



**FINAL**

**MAKANA MUNICIPALITY**

**INTEGRATED DEVELOPMENT PLAN**

**2017-2022**

## **FOREWORD BY THE EXECUTIVE MAYOR:**

This document constitutes the new term of 2017/2022 Integrated Development Plan (IDP). IDP revisions provide us with an opportunity to reflect and devise innovative ways to improve service delivery.

We continuously strive towards a more integrated planning approach whereby we seamlessly integrate our IDP, Budget and Performance Management System with one another while simultaneously aligning our planning to National and Provincial Plans and Frameworks specifically the National Development Plan 2030 and Provincial Strategic Plan which sets out the Eastern Cape Government's vision and strategic priorities for their current term of office.

Our development priorities remain substantially the same as last terms with some few changes; Priority Number One remains Basic Service Delivery and Infrastructure Development with key focus areas: Water and Sanitation Infrastructure Development and Roads. Priority Number Two is Local Economic Development and Rural Development, substituting Community and Social Development which was priority number two in 2011-2017 IDP with key focus areas of Radical Socio Economic Transformation which included SMME' Development. Community and Social Development is Priority Number Three, focusing mainly on Clean City and Waste Management. Priority Number Four is Institutional Development and Financial Viability with special emphasis on Institutional Image and Revenue Enhancement. Priority Number Five is Good Governance and Public Participation with special emphasis on Improved Stakeholders, Community Engagement and alignment to sector departments and clean governance. Priority Number Six is Human Settlement Management with the understanding that the function is not the mandate of the municipality, however we will ensure that the beneficiary administration is properly managed.

The global and national economic recession has an impact on our Municipality and manifests itself in poverty and in the inability of many residents to pay municipal service charges. We have therefore reviewed our financial policies in a bid to ensure that we meet the basic needs of the Community and that our services are equitable and accessible.

We also need to focus on the economic development of our community, especially the creation of an enabling environment for economic growth. Good municipal infrastructure, service delivery and clean governance are pre-requisites to attracting investment and development within in our municipal area. Our capital development programme reflects our commitment to infrastructure development and service delivery and we will also place a strong emphasis on Good Governance, especially Financial Management, Performance Management and Compliance with Laws and Regulations. We are pleased to say that our 2015/2016 Audit outcome was qualified and we need to improve on this opinion and build on this achievement.

The Constitution places a developmental duty on Municipalities which requires us to structure and manage our administration, budgeting and planning processes in a manner that gives priority to the basic needs of the community whilst promoting social and economic development. We would not be able to fulfil this obligation without the input of our communities. I would therefore like to thank all our clients for participating in the development of this IDP as well as other municipal processes and encourage you to continue doing so. I would also like to extend a special word of thanks to our Ward Committee Members who provided valuable contributions to this IDP review. Lastly, I would like to extend a word of thanks to my fellow Councillors, Senior Management and all of our staff for their on-going, unyielding support and hard work during this time.

**CLLR N. GAGA**

**EXECUTIVE MAYOR**

## **FOREWORD BY THE MUNICIPAL MANAGER:**

I am very proud to present the five year (2017/22) of our Integrated Development Plan (IDP). It is an opportune time to assess how far we have come in terms of sustainable service delivery and focus on the outstanding priorities that we committed to when approving the five year 3<sup>rd</sup> generation Integrated Development Plan (IDP) for the 2012/13 – 2016/17 financial years of May 2012. In this IDP you will find everything you need to know about our development priorities for the financial year which are aimed at improving the future of people and the area they inhabit.

Municipalities are required to adhere to the principles of co-operative governance and work cooperatively with other spheres of government to ensure that the IDP is not just a Municipal Plan but also a “Single window of co-ordination” for relationships between local and district municipalities and other spheres of government.

It is against this background that the Municipality has developed a new IDP for 2017 – 2022, which is informed by and aligns to the National Development Plan (NDP). Provincial Strategic Plan, District IDP

- Municipal continue to experience financial difficulties like Budgeting for surplus – Currently expending items exceeding revenue to be generation due to non-cash items: namely Asset Impairment and Provision for bad debts.
- Maintaining revenue collection rate at acceptable levels – The overall collection rate for the current financial year is 72% and this is due to non-payment
- Correct provision for maintenance of infrastructure – There are no maintenance plan in place to monitor the aging of infrastructure.
- No reserves or investments – The municipality is unable to fund capital projects
- Integration of town planning and valuation functions – Currently departments are working in silos and this impact on the billing information.
- Curbing consumption of water and electricity by the indigent – this increase the debtor’s book.

The Municipality will continue to create an environment that fosters sustainable social and economic development. We will strengthen our focus on local economic development and encourage local job creation. We will continue to work together with all our strategic partners and build long-lasting relationships for the benefit of all our communities.

**Mr M. PLANGA**

**ACT MUNICIPAL MANAGER**

**This is to certify that the Council of Makana Local Municipality has adopted the Final 2017-2022 Integrated Development Plan.**

**Signed by:**

\_\_\_\_\_  
**MUNICIPAL MANAGER**

**DATE:** \_\_\_\_\_

\_\_\_\_\_  
**EXECUTIVE MAYOR**

**DATE** \_\_\_\_\_

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## **ACRONYMS AND ABBREVIATIONS**

<b>IDP</b>	Integrated Development Plan
<b>Agric</b>	Agriculture
<b>ASGISA</b>	Accelerated and Shares Growth Initiative for South Africa
<b>CBP</b>	Community Based Planning
<b>CDM</b>	Cacadu District Municipality
<b>CDW</b>	Community Development Worker
<b>CFO</b>	Chief Financial Officer
<b>CIlr</b>	Councilor
<b>EM</b>	Executive Mayor
<b>MM</b>	Municipal Manager
<b>CSS</b>	Community and Social Services
<b>DBSA</b>	Development Bank South Africa
<b>DEAET</b>	Department of Economic Affairs, Environmental and Tourism
<b>DLGHTA</b>	Department Local Government, Housing and Traditional Affairs
<b>DoSD</b>	Department Of Social Development
<b>DPLG</b>	Department of Provincial and Local Government
<b>DTIS</b>	Department of Technical and Infrastructure Services
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>ECDC</b>	Eastern Cape Development Corporation
<b>EHS</b>	Environmental Health Services
<b>FM</b>	Financial Manager
<b>GHT</b>	Grahamstown
<b>GTZ</b>	German Technical Corporation
<b>HASTI</b>	HIV and AIDS and Sexually Transmitted Infections
<b>LSA</b>	Local Service Area
<b>Makana LM</b>	Makana Local Municipality
<b>MEC</b>	Member of the Executive Council
<b>MMEC</b>	Member of Municipal Executive Committee
<b>MIG</b>	Municipal Infrastructure Grant
<b>MPCC</b>	Multi-Purpose Community Centre
<b>Mun</b>	Municipality
<b>NSDP</b>	National Spatial Development Plan
<b>PGDP</b>	Provincial Growth and Development Plan
<b>PHP</b>	People Housing Process
<b>PMS</b>	Performance Management System
<b>Rep</b>	Representative
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework
<b>WSDP</b>	Water Service Development Plan
<b>WTW</b>	Water Treatment Works
<b>WWTW</b>	Waste Water Treatment Works
<b>AFF</b>	Asset Financing Fund
<b>Opex</b>	Operation expenditure
<b>Capex</b>	Capital Expenditure
<b>MAPC</b>	Municipal Public Account Committee
<b>CIP</b>	Comprehensive Infrastructure Plan
<b>LED</b>	Local Economic Development

## **A. OVERVIEW OF THE MUNICIPALITY:**

Makana Local Municipality (Makana) is a category B Municipality approximately halfway between East London and Port Elizabeth that forms part of the nine local municipalities of the Sarah Baartman (formerly Cacadu) District Municipality in the Eastern Cape Province. Makana's area is bordered in the north-east by Amathole District Municipality with the cities of Port Elizabeth 120km to the west and East London 180 km to east, north-west by Blue Crane Route Local Municipality, in the south by Ndlambe Local Municipality and in the south-west by the Sundays River Valley Local Municipality. In 2011 the Municipality was delimited into fourteen wards.

Makana covers an area of 4 375.62 square kilometres and constitutes 7.5% of the Sara Baartman District and based on the 2011 SA Statistics, the population figure is 80 390 with the largest concentration of people being found in Grahamstown.

At the heart of Makana is the city of Grahamstown, situated 55 kilometres from the coast. Grahamstown is famous as one of the leading cultural, educational and tourist centres and hosts the National Arts Festival in South Africa, as well as being the primary location of Rhodes University and other prominent and internationally acclaimed primary and high schools/colleges are found in Grahamstown.

## **TOWNS AND VILLAGES OF MAKANA MUNICIPALITY:**

### **Grahamstown:**

At the heart of Makana Municipality is the city of Grahamstown, situated 55 km from the coast and 535m above sea level. Grahamstown is famous as one of the leading cultural, educational, tourist centers and being the host city of the National Arts Festival in South Africa.

### **Alicedale:**

Owing its existence to the development of the railways, the station at Alicedale is a vital link between the Makana region and the main railway line between Port Elizabeth and Johannesburg.

### **Salem:**

The Methodist Church founded Salem in the mid-1820s. It is famous for its many fine buildings and also for the historic negotiations between Richard Gush and the Xhosa people during the War of Hintsa, when the Xhosa agreed to leave the village in peace.

### **Riebeek east:**

The Dutch Reformed Church established the village of Riebeek East in 1830 on the farm Mooimeisiesfontein, the home of the famous Voortrekker leader Piet Retief.

Riebeek East is now in the midst of a game and sheep farming area and offers many attractions and hiking trails through the surrounding diverse and beautiful hills.

**Seven fountains:**

This farmers' community derived its name from seven springs located on different farms in the area.

**Fort brown:**

Established as a military post in 1817, the gun tower and adjoining walls of the fort, overlooking the Great Fish River and central to a number of major game reserves, is a national monument.

**Sidbury 1820:**

Established in 1820 after which settler Lieutenant Richard Daniel of the Royal Navy built Sidbury Park in the 1830's and also created the nearby village of Sidbury where war graves can still be found. Both are named after his native Sidbury in Devonshire. As part of fortifying the property, the barn was linked to the house by stone walls. Daniel was the first to import merino sheep into South Africa.

**Manley flats:**

Manley Flats is located on top of a small hill in the beautiful Manley Flats Valley just 20 km from Grahamstown.

**Carlisle Bridge:**

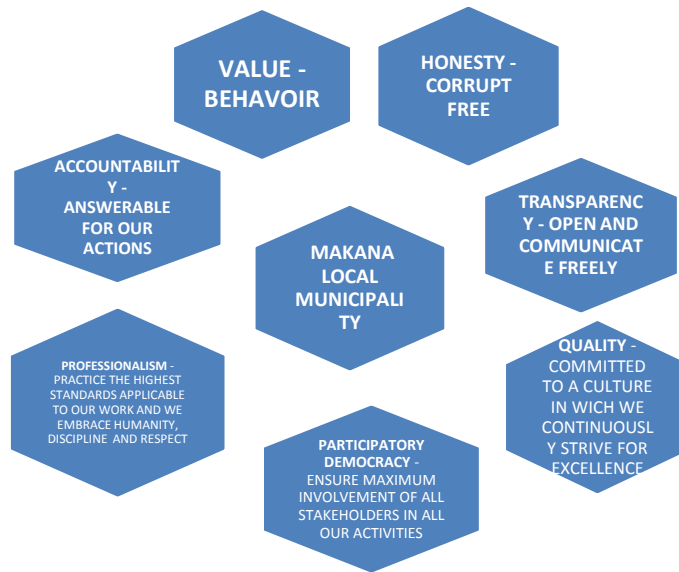
Carlisle Bridge is a small farm area that is found 15.2 Km from Riebeek East and 37 km to Grahamstown.

**B. MAKANA VISION AND MISSION STATEMENT**

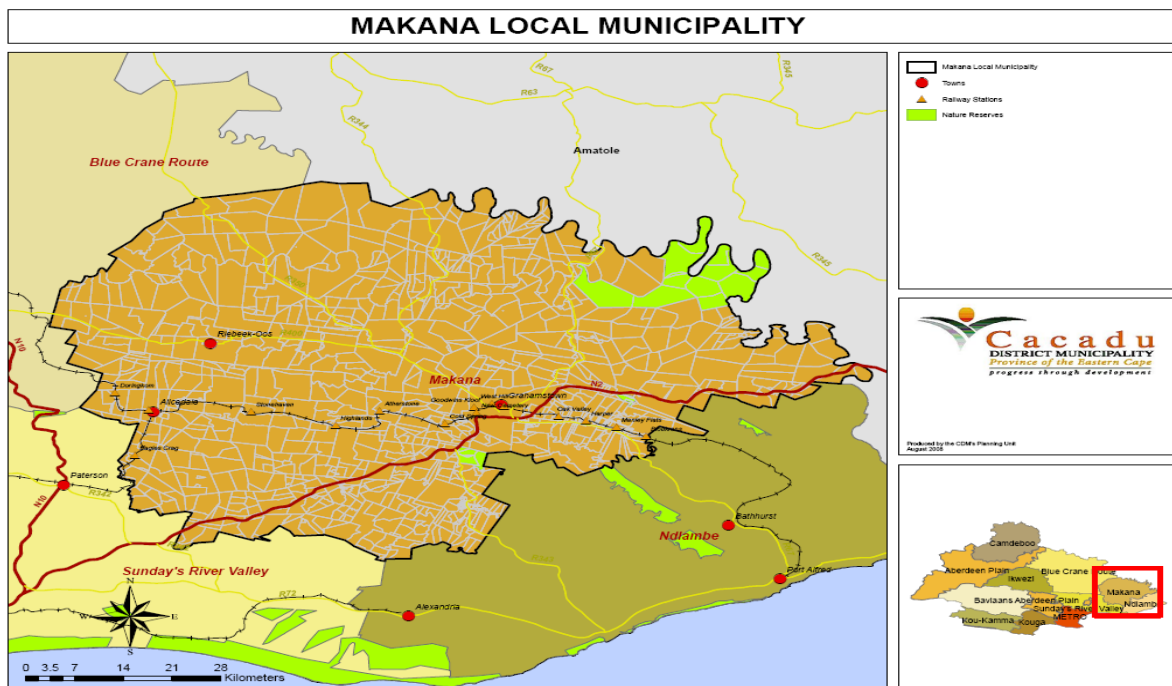
*"Makana Municipality strives to ensure sustainable, affordable, equitable and quality services in a just, friendly, secure and healthy environment, which promotes social and economic growth for all".*

## C. CORE VALUES OF THE MUNICIPALITY:

Figure1



Map 1



## CHAPTER ONE: PREPARATION AND PLANNING PROCESS:

The Makana local municipality's is undergoing its review of the Integrated Development Plan for next five year (2017-2021)

### 1.1 BACKGROUND

The Municipal Systems Act (No. 32) of 2000 requires that Local Government Structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. In conforming to the Act's requirements Makana Municipality's Council has delegated the authority to the Municipal Manager to prepare the IDP.

Makana Municipality's commitment to developing a ***"Great Place to be"*** is driven with specific emphasis of translating the Municipality's strategies into an Implementable Action Plan. The Municipality will be committed in ensuring that, its revised ***Developmental Priorities*** in the IDP 2017-22 are achieved.

### 1.2 LEGAL FRAMEWORK

This document represents the Final of Makana Municipality's Integrated Development Plan (IDP) 2017 –2022. IDP's are compiled in terms of the requirements of Chapter 5 of the Municipal Systems Act (MSA) (Act 32 of 2000), Section 25 of the MSA states inter-alia the following:

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-ordinate plans and takes into account 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 the chapter ;and
- e) be compatible with National and Provincial Development Plans and planning requirements binding on the municipality in terms of legislation".

The Annual Review and Amendments of Integrated Development Plan (IDP) a municipal council-

- a) must review its IDP
  - (i) annually in accordance with an assessment of its performance measurements in terms of section 41 of the MSA,
  - (ii) according to the extent that changing circumstances so demand; and
- b) may amend its IDP in accordance with a prescribed process.

The status of an Integrated Development Plan is concerned with Section 35 of the MSA which states that an IDP adopted by municipal council: -

- a) is the ***principal strategic planning instrument*** which guides and informs all planning and development issues 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 person to the extent that those parts of the integrated development plan impose duties or affect the rights of those people have been passed as a by-law.

Section 36 of the MSA states that a municipality must

- give effect to its Integrated Development Plan;
- conduct its affairs in a manner which is consistent with its Integrated Development Plan.

### 1.3 MAKANA FIVE YEAR INTEGRATED DEVELOPMENT PLAN

The IDP document will represents the strategic plan of Makana Local Municipality that will guides and inform all planning and allocation of resources for the five year period, 2017-2022. It is informed by National and Provincial Government priorities.

### 1.4 MANDATE AND GUIDING PARAMETERS

The Local Government Municipal Systems Act, 2000, introduced the process of municipal planning for municipalities and regulates the development of Integrated Development Plans (IDPs).

Over and above the legislative context, there are National, Provincial and District wide guiding policies and frameworks that exist, which the Makana Local Municipality needs to bear cognisance of. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

#### 1.4.1 SUSTAINABLE DEVELOPMENT

The Millennium Development Goals and targets stem from the Millennium Declaration by 189 Countries in 2000 to work towards achieving economic and social development priorities which were subsequently termed Millennium Development Goals. These have come to an end in 2015.

Seventeen sustainable development goals have been put together for the next fifteen years to 2030. South Africa is signatory to that agreement. The MDG's have been embraced by Government and are aligned with the Medium Term Strategic Framework, which outlines national government development priorities. The Makana Local Municipality will consider the 17 sustainable development goals in its development agenda.

#### 1.4.2 NATIONAL OUTCOMES

The paradigm shift in developmental local government dictates that planning must become more 'outcomes-driven' and the priorities of government set the context for this to be realised. Accordingly, Government has formulated 12 Outcomes.

**Table 1**

<b>Nat. Outcome</b>	<b>National outcomes</b>	<b>Nat. Outcome</b>	<b>National outcomes</b>
<b>NO1</b>	Quality basic education	<b>NO7</b>	Vibrant, equitable, sustainable rural communities contributing towards food security for all
<b>NO2</b>	A long and healthy life for all SA	<b>NO8</b>	Sustainable human settlements and improvement quality of household life
<b>NO3</b>	All people in SA are and feel safe	<b>NO9</b>	Responsive, accountable, effective and efficient Local Government Systems
<b>NO4</b>	Decent employment through inclusive economic growth	<b>NO10</b>	Protect and enhance our environmental assets and a better world
<b>NO5</b>	Skilled and capable workforce to support an inclusive growth path	<b>NO11</b>	Create a better SA, a better Africa and a better world
<b>NO6</b>	An efficient, competitive and responsive economic infrastructure network	<b>NO12</b>	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Ten (10) of which have been reshaped as provincial strategic priorities, as indicated below: - Each outcome has a number of measurable outputs with targets and in most cases the activities / results occur in a municipal space and involves all of the spheres of government.



### **1.4.3 NATIONAL DEVELOPMENT PLAN**

The National Development Plan sets out firm proposals to solve the country's problems and to deepen the engagement of all South Africans from all walks of life in building the future. Focus on people's capabilities is at the centre of the plan. These include education, skills, decent accommodation, nutrition, safe communities, social security, transport, and job opportunities.

The National Development Plan goal is to reduce poverty, inequality and unemployment by 2030. The MTSF priorities which are regarded as Government's five year implementation phase of the NDP are informed by the NDP following intervention areas,

- Economy and Employment
- Economic Infrastructure
- Environmental Sustainability and Resilience
- Improving Education Training and Innovation
- Health Promotion
- Inclusive Rural Economy
- Human Settlements and Spatial Transformation
- Social Protection

The National Development informs the fourteen (14) Medium Term Strategic Framework priorities and is regarded as the five year implementation plan of the NDP. Provincial Development Plan – Vision 2030 The PDP principles in a nutshell include social economic and spatial justice; Gender Equality; Intergovernmental Equity; Citizens participation; promotes ethical, integrated multi-agent action; Public good; Respects evidence and critical deliberations and takes accountability seriously.

### **1.4.4 PROVINCE DEVELOPMENT PLAN**

The Eastern Cape Province, guided by the NDP has developed its own long term vision, a Provincial Development Plan. The PDP is aligned to the seven Provincial Strategic Priorities which are: Transforming the economy to create jobs

- Stimulating rural development, land reform and food security
- Better access to Quality education
- Promote Better healthcare for all our people
- Intensifying the fight against crime
- Integrated human settlements and
- Strengthening the developmental state and good governance
- Transformation of the economy to create jobs and sustainable livelihoods

The strategic priorities are aligned to the National Government's Medium Term Strategic Framework (2014 – 2019)

#### 1.4.5 DISTRICT DEVELOPMENT INTERVENTION PRIORITY ISSUES

Table 2

SARAH BAARTMAN LONG TERM VISION STRATEGY		
Economic Development	Human Development	Infrastructure
Energy	Mass Employment Programmes	energy
Green Economy	Poverty Eradication Programme	Water
Agro-industry	Access to basic services	Irrigation and agro-logistics
Tourism	Skills and education	Transport
Creative industries		Bulk Infrastructure
Component supplies		WSA/WSP
Maritime		
Key Enabler and Interventions Programmes		
Institutional Transformation - Governance		
IDP Process alignment, consultation & incorporation		

Table 3

DEVELOPMENT 2011/17	DEVELOPMENT PRIORITIES 2017-2022
Infrastructure Development	Basic Service and Infrastructure Development
Economic Development	Local Economic Development
Capacity Building and Support to Local Municipalities	Municipal Financial Viability and Management
Institutional Development	Municipal Transformation and Organizational Development <ul style="list-style-type: none"> <li>Review the following functions:</li> <li>WSA/WSP</li> <li>Environmental Health Service</li> <li>Fire Services</li> <li>With the intent of the District delivering the services directly</li> </ul>
Community Services	Governance and Public Participation

#### 1.4.6 MAKANA DEVELOPMENT PRIORITIES/ AGENDA

The Makana Municipality has adopted the Local Government Strategic Agenda Priorities as the priorities that will achieve their respective visions.

This is in line with aligning IDP and Budget for MSCOA reporting and in response to the call to President and Premier to be visible and active champions of the National Development Plan with their offices being the catalytic agencies to drive implementation at Provincial and

Municipal levels. The five year IDP responds to the NDP, PDP, MTSF and Provincial Strategic Priorities by identifying the development priorities listed below for the Makana Municipality

The combination of community planning with inter-spheres strategic planning will culminate in local initiatives becoming central to provincial and national government programs that will manifest in credible IDPs which are reflective of a developmental state.

In order to ensure that Makana Municipality is empowered to deliver on a flow of priority services, this review process will endeavor to respond to the challenges being experienced at community level. It will align priorities by eliminating poor integration between the municipality and the programs of various sector services in the IDP. Table below is the list of six Development priorities. In the 2011-2017 IDP there were seven development priority in the IDP for the 2017-22 there are six development priorities. Development priority number seven which was Support to Rural and vulnerable groups and been integrated to Priority number three and five respectfully.

Table 4

<b>NUMBER</b>	<b>2011-17 Development Priorities</b>	<b>2017-2022 Development Priorities</b>
Development Priority No. One:	Basic Service Delivery and Infrastructure development	Basic Service Delivery and Infrastructure Development
Development Priority No. Two:	Community and Social Development	Community and Social Development
Development Priority No. Three	Local Economic Development and Planning	Local Economic and Rural Development
Development Priority No. Four	Institutional Development and Financial Management	Institutional development and Financial Viability
Development Priority No. Five	Good Governance and Public Participation	Good Governance and Public Participation
Development Priority No. Six:	Human Settlement Management	Human Settlement Management

### 1.4.7 DEVELOPMENT PLANNING STRATEGIC FRAMEWORK ALIGNMENT

Developments at both national and provincial level warranted a need to review the Eastern Cape Strategic priorities in order to respond to the policy environment and alignment to the National Outcomes. Development programs must be crafted to address the following renamed and reshaped provincial strategic priorities, as paired with the National Outcomes that are to be focused upon until the end of the 2014 term.

Table 5

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	District Municipality	Makana LM & Local Gov. KPA	Outcome
2. Strengthen skills and human resource base. 8. Pursuing African advancement and enhanced international cooperation. 10. Building a developmental state including improvement of public services and strengthening democratic institutions.		Strategic Priority 2: Massive programme to build social and economic infrastructure.  Strategic Priority 4: Strengthen education skills and human resources base. Strategic Priority 8: Building cohesive, caring and sustainable communities		Institutional Development and Financial Management	Outcome 1: Quality basic education. Outcome 5: Skilled and capable workforce to support an inclusive growth path. Outcome 3: All people in SA are and feel safe. Outcome 9: Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empowered fair and inclusive citizenship.
5. Intensify the fight against crime and corruption;		Strategic Priority 6: Intensifying the fight against crime &		Community and Social Service	Outcome 9; Responsive, accountable, effective and efficient Local Government System

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	District Municipality	Makana LM & Local Gov. KPA	Outcome
		corruption;			
<p>5. Intensifying the fight against crime and corruption.</p> <p>7. Build cohesive, caring and sustainable communities.</p> <p>8. Pursuing African advancement and enhanced international cooperation.</p> <p>10, Building a developmental state including improvement of public services and strengthening democratic institutions</p>	Job driver 4: investing in social, capital and public services	<p>Strategic Priority 6: Intensify the fight against crime and corruption.</p> <p>Strategic priority 8: Building cohesive and sustainable communities.</p>		<p>Good Governance and Public Participation</p>	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all.</p> <p>Outcome 9; Responsive, accountable, effective and efficient Local Government System.</p> <p>Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship. Outcome 11: Create a better South Africa, better Africa and a better world.</p>
<b>Medium Term Strategic Framework</b>	<b>New Growth Path</b>	<b>Provincial Strategic Priorities</b>		<b>Makana LM &amp; Local Gov. KPA</b>	<b>Outcome</b>

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	District Municipality	Makana LM & Local Gov. KPA	Outcome
<p>1. Speeding up economic growth &amp; transforming economy to create decent work and sustainable livelihoods;</p> <p>4. Comprehensive rural development strategy linked to land and agrarian reform &amp; food security.</p>	<p>Jobs driver 2: main economic sectors</p> <p>Jobs driver 3: Seizing potential of new economies</p>	<p>Strategic Priority 1: Speeding up growth &amp; transforming the economy to create decent work &amp; sustainable livelihoods;</p> <p>Strategic Priority 3: Rural development, land &amp; agrarian reform and food security;</p> <p>Strategic Priority 2: Massive programme to build social &amp; economic infrastructure.</p> <p>Strategic Priority 8: Building cohesive &amp; sustainable communities.</p>		<p>Local Economic Development and Rural Development</p>	<p>Outcome 4: Decent employment through inclusive economic growth.</p> <p>Outcome 6: An efficient competitive and responsive economic infrastructure network.</p> <p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all.</p> <p>Outcome 8: Sustainable human settlements and improve quality of household life.</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources.</p>

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	District Municipality	Makana LM & Local Gov. KPA	Outcome
<p>3. Improve health profile of the nation.</p> <p>4. Comprehensive rural development strategy linked to land and agrarian reform &amp; food security.</p> <p>6. Massive programme to build economic &amp; social infrastructure;</p> <p>9. Sustainable resource management and use.</p>	<p>Job driver: 1 infrastructure</p> <p>Jobs driver 5: spatial development</p>	<p>Strategic Priority 5: Improve the health profile of the province.</p> <p>Strategic Priority 3: Rural development, land and agrarian transformation, and food security.</p> <p>Strategic Priority 2: Massive programme to build social and economic and infrastructure.</p>		<p>Basic Service Delivery and Infrastructure Development.</p>	<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network.</p> <p>A long and healthy life for all South Africans. Outcome 8: Sustainable human settlements and improve quality of household life.</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources.</p>

#### 1.4.8 STATE OF THE NATIONAL AND PROVINCE

Table 6

NATIONAL ADDRESS
<ul style="list-style-type: none"> <li>▪ Empower SMMEs to accelerate their growth. Access to high-quality, innovative business support can dramatically improve the success rate of new ventures.</li> <li>▪ A wise spending of public funds and to cut wasteful expenditure, but without compromising on the core business of government and the provision of services to our people</li> <li>▪ A nine point plan to respond to the sluggish economic growth</li> <li>▪ Re-opening of land claims for people who had missed the 1998 deadline.</li> <li>▪ Fast track the implementation of the first phase of broadband roll-out to connect more than five thousand government facilities in eight district municipalities over a three year period.</li> <li>▪ State-owned pharmaceutical company, Ketlaphela, has been established. The company will participate in the supply of antiretroviral drug to the Department of Health from the 2016/17 financial year.</li> <li>▪ The focus areas include industrialisation, mining and beneficiation, agriculture and agro-processing, energy, small, medium and micro enterprises (SMMEs), managing workplace conflict, attracting investments, growing the oceans economy and tourism.</li> <li>▪ Government will also continue to pursue policies that seek to broaden the participation of black people and SMMEs, including those owned by women and the youth, in the information and communications technology sector.</li> <li>▪ Work is continuing to ensure energy security. Renewable energy forms an important part of our energy mix, which also includes electricity generation from gas, nuclear, solar, wind, hydro and coal</li> <li>▪ Government is committed to the overall Independent Power Producer Programme and we are expanding the programme to other sources of energy including coal and gas, in addition to renewable energy.</li> <li>▪ Government is working hard to ensure reliable bulk water supply in the various areas of the country to support economic growth while increasing access to vulnerable and rural municipalities.</li> <li>▪ In an effort to curb high water losses, which in some municipalities far exceed the national average, which is currently at 37%; about 10 000 unemployed youth are being trained as plumbers, artisans and water agents. More will be recruited this year to reach the total of 15 000.</li> <li>▪ We had identified tourism as a key job driver. We are thus pleased that our tourist arrival numbers for the period January to November 2016 increased to nine million, an increase of just over a million arrivals from 2015. This represents a 13% growth in tourist arrivals.</li> <li>▪ Government runs effective poverty alleviation programmes such as the Expanded Public Works Programme (EPWP). In addition, social grants now reach close to 17 million people, mainly older persons and children. Many families would not be able to put food on the table if it were not for social grants.</li> </ul>



- The EPWP has since 2014, created more than two million work opportunities towards the attainment of the target of six million work opportunities by the end of March 2019. Of the work opportunities created, more than a million have been taken up by the youth.
- Government, working with society is fighting social ills that are tearing communities apart, such as drugs and substance abuse.

#### **PROVINCIAL ADDRESS:**

- The Province prioritized the stimulation of rural development, land reform and food security through drought mitigation programmes and other initiatives.
- Introduction of Agri – Parks to support agricultural development.
- Job opportunities were created through EPWP and CWP programmes
- Roads infrastructure - from the roads upgrading programmes
- Renewable energy- independent power producers have been awarded projects to the tune of R33, 7 billion.
- Local government – back to Basics programme intensified to stabilize struggling municipalities and strengthen all municipalities
- War room’s rollout is planned in order to promote citizens’ participation in planning and programme implementation. .
- Social infrastructure support – water restoration and maintenance in Makana municipality was completed.
- Municipalities are urged to adopt and establish Community safety forums.
- Focus has been on improving the health profile of our province through re-engineering of Primary Health care
- Establishment of Human Settlements and Building Cohesive Communities, this involves focussing on new housing units for destitute, Military Veterans and those beneficiaries affected by disasters and improving integrated spatial planning of all projects
- Transformation of the economy to create jobs and sustainable livelihoods
- Deliver sound infrastructure sustainable water and energy sources, as well as efficient movement of goods and service
- Continue with construction and strategic roads and related infrastructure throughout the Province, this will include sections Grahamstown, also investment in plant machinery for the maintenance of the provincial roads located in the municipalities and continue with the maintenance of surface roads through a programme of resealing.
- Supporting SMMEs and Cooperatives
- Support agriculture a key Promoter in local economic development, ensuring food security and employment creation
- Support smallholding farmers with agricultural infrastructure inputs and implementation as well as training

#### **1.4.8 PROVINCE BUDGET ADDRESS**

##### **1.4.8.1 BUDGET FRAMEWORK:**

Honourable Members, the Eastern Cape Provincial Government finances its budget through National Transfers (Provincial Equitable Share and Conditional Grants) and Provincial Own Receipts. The projected receipts for the 2017/18 financial year are R74.646 billion, which consists of:

- Equitable Share of R61.847 billion which accounts for 82.9 % of provincial receipts,
- Conditional Grant 11.297 billion which accounts for 15.1 % , and
- The Provincial Own Receipts of R1.501 billion which accounts for 2 %.

##### **1.4.8.2 HUMAN SETTLEMENTS**

An amount of R2.239 billion is allocated in 2017/18 to the Department of Human Settlements and R6.902 billion over the MTEF to continue building adequate housing for our people in line with the Freedom Charter principle which states that “There Shall be Houses, Security and Comfort”.

##### **1.4.8.3 SOCIAL COHESION**

Honourable Members, I am quite certain that all of us have at some time in our lives experienced the love and warmth of grandparents within our family units. Their abuse is not in line with the value system of “respect your elders so that your days in life can be prolonged” that many of us subscribe to. It is for this reason that government is allocating R180.8 million in 2017/18 and R575.3 million over the MTEF to ensure the provision of care, support and protection for older persons. We will continue to fund 2163 older persons who will access residential facilities and 15 352 older persons who will access Community Based Care and Support Services. Of this amount R115.4 million is allocated over the MTEF for frail care services.

We are equally concerned by the rate of substance abuse that is eroding the moral fibre in our communities. This is a fight that government alone cannot win; hence we call on families, leaders of society including business to support our efforts of implementing integrated prevention programmes that are aimed at curbing substance abuse targeting in and out of school youth. An amount of R76.9 million in 2017/18 and R263.8 million over the MTEF is allocated for these interventions.

Honourable Speaker, through the Department of Social Development, we are allocating R80 million in 2017/18 and R253.8 million over the MTEF to fund 10 978 persons with disabilities who will be accessing community based rehabilitation services. The most vulnerable groups of our society, the youth and women are not left out of this budget. We are allocating R83.2 million in 2017/18 and R264.9 million over the MTEF to fund youth skills development programmes and women livelihoods initiatives.

The Department of Sports, Recreation, Arts and Culture is allocated an amount of R177.6 million in 2017/18 and R580.6 million over the MTEF for the advancement of sport and recreation in the province. An amount of R203.8 million is allocated for cultural affairs in 2017/18 and R620.9 million over the MTEF to continue with the implementation of programmes that are aimed at promoting and developing creative industries, transforming heritage landscape, promoting a culture of reading and lifelong learning, and promoting multilingualism with a view of contributing towards the attainment of a cohesive society.

#### **1.4.8.4 BOOSTING INVESTMENTS AND CREATING JOBS**

Approach to radical economic transformation is premised on inclusivity that brings on board every community in our province. As per our effort to create employment, closing the gap of inequality and addressing poverty, the Economic Sector is allocated an amount of R10.209 billion in the 2017/18 financial year and R31.699 billion over the MTEF. We have adopted a Provincial Economic Development Strategy (PEDS) which we will implement in earnest during the next financial year.

As indicated in the SOPA this will see an enhanced focus on the six economic sectors where the province has comparative advantage namely;

- Agriculture Development,
- Automotive Industry,
- Light manufacturing,
- Renewable Energy,
- Oceans Economy

It is our overarching vision that we create an enabling economic infrastructure which will see the rapid modernization of our economic centres whilst attracting new investors into the remote areas where our people live.

We are allocating R140 million to assist our IDZs towards full compliance with the SEZ Act and building necessary infrastructure to advance industrialisation.

#### **1.4.8.5 REVITALIZING AGRICULTURE AND AGRO-PROCESSING**

An amount of R506.1 million in 2017/18 and R1.578 billion over the MTEF is allocated to enhance food security in the province. The Comprehensive Agricultural Support Programme (CASP) receives an allocation of R248 million in 2017/18 and R807.9 million over the MTEF for crop production, farm infrastructure projects and revitalization of the Agricultural Colleges.

In addition an amount of R257 million is allocated for the implementation of the new agricultural strategy and to increase grain production, citrus fruit, deciduous fruit, vegetable and animal production.

#### **1.4.8.6 ROADS INFRASTRUCTURE:**

Honourable Members, large parts of our province are still facing backlogs in roads infrastructure. To advance radical economic transformation, an efficient and integrated road network that serves as a catalyst for social and economic development and underpinned by improved rural access must be achieved.

We are allocating R2.338 billion in 2017/18 and R6.958 billion over the MTEF for roads infrastructure delivery in the province. This will see the continuation of projects such are already in progress and new project

#### **1.4.8.7 SMALL TOWN REVITALIZATION PROGRAMME**

Provincial government has taken a decision to revitalize small towns by focusing on essential infrastructure such as the provision of electricity, water and sanitation in various identified small towns. This programme aims to rekindle the Local Economic Development (LED) through the training of young professionals including the beneficiation of local business in their respective areas.

The coordination of the small towns revitalization programme will be done through the Office of the Premier and an amount of R136.5 million is allocated in 2017/18 and R584.4 million over the MTEF for this purpose.

#### **1.4.8.8 SOCIO-ECONOMIC INFRASTRUCTURE**

In preparation for this budget our people provided us with inputs on how we can improve our social infrastructure. We are aware of the backlogs in services such water and sanitation which we still have to deliver to our communities. At the beginning of this term we adopted an Infrastructure Delivery Framework in-order to improve infrastructure service delivery challenges. We will continue to provide the necessary support by allocating an amount of R333.1 million towards the Social Infrastructure Programme. Also allocating R90.8 million to Provincial Cogta as a short term intervention for the electrification programme in targeted rural communities.

#### **1.4.8.9 UNLOCKING THE POTENTIAL OF SMMEs IN THE PROVINCE**

During the pre-SOPA Business Engagement Sessions, organized by the Office of the Premier, it became clear that many of our local businesses, especially those headed by youth, women and persons with disabilities, are feeling left out in the economic agenda of the province. This is a genuine concern and we are already implementing the approved Local Economic Development Procurement Framework (LEDPF) to change the status quo. For 2017/18, Provincial departments have budgeted R13 billion for goods and services expenditure and Provincial Treasury will monitor and support departments to ensure at least 50 % of this budget goes to Eastern Cape based suppliers. Furthermore, Provincial Treasury recently awarded a three year Transversal Term Contract for protective clothing wholly to Eastern Cape based manufacturers. This process will be further enhanced by our SCM reforms and the revised Preferential Procurement Policy Framework Act to be implemented by 1 April 2017, which makes it compulsory for all contracts above R30 million to sub-contract 30% of work to small or black owned enterprises where feasible. Equally important is the development of skills and sustainable youth enterprises as part of the radical economic transformation agenda. We will set aside R120 million to cater for this demand once credible business plans are in place. Honourable Members, we urge SMMEs to register on the Central Supplier Database to enable them to do business with government, while also strengthening

government's ability to better monitor the payment of creditors within a 30-day period in order to ensure that SMME's cash flows and financial sustainability is improved.

#### **1.4.8.10 BUILDING AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTATED PUBLIC SERVICE**

Municipalities play a critical role in the provision of basic services to our communities. They are the first point of contact between government and our people, as such, we are fully supporting the implementation of the Back-to-Basic programme which is aimed at revitalising and strengthening the performance of the local government sector.

The implementation of Municipal Standard Chart of Account (MSCOA) will commence from the 1 July 2017 as announced by the National Treasury. The benefits of MSCOA include standardisation of all local, provincial and national government reporting, modernisation of financial management through updated systems in order to improve transparency as well as accountability leading to a high level of service delivery.

As part of promoting public participation, promotion of ward based planning and improvement of community engagements, Operation Masiphathisane is allocated an amount of R23.8 million to roll out the programme. Provincial government have begun rolling out our Provincial Broadband Strategy that seeks to enhance seamless interconnectivity to improve government services. For this purpose, government allocating R694.9 million over the MTEF, of which R218.3 million is allocated in 2017/18 financial year. This project will be implemented in Head Office and in all the 6 Districts of our province; that is OR Tambo, Chris Hani, Alfred Nzo, Joe Gqabi, Sara Baartman and Amathole including the two Metros. Honourable Speaker, it is primary that the Executive is properly given the necessary oversight by the responsible Chapter 9 institutions and the Legislature.

#### **1.4.8.11 SUMMARY OF PROVINCIAL BUDGET ALLOCATION**

**Table 7**

<b>VOTE</b>	<b>DEPARTMENT</b>	<b>AMOUNT</b>
<b>1</b>	Office of the Premier	857 638
<b>2</b>	Provincial Legislature	509 217
<b>3</b>	Health	21 707 165

VOTE	DEPARTMENT	AMOUNT
4	Social Development	2 632 799
5	Roads and Public Works	5 090 773
6	Education	32 989 055
7	Co-operative Governance and Traditional Affairs	1 205 049
8	Rural Development and Agrarian Reform	2 205 432
9	Economic Development, Environmental Affairs and Tourism	1 069 558
10	Transport	1 843 704
11	Human Settlements	2 631 398
12	Provincial Treasury	724 522
14	Sport, Recreation, Arts and Culture	900 944
15	Safety and Liaison	94 808
Total		74 462 062

## 1.5 PROCESS PLAN (2016/17 CYCLE)

Council formulated and adopted an IDP Process Plan in August 2016 to serve as guide in preparation for the review of the Integrated Development Plan. In brief the IDP Process Plan outlines the time frames of scheduled events / activities, and co-ordinate structures involved in the processes.

The Integrated Development Planning (IDP) Process is a process through which Municipalities prepare **strategic development plans** for a five year period. An IDP is one of the key tools for Local Government to cope with its developmental role and seek to arrive at decisions on issues such as municipal budget, land management, promotion of local economic development and institutional transformation in a consultative manner.

### 1.5.1 OBJECTIVE OF THE IDP REVIEW PROCESS PLAN

Makana Municipality wants to continue to develop its IDP as an effective management tool for the municipality, this includes:

- Creating a greater level of focus and thereby improving on the strategic nature of the document.
- Aligning this strategic document with the realities of the resources available i.e. financial and human,

- Alignment of the IDP with the activities of the Sector Departments and other service providers (vice versa) and
- Alignment of the IDP with the various sector plans.

### 1.5.2 APPROACH TO THE 2017/22 IDP REVIEW

- Strategic review of the content of 2016/2017
- Community Based Planning Approach
- Review Vision
- Alignment with NDP/PDP
- Sector Alignment
- IDP –Budget Alignment
- Community Engagement (Public Participation) for approval and final
- Review of status of the sector plans
- Compliance with MSCOA
- MEC Comments

### 1.5.3 MEC COMMENTS 2015/16

On the time of finalising IDP 2017/22 MEC were not issued only individual assessment were issued.

Table 8

KPA	RATING 2013/14	RATING 2014/15	RATING 2015/16
Spatial Development Framework	High	High	High
Service Delivery	Medium	High	High
Financial Viability	Medium	Medium	Medium
Local Economic Development	High	High	High
Good Governance & Public Participation	High	Medium	High
Institutional Arrangements	Medium	Medium	Medium
Overall Rating	Medium	High	high

MEC Comments for 2016/17 were not issued during the development of this IDP Document, however issue in the 2015/16 MEC comments has been considered while there are some that has been achieved i.e. the development 5 year financial plan under financial viability key performance area. Organisational structure has been revised and adopted by Council in June 2016.



#### 1.5.4 ROLES AND RES/POSSIBILITIES INTERNAL AND EXTERNAL

Table 9

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
<b>Council</b>	<ul style="list-style-type: none"> <li>- Final decision making</li> <li>- Approval of the reviewed IDP document</li> </ul>
<b>Ward Councilor</b>	<ul style="list-style-type: none"> <li>- Linking the IDP process with their constituencies.</li> <li>- Organizing public participation at Ward level.</li> </ul>
<b>Mayor</b>	<ul style="list-style-type: none"> <li>- Assign responsibilities to the MM.</li> <li>- Submit the IDP Process Plan to Council for approval.</li> <li>- Chairs the IDP Representative Forum.</li> </ul>
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>- Prepare IDP process plan.</li> <li>- Ensures that timeframes are adhered to.</li> <li>- Decide on and monitor IDP process.</li> <li>- Overall management and co-ordination.</li> </ul>
<b>Chief financial Officer</b>	<ul style="list-style-type: none"> <li>- Prepare Budget</li> <li>- Advice on availability of financial resources</li> <li>- Alignment of IDP and Budget</li> <li>- Input on the Development of SDBIP</li> </ul>
<b>Mayoral Committee</b>	<ul style="list-style-type: none"> <li>- Helps to harness common understanding between political and administrative components before the IDP reports are considered at Council meeting.</li> <li>- Makes recommendations to the IDP Representative Forum.</li> </ul>
<b>IDP Manager</b>	<ul style="list-style-type: none"> <li>- Day to day management of the IDP process.</li> <li>- Co-ordinate technical or sector expertise.</li> <li>- Co-ordinate Sector plan inputs</li> <li>- Prepare draft progress reports.</li> </ul>
<b>IDP Steering Committee</b>	<ul style="list-style-type: none"> <li>- Assist and support the Municipal Manager/IDP Manager and IDP Representative Forum.</li> <li>- Information "GAP" identification.</li> <li>- Oversee the alignment of the planning process internally with those of the Local Municipality areas.</li> <li>- Portfolio head to lead related Portfolio matters</li> <li>- Monitor the Process plan progress</li> <li>- Plan Public Participation Engagement</li> <li>- Alignment of IDP and Budget</li> <li>- Plan stakeholder Engagement</li> <li>- Integration with Sector departments</li> </ul>
<b>The District Council</b>	<ul style="list-style-type: none"> <li>- Co-ordination role with all Local Municipalities within the District.</li> <li>- Ensuring horizontal and vertical alignment of the IDPs of the Municipalities in the District Council area.</li> <li>- Facilitation of vertical alignment of IDPs with other spheres of Government and Sector Departments.</li> </ul>

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> <li>- Provide events for joint strategy workshops with Local municipalities, Provincial and National role players and other subject matter specialist.</li> </ul>
ROLE PLAYERS	ROLES AND RESPONSIBILITIES
Ward Committees	<ul style="list-style-type: none"> <li>• To be consulted on an individual or collective basis to establish community needs and reach consensus on IDP Projects/ Initiatives and Priorities.</li> </ul>
IDP Representative Forum	<ul style="list-style-type: none"> <li>• Representing public interest and contributing knowledge and ideas.</li> </ul>
Government Departments, Parastatals and NGO's	<ul style="list-style-type: none"> <li>• Provide data and information.</li> <li>• Budget information</li> <li>• Alignment of budget with the IDP</li> <li>• Provide professional and technical support.</li> <li>• To assist in facilitating the Community Based Planning (CBP)</li> </ul>
DBSA Planning Expert and Sarah Baartman DM	Methodology guidance and professional support in: <ul style="list-style-type: none"> <li>- Strategic and Town Planning</li> <li>- Sector Plan Inputs</li> <li>- IDP Document preparation.</li> <li>- Alignment with National, Provincial and SBDM</li> </ul>

#### 1.5.5 MECHANISM FOR COMMUNITY AND STAKEHOLDER PARTICIPATION

**Table 10**

PHASE	PARTICIPATION MECHANISMS
<b>Analysis</b>	Community Based Planning(Mayoral Imbizo)
	IDP Representative Forum (Community Stakeholder engagement)
<b>Strategies and Objectives</b>	District Level Strategy workshops
	Strategic Planning Session
<b>Project Proposals</b>	IDP Representative Forum Meeting
	Internal IDP/ Budget Alignment
<b>Integration</b>	Internal IDP/ Budget Alignment
<b>Approval</b>	Mayoral Imbizo's Community Engagement on budget
	Opportunity for comments from residents and stakeholder organizations

## 1.5.6 MECHANISM FOR ALIGNMENT

**Table 11**

SPHERE	DEVELOPMENT PLANNING INSTRUMENT	RESOURCE ALLOCATION	ANNUAL CYCLE	REVIEW CYCLE
<b>National</b>	Medium Term Strategic Framework (MTSF)	National Budget: Medium Term Expenditure Framework (3 years)	1 April – 31 March	<b>July – Sept</b>
<b>Provincial</b>	Provincial Growth and Development Strategies	Medium Term Expenditure Framework (3 years)	1 April – 31 March	<b>July – Sept</b>
<b>Sector</b>	Strategic Plans for sector departments	MTREF (3 years)	1 April – 31 March	<b>July – Sept</b>
<b>Local/ Rhodes University</b>	Integrated Development Plan	Municipal Budget (5 year plan)	1 July -30 June	<b>Sept – Feb</b>

## 1.5.7 REVISED TIME SCHEDULE OF KEY DEADLINES FOR 2017/2018

**Table 12**

ORIGINAL COMPLETION DATE	ACTIVITY	REMEDIAL ACTION
July 2016	<ul style="list-style-type: none"> <li>Preparation of an IDP / Budget Timetable</li> </ul>	August 2016
August 2016	<ul style="list-style-type: none"> <li>Co-ordination role of the budget process through preparation and completion of the process plan</li> </ul>	N/A
August 2016	<ul style="list-style-type: none"> <li>Tabling of the Timelines to Council</li> <li>Submission of the Timelines to Provincial Treasury</li> <li>Beginning of Annual Report Preparation Process.</li> <li>Submission of the Budget Checklist</li> <li>Preparation of the budget related Policies</li> <li>Review of IDP and Budget processes and develop improvements.</li> </ul>	This process will be finalised by 06 March 2017.
September 2016	<ul style="list-style-type: none"> <li>Determine the funding/ revenue projections for the next three years.</li> <li>CFO to liaise with Council regarding the strategic objectives for service delivery and development for the next three years</li> <li>The Executive Mayor to determine the strategic objectives for service delivery and development for the next three years (IDP reviews)</li> </ul>	09 March 2017

ORIGINAL COMPLETION DATE	ACTIVITY	REMEDIAL ACTION
	<ul style="list-style-type: none"> <li>A budgeting workshop will be held to clarify budgetary requirements and discussing the budgeting tool.</li> </ul>	IDP to provide needs analysis information by March 2017
October 2015	<ul style="list-style-type: none"> <li>Development of Financial Recovery Plan through conducting Organization Diagnosis</li> </ul>	N/A
October 2016	<ul style="list-style-type: none"> <li>Preparation of the draft budget by the various departments.</li> <li>Directors to meet with their HOD's and any relevant staff members to discuss draft capital / operational budget to ensure that anticipated expenditure meets parameters set out by National / Provincial Government.</li> </ul>	March 2017
November 2016	<ul style="list-style-type: none"> <li>Budget plans, capital / operational budget and all related items to have been consolidated <b>(based on the budget inputs submitted by Departments).</b></li> </ul>	March 2017
February – March 2017	<ul style="list-style-type: none"> <li>Mid- year budget and performance assessment visits</li> </ul>	January 2017
March 2017	<ul style="list-style-type: none"> <li>Budget / IDP Steering Committee to conduct Budget Meetings in order to ensure that the tabled budget on or before end March 2015 is closer to balancing and is in line with the IDP</li> </ul>	March 2017
March 2017	<ul style="list-style-type: none"> <li>All Draft Budget Documents, Draft IDP, Draft SDBIP and relevant items must be ready for the Council meeting of end March 2017.</li> </ul>	March 2017
March 2017	<ul style="list-style-type: none"> <li>Executive Mayor to have tabled draft budget, resolution, plans and changes to the IDP to Council + <b>MM to ensure that all Draft Documents are forwarded to the relevant stakeholders (e.g. Government Departments, District Municipality, etc.).</b></li> </ul>	March 2017
April 2017	<ul style="list-style-type: none"> <li>Mayor to have completed public hearings on the budget + IDP where the Executive Mayor and Councillors present budget + IDP to the communities for comments or contributions <b>(public participation process).</b></li> </ul>	April 2016 to the 30 April 2017
April – May 2017	<ul style="list-style-type: none"> <li>Budget and Benchmark Assessments</li> </ul>	May 2017
May 2016	<ul style="list-style-type: none"> <li>Budget Documents, IDP, SDBIP and relevant items must be ready for the Council meeting of end May 2017.</li> </ul>	May 2017
May 2017	<ul style="list-style-type: none"> <li>Mayor to have presented final budget to Council for adoption and to have included operating / capital budget, resolutions,</li> </ul>	May 2017

ORIGINAL COMPLETION DATE	ACTIVITY	REMEDIAL ACTION
	tariffs, capital implementation plans, operational objectives, changes to IDP and budget plans.	
June 2017	<ul style="list-style-type: none"> <li>MM to have ensured that all Budget / IDP documents are forwarded to the relevant stakeholders (e.g. Government Departments such as National and Provincial Treasuries, COGTA, etc.) in the correct formats, and that tariffs are published.</li> </ul>	May 2017
June 2017	<ul style="list-style-type: none"> <li>Draft SDBIP to have been tabled by the MM to the Executive Mayor</li> </ul>	June 2017
June 2017	<ul style="list-style-type: none"> <li>Final SDBIP's completed and KPI's drawn or finalised</li> </ul>	N/A
June 2017	<ul style="list-style-type: none"> <li>Final SDBIP, Performance Plans, Rating Calculators and Performance Agreement completed and signed for implementation as from the 1 July 2017 (2016/2017 Financial Year)</li> </ul>	N/A

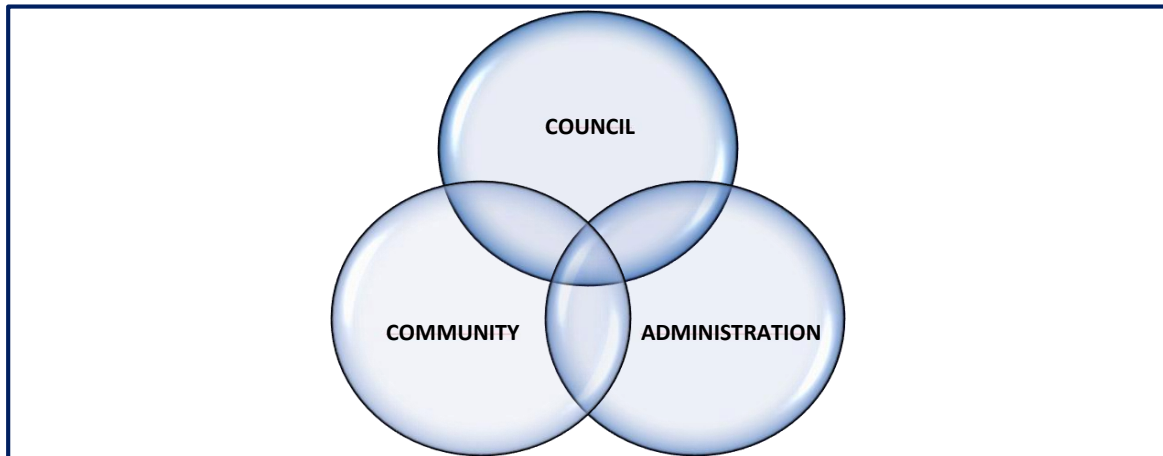
#### 1.5.8 PUBLIC PARTICIPATION STRATEGY AND PROCEDURE

Our public participation strategy is based on the definition of a Municipality as contained in the Section 2 of the Municipal Systems Act that states that a municipality consists of:

- The political structures of the municipality (Council).
- The administration of the municipality.
- The community of the municipality.

A municipality functions in its area in accordance with the political, statutory and other relationships between its political structures, political office bearers, administration and its community. This relationship can be depicted as follows:

**FIGURE 8: COMPOSITION OF A MUNICIPALITY**



Our public participation mechanisms comprise;

- \* Sector engagements
- \* Ward Public meetings
- \* IDP Representative Forums
- \* Ward Committee Meetings

The objective of the public participation process to solicit inputs for the 201/2022 IDP review. The Municipality established the following mechanisms to facilitate public participation;

#### **1.5.8.1 SECTOR ENGAGEMENTS**

In a bid to enhance the quality of our public participation outcomes, we divided the Municipal Area (Community Circle in figure above) into 14 sectors and have commenced with individual sector engagements with registered stakeholders in each sector. Sector engagements take the form of on-going two-way dialogues between and amongst sector representatives and the Municipality and are proving to be very effective as they focus on issues as well as ways and means of resolving issues jointly. They also enable the Municipality to solicit more detailed inputs than it is possible to do in public meetings.

#### **1.5.8.2 WARD PUBLIC MEETINGS**

In terms of the approved Time Schedule of Key Deadlines, two series of Ward Public Meetings are convened as part of the IDP revision / budget process. The first series of meetings was held in November 2016 and was aimed at the review and re-prioritisation of needs by the communities the IDP Mayoral Imbizo Consultation. The meetings were scheduled as follows:

**Table 13: IDP Mayoral Imbizo**

DATE	WARD	AREA	VENUE	TIME
09/11/2016	3 & 4	TOWN, SCOTT'S FARM, GHOST TOWN, SUN CITY	OVAL/ TENT	17H30
10/11/2016	10	FINGO, , GLEBE, N STREET, J STREET , VICTORIA RD, I STR, D,E,WOOD STR & RAGLAN RD, MISSION(TURPEN STR)	B.B. ZONDANI	17H30
24/11/2016	1 & 2	JOZA, PHUMLANI, THATHA, MNANDI,	NOLUTHANDO HALL	17H30
25/11/2016	5	TRANSIT CAMP, EXT 8 & 9	EXT 9 HALL	17H30
18/11/2016	10	XOLANI, XOLANI SQUATTERS, O,P,Q,R,S,T,U,V,W,Z,Y,Z,SOFISA, LOMBO,LUKWE,	TANTYI HALL	17H30

In terms of the approved Time Schedule of Key Deadlines, second series of meetings were held in April 2017 and was aimed at the present to communities the IDP Development priorities for 2017/2022 and Budget for 2017/2018. These meeting also provide the opportunity community to comment on the Draft IDP Revision, Budget This meeting generally follow institutional strategic planning session so that municipality can have opportunity to interact with the communities before making their recommendations.

**Table 14: IDP/Budget Road Shows**

AREARS	DATE	VENUE	TIME	
VUKANI, A-J, LOWER HLALANI, LUVUYO, NEWTOWN	03/04/2017	BB ZONDANI HALL	17H30	✓
N-Z, LOMBO, LUKHWE, SOFISA, UPPER HLALANI, XOLANI	04/04/2017	TANTYI HALL	17H30	✓
SCOTT'S FARM, GOASTTOWN, MARY WATERS AREA, VERGENOEG, HOOGENOEG, ZOLANI, PHAPHAMANI	05/04/2017	RECREATION HALL	17H30	×
JOZA A-D, EXT 1- 3, ELUXOLWENI	06/04/2017	NOLUTHANDO HALL	17H30	×
EXT 8,9,10, TRANSIT CAMP	10/04/2017	EXT 9 HALL	17H30	✓
EXT 6,7, PA, EXT 4, 5	11/04/2017	NEW INDOOR SPORT CENTRE	17H30	✓
RIEBEECK EAST AND SURROUNDING FARMS	12/04/2017	ALFRED DIKE HALL	17H30	✓
ALICEDALE AND SURROUNDING FARMS	13/04/2017	TOWN HALL (ALICEDALE)	17H30	✓
ALL	17/04/2017	CITY HALL	17H30	✓

**NB: X** indicate public participation session which were cancelled due to unforeseen circumstance and bad weather

### 1.5.8.3 WARD PUBLIC MEETINGS

#### INSTITUTIONAL REVIEW SESSION

Table 15

PHASE	SESSION	DATE
Analysis: Departmental Planning	LED Strategic Planning Workshop	29 November 2016
	Corporate and Share service	18 January 2017
	Public Safety and Community Services	20 January 2017
	Finance Service	23 January 2017
	EIS Strategic Planning	26 and 27 of January 2017
Strategies: IDP Review: Strategies & Objectives	<b>Institutional</b> Strategic Planning Session: Integrated Development Planning	24 March 2017
IDP Review: Project Proposals	Mayoral Lekgotla	22 April 2017
Strategies: IDP Review: Strategies & Objectives	Mayoral Lekgotla	7 October 2016
<b>IDP Review: Integration</b>	Masiphathisane Stakeholder Training & Establishment	08 November 2016
	Masiphathisane Stakeholder Consultation	29/11 – 12 Dec 2016
	Makana Business Forum	16 February 2017
	Masiphathisane/ War Room Training & Induction	28 February 2017
	Makana Local War Room/ IDP Rep Forum	23 May 2017
	Ward Committee Training	23 May 2017
	<b>Ward Committee Meetings/ Submissions</b>	<ul style="list-style-type: none"> <li>• 10 – 19 May 2017</li> <li>• 10- 13 April 2017</li> <li>• 10- 16 March 2017</li> <li>• 14- 20 Feb 2017</li> <li>• 23 Jan 2017</li> </ul>



#### **1.6.8.4 IDP REPRESENTATIVE FORUM**

Municipal Council approved the establishment of an IDP Representative Forum in terms of Section 15 of the Municipal Planning and Performance Management Regulations. The IDP Representative Forum comprises the following:

- \* Ward Committee representative from each Ward;
- \* Representative from the Sara Baartman District Municipality;
- \* The Executive Mayor, Speaker, Portfolio Chairpersons,
- \* All ward Councillors
- \* All Senior Manager ;
- \* Sector representative
- \* CDW

Two series of IDP Representative Forums were convened first ones in August 2016 to present to stakeholders with process plan to review IDP and Budget. Second IDP forum was held in April 2017 to allow Municipality to allow stakeholder an opportunity to comment on the Draft IDP Revision, Budget.

#### **1.6.8.5 WARD COMMITTEE MEETINGS**

Two series of ward committee are proposed, first sessions of Ward Committee Meetings are convened as part of their usually meetings to review and re-prioritisation of needs by the various sectors represented on the Ward Committees. These meetings generally precede the IDP review public meetings. The second series of Ward Committee Meetings is scheduled for April 2016 and will be aimed at providing Ward Committees with the opportunity to comment on the Draft IDP Revision, Budget and SDBIP.

## **CHAPTER TWO: SITUATIONAL ANALYSIS**

### **2.1 MUNICIPAL PROFILE**

The analysis phase aims to assess the existing level of development within the municipality through the analysis of the prevailing environment, the impact thereof on the inhabitants of the municipality and by taking cognisance of community perceptions and needs. It also facilitates the identification and analysis of the environmental challenges facing the municipality and allows the municipality to accurately prioritize these challenges.

The analysis phase should be seen as the foundation of the IDP that informs the ensuing phases. Municipal planning, budgeting, decision-making and service delivery are based on the IDP and it is therefore critical that the analysis phase of the IDP provides an accurate understanding of the prevailing environment to ensure credibility of the final IDP. This chapter provides a strategic analysis of the external and internal dimensions hereunder, which have

a direct impact on development in Makana Local Municipality. Makana Municipality has conducted a Diagnostic Assessment in 2014 through the assistance of National/ Provincial Treasury and CGTAEC.

Given the nature of the financial problems an independent and detailed assessment needed to be undertaken so that the key objectives of development and a Recovery Financial Plan is indeed achieved and which also meet the requirements of Section 142 of the Municipal Financial Management Act(MFMA)

The approach adopted in the development of the plan was a consultative approach that involved a detailed analysis of relevant documentation as well as engagement with amongst others the Executive Mayor, Administrator, Councillors and Senior Officials of the Municipality and Community.

## **2.1.1 SPATIAL AND GEOGRAPHY ANALYSIS**

### **2.1.1.1 SPATIAL OVERVIEW AND GEOGRAPHIC DESCRIPTION**

The Makana Municipality falls within the Sarah Baartman District Municipal area. The Municipality's area is bordered on the North-east by Amathole District Municipality, North-west by Blue Crane Route, the South by Ndlambe Municipalities and the South-west by Sunday's River Valley.

Based on the Stats SA 2016, the population figure is 82 060. The largest concentration of people is found in Grahamstown. Makana Local Municipality covers an area of 4,375.62 km<sup>2</sup> and constitutes 07.5% of the Sarah Baartman District.

### **2.1.1.2 LOCATION OF MAKANA WITHIN THE CONTEXT OF SARAH BAARTMAN DISTRICT MUNICIPALITY**

The Sarah Baartman District Municipality (SBDM), is the largest (58 243 km<sup>2</sup>) of the six (6) District Municipalities in the Eastern Cape Province, as shown on **Map1** below.



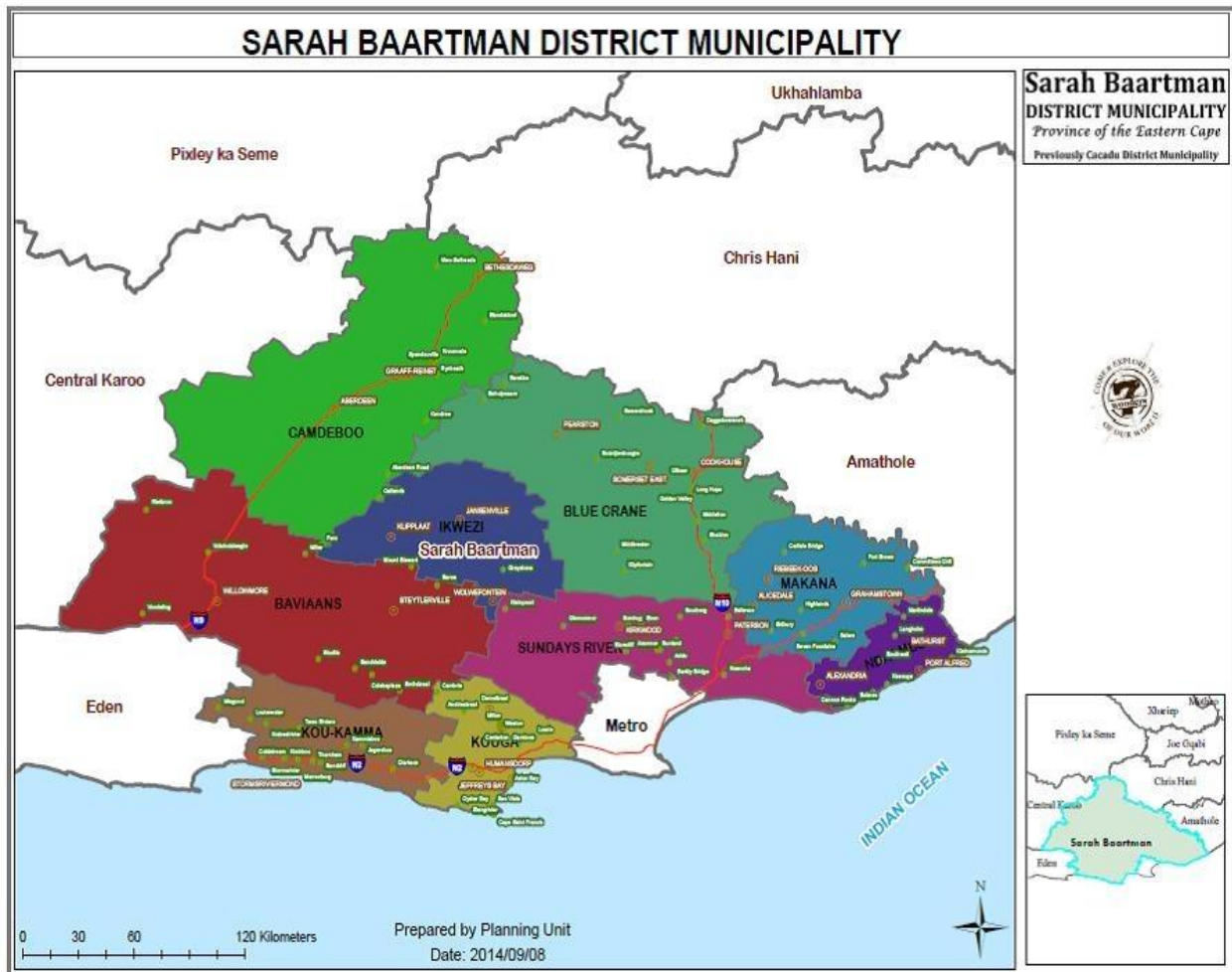
**Map2: Eastern Cape Source: Municipal Demarcation Board, 2011**

The District is situated in the western portion of the province, bordering the Western Cape, Northern Cape, Chris Hani and Amathole District Municipalities in the Eastern Cape. Nine local municipalities have been established within the jurisdiction of Sarah Baartman DM, as reflected on Map below.

### **2.1.1.3 SPATIAL LOCATION OF SARAH BAARTMAN DISTRICT MUNICIPAL AREA**

The Makana Municipality falls within the Sarah Baartman District Municipal area. The Municipality's area is bordered on the North-east by Amathole District Municipality, North-west by Blue Crane Route, the South by Ndlambe Municipalities and the South-west by Sunday River Valley. In 2011 Makana was delimited into fourteen Wards, as depicted in Map. 3 and the municipal area cover an area of 4375.62km<sup>2</sup>.

**Map3: Spatial Location**



Source: Sarah Baartman District Municipality

#### 2.1.1.4 EASTERN CAPE PROVINCIAL SPATIAL DEVELOPMENT PLAN (ECPSPD)

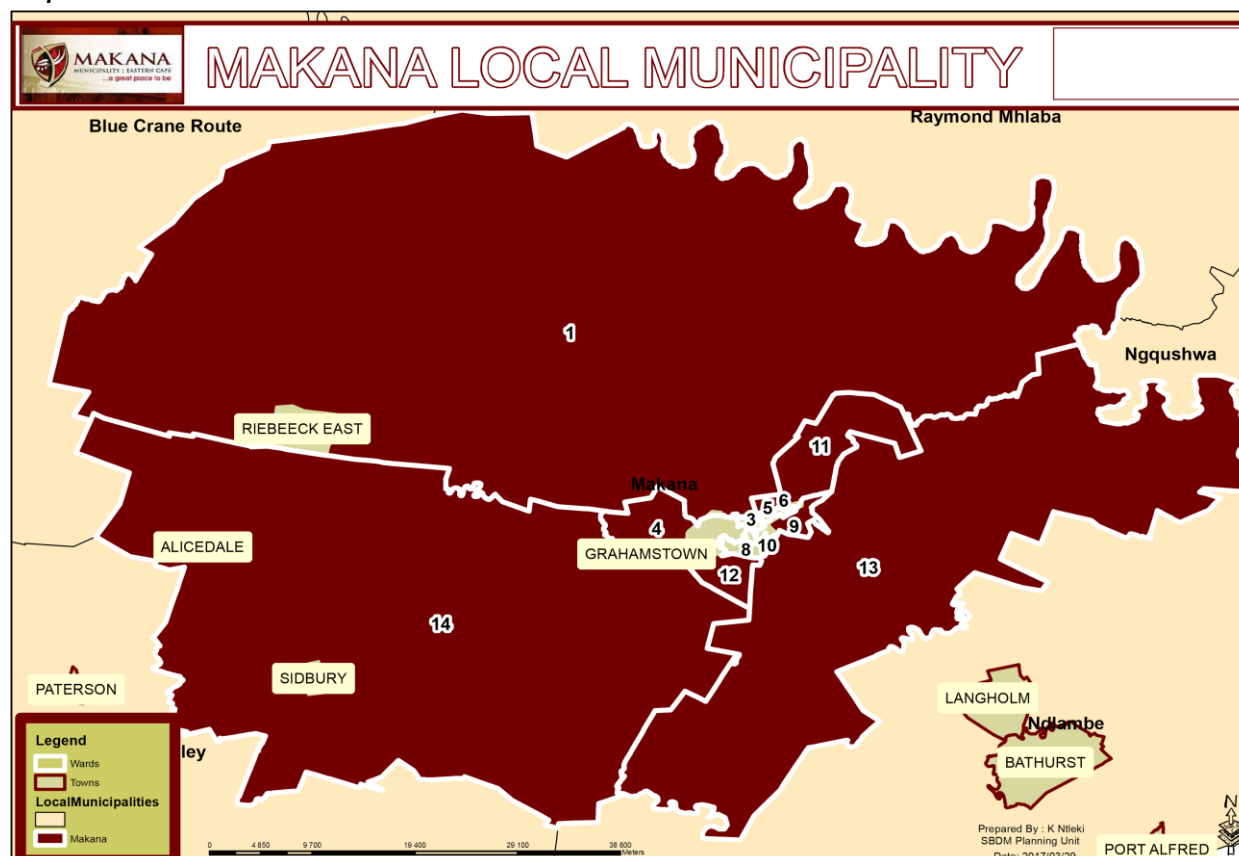
The Department of Local Government and Traditional Affairs review of the Eastern Cape Provincial Spatial Development Plan (ECPSPD) in 2010. The Review underscores the clustering of opportunities in nodes and development corridors to achieve areas of shared impact.

It also takes into account the environmental potential, and characteristics, economic attributes, migration trends and the impact of climate change on development. The impact of these factors will influence the development trends in Makana taking into account the current Spatial Development Framework (SDF) review.

#### 2.1.1.5 MAKANA SPATIAL DEVELOPMENT FRAMEWORK

The Makana Municipality's Spatial Development Framework was last revised and adopted in November 2013.

Map 4: Statistic SA 2016



#### 2.1.1.6 LEGAL FRAMEWORK FOR THE SDF

Section 26 (e) of the Municipal Systems Act 32 of 2000 (Act No. 32 of 2000) states that an integrated development plan must reflect a spatial development framework which must include the provision of basic guidelines for a Land Use Management System for the Municipality. In order to achieve this, the government has adopted a range of new legislation and policies which allows for a more flexible, participative planning methodology that is principle-lead and rights-based.

The legislation includes the following:

- Makana Integrated Land use Management scheme
- Makana land use management Ordinance 15 of 1985
- The Local Government: Municipal Planning and Performance Management Regulations (GNR796 of 2001)
- Spatial Planning and land use management Act(16of2013)

#### 2.1.1.7 SPATIALLY RELEVANT FOCUS AREAS:

- Expediting the provision of services such as roads, alternative water source and
- provision of alternative energy sources for rural and urban areas
- Addressing housing backlog
- Addressing fragmented spatial planning in urban areas and land distribution rural area

- Address ageing infrastructure
- Ensure Sustainable Human Settlements
- Rural development, land reforms, food production
- Ensure sustainable development

#### **2.1.1.8 SPATIAL OUTCOMES**

##### **Environmental Issues**

##### **Key Issue:**

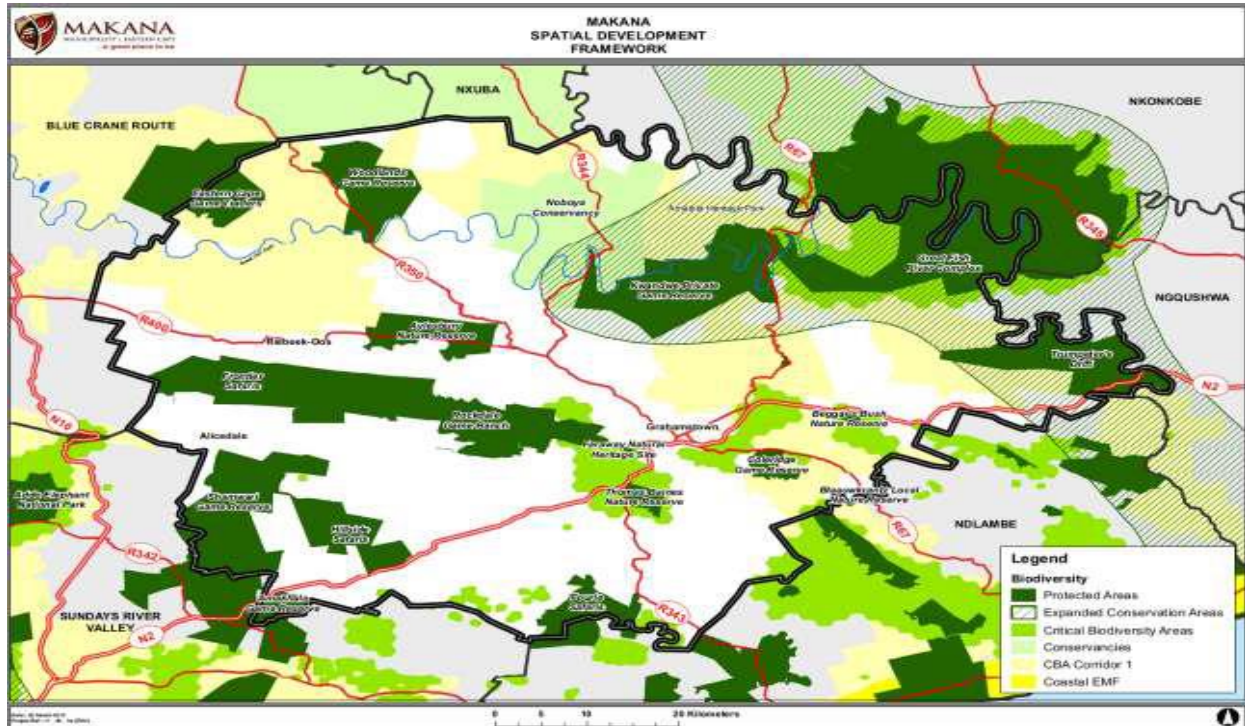
- The ECPSDF (Eastern Cape Province Spatial Development Framework) has identified a biodiversity footprint that from a Provincial perspective, is considered to be 'non-negotiable'.
- This footprint has been adopted into the SBDM's SDF and will be accommodated into Makana's SDF.
- Cognisance needs to be taken of the protected expansion areas.
- There are critical biodiversity areas that fall outside of the protected area network.
- The extent and location of the components of the Environmental Footprint have not been 'ground trothed'.

##### **Strategies:**

- Map the ECPSDF biodiversity framework (Critical biodiversity areas, protected nature reserves and parks etc.)
- Make the information available to all stakeholders.
- Specific attention needs to be given to the critical biodiversity areas that fall outside of the protected area network.
- Determine guidelines and actions to ensure that the environmental footprint is achieved.
- Ensure that the provisions of NEMA are applied.
- Establish partnerships with the relevant stakeholders to ensure cross border alignment.
- The accurate identification of the various components of the environmental network needs to be undertaken, either on a project by project basis through the EIA process or by means of a specific verification process.



**Map 5: Environment Biodiversity:**



## 2.1.2 LAND USE MANAGEMENT SYSTEM

As indicated in Section 26(e) of the Municipal Systems Act, the SDF is required to “include the provisions of basic guidelines for a Land Use Management System (LUMS) for the municipality”.

### 2.1.2.1 LAND USE MANAGEMENT AIMS TO REGULATE:

- Land-use changes such as the rezoning of a property from residential to commercial use.
- ‘Green fields’ land development, i.e. the development of previously undeveloped land;
- Subdivision and consolidation of land parcels
- Regularization and upgrading process of informal settlements, and
- The facilitation of land development through the more active participation of the municipality in the land development process, especially through public-private partnerships

### 2.1.2.2 PLANNING SCHEMES/ MECHANISMS

The Planning Schemes are the statutory mechanisms whereby land may be developed, managed and regulated.

### 2.1.2.3 LAND USE MANAGEMENT NEEDS

The current land use management mechanisms in Makana are unable to address the needs of the residents. The following shortcomings have been identified:

- Ineffective zoning records, specifically for the former Western District Council Area
- The public does not have easy access to information regarding land
- No database of the registered municipal land

***A full set of general guidelines for Land Use Applications are contained in the SDF and for this reason will not be elaborated upon in the IDP.***

### **2.1.3 ENVIRONMENTAL ANALYSIS**

#### **2.1.3.1 ENVIRONMENTAL OVERVIEW**

Guidelines pertaining to environmental aspects within the municipality are guided by the Subtropical Thicket Ecosystem Planning (STEP) initiative / project. The STEP Project encompasses the South-Eastern Cape region, extending from the Kei River to Riversdale, referred to as the STEP domain. The project's aim was to assess the region's biodiversity in terms of the diversity of indigenous plants and animals and the processes that sustain them with special emphasis on the unique, indigenous vegetation type known as thicket. The assessment measured how much of this vegetation type has been destroyed or damaged by human activities and determines the degree to which biodiversity is endangered in different areas.

Based on assessment, development guidelines pertaining to environmental issues were compiled, the objectives of which were to:

- Ensure the persistence of biodiversity by developing a co-operative strategy for conserving corridors of land along major river valleys and the coast (the Mega Conservancy Network) which were identified as needing special safeguarding.
- Ensure the retention of biodiversity by categorizing those areas not contained within the Network into areas of conservation status with guidelines for appropriate land use.

#### **2.1.3.2 ENVIRONMENTAL PROFILE**

This Environmental profile provides an overview of the environmental characteristics of the Makana area. Development associated with primary activities such as mining and agriculture, as well as tertiary activity such as tourism is often based on an area's physical attributes.

The environmental profile will thus feed into the developmental potential that can be based on Makana's inherent physical characteristics. The environmental characteristics of Makana are discussed under the following sub-sections.

#### **2.1.3.3 CLIMATE**

The Southern portion of the municipality has the highest rainfall. The majority of the municipality is classified as semi-arid. Makana lies in a subtropical climatic zone, meaning that the area is characterized by warm summers and cool winters and fairly evenly distributed rainfall throughout



the year. The Grahamstown area experiences moderate weather conditions. Rain falls throughout the year with mean precipitation averaging 680mm.

Summer temperatures (January) vary from an average maximum of 26°C to a minimum of 15°C. In winter (July) temperatures vary from an average maximum of 18°C to an average minimum of 4°C. The prevailing wind direction is from the west and southwest. In Alicedale, rainfall is approximately 555mm per year.

Temperatures in Alicedale range from 40°C to 15°C in summer and 18°C to -8°C in the winter months. Rainfall in Riebeek East area is approximately 865mm per year, with identical average winter and summer temperatures to those experienced Grahamstown.

#### **2.1.3.4 CLIMATE CHANGE**

Climate change is defined as a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods. ***(United Nations Framework Convention on Climate Change)***

The manifestation of climate change in the Eastern Cape is expected to be:

- High temperature increases towards the North -West Interior with lowest increases along the coast.
- A drying trend towards the South and South -West.
- Increased precipitation more likely towards the east of the Province.
- Sea level rise scenario's ranging from 2m to 6,5m depending on exposure.
- Risk assessment, adaptation and mitigation measures addressed in SBDM and Eastern Cape Climate Change Response Strategy (DEDEAT, 2011).

No spatial demarcation has been made of the high risk areas:

- Lower rainfall in the South and South-West and higher rainfall to the east.
- Water shortages
- Lower food production
- Reduced tourism
- Increased fire risk

***These areas need to be mapped and reflected in the Makana Disaster Plan***

#### **2.1.3.5 GEOLOGY AND SOIL**

From a municipal wide perspective there are no unfavorable geotechnical conditions that will prevent development or require specific safety considerations. The necessary on-site investigations should be undertaken to ensure that the site specific circumstances are suitable for the intended development.

#### **2.1.3.6 TOPOGRAPHY**

The eastern part of the municipality can be classified as lowlands, with contours generally lying below 300m above sea level. The western part of the locality in which Alicedale is situated can be classified as being of a moderate elevation, lying between 300m and 600m above sea level. The central part of the municipality that contains Grahamstown and Riebeek East has the highest elevation of between 600m and 900m above sea level. Grahamstown is situated in a valley that cuts into a plateau.

The highest point on the plateau is 770m above sea level and the lowest point in the valley is 490m above sea level. Alicedale is located about 360m above sea level in a flood plain created by the confluence of the Bushman's river and the New Year's river. Riebeek East is located 630m above sea level.

#### **2.1.3.7 TOPOGRAPHY AND SLOPE**

Most of the land in Makana has a slope of either between 3-8° or between 8-20 ° (*State of the Sarah Baartman Environment, 2005*)

#### **2.1.3.8 HYDROLOGY**

The major water related driver in the municipal area is the Orange-Fish-Sundays Water Supply system which ensures continuous sustainable water supply for economic activity and is essential for community's well-being and socio-economic prosperity in the area. The whole municipality is classified as a primary catchment area, with a mean quaternary runoff of between 12m<sup>3</sup> and 40m<sup>3</sup>. (*State of the Sarah Baartman Environment (2005)*)

Surface water is largely provided by dams and reservoirs that are linked to perennial and non-perennial rivers. Ground water is provided by boreholes and springs that are evenly distributed throughout the municipality. In terms of water sources in the towns it is found that:

- Grahamstown's water is from local dams and sources transferred from the Orange River.
- There is adequate supply to cater for the 8.6M/m<sup>3</sup> that it uses but there is also a need for more groundwater development.
- Riebeek East's water is sourced from local boreholes. It also has adequate supplies of water to cater for the 0.0285 M/m<sup>3</sup> that it uses.
- A planned water scheme for Riebeek East is an increase in storage capacity in the form of tanks and a reservoir.
- Alicedale's water is sourced from a local dam. (*State of the Sarah Baartman Environment, 2005*)

With regards to the quality of water resources in the area, the State of the Cacadu Environment report of 2005 states that water quality is 'good, or even natural (e.g. the New Year's Dam and Bushman's River sites) even though it is naturally saline and not suitable for certain uses

### 2.1.3.9 LAND CAPACITY AND SOIL TYPES

Land capacity is determined by the collective effects of soil, topography, hydrology and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and at the same time highlights the permanent limitations associated with different land use classes. Table 10 shows the classifications with which land is classified. It also shows different land usages that go in line with the different levels of land capability. This shows the nature of agricultural activity that can be feasibly undertaken throughout the municipality.

**Table 16: Land Use options per Land Capabilities Class**

Classes	Forest	Veld	Pasture	Limited	Moderate	Intensive	Very Intensive
I	X	x	X	X	X	x	
II	X	X	X	X	X	X	
III	X	X	X	X	X		
IV	X	X	X	X			
V	X	X	X				
VI	X	X					
VII	X	X					
VIII	X						

Source: Directorate Agriculture Land Resource Management, 2002

**Table 17: Land Capability in Makana**

Land capability class	Area (ha)	Percentage
1	0.00	0.00%
2	0.00	0.00%
3	0.00	0.00%
4	31789.20	7.27%
5	20456.20	4.68%
6	300661.00	68.71%
7	46331.70	10.59%
8	38072.30	8.70%

Source: Sarah Baartman ABP & LAA, 2008

Most of the land (68.71%) in Makana is classified under class 6. This means that the majority of land in Makana is only suitable for grazing of animals and non-arable. Based on the results presented in Table 6.2 and Figure 6.2, the Makana Area Based Plan (2008) states that land in the Makana area has suitable potential to for:

- Large areas of irrigation, should water be available
- Rain-fed cropping of Wheat, chicory, pecan nuts and aloe
- Irrigation-fed cropping of stone fruit, olives, cotton, vegetable, sugar beet and oranges
- Livestock including game farming and ostrich farming

Soils in the Makana area are generally shallow and weakly developed, with depths typically not exceeding 600mm. This is because the municipality's geology is based on Beaufort group sandstones and shale's which dominate the landscape. The shallow and weakly developed soils limit the types of crops that may be planted throughout the municipality as this affects root development, nutrient retention and moisture drainage.

There are some rich alluvial and colluvial soils close to rivers, which support intensive agricultural cultivation. Topsoil textures vary from loamy sand to sandy clay loam (**Makana ABP & LAA, 2008**).

#### **2.1.3.10 VEGETATION TYPES AND BIODIVERSITY**

The vegetation in an area represents an integration of climate, soil and a number of other biological factors. Physical factors including geomorphology and geology also act as variables that determine vegetation types and biodiversity.

The Makana District has richly diverse and unique vegetation, comprising of ten vegetation types, representing six of the seven major Southern African biomes namely:

1. forest,
2. grassland,
3. succulent Karoo,
4. fynbos,
5. savannah grasslands and
6. the thicket vegetation.

The Makana municipality is situated in the Albany Centre of Endemism and has 27 endemic plant species of which 17 (62%) are cited as being vulnerable and 5 (32%) are cited as being endangered.

Significant portions of land in the Makana municipality are classified as "Critical Biodiversity Areas". This means that they are to be managed for biodiversity and conservation, with only limited development in the form of small scale tourism amenities recommended. Critical Biodiversity Areas also have guidelines on the form an agriculture that may take place (**State of the Sarah Baartman Environment, 2005; Makana ABP and LAA, 2008**)

The biodiversity of the thicket within Makana is threatened by several factors, including:

- Urbanization
- Transformation of land for agricultural purposes
- Overgrazing by livestock
- Habitat loss through preparation of cultivated land for products such as cash crops
- Overpopulation of alien species introduced through agriculture and game reserves
- Unsustainable resource use
- Collection of plant species for medicinal and ornamental uses
- Land degradation due to the use of irrigation in areas with poor soils

#### **2.1.4 LAND REFORM PROGRAMME**

The Department of Rural Development and Land Affairs has compiled an Area Based Plan, for the Sarah Baartman District area as a whole. An Area Based Plan essentially is a sector plan that seeks to address land related issues at a municipal level and is intended to form part of the Integrated Development Plan (IDP), informing the Spatial Development Framework (SDF) and Land Use Management System (LUMS).

Fundamentally the Plan seeks to integrate Land Reform into the municipal planning process wherein identified projects are supported during and post implementation phases to ensure sustainability. Also to develop an implementation tool for pro-active land acquisition to facilitate acquisition of land at scale by DRD & LR to meet the 2014 target of transferring 30% of white owned land into the hands of the black farming class.

The Land Reform Programme is anchored on three key programmes, namely:

1. restitution,
2. redistribution and
3. tenure reform.

These were developed to promote land acquisition, restore land rights lost through dispossession and achieve tenure upgrade respectively.

**Source: Municipal Demarcation Board, 2011**

Twenty seven councilors have been elected and the seat of the municipality is situated in Grahamstown. The Makana area comprises of rural commercial farms with small rural nodes and Grahamstown is the main urban town.

## **2.2 MUNICIPAL DEMOGRAPHIC PROFILE**

### **2.2.1 POPULATION AND POPULATION DENSITY**

The Makana relies on the South African National census 2011 and the Community Survey 2016 (StatsSA) data information on official population figures, assisting it to make informed decision relating to population challenges faced by the Municipality.

The census determined the country's population as 55.7 million, Sarah Baartman's population to be 479 923 and Makana 82060. The Municipality has undertaken to access a number of alternative sources of data to provide a comparative analysis against the census 2011 figures and also assist in evaluating the growth trends within the district, namely:

- Information obtained from the 2003 the Eastern Cape Socio Consultative Council survey;
- Information obtained from the 2004 district economic growth and development strategy as undertaken by the Urban Econ Group;

- Information obtained from the Global Insight Group reflecting projected population estimates as per 2011.
- Information obtained from the Community Survey 2016 reflection mid-term population estimates

### Population and extent of Area km<sup>2</sup> - EC, SBDM and MLM

Table 18

Stats SA 2016	Eastern Cape	SBDM	Makana Local
<b>Total Population</b>	6 996 976	479922	<b>82060</b>
Area km <sup>2</sup>	168 966 km <sup>2</sup>	58 266.3 km <sup>2</sup>	4375.62 km <sup>2</sup>

Table 16 Source: Stats SA 2016

As indicated by the statistical information above, Makana accounts for 17.8% of the Sarah Baartman District and 1.2% of the Provincial population. Makana is the second largest population contributor in the district. Geographically Makana has a fairly large population living in a relatively small area with a population density of 18.4 per km<sup>2</sup>.

## 2.2.2 POPULATION DISTRIBUTION

### Age distribution, Gender, Population Grouping and Head of Household

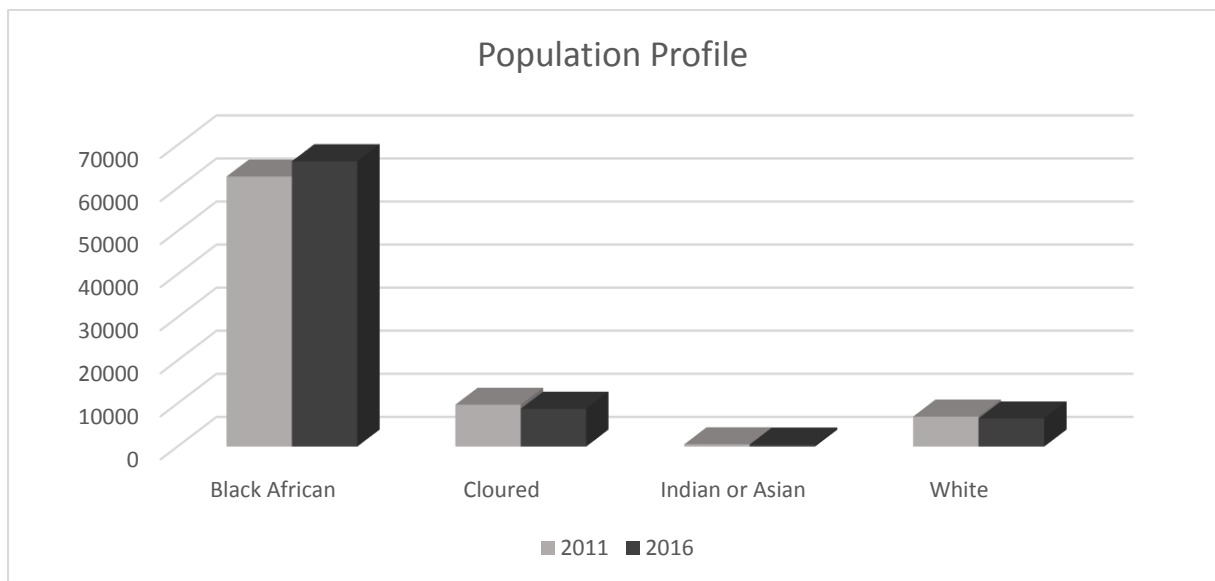
Source: Stats SA 2016

#### 2.2.2.1 DEMOGRAPHICS

Table 19:

DEMOGRAPHICS	2011		2016	
	No	%	No	%
Population	80 390		82 060	
Population growth				2.1
Population profile:				
Black African	62 702	78.0	66 257	80.7
Coloured	9 725	12.1	8 788	10.7
Indian or Asian	525	0.7	470	0.6
White	6 974	8.7	6 546	8.0

Figure 2: Population Profile

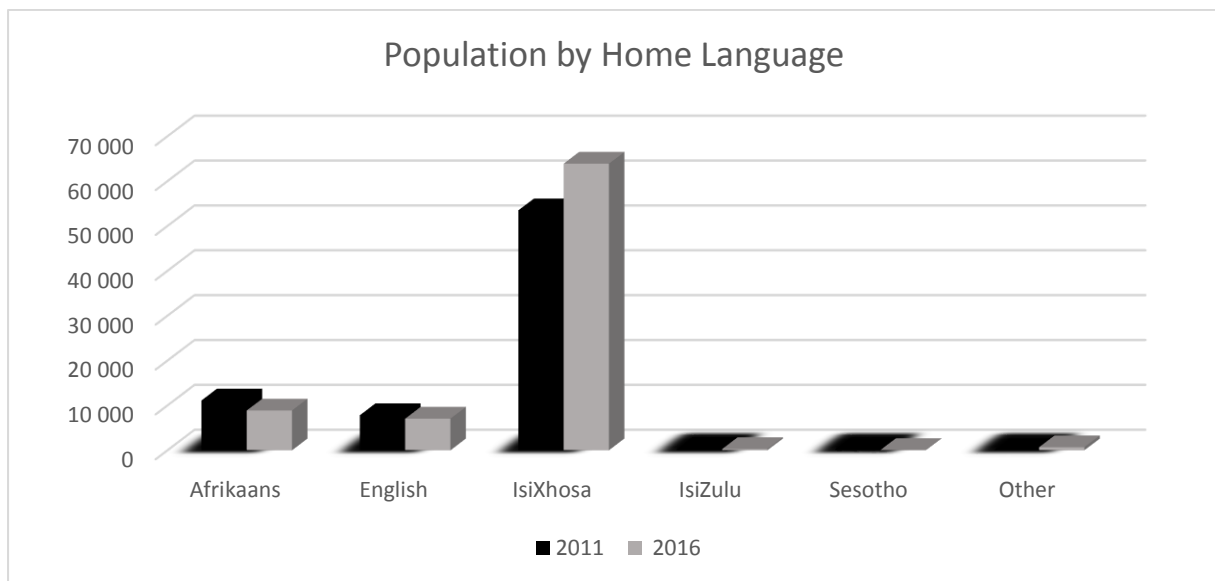


#### 2.2.2.2 POPULATION DENSITY

Table 20:

POPULATION DENSITY	2011	%	2016	%
POPULATION BY HOME LANGUAGE:				
Afrikaans	11 111	14.8	8 868	11.0
English	7 831	10.5	7 051	8.7
IsiXhosa	53 494	71.5	63 887	79.0
IsiZulu	321	0.4	279	0.3
Sesotho	272	0.4	76	0.1
Other	1 791	2.4	686	0.9

Figure 3: Languages



### 2.2.2.3 GENDER

Table 21:

GENDER	2011	%	2016	%
Male	38 175	47.5	39 218	47.8
Female	42 215	52.5	42 842	52.2

Figure 4:

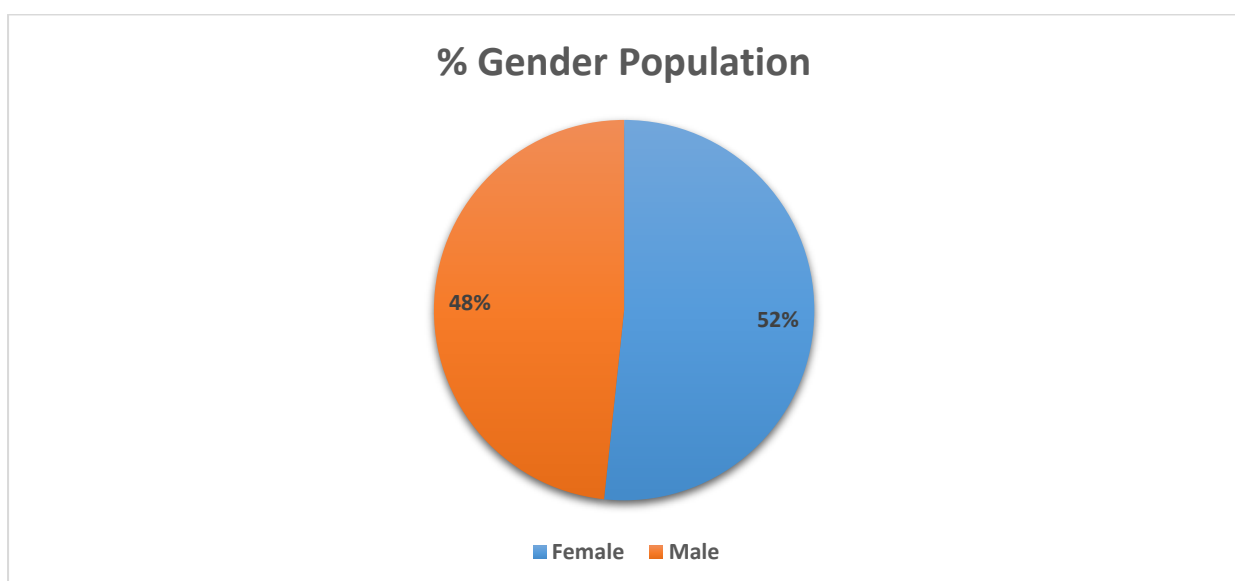
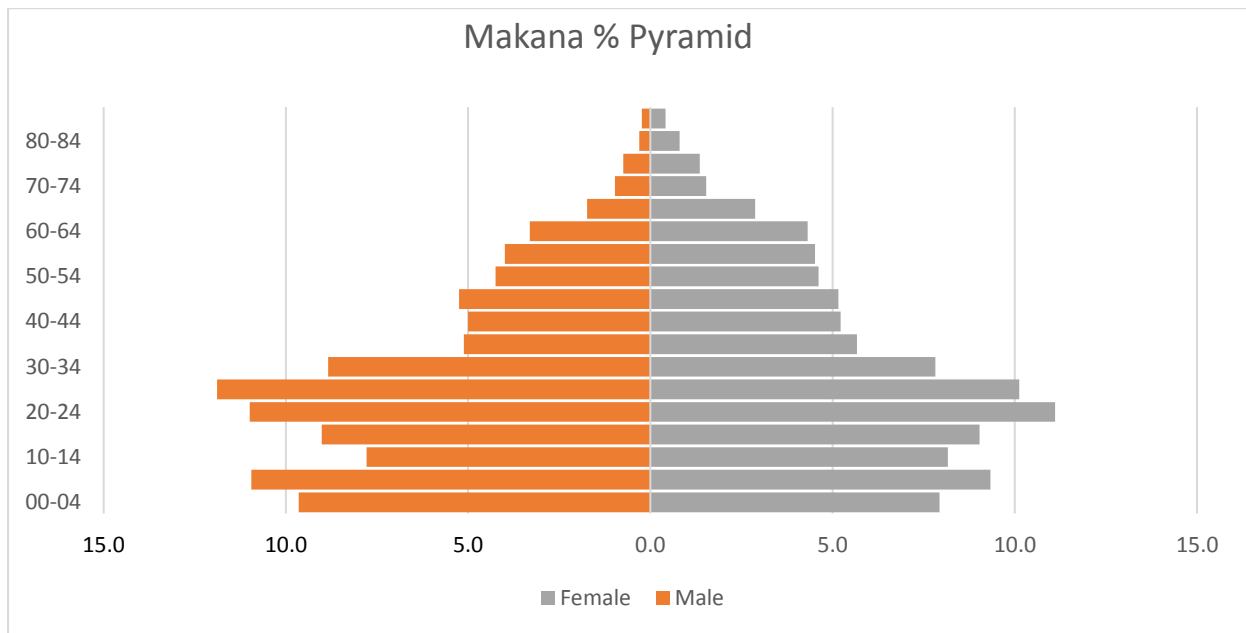




Figure 5

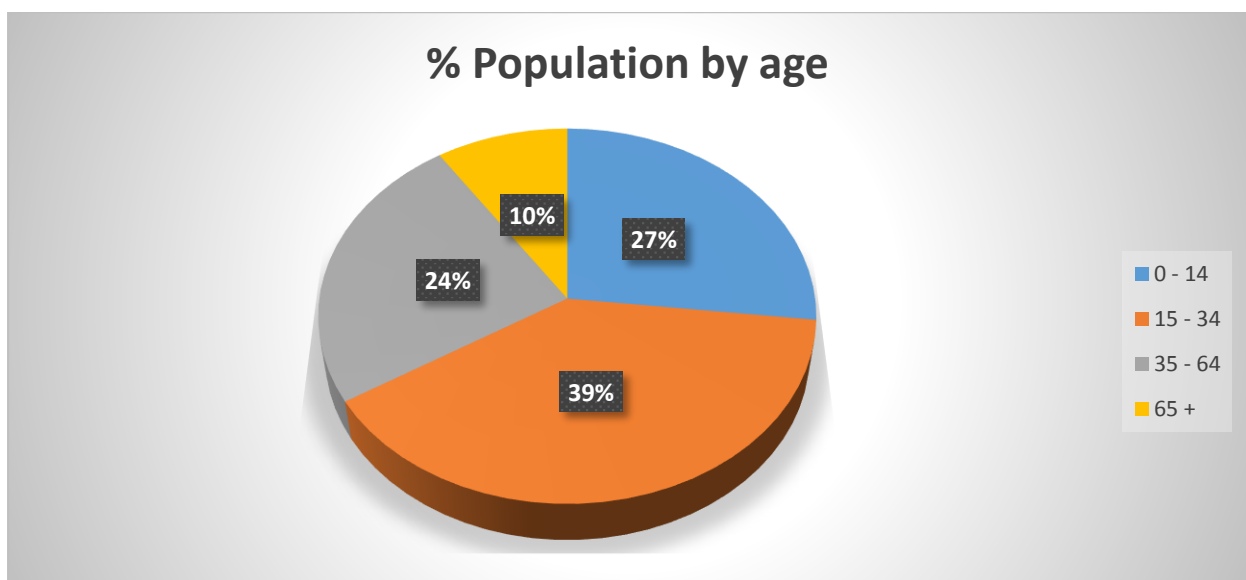


#### 2.2.2.4 AGE

Table 22:

AGE:	2011	%	2016	%
0 - 14	19 611	24.4	22 024	26.8
15 - 34	30 702	38.2	32 291	39.4
35 - 64	25 075	31.2	20 046	24.4
65 +	5 002	6.2	7 699	9.4

Figure 6:



By comparison the demographic information indicates an increase in the population figures and this is reflective in the population growth rate of 0.4% p.a. between the period of 2011 and 2016. The sex ratio is fairly even with 9 males for every 10 females. Stats SA 2016 reflects that 27% of the population is young and less than 15 years of age, which requires intergovernmental planning efforts to jointly focus on improved education and providing sport and recreation facilities.

Sport in particular plays an important part in youth development and relevant role-players should form partnerships to promote sport initiatives and youth programs in Makana. The high number of children could also be an indication of a dependency on child support grants.

The Stats SA reflects that there has been a 2.4% increase, from 52.1% to 52.2%, in respect of female headed households between 2011 and 2016. The increase is moderate considering that the population has grown by 10% over a 10 year period and the male to female sex ratio has only risen marginally.

### **2.2.3 HOUSEHOLDS PROFILE**

For purposes of this IDP revision we have based households information on Statics South African Customer survey 2016 There was a total of 22 700 households in the Municipality of which 6085 are poor (indigent) during the financial year of 2016/17. This figure constitutes 27% of the total number of households and is also an increasing from the previous year where indigent households constituted 5250 of the total number of households. Indigent households are defined as households where the combined monthly income of the household is less than the equivalent of two state pensions.

**Table 23**

<b>HOUSEHOLDS</b>	<b>2011</b>	<b>2016</b>
<b>Number of households</b>	<b>21 849</b>	<b>22 700</b>
<b>Households size</b>	<b>3.7</b>	<b>3.6</b>

### **2.2.4 SOCIAL PROFILE**

#### **2.2.4.1 EDUCATION:**

Education is the cornerstone to \_ development and it is therefore very important to be prioritised because 66% of the population fall between 0-34 years of age in Makana.

Table 24

CATEGORY	AGE	PERCENTAGE
Youth	15-34	39%
Adult	35-64	24%
Elder	65+	9%
Children	0-14	27%

#### 2.2.4.2 SCHOOLS IN MAKANA

Table 25

SCHOOL	P/S/F/J
ANDREW MOYAKE PUBLIC SCHOOL	JUN SEC
ARCHIE MBOLEKWA JUNIOR SECONDARY SCHOOL	JUN SEC
GEORGE JACQUES JUNIOR SECONDARY SCHOOL	JUN SEC
HENDRIK KANISE COMBINED SCHOOL	COMBINED/FARM
KHUTLISO DANIELS SECONDARY SCHOOL	SECONDARY
NATHANIEL NYALUZA SENIOR SECONDARY SCHOOL	SECONDARY
NOMBULELO SECONDARY SCHOOL	SECONDARY
NTABA MARIA JUNIOR SECONDARY SCHOOL	JUN SEC
NTSIKA SENIOR SECONDARY SCHOOL	SECONDARY
HOËRSKOOL P J OLIVIER	COMBINED
T E M MRWETYANA SECONDARY SCHOOL	SECONDARY
VICTORIA GIRLS' HIGH SCHOOL	SECONDARY
C M VELLEM JUNIOR SECONDARY SCHOOL	JUN SEC
D D SIWISA PRIMARY SCHOOL	PRIMARY
FIKIZOLO PUBLIC PRIMARY SCHOOL	JUN SEC
GRAHAMSTOWN SDA PRIMARY SCHOOL	JUN SEC
MAKANA PUBLIC PRIMARY SCHOOL	JUN SEC
N V CEWU PUBLIC PRIMARY SCHOOL	JUN SEC
SAMUEL NTLEBI PRIMARY SCHOOL	JUN SEC
SAMUEL NTSIKO PRIMARY SCHOOL	JUN SEC
TANTYI PUBLIC SCHOOL	PRIMARY
VICTORIA PRIMARY SCHOOL	JUN SEC
GEORGE DICKERSON PRIMARY SCHOOL	JUN SEC
GOOD SHEPHERD EC PRIMARY SCHOOL	JUN SEC
GRAEME COLLEGE BOYS' HIGH	COMBINED
GRAHAMSTOWN PRIMARY SCHOOL	JUN SEC
JOHAN CARINUS ART CENTRE	JUN SEC
MARY WATERS SECONDARY SCHOOL	JUN SEC
OATLANDS PREPARATORY SCHOOL	JUN SEC
ST MARY'S RC PRIMARY SCHOOL	JUN SEC
KUYASASPECIAL SCHOOL	PRIMARY
RIEBEECK EAST COMBINED SCHOOL	COMBINED/FARM
SIDBURY PRIMARY SCHOOL	PRIMARY/FARM
GRAHAMSTOWN AMASANGO CAREER SCHOOL	JUN SEC

SCHOOL	P/S/F/J
CARLISLE BRIDGE PRIMARY SCHOOL	JUN SEC/FARM
HOLY CROSS SCHOOL	PRIMARY
FARMERFIELD INTERMEDIATE FARM SCHOOL	JUN SEC/FARM
FORT BROWN PRIMARY SCHOOL	JUN SEC/FARM
HOPE FOUNTAIN JUNIOR SECONDARY SCHOOL	PRIMARY/FARM
KwaMHALA PRIMARY SCHOOL	PRIMARY/FARM
MANLEY FLATS MISSION SCHOOL	JUN SEC/FARM
MASAKHANE COMBINED SCHOOL	COMBINED/FARM
ZINTLE PRIMARY SCHOOL	PRIMARY/FARM
WILSON'S PARTY FARM SCHOOL	JUN SEC/FARM
Heidi	JUN SEC
Kleuterlland.	JUN SEC
GADRA Matric School	Private
ST ANDREWS PRIMARY	Private
ST ANDREWS COLLEGE	Private

#### 2.2.4.2 INSTITUTION ATTENDANCE:

Table: 26

MUNICIPALITY	NUMBER	PUBLIC (GOVERNMENT)	PRIVATE (INDEPENDENT)	HIGHER EDUCATION	TVET FORMERLY FET)
Sarah Baartman	149 839	137 320	11 667	15 220	6 381
Makana	28 457	22 936	4 877	5 307	2 271

#### 2.2.4.2 EDUCATION LEVEL

Table: 27

EDUCATION LEVEL	2011	PERCENT	2016	PERCENT
No schooling	3 100	6.3	1 921	3.7
Some primary	7 819	15.9	5 464	10.5
Completed primary	3 107	6.3	2 629	5.0
Some secondary	17 871	36.3	20 699	39.7
Grade 12/Matric	11 305	23.0	14 228	27.3
Higher	5 555	11.3	6 245	12.0
Other	424	0.9	887	1.7

### 2.2.4.3 SCHOOL ATTENDANCE

Of the 28 457 people attending education institution in Makana, more than 80% are doing Pre-school up to secondary school

**Table: 28**

SCHOOL	PERCENTAGE
Primary School	42%
Secondary	25.6%
Technical Education	5.6%
Other Colleges	0.7%
Higher Education	8.5%
Pre-School	15.6%

### LEVEL OF EDUCATION (20+)

**Table: 29**

EDUCATION	2011 NUMBER	2016 NUMBER
No schooling	3 100	1 921
Some primary	7 819	5 464
Completed primary	3 107	2 629
Some secondary	17 871	20 699
Grade 12/Matric	11 305	14 228
Higher	5 555	6 245
Other	424	887

### 2.2.4.4 FIELD OF TVET

**Table: 30**

FIELD	MAKANA
Management	<b>614</b>
Marketing	<b>95</b>
Information technology and computer	
Science	<b>38</b>
Finance	<b>176</b>
Office administration	<b>265</b>
Electrical infrastructure construction	<b>29</b>
Civil engineering and building	
Construction	<b>52</b>
Engineering	<b>139</b>

FIELD	MAKANA
Primary agriculture	30
Hospitality	69
Tourism	36
Safety in society	42
Mechatronics	-
Education and development	86
Other	524
Do not know	77
Not applicable	79 574
Unspecified	215
<b>Total Population</b>	<b>82 060</b>

*Table: 31*

FIELD	MAKANA
Agriculture	108
Architecture and the built environment	31
Arts (Visual and performing arts)	54
Business	518
Communication	24
Computer and information sciences	173
Education	1 173
Engineering	148
Health professions	366
Family ecology and consumer sciences	43
Languages	202
Law	435
Life sciences	112
Physical sciences	64
Mathematics and statistics	59
Military sciences	-
Philosophy	18
Psychology	367
Public management and services	121
Social sciences	341
Other	855
Do not know	95
Not applicable	76 538
Unspecified	215
<b>Total population</b>	<b>82 060</b>

#### 2.2.4.6 LEVEL OF EDUCATION

Table: 32

LEVEL	NUMBER OF PEOPLE	% SHARE		LEVEL OF EDUCATION	NUMBER OF PEOPLE	% SHARE
No schooling	8 831	10.80%		N4/NTC 4	443	0.50%
Grade 0	3 038	3.70%		N5/NTC 5	218	0.30%
Grade 1	2 498	3.00%		N6/NTC 6	532	0.60%
Grade 2	1 651	2.00%		Certificate with less than Gr 12	66	0.10%
Grade 3	3 185	3.90%		Diploma with less than Gr 12	78	0.10%
Grade 4	2 624	3.20%		Advanced Certificate with Gr 12	564	0.70%
Grade 5	3 021	3.70%		Diploma with Grade 12	1 147	1.40%
Grade 6	3 241	3.90%		Higher Diploma	774	0.90%
Grade 7	3 605	4.40%		Post-Higher Diploma	741	0.90%
Grade 8	4 932	6.00%		Bachelor's degree	1 479	1.80%
Grade 9	5 002	6.10%		Honours degree	323	0.40%
Grade 10	8 143	9.90%		Master's degree	452	0.60%
Grade 11	9 067	11.00%		PHD (Doctoral degree)	310	0.40%
Grade 12	14 804	18.00%		Other	312	0.40%
NTC I/N1	115	0.10%		Do not know	607	0.70%
NTCII/N2	49	0.10%		Unspecified	156	0.20%
NTCIII/N3	52	0.10%		Total (Makana LM)	82 060	100%

#### 2.2.6 POVERTY

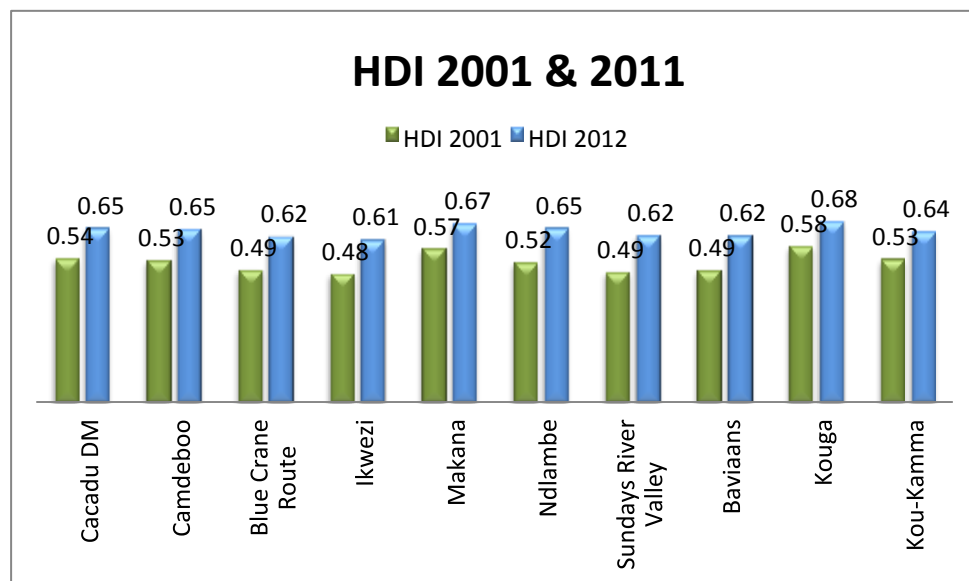
Very serious poverty (where people live on less than \$2 or R 14 – R 18 per day) is rapidly declining, probably in response to the roll out of social grants in South Africa

##### 2.2.6.1 HUMAN DEVELOPMENT

#### The Human Development Index

Figure 7: The Sarah Baartman Human Development Index 2001 and 2011

Figure 7: The Sarah Baartman Human Development Index 2001 and 2011

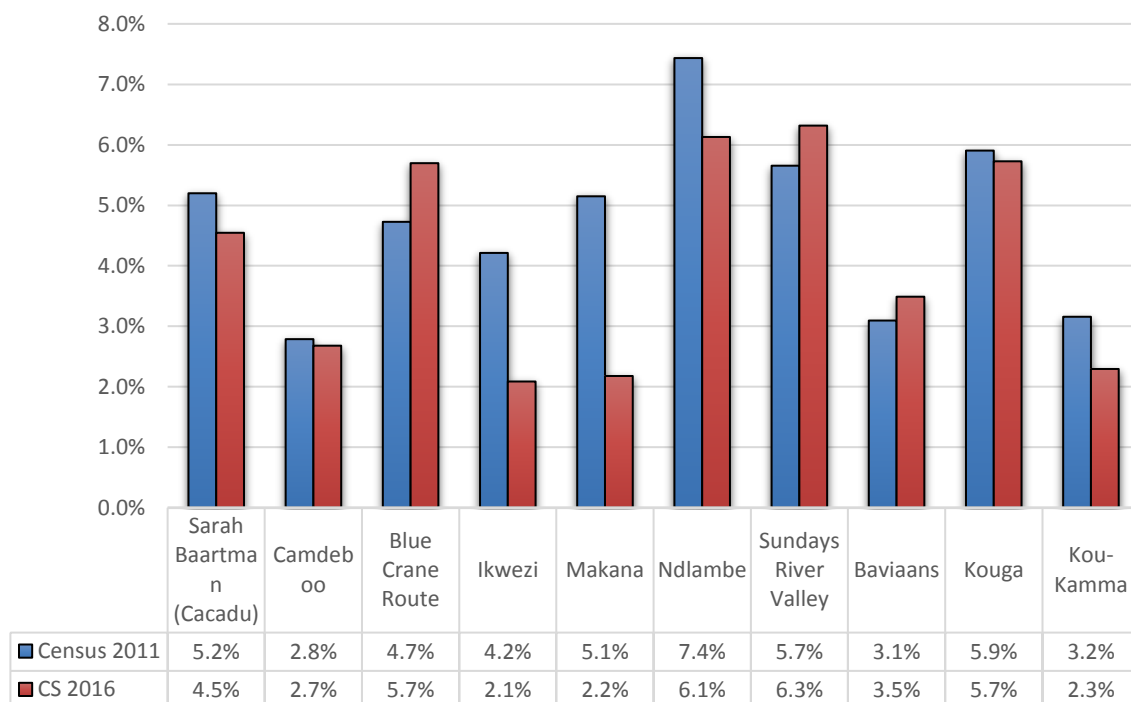


Source: Global Insight (2014)

The **Human Development Index (HDI)** is a composite statistic of life expectancy, education, and per capita income indicators, which are used to rank countries into four tiers of **human development**.

#### 2.2.6.2 LEVEL OF POVERTY IN THE DISTRICT

Figure 8: The level of poverty in the District is high, but showing steady decline:





## 2.2.7 SOCIAL DEPENDENCY

### 2.1.6.4 GRANT DEPENDENCY

Table: 33

DISTRICT OFFICE	LOCAL OFFICE	TOTAL NO. OF BENEFICIARIES	CHILDREN PER GRANT TYPE		
			FCG	CSG	CDG
SARAH BAARTMAN	GRAAFF-REINET	823	3	819	1
	<b>GRAHAMSTOWN</b>	<b>818</b>	<b>3</b>	<b>814</b>	<b>1</b>
	HUMANSDORP	1112	0	1110	2
	JOUBERTINA	425	0	425	0
	KIRKWOOD	536	0	536	0
	PORT ALFRED	639	0	638	1
	SOMERSET EAST	403	0	403	0
	WILLOWMORE	225	0	224	1
<b>SARAH BAARTMAN Total</b>		<b>4981</b>	<b>6</b>	<b>4969</b>	<b>6</b>

Table: 34

District Office	Local Office	Grant Type	No. of Beneficiaries	No. of Children	Expenditure
SARAH BAARTMAN	GRAHAMSTOWN	Care Dependency	281	289	R 436 390.00
		Child Support (Total 0-18)	11294	17470	R 6 289 200.00
		Foster Care	824	1075	R 956 750.00
		Grant in Aid	781		R 281 160.00
		Old Age	5143		R 7 672 549.00
		Old Age (75 Years & Over)	1814		R 2 759 421.00
		Permanent Disability	3306		R 4 980 902.00
		Temporary Disability	122		R 183 311.00
	<b>GRAHAMSTOWN Total</b>		<b>23565</b>	<b>18834</b>	<b>R 23 559 683.00</b>

Assuming that no individual qualifies for more than one grant then 45.5% of the total population is receiving a social grant.

The dependency on grant funding further reinforces the need to stimulate the local economy by creating labour intensive growth opportunities and optimizing the job creation elements of the EPWP and CWP.

## 2.2.8 CRIME STATISTICS FOR MAKANA

### Makana Crime Stats: 2015/16

Table: 35

Precinct	Murder	Total Sexual Offences	Attempted murder	Assault with the intent to inflict grievous bodily harm	Common assault	Common robbery	Robbery with aggravating circumstances	Arson	Malicious injury to property	Burglary at non-residential premises	Burglary at residential premises	Theft of motor vehicle and motorcycle	Theft out of or from motor vehicle	Stock-theft
2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16
Alicedale	0	3	0	14	23	1	1	1	5	3	13	0	0	2
Committees	0	3	0	1	0	0	1	0	8	0	3	0	0	42
Fort Brown	1	1	2	7	0	0	0	0	1	0	2	0	0	4
Grahamstown	11	73	12	299	338	113	144	4	220	56	475	51	346	31
Joza	26	136	18	328	248	58	126	2	171	38	278	18	63	9
Rhodes	1	1	0	4	0	0	0	0	1	0	5	0	0	5
Riebeeck East	1	4	0	4	6	0	0	0	2	0	1	1	0	0
Seven Fountