corporate Services
Human Resource Development	Implementation of OHS and wellness strategies	Percentage of implementation of programs/plans identified in the		New	100%	100%	Implementaton of wellness and OHS Strategies	Senior Manager Corporate Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

		wellness and OHS strategies						
Human Resource Development	Policy development and review	Number of HR policies and Strategies reviewed.		12	25	5	5 policies	Senior Manager Corporate Services
Admin and Council Support	Document management	Number of Records Management Policies and Plans developed		New	3	N/A	Develop records management plan and policy	Senior Manager Corporate Services
ICT	ICT Support	Number of ICT projects implemented		New	5	5	1. Upgrade Server Room structure. 2. ICT infrastructure upgrade and maintenance 3. Fire wall upgrade 4. Antivirus 5. Website Upgrade	Senior Manager Corporate Services

5.4. Local Economic Development

FOCUS AREA	STRATEGY / PERFORMANCE OBJECTIVE	OUTPUT INDICATOR	BUDGET	BASELINE	5 YEAR TARGET	2024/2025	PROJECT IDENTIFIED	INDICATOR CUSTODIAN
Strategic Objective: Enhance sectoral development through trade, investment and business retention								

Promote SMME and entrepreneurial development through knowledge economy								
Ensure the resilience of the ecosystem by enhancing oceans economy and tourism								
LED SMME	Capacity building for local contractors	Number of contractors capacitated	R 300 000	New	60 contractors	1 (contractor development strategy)	Contractor development strategy	Senior Manager – Planning and Economic Development
LED SMME	Promote SMME and entrepreneurial development through knowledge economy	Number of incubation programs implemented support programme implemented	R 1, 5 M	New	3 (1. Farmers 2. Caterers 3. Fashion designers)	3	1. Support to farmers 2.Support to caters 3.Support to fashion designers	Senior Manager – Planning and Economic Development
LED SMME	Compliance to Business regulations	Number of permits issued for local traders	R0	New	85 established business	25	25 business licenses issued	Senior Manager – Planning and Economic Development
LED SMME	Enhance sectoral development through trade, investment and business retention	Number of wholesalers and retailers capacitated and supported.	R 200 000	New	20	10	10 wholesalers capacitated	Senior Manager – Planning and Economic Development
Innovation	Implementation of innovation programme	Number of local innovation support programmes implemented	R 1,5 m	New	10 (Artists and film producers)	5 artists supported	5 artists supported	Senior Manager – Planning and Economic Development
Forestry Support Programme	Enhance sectoral development through trade, investment and business retention	Number of community forest enterprises established	R 750 000	New	5 community forests supported	2	2	Senior Manager – Planning and Economic Development

						community forest enterprise supported		
SMME Tourism	Ensure the resilience of the ecosystem by enhancing oceans economy and tourism	Number of tourism projects implemented		3	3(1.Isingqi Sethu Cultural event, 2.Tourism businesses 2.Mountain run)	3(1.Isingqi sethu Cultural event, 2.Tourism businesses 2.Mountain run)	3 1. Isingqi sethu Cultural event, 2. Tourism businesses .3.Mountain run	Senior Manager Planning and Economic Development
	Support to SMMEs	Number of exhibitors exposed to trade shows		New	26 exhibitors	7	7 exhibitors exposed	Senior Manager Planning and Economic Development
	Ensure eco-tourism, ocean economy, heritage and sports tourism	Number of ocean economy initiatives implemented 5		New	2(1. Acqua-culture,2. Fisheries)	2(1. Acqua-culture,2. Fisheries)	2(1. Acqua-culture,2. Fisheries)	Senior Manager Planning and Economic Development
Spatial Planning and environment								
Spatial Planning	Develop and implement SPLUMA-compliant land use and spatial planning	Number of spatial planning projects implemented	R500,000.00		5 (1.SDF Review, 2. Wall to Wall Land Use Management Scheme 3. Review and Development of Master Plan, 4. Land Audit, 5 Develop precinct plans)	1 (Land Audit)	2Precinct plan (Golf course and waterfront)	Senior Manager Planning and Economic Development

5.5. Financial Viability and Management

INTEGRATED DEVELOPMENT PLAN 2024-2025

FOCUS AREA	STRATEGY / PERFORMANCE OBJECTIVE	OUTPUT INDICATOR	BUDGET	BASELINE	5 YEAR TARGET	2024/2025	PROJECT IDENTIFIED	INDICATOR CUSTODIAN
<p>Strategic objectives: To provide reliable basic services to households and the business sector.</p> <p>To enhance organisational performance, financial viability and management of municipal resources.</p>								
Sound Financial Management and good governance	A financially sustainable Municipality through Good Governance and sound financial management.	Average Number of days taken to pay Creditors	R0	73 Days	30 days	30 Days	Creditors payment within 30 days	Income & Expenditure Manager
Sound Financial Management and good governance	A financially sustainable Municipality through Good Governance and sound financial management.	Average number of days for collection of debtors (net debtors days)	R,00	321 days	60 days	30 days	Creditor Payment	Income & Expenditure Manager
Sound Financial Management and good governance	A financially sustainable Municipality through Good Governance and sound financial management.	Percentage expenditure of all grants	R,00	100%	100%	100%	Debtors Payment	Income & Expenditure Manager
Sound Financial Management and good governance	A financially sustainable Municipality through Good Governance and sound financial management.	Current Ratio	R,00	3:1	3:1	3:1	3:1 (ability of the municipality to pay short term obligations)	Income & Expenditure Manager
	A financially sustainable Municipality through Good Governance and sound financial management.	Cost /cash Coverage Ratio	R,00	7months	3 months	3 months	3 months (ability of the municipality to meet its monthly fixed operating commitments)	Income & Expenditure Manager

INTEGRATED DEVELOPMENT PLAN 2024-2025

	A financially sustainable Municipality through Good Governance and sound financial management.	Budgeted Capital vs Total Expenditure ratio	R,00	26%	20%	20%	20%	Supply Chain & Asset Manager
Sound Financial Management and good governance	A financially sustainable Municipality through Good Governance and sound financial management.	% implementation of budget process plan	R,00	New Indicator	% 100 implementation of budget process plan	100%	100%	Budget Planning & Reporting Manager
Sound Financial Management and good governance	A financially sustainable Municipality through Good Governance and sound financial management.	Number of credible interim and annual GRAP compliant AFS	2 022 854	New Indicator	5 (Grap Compliant AFS)	1	AFS Development	Budget Planning & Reporting Manager
Asset management	A financially sustainable Municipality through Good Governance and sound financial management.	No of asset projects implemented	R,00	3	4 1.Asset verification 2.Fixed asset register 3. Develop Asset management strategy 4. Asset Disposal	4	1.Asset verification 2.Fixed asset register 3. Develop Asset management strategy 4. Asset Disposal	Budget Planning & Reporting Manager
Supply Chain Management	A financially sustainable Municipality through Good Governance and sound financial management.	Number of SCM projects implemented	R,00	3	4 1.Procurement plan Development 2.Procurement Plan Implementation 3.Contratc Management 4.Regulation 36 Reporting	4	1.Procurement plan Development 2.Procurement Plan Implementation 3.Contratc Management 4.Regulation 36 Reporting	Supply Chain & Asset Manager

INTEGRATED DEVELOPMENT PLAN 2024-2025

Revenue management	A financially sustainable Municipality through Good Governance and sound financial management.	Number of revenue enhancement strategy reviewed		New indicator	Head Office	1	Review of revenue enhancement strategy	Chief Financial Officer
--------------------	--	---	--	---------------	-------------	---	--	-------------------------

5.6. Good Governance and Public Participation

FOCUS AREA	STRATEGY / PERFORMANCE OBJECTIVE	OUTPUT INDICATOR	BUDGET	BASELINE	5 YEAR TARGET	2023/2024	PROJECT IDENTIFIED	INDICATOR CUSTODIAN
Strategic objectives : To provide reliable basic services to households and the business sector.								
To enhance organisational performance, financial viability and management of municipal resources.								
IDP Planning and implementation	Improve short, medium & long-term planning.	Number of institutional plans developed.	R4 378 699	New indicator	2. (1. Annual strategic plan review. 2. Annual departmental plan.	3	1. Annual strategic plan review. 2. Annual departmental plan.	Manager: Strategic Services
IDP Planning and implementation	Synergy of municipal planning with that of national, provincial, District and other parties that operate in the space of the municipality	Percentage of IDP Projects implemented.		2	3 (1. Development of IDP Process plan. 2. IDP process plan implementation. 3. IDP review)	100%	1. Development of IDP Process plan. 2. Ward based planning. 3. IDP process plan implementation. 4. IDP review)	Manager: Strategic Services
Intergovernmental Relations	Synergy of municipal planning with that of national, provincial, District and other parties that	Number of IGR projects implemented		1	2(1. Establishment of Clusters 2.Functionality	2	1. Establishment of Clusters 2.Functionality of IGR Clusters	Manager: Strategic Services

INTEGRATED DEVELOPMENT PLAN 2024-2025

	operate in the space of the municipality				of IGR Clusters)			
Risk Management	Promote risk awareness and risk-based decision-making processes	Number of risk management projects implemented		New Indicator	3 (1. Risk assessment. 2. Risk management policy review. 3. Risk management implementation)	2	1. Risk assessment. 2. Risk management policy review. 3. Risk management implementation	Manager: Strategic Services
Internal Audit	Improve effectiveness and efficiency of the internal audit	Percentage of Internal audit projects implemented	R	New indicator		100%	1. Audit committee charter, 2. Internal Audit charter 3. Internal Audit Plan, 5. Audit Committee Work Plan, 6. Internal Audit methodology	Manager Internal Audit
Public participation	Strengthen functionality of oversight and ward committees	Number of public participation and oversight projects implemented	R1000 000	New Indicator		4	1. Ward committee co-ordination. 2. Community based meetings. 3. Section 79 Committee co-ordination. 4. Public participation events 5. Ward based plans	Manager Public Participation
Communications	Improve effectiveness & efficiency of communications	Number of Communication projects implemented	R331 000	New		5	1. Revival of Website & Digital Platforms 2. Production of 2. Public Account Booklets.	Manager Communications

INTEGRATED DEVELOPMENT PLAN 2024-2025

							<ul style="list-style-type: none"> 3. Branding of Beaches. 4. Complete Profiling of Tourism & Investment Products. 5. Branding of Milestone Hiking Trails 6. Municipal Logo 	
Legal Services	Compliance and litigation management	Number of legal services projects implemented		New indicator		3	<ul style="list-style-type: none"> 1. litigation management 2.SLA Vetting and compliance. 3. By Law review 	Manager Legal Services
Special Programs	Mainstreaming of focus groups across the municipality	Number of focus groups social projects implemented.	R1,500 000	3		5	<ul style="list-style-type: none"> 1. HIV/AIDS coordination. 2. People With Disability program 3. Youth 4. Women and Children 5. Elderly 	Manager Special Programs

5.8. Sector Departmental Programs

5.8.1. District Development Model

The mandate of the DDM is underpinned under Section 154 of the constitution of the Republic of South Africa (act 108 of 1996). Sec 47 of Inter-Governmental Relations Act makes provision for the Minister to issue guidelines on a framework for coordinating and aligning development priorities and objectives between the three spheres of government; a framework for coordinating action affecting municipal functions and implementation controls. • The DDM is then a practical Inter-Governmental Relations mechanism for all the three spheres of government to plan jointly, work and act jointly in unity. • It is a single strategically focused “One plan” and “One Budget” for each of district municipalities and metros.

Commitments by sector department from all spheres

5.8.2. O.R. Tambo District Municipality

Project Name	Project Scope	Amount	Wards	Status
Port St Johns Sewer & Waste Water Treatment Plant	construction of the Waste water treatment works, pump stations and sewer pipe lines. (Activated Sludge - 4.0 MI / Day)	R 246 693 150.63	PSJ town and surroundings (Mpantu, Agate Terrace, Mthumbane, Second Beach, Military Base	Prelim Design Stage

5.8.3. ESKOM

Project Name	Project Type	Beneficiaries	Planned Capex	Planned H/H
PSJ Ext	Households	Nkwilini, Masameni Ngcanda,	R 4 200 000.00	140
PSJ Ext. Link Line	Infrastructure - Line		R 0	
PSJ Exts Pre-Engineering (2025/26 Plan)	Pre-engineering		R 450 000.00	
PSJ Schedule 5B	Pre-engineering		R 192 125.00	
Total			R 4 842 125	140

5.8.4. Department of Human Settlement

Project	Status	No. Of Units

Tombo 8	Planning	8
Port St Johns 362	On hold	362
Port St Johns 256	On hold	256
Port St Johns 321 Rectification	Running	321
Ntafufu 350	Running	350
Port St Johns 50	Planning	50
Port St Johns 806	Running	806
OR Tambo 850 (81)	Running	81
9. Bholani 97	Planning	97
10. Lutshaya 300	Running	300
11. Port St Johns 200	Planning	200
12.Mkhanzini 1200 (350)	Running	350
13.Lutshaya 1200 (350)	Running	350
TOTAL		3 528

5.8.4.1. Housing Projects implemented by OR Tambo District Municipality

PROJECT	STATUS	NO. OF UNITS
Tombo 8	Planning	8
Bholani 97	Running	97
Lutshaya 300	Running	300
Port St Johns 200	Planning	200
Port St Johns 50	Planning	50
Port St Johns 806	Running	806
TOTAL		1 461

5.8.5. Department of Transport

Routine Maintenance of Paved Roads		
Project Name	Item	Budget
RRM PSJ (Surfaced)	Contr:Mnt&Repothfixedstruct	2 004 373
Routine maintenance of Gravel Roads		
RRM PSJ (Gravel)	Rental & hiring	7 651 460
Special Maintenance		
Bridge Maintenance Contractor	Contr:Mnt& Repothfixedstruct	1 960 000
Road Markings	Contr:Mnt& Repothfixedstruct	333 333
Road Signs Contract	Contr:Mnt& Repothfixedstruct	4136

MUNICIPAL AREA	PROJECT TITLE	WARD OR VILLAGE	BUDGET	PROGRESS/ STATUS	ALLOCATION FOR 2024/25
Port St Johns	DR08191 & DR08192 (Re-gravelling and installation of pipes)	R61 - Mampube	R 2 970 995,00	Planning	R 2 970 995,00
Port St Johns	DR08159 (Re-gravelling and installation of pipes)	Ntafufu	R 1 782 597,00	Planning	R 1 782 597,00
Port St Johns	TR01061 (Re-gravelling and installation of pipes)	Rwantsana	R 1 783 597,00	Planning	R 1 783 597,00
Port St Johns	DR0191 (Wet blading)	Mampube	R 128 073,00	Planning	R 128 073,00
Disasters		Disasters			
Port St Johns	DR08463 (Regravelling and reshaping)	Mpande Mouth	R 959 200,00	Planning	R 959 200,00
Port St Johns	DR08029 (Wet blading)		R 27 998,00	Planning	R 27 998,00
All municipality	Household contractors	All municipality	R747 102 592	Implementation	R747 102 592
All municipality	Scholar transport	All municipality	R4 163 614	Implementation	R4 163 614
All municipality	Walking bus	All municipality	R2 261 035	Implementation	R2 261 035
KSD & PSJ	Taxi Rank Cleaners	KSD & PSJ	R1 389 837	Implementation	R1 389 837
All municipality	Animal crossing	All municipality	R551 472	Implementation	R551 472
All municipality	Animal shut-up	All municipality	R523 898	Implementation	R523 898
All municipality	Road rangers (Weekly & Weekend)	All municipality	R5 743 617	Implementation	R5 743 617
KSD & PSJ	SHE Cleaners	KSD & PSJ	R 1 075 370	Implementation	R 1 075 370
PSJ, KSD & Mhlontlo	NYS	PSJ, KSD & Mhlontlo	R1 021 200	Implementation	R1 021 200
Mhlontlo & PSJ	Youth Brigades	Mhlontlo & PSJ	R3 000 000	Implementation	R3 000 000
PSJ	Sunrise	PSJ	R1 524 000	Implementation	R1 524 000
PSJ	Ntlenga	PSJ	R798 000	Implementation	R798 000

PSJ	Mkhatha	PSJ	R726 000	Implementation	R726 000
PSJ	Mdlankala	PSJ	R726 000	Implementation	R726 000
PSJ	Mneno	PSJ	R726 000	Implementation	R726 000
PSJ	Dedeni	PSJ	R726 000	Implementation	R726 000
PSJ	Zixambuzi	PSJ	R1 158 000	Implementation	R1 158 000
PSJ	Rhebu	PSJ	R726 000	Implementation	R726 000
PSJ	Mngqezo Gap1	PSJ	R726 000	Implementation	R726 000
PSJ	Mngqezo Gap2	PSJ	R726 000	Implementation	R726 000
PSJ	Ncitwa	PSJ	R726 000	Planning	R726 000
PSJ	Mzobotsho	PSJ	R726 000	Planning	R726 000
PSJ	Megacom	PSJ	R726 000	Planning	R726 000
PSJ	Thinana	PSJ	R726 000	Planning	R726 000
PSJ	Mthumbane concrete slab	Mthumbane	R4.3 million	Planning	R4.3 million
PSJ	Youth Brigades	Bambisane	R90 000	Implementation	R90 000
PSJ	Youth Brigades	Bambisane	R108 000	Implementation	R108 000
Port St Johns	Scholar transport	Port St Johns	53267,142	Implementation	53267,142

Department of Social Development

PROGRAMMES	BUDGET
Older persons -09 Services centres	R90 000.00-11400.00
Imvuselelo Albinism Organisation-160 funded	R97 375
Ngxogweni Disabled-160 Funded	R97 375
Phumlani Community Based Rehab -170 Funded	R97 375
Sanitary dignity packs-3273 Beneficiaries	
Chaguba Family Resource Centre – 02 Caregivers funded	R382 400
PSJ Child Welfare- 1 Chief SWK 4 Social Workers and 7 Social Auxiliary Social Workers	R 1 441 287
Phumlani Special day care -10 beneficiaries living with disabilities	
PSJ Child Care Centre Drop - 55 beneficiaries with 02 Child and Youth Care Worker	
Masithuthuzele Empowerment Victim Centre	R433 967
02 TADA receiving stipend	R2400
Bolani CNDC	R400 000
Umnga Wood Coal Primary Co-Op	R250 000
A total of 43 EPWP opportunities created	

5.8.6. DRDAR

Magingqi	Installation of irrigation System And Electricity	Ward 9	Budget =3M Budget for electricity is R100 000.00	Awaiting for issuing of Advert
----------	--	--------	---	--------------------------------

Magingqi	Erection of Fence	Ward 9	Budget = R360 000.00	Site briefing planned for 18/3/2024 was postponed due to protest at Ntlaza
----------	-------------------	--------	----------------------	--

Siyazondla Programme

- Number of Applications: 927
- Recommended: 900
- Not Recommended: 27

Cropping: 942ha

- Ntafufu Cluster applied for 92ha from Wards 12,13, 15,& 19
- Mzintlava Cluster applied for 200 ha from Wards 14,19 & 20
- Mngazi Cluster applied for 132 ha from Wards 3,4,5,7,8 &9
- Mngazana Cluster applied for 72 ha from Wards 1, 2, & 3
- Mzimvubu Cluster applied for 161ha from wards 12,17&18

Clusters	Wards	Area Under Green Mealies	Area Under Dry Mealies	Beneficiaries
Mngazana Cluster: The total area is 72ha with 7 projects	3& 12	10	72	20 beneficiaries 18 adult females 2 adult males
Mzimvubu cluster: The total area is 161ha with 6 projects,	12 ,17&18	30	164	72 beneficiaries 48 Adult Females 24adult males & 6 Youth
Mzintlava cluster: The total area is 200ha with 5 projects	14,19&20	240	20	60 beneficiaries 32 females 28 males 4 Youth.

Ntafufu Cluster: The total area is 92ha with 4 projects	12,13,15&19	92	84	Adult F=3 Adult M=2
Mngazi Cluster with 14 projects	3,4,5,7,8&9	132	96	Adult M=7 Adult F=6 Youth=2

5.8.7. DEDEAT

Program	Activity	Time Frame	Status
Consumer protection	<ul style="list-style-type: none"> Consumer rights workshops-Port St Johns with Advice centre & ECCOGTA Mngazana village done 08-05-2024 Complaints handling & joint enforcement initiatives 	2024-2025	Implementation

Product	Offering	Criteria
<p>Local and Regional Economic Development Fund (LRED):</p> <p>Sectors:</p> <ul style="list-style-type: none"> Agri-industry Tourism Light Manufacturing Oceans economy/aquaculture Sustainable energy Automotive 	<ul style="list-style-type: none"> Provide grant funding to local start-up and expanding enterprises in priority sectors including agro industry capped @R3M Biased towards the under-developed regions Development stages – R500 000, Commercialisation –R3mil capped Provide for: <ul style="list-style-type: none"> Machinery & Equipment Production inputs 	<ul style="list-style-type: none"> Legally registered entity (Pty, cc, Coop) 51% or more HDI ownership Tax compliant Eastern Cape based & owned entity Registered with SMME database at www.smmesa.gov.za

	<ul style="list-style-type: none"> • Product testing & certification • Modular processing facilities • Commercial vehicles • Working capital • 100% grant for start-up enterprises • 90:10 cost sharing for existing enterprises 	
--	--	--

Program	Activity	Time Frame	Status
Enterprize development	<ul style="list-style-type: none"> • OR Tambo DM & 5 LMs joint hosting of the MSME summit 2024 • Invaba grant funded cooperatives • Business information on DEDEAT group SMME support • Business registration • Township & rural economy framework 	2024/2025	<ul style="list-style-type: none"> • SiseCwebeni Bee Farming R600 000 equipment & tools • Lahloma agric primary coop R150000- Rela village • Bachume primary coop-tea blending (R599 000) • Informal business (13) supported 2023-2024

Program	Activity	Time Frame	Status
Environmental awareness	PSJ- Climate change is an environmental and social issue	Quarter 3	<ul style="list-style-type: none"> • Planning
Environmental capacity building	Freshwater management and risk associated with developments within the flood plains	Quarter 4	<ul style="list-style-type: none"> • Planning
Legislature program	Public hearings on Climate change bill & marine pollution from ships	Quarter 1	Done

Program	Activity	Time Frame	Status
School environmental awards 2024	Regional & Provincial competition (registration & adjudication)	2 nd & 3 th quarter	Planning stage/distribution of entry forms & themes
Greenest Municipality Awards 2024 (support municipalities in waste management)	Annual competition for municipalities focus on waste management	3 rd /4 th quarter	Planning stage 2024-2025 <ul style="list-style-type: none"> • Winner 2023-2024 FY R300 000
Climate change program	Report recommends 5 project concepts 1 is: <ul style="list-style-type: none"> • Catchment based storm water management plan in Port St Johns town 	2024-2025	<ul style="list-style-type: none"> • Decision to be made by Dept. on project to be implemented (engineering planning & design studies) • The OR Tambo Climate change program report finalized with recommendations and projects

CHAPTER SIX : PERFORMANCE MANAGEMENT

6.1. Performance Management Framework

6.1.1. 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 quarterly 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



6.2. 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.

6.3. 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.

6.4. 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.

6.5. 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.

6.6. 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).

6.7. 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.

6.8. 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)

6.9. Nature of Performance Management System (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.

6.9.1. 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 6.1. : 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 R3800-00 (2 state pension) per month with access to free basic services.
-----------------------------------	--

6.9.2. Institutionalizing the Performance Management System (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.

6.9.3. 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.

6.9.4. 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.

6.10. The Service Delivery and Budget Implementation Plan (SDBIP)

6.10.1. 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 companion 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.

6.10.2. 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;
- (i) Actual capital expenditure, per vote;
- (ii) 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
 - (iii) approving any changes to the municipality's budget-related policies.

6.11. IDP approval

Having given all stakeholders an opportunity to submit their meaningful views and that may influence municipal decision making regarding this plan and the intended development programme for the financial year 2023/24, and the Port St Johns Municipal Council being satisfied that all necessary planning activities for this stage as envisaged in the IDP process plan were carried out accordingly. Council therefore resolved to **adopt** this document as a draft IDP 2023-2024.

CHAPTER 7 : ALIGNMENT

7. POLICY FRAMEWORK

7.1. The Municipal Systems Act (32 of 2000)

The Municipal Systems Act (MSA) is the key piece of legislation guiding the preparation of Integrated Development Plans (IDPs). Section 26 of the same 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 Municipal Systems Act (MSA) 32 of 2000 as well as with the Municipal Planning and Performance Management Regulations (R796 of 2001).

7.2. 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 17 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.

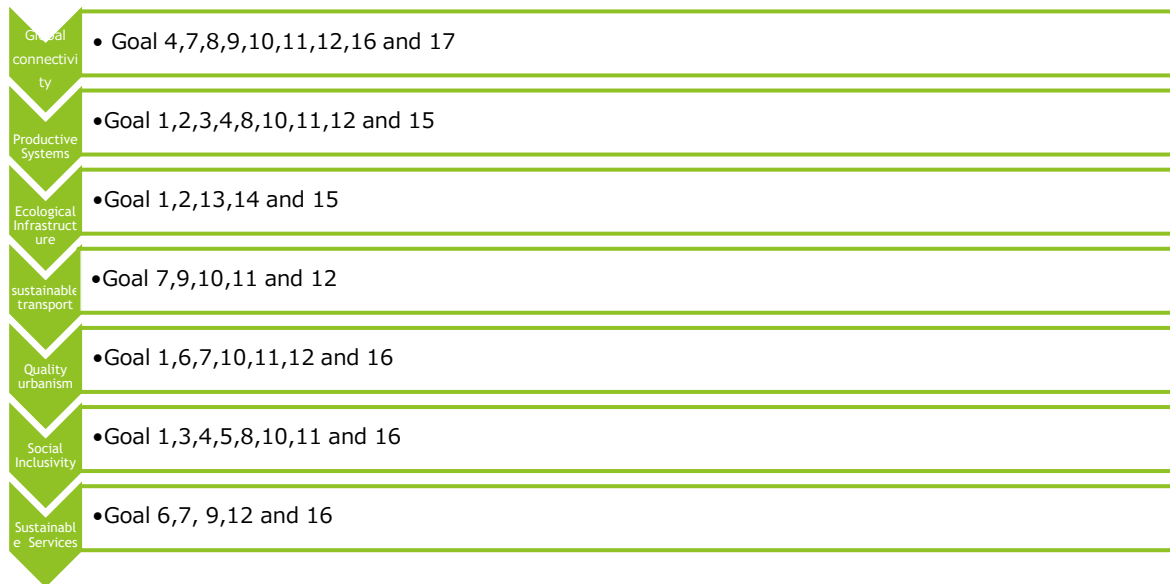
Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

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 : Alignment between SDF Principles and SDGs



7.3. The National Development Plan (VISION 2030)

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC), a structure that was appointed 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.

7.4. 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.

7.5. 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 Port St Johns

SIP No.	DESCRIPTION/PROJECT	RELEVANCE TO PORT ST JOHNS
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.

SIP No.	DESCRIPTION/PROJECT	RELEVANCE TO PORT ST JOHNS
		Projects will include a focus on a new infrastructure, rehabilitation, upgrading and the improvement of water infrastructure management.

7.6. National Spatial Development Framework

The National Spatial Development Plan (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.

7.7. 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 the current 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.

7.8. National Priorities (2023 State of the Nation Address)

The 2023 State of the Nation Address by the President, builds on the priorities mentioned in the 2022 State of the Nation Address. Thus in February 09, 2023, the President through his State of the Nation Address (SONA) likewise advanced the short and medium term focus of Government into 4 priorities which are:

- Load shedding
- Reduce unemployment
- Fighting poverty and rising
- Fight corruption and strengthen the state.

In February 2023, the President again through his SONA amplified that the priorities included that there must be a massive rollout and maintenance of infrastructure, plans to support small businesses, invest in solar equipment, the rapid expansion of SA's energy generation capacity and growth and creation of jobs. All of these priorities should be reinforced through a social compact with all South Africans and all parts of our society, with no-one being left behind.

This year, further steps will be taken to unlock massive value for poor households by expediting the provision of title deeds for subsidised houses. The current backlog in processing title deeds is over 1 million houses, which amounts to an estimated R242 billion in assets that should be in the hands of South Africa's poorest households. The focus is not just on eradicating this backlog, but on making the title deed system more effective and more accessible. As we undertook in the State

of Nation Address last year, the Department of Public Works and Infrastructure has finalised the transfer of 14,000 hectares of state land for housing.

Access to quality education for all is the most powerful instrument we have to end poverty. A need to start with children who are very young, providing them with the foundation they need to write and read for meaning, to learn and develop. It is therefore significant that the number of children who receive the Early Childhood Development subsidy has more than doubled between 2019 and 2022, reaching one-and-a half million children. The Department of Basic Education is streamlining the requirements for ECD centres to access support and enable thousands more to receive subsidies from government.

the draft Public Procurement Bill will be finalised to address weaknesses identified by the State Capture Commission and improve efficiency, value for money and transparency.

Since announcing our determination to direct at least 40 per cent of public procurement to women-owned businesses, we have sought to establish an enabling environment to support women entrepreneurs. More than 3,400 women-owned enterprises have been trained to prepare them to take up procurement opportunities. Government is implementing a number of interventions to address failures at local government level and improve basic service delivery. These include enhancing the capacity of public representatives and officials, maintaining and upgrading local infrastructure, and invoking the powers of national government to intervene where municipalities fail to meet their responsibilities

7.9. 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 • 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 General valuation roll and will conduct supplementary on annual basis.
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.

7.10. Integrated Service Delivery Model

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.

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

7.10.1. Integrated Service Delivery Model (ISDM) Rationale

- Mis-alignment between Inter-Governmental Relations (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

7.10.2. 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.

7.10.3. 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.

7.11. Provincial Priorities (State of the Province Address (SOPA) 2023)

The province's priorities, build on the national priorities. The province has noted the recorded growth in the Eastern Cape Gross Domestic Product (GDP) in the first three quarters of 2022. To sustain the momentum on economic growth and job creation there is a need for more investors to be located in our province.

SOPA 2023 has affirmed the need for support to agriculture, significant resource investment in high value commodities such as grain, citrus, vegetables, and meat and further investment on commercial scale production in fruits, grains, livestock, vegetables, piggery, and poultry commodities. Further focus is on Aquaculture to exploit the vast oceans, estuaries, and rivers that abundant with marine life. A roll-out of infrastructure to improve access to tourist destinations and parks is one of the commitments made. Initiatives supporting SMME access to finance and markets, as well as interventions that leverage the public sector spend for support SMMEs remain a priority for the province. Government remains committed to ensure that youth-owned businesses continue to benefit from preferential procurement policy. All state institutions must speed up the implementation of youth responsive planning and budgeting framework.

The work of transforming the Wild Coast corridor through the construction of the N2 Wild Coast project is gaining momentum. This be a game changer and catalyst for further development and investment attraction throughout the Wild Coast. Consolidation for damages caused by floods on our roads and bridges is underway with the aim of sourcing more funding from national government to rebuild our infrastructure

7.12. 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 seven (7) years (2015-2030), building on the Provincial Growth and Development Plan (PGDP) of 2004-2014. The PDP was updated in 2019 and it 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 updated 2019 Vision is as follows:

“By 2030, Eastern Cape will be an enterprising and connected province where its people reach their potential”

This three-part vision can be broken down and further explained as follows:

- An **enterprising province** is a province where people are active in their own region’s social and economic development; a province where people are taking the initiative to develop their communities based on existing and potential resources and capabilities. An enterprising province is also a province of entrepreneurs, across scales, sectors and space, including social entrepreneurs.
- A **connected province** is a province that has a strong infrastructure network connecting the rural and urban areas of the province; connecting people to services and opportunities; and connecting the province to the economic hubs of South Africa, Africa and the world - via land, air and sea; ensures that all are connected to each other and the world via broadband internet; but where people remain strongly connected to their origins, history – and each other.
- A **province where its people reach their potential** is a province where birthplace, gender, race disability, sexual orientation or age does not determine and limit a person’s future, potential and opportunities. It is a province that endeavours to offer equal opportunities for all.

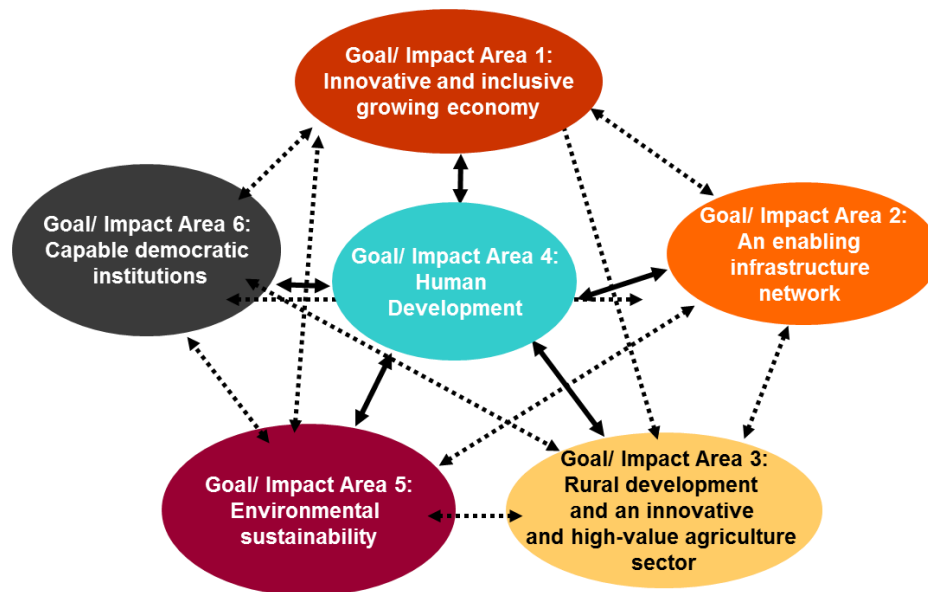
The EC PDP’s conceptual framework is based on the fulfilment of human potential through human development; economic opportunities and rights; and development of institutional capabilities. Human development is the principal focus of the vision. Economic opportunity and rights are both a means to and an end for human development. Equitable and fair distribution of material resources and economic infrastructure is needed for inclusive socio-economic development, as well as equal opportunity and meaningful, dignified work and income – the economic philosophy of *ilima/letsema*. Institutional capability refers to individual and collective ability, power and willingness to participate and collaborate in the province’s development.

The EC PDP also aims to eradicate historical backlogs in basic infrastructure by – or before – 2030. The plan has a strong focus on effective provision of public services, most notably education and health services. However, it is based on the notion of active citizenship and community-driven development. While the economic role of the metropolitan nodes is recognised, the plan places great emphasis on rural development as the majority of people remain in rural areas and smaller

rural towns. Further, the EC PDP aims to drive inclusive economic growth and development, particularly through unlocking the high potential of our coastal corridor and agro-industry sector. To drive inclusive growth, the plan is also emphasising the retention and expansion of industry, building on existing industrial capacity and natural resource potential.

To give effect to the vision of “an enterprising and connected province where its people reach their potential”, the updated EC PDP sets out six goals/impact areas as illustrated in the figure below:

Figure 2.2: EC PDP Goals/Impact Areas and linkages



The table below outlines all goals/impact areas, outcome focus areas and strategic focus areas of the EC PDP.

Table 2.4: Summary of EC PDP Goals/Impact Areas, Outcome Statement, Outcome & Strategic Focus Areas

GOAL/IMPACT AREA	GOAL/IMPACT STATEMENT	2030 OUTCOME FOCUS AREAS	STRATEGIC FOCUS AREAS
GOAL/IMPACT AREA 1: INNOVATIVE AND INCLUSIVE GROWING ECONOMY	In 2030 we envisage an Eastern Cape economy that is innovative, inclusive, larger and growing, more efficient and optimally exploits the competitive advantages of the province, increases	<ul style="list-style-type: none"> Spatially-balanced and inclusive economic development characterised by high economic growth (3 – 5% GDP per annum) that exploits the economic potential of our coastal zone, and much more 	<ol style="list-style-type: none"> Create an enabling environment that supports economic enterprise development.

GOAL/IMPACT AREA	GOAL/IMPACT STATEMENT	2030 OUTCOME FOCUS AREAS	STRATEGIC FOCUS AREAS
	employment (particularly of youth), and reduces inequalities of income and wealth.	<p>productive economic activity in the former homeland areas.</p> <ul style="list-style-type: none"> Halving unemployment (particularly youth and other designated groups) and poverty that will ensure greater promotion of black economic empowerment and reduction in inequality. 	<p>b. Rapid development of high-potential economic sectors.</p> <p>c. Development of spatially balanced economy.</p>
GOAL/IMPACT AREA 2: AN ENABLING INFRASTRUCTURE NETWORK	In 2030 we envisage that the province has a well-developed and enabling infrastructure network and that infrastructure investment responds to spatial aspects of future infrastructure demand and progressively undoes apartheid geography.	<ul style="list-style-type: none"> Infrastructure investment responds to spatial aspects of future infrastructure demand and progressively undoes apartheid geography. The provision of infrastructure is accelerated to achieve universal access to social services. Infrastructure investment helps to unlock economic potential. Infrastructure planning, delivery, operation and maintenance is improved. 	<p>2.1 Build resilient economic infrastructure that promotes economic activity.</p> <p>2.2 Universal access to basic infrastructure.</p> <p>2.3 Sustainable energy and electricity provision.</p> <p>2.4 Develop sustainable and integrated settlements.</p> <p>2.5 Improve infrastructure planning, delivery, operations and maintenance.</p>
GOAL/IMPACT AREA 3: RURAL DEVELOPMENT AND AN INNOVATIVE AND HIGH-VALUE AGRICULTURE SECTOR	In 2030 we envisage accelerated agricultural development and opportunities for producers across all scales in local, provincial, national and global value chains. The goal is more	<ul style="list-style-type: none"> Reduction in spatial inequality resulting from the apartheid. Bantustan legacy of the Province. Improved socio-economic equity for rural communities, including livelihoods. 	<p>3.1 Sustainable community agriculture and diversified livelihoods.</p> <p>3.2 Development of agricultural value chains.</p>

GOAL/IMPACT AREA	GOAL/IMPACT STATEMENT	2030 OUTCOME FOCUS AREAS	STRATEGIC FOCUS AREAS
	<p>and better jobs, as well as economic self-sufficiency in rural areas through stimulating the growth of rural towns and strengthen the links between them and their rural surroundings.</p>	<ul style="list-style-type: none"> • Accelerated agricultural development and food security for all. • Increases in the total area of land under agricultural production and the number of people, households and enterprises that are active in the agriculture sector. • Economic self-sufficiency in rural areas through stimulating the growth of rural towns and strengthen the links between cities, towns and their rural surroundings. • Increased contribution of agro-industry to GDP and employment. 	<p>3.3 Accelerate land reform and land rehabilitation programmes.</p>
<p>GOAL/IMPACT AREA 4: HUMAN DEVELOPMENT</p>	<p>In 2030 we envisage a society with little or no abject poverty, low levels of hunger, improved standards of living, and safer communities where conditions enable all to fulfil their human potential and longer life expectancy. Collaborative and innovative investments remain critical towards the transformation of children and designated groups.</p>	<ul style="list-style-type: none"> • Increased life expectancy. • Transformative universal opportunities of early childhood development. • Universal access to quality education. • Improve the skills development programme. • A society with enabled social determinant drivers of health and educations. • Improved health profile in communities (all wards) through reduction of disease burden. 	<p>4.1 Increase access to early childhood development. 4.2 Improved quality of primary and secondary education for improved educational outcomes. 4.3 Increase skills for development of the province. 4.4 Improved health profile and health</p>

GOAL/IMPACT AREA	GOAL/IMPACT STATEMENT	2030 OUTCOME FOCUS AREAS	STRATEGIC FOCUS AREAS
		<ul style="list-style-type: none"> • Access to social protection for all and opportunities for reduction of inequality. • Empowering psycho-social services to redress social distress. • Safer communities and reduction of contact crime. • Sustainable human settlements • Cohesive communities with scope for moral regeneration. 	<p>outcomes in communities.</p> <p>4.5 Improve the safety of the people in the Eastern Cape.</p> <p>4.6 Promotion of social cohesion and moral regeneration.</p> <p>4.7 Social protection and viable Communities.</p>
<p>GOAL/IMPACT AREA 5: ENVIRONMENTAL SUSTAINABILITY</p>	<p>In 2030 we envisage that developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities. Investment in skills, technology and institutional capacity is critical to support the development of a more sustainable society and the transition to a low-carbon economy</p>	<ul style="list-style-type: none"> • Co-ordinated planning and investment in infrastructure and services that take account of climate change and other environmental pressures, thereby making communities more resilient to the impacts of climate change and less socioeconomically vulnerable. • Climate change adaptation strategies are implemented, including disaster preparedness, investment in more sustainable technologies and programmes to conserve and rehabilitate ecosystems and biodiversity assets. • Significant investment in consumer awareness, 	<p>5.1 Safeguarding ecosystems and existing natural resources.</p> <p>5.2 Respond to climate change and green technology innovations.</p> <p>5.3 Improvement of environmental governance.</p>

GOAL/IMPACT AREA	GOAL/IMPACT STATEMENT	2030 OUTCOME FOCUS AREAS	STRATEGIC FOCUS AREAS
		<p>green product design, recycling infrastructure and waste-to-energy projects results in significant strides to becoming a zero-waste society.</p> <ul style="list-style-type: none"> • The Eastern Cape reduces its carbon emissions in line with South Africa's international commitments. • Policy and regulatory frameworks are created for land use, to determine the environmental and social costs of new developments and ensure the conservation and restoration of protected areas. 	
<p>GOAL/IMPACT AREA 6: CAPABLE DEMOCRATIC INSTITUTIONS</p>	<p>The vision for 2030 is that the province is much more effective and efficient in utilising its human, financial and other resources, has accountable, honest and capable leadership and institutions that are engaged in sustainable partnerships for provincial development with social actors and the broader citizenry.</p>	<ul style="list-style-type: none"> • A skilled and capable workforce to support an inclusive growth path • Responsive, accountable, effective and efficient local government. • Create a better South Africa and contribute to a better Africa and a better world. • An efficient, effective and development-oriented public service. 	<p>6.1 Building the Capability of the State to deliver.</p> <p>6.2 Transformed, integrated and innovative service delivery.</p> <p>6.3 Instilling a culture of good corporate governance.</p> <p>6.4 Build multi-agency partnerships.</p>

The specific interventions for each goal/impact area are contained in a separate 5-year implementation plan (EC Provincial Medium Term Strategic Framework (PMTSF)) for 2020 – 2025 to strengthen the implementation of the PDP.

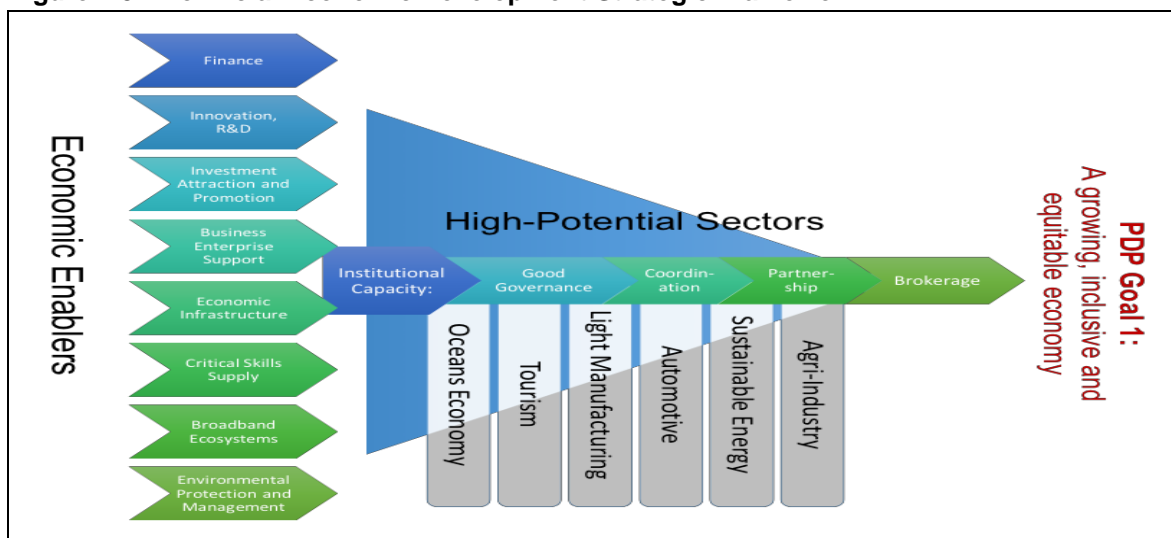
The province will build the necessary capabilities to anchor various multi-agency partnerships and empower people to meaningfully participate in their own development. Given that over 70% of the population is rural, the fortunes of the province are inherently bound up with the future of its rural areas.

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.

7.13. 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 2.3: Provincial Economic Development Strategic Framework



The Provincial Economic Development Strategy (PEDS) has been taken into consideration when formulating this review. As a municipality located within O.R. Tambo District Municipality and Eastern Cape Province we are bound by the commitments made in the above mentioned economic development framework.

7.14. District Municipal IDP Framework

The District Municipality 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.

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, effective and efficient 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 SPLUMA compliant 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, effective and efficient developmental Local Government System and Traditional Leadership	Vibrant, equitably, enabled Communities An educated, empowered and Innovative citizenry A healthy population	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 (schedule 6 projects) Coordinate and facilitate the implementation of High Mast Lights Project. Construction of Access Roads Construction of Community Halls Coordinate and facilitate the maintenance of Electrical infrastructure Coordinate and facilitate the maintenance of Roads infrastructure Development of infrastructure plans

KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
								<ul style="list-style-type: none"> Coordinate implementation and facilitate the construction of Welisizwe Bridges within PSJLM Coordinate implementation of maintenance program of Provincial Roads within PSJLM
						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"> Coordinate and facilitate the implementation of Water projects Coordinate and facilitate the implementation of Sanitation Coordinate and facilitate the implementation of PSJ Waste Water Treatment Works

INTEGRATED DEVELOPMENT PLAN 2024-2025

KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
						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
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 Develop, maintain and make available financial management skills.
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.

INTEGRATED DEVELOPMENT PLAN 2024-2025

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 refines 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	GGPP 5.1	To promote sound leadership, good governance, public participation and enabling environment	<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
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

INTEGRATED DEVELOPMENT PLAN 2024-2025

KEY PERFORMANCE AREAS	OUTCOME 9	PDP	B2B PILLARS/TEN-POINT PLAN	STRATEGIC GOAL	GOAL STATEMENT	IDP REF	STRATEGIC OBJECTIVES	STRATEGIES
								<ul style="list-style-type: none"> • Institutionalise and coordinate customer care services • Finalisation of organisational structure review • To promote job opportunities for local community

7.15.

CHAPTER 8 – SECTOR PLANS

8.1. 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 should form part 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.

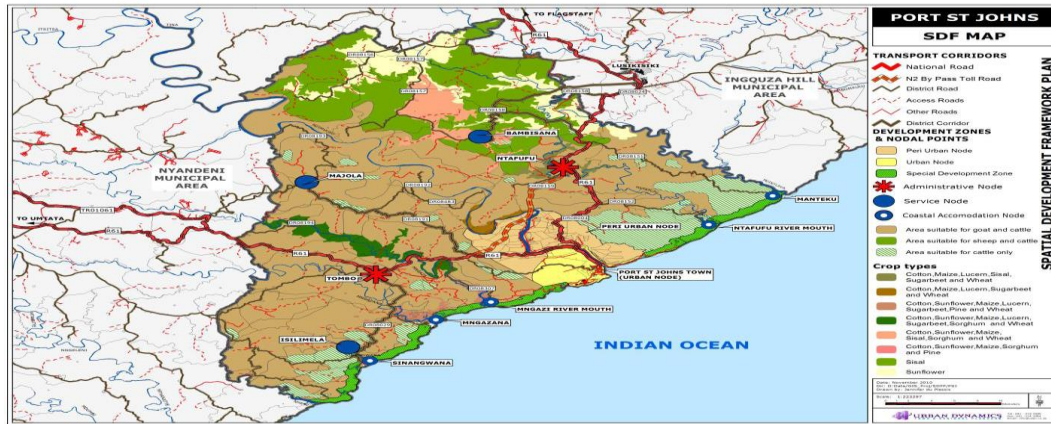
The purpose of including these sector plans is to ensure that they are considered during planning and implementation of the IDP. They guide the institution and its departments on sector specific issues to ensure sustainable growth and development.

8.2. Spatial Development Framework

The Spatial Development Framework (SDF) for Port St John's Municipality has been reviewed and approved by Council 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. The SDF is planned for review in the 2023/24 financial year in line with Eastern Seaboard regional Spatial Development framework and to incorporate disaster and risk management areas.

The table below shows the SDF Spatial Development Plan for the entire Port St John's Municipality.

Figure 6.1: PSJLM Spatial Development Framework



Source: PSJLM SDF Review 2010 p.111

(a) Spatial Vision

The vision is seeking to transform and integrate the social-economic space of the Port St Johns Local Municipality and elevate and promote Port St Johns into a regional economic node and driver for sustainable economic growth and development in relation to surrounding rural lands and The Wild Coast. The principles guiding the vision for spatial planning are: Efficient and Integrated Land Development; Sustainable Development; Protection and Enhancement of the Environment; Discouraging Illegal Land Use; Efficient Public Participation and Capacity Building; Facilitating Development Interaction with the Port St Johns Local Municipality; Clear Guidance, Procedures and Administrative Practice; Speedy Land Development; No one Land Use is more Important than any other; Security of Tenure; Co-ordination of Land Development, and Promotion of Open Markets and Competition.

(b) Objectives

The Port St Johns Local Municipality will pursue the following objectives to achieve the desired spatial form:

Objective 1: To fulfill Council's mandate as outlined in the Municipal Systems Act, Municipal System Act Regulations and the Land Use Management Bill with respect to preparation and implementation of Spatial Development Frameworks.

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.

8.3. 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 Port St Johns Local Municipality, 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 Port St Johns Spatial Development Framework, 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:

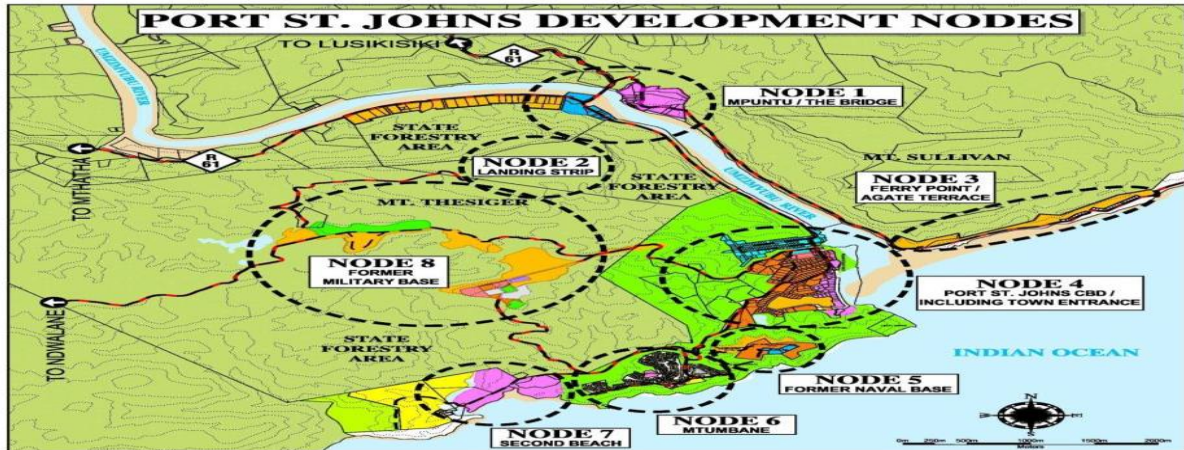
- Promote access and supply of residential land and employment opportunities in close proximity and integrate with each other in urban development.
- Encourage environmentally sustainable and efficient land development practices and processes.
- Ensure that urban policy, administrative practice and town 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 Port St Johns Local M.
- 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 Johns 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

8.4. 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 2022/23 IDP review and the Municipality will be undertaking its review in the next 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 Port St Johns Local Municipality'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 Housing Sector Plan 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 Port St Johns Local Municipality seeks to achieve the housing vision of “A Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality's revenue base. The Port St Johns Local Municipality 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 Port St Johns Local Municipality 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 Port St Johns Local Municipality has to aggressively consider proactively dealing with planning and surveying of land in preparation for urbanization.

8.5. 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 through review done with the assistance from National COGTA.

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 	<ul style="list-style-type: none"> ❖ Continued high levels of HIV/AIDS ❖ Rising unemployment levels ❖ High levels of poverty ❖ Low income levels

<ul style="list-style-type: none"> • 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 • 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 	<ul style="list-style-type: none"> ❖ 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
--	---

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 ▪ To promote Tourism through the construction of Cultural Villages in rural areas by the end of 2004 	<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 • 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 ✓ Lobby for Funding

Priority	Objective	Strategy
	<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"> ✓ 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 Port St Johns Local Municipality is still currently experiencing serious challenges which hinder the promotion and facilitation of Local Economic Development (LED) projects. The Port St Johns Local Municipality 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.

8.5. 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.

1. Isilemela in ward 02
2. Tombo in ward 04
3. Majola in ward 08
4. Lumphoko in ward 10
5. Woods in ward 09
6. Ntafufu in ward 12
7. Bambisana in ward 13
8. MwaNyathi in ward 17

9. Lutshaya in ward 17
10. Port St Johns and the adjacent coastal resort

(a) Strategic Development Nodes

Bambisana Node (Ward 13)

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 (ward 02)

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 Local Municipality).

Ntafufu Node (ward 12)

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 Municipality's Spatial Development Framework. 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 Port St Johns

Municipality, Inqaza Hill Municipality, SANRAL and other stakeholders where N2 beneficiation and advantages are being discussed.

Tombo Node (ward 04)

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: it's 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.

Majola (Ward 08)

Majola Administrative Area of Ward 8, Port St Johns Municipality remains one of the most underdeveloped communities in the Eastern Cape, with high social and economic infrastructure backlogs, low levels of economic growth, and high levels of poverty and unemployment. At the same time, the area has some competitive advantage in agriculture, tourism and craft production which remains largely untapped. Majola also has a tea estate which provides an opportunity for a processing plant and essential oils manufacturing.

The department of agriculture successfully piloted the planting of various essential oil trees, however it lacks sufficient funding for the project. Majola has a dam that is under-utilised and provides a perfect opportunity to expand the agricultural infrastructure in the area. The municipality has identified the following resources and sectors which need to be used optimally to develop the economy of the area;

- Forestry
- Heritage (Arts and Culture)
- Tourism

- Manufacturing
- Agriculture
- Small Medium and Micro Enterprise (SMME) Development

Luphoko node (ward 10)

Luphoko is in Ward 10 of the Port St. Johns Local Municipality, endowed with unsurpassed natural beauty as the land is adjacent the Ocean. This area is proposed that a tourism hub consisting of a commercial and accommodation centre, comprised of a Tourism centre (shopping, offices, cultural), Retail Mall, Tourist Lodge (chalets/camping site), Hotel with a Casino, Residential Estate with a Golf Course, Fuel Station, Taxi Rank, Aircraft Landing Strip and Community Focused Facilities and a day visitors park. The tourism industry is one of the fastest growing industries internationally and is currently regarded as the second fastest growing sector in the South African Economy (DEAT, 2006). The Eastern Cape Province has 800km of coastline which a great potential for the establishment of an ocean economy.

Lutshaya node (ward 17)

The locality Lutshaya is in ward 17 of Port St Johns Municipality within the O.R Tambo District in the Eastern Cape (EC) province. Lutshaya is a remote rural area situated 25km away from Lusikisiki Town, occupied by mainly black people with high levels of unemployment. This area has been identified for a mix of activities such as Agricultural hub consisting of livestock farming (Poultry, Piggery & Cattle), Dairy Farming & factory, Massive food production (Maize and Potatoes) and there is a demarcated conserved land. A shopping mall, Multi-purpose community Hall that consists of a library, government service centre, communication and printing centre.

Agricultural Development (All the Wards)

The Port St Johns Integrated Development Plan indicates a considerable potential for agricultural production in the municipality. The climate is mildly sub-tropical, rainfall is generally reliable and plentiful for summer crop production, large tracts of grazing still exist and there is limited irrigated crop land in alluvial terraces within rather steep and narrow river basins.

Agriculture and forestry are considered to be two of the main economic drivers available to the Municipality. This report deals with agriculture only. Further work is required in negotiating with Environmentalists before the actual potential for forestry can be evaluated.

A desk top indication of the natural resource base, provided by the Department of Agriculture and Rural Development, and the Agricultural Research Council indicates a total area of 129 112 ha of land, available for agriculture and forestry

Infrastructure to enhance agricultural development in the form of mechanization remains in great demand. The area has also a great potential for livestock but infrastructure in the form of dipping tanks remains a challenge.

The agro-processing industry is among the sectors identified by the Industrial Policy Action Plan (IPAP), the New Growth Path and the National Development Plan for its potential to spur growth and create jobs because of its strong backward linkage with the primary agricultural sector.

Though few of the challenges facing the SMEs are unique for each division, it can be asserted that lack of access to finance, inadequate skills and inaccessible government support are the foremost challenges facing most SMEs across the divisions. Since the potential for generating more employment is higher for SMEs, a policy intervention to alleviate some of these challenges is critical to realize their full potential and lessen the market concentration.

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 opportunities include:

- Mpantu
- Airport and Landing Strip
- Ferry Point and Agate Terrace
- Port St Johns CBD

- Former Naval Base
- Mtumbane Village
- Second Beach
- Former Military Base
- Port St Johns Peri-Urban Node; creating economically productive subdivisions and maximizing density of land use.

Airstrip Development & Cable Car (Ward 6)

- The aircraft landing strip plays a very important role in providing air transport to and from Port St John's.
- The surfaced airstrip is primarily used by private aircraft transporting business people and tourists to Port St John and surrounding holiday resorts.
- The facility is also used for emergency and mercy flights. The landing strip, in its current state has a potential of being the gateway for drugs and illegal activities into the Port St John's area which then poses a threat to the lives of people.
- Development of the Airstrip should include hotels, a viewing deck & cable car and such development would contribute to tourism development with economic spinoffs.

Waterfront Development (PSJ Town)

- Infrastructure investment is an important component and a driver for the development of South Africa and its Cities.
- The Port St Johns also holds international acclaim due to its status as one of holiday destinations in South Africa. As a result, the Port St Johns is diligently working at bolstering its standing among holiday destinations cities.
- The Port St Johns is actively striving to be a vibrant place to live, work and play for both its visitors and citizens.
- The critical part of this development is that the Port St Johns must be able to attract investors, who will bring with them the expertise, funds and the capacity to develop the proposed new Waterfront Development.
- Port St Johns municipality will not achieve the desired growth and development without cultivating an investor friendly environment, efficient processes, proactive but sustainable policies and funding strategies of its own. Given the location of the earmarked land parcel within the Port St John's CBD, the site has, for some time, been considered a key strategic land parcel that could play an important role in transforming the socio-spatial and economic functioning of the Town Centre.

Golf Course Development (PSJ Town)

- There is a severe housing shortage both in the low income sector as well as for the middle income group.
- The problem is partially illustrated by informal squatting areas currently developing in Greens Farm and at the foot of Mount Thesinger in Mpantu.
- This is further emphasised by the fact that people who work for the Government or the Municipality in Port St John's have difficulty finding a place to live. There is therefore a need to develop housing both for the middle income group.
- A portion of the current golf course area in Port St John's town should be made available for residential development.
- This area has been earmarked for medium density housing (100 units) to address the housing need for middle income earners in Port St John's, as well as offering low density dwellings (70 units).
- The housing could include double- and triple-storey units, incorporating apartments. The land is currently owned by the Port St John's Municipality and measures approximately 7 ha in size.

Revamping & Licensing of Boat launching Sites

- Our country is one of many African countries to adopt an oceans economy strategy following the decision by the African Union in 2015 to launch the African Intergrated Maritime Strategy by declaring the following 10 years to 2025 'the decade of the African seas'.
- This strategy recognised that African nations rely on the ocean for trade, transport, energy, food, tourism, recreation, and many other goods and services. This means our oceans must be managed responsibly and cooperatively for the benefit of all African countries.
- Port St Johns is a tourist town and should be treated as such, where laws that govern the land and our waters are applied to grow our economy and prevent lawlessness. A registered launch site will invite tourists to stay in our town, where they will use Port St Johns accommodation. Due to the tourist stay, local businesses will also benefit right down to the traders in the streets.
- For years Port St Johns has had vessels that are fishing around the river and the nearby ocean, there are no proper records for such vessels, even those who are privately launched from private residences. With a proper registered site, such records can be standardized to deal with illegal fishing.

Development of a Shopping Mall (PSJ Town)

- Port St John's has a regional function in terms of shopping and supplies. There is substantial pressure from the retail sector on space availability in Port St Johns.
- This in turn has resulted in large scale shed-like buildings detracting from the town's character, causing congestion and additional deterioration of the roads by large trucks. Any further extension of the retail sector needs to be carefully considered.

- The development of the land identified for a shopping mall in Port St John’s is envisaged as a mixed-use facility including retail, office and other services, such as medical services

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, in has established a committee coordinated by both DEDEAT and Port St Johns 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 one 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 if 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.

8.6. 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.

The 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 2023/24 financial year. In order to execute the above legislative framework the municipality has established 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 sutherandii*) 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 (*Millettia 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) Amaranthus hybridus (umtyutyu)(x), Cestrum laevigatum (inkberry) pteridium aquilinum (eaglefern), Caesalpinia decapetala, Solanum mauritanum (bugweed), Montanoa, hibiscifolia (Tree daisy), Chromolaena odorata (Triffid weed), Psidium guajava (guava), Agave sisalana (Sisal), Rubus cuneifolius (American Bramble), Ricinus communis (Castor oil plant), Chromolaena odorata (Triffid weed) and Bammbu. 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 eucalyptia 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 sand stone 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 Mpantu (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 management plan before end of 2023/2024 financial year 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-tourists 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 Manteku 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

- 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.
- 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).
- Port St. Johns is located 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.

9. Integrated Waste Management Plan (IWMP)

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 Port St Johns Municipality 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.

6.1.9 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

INSTITUTIONAL SCORECARD 2024-2025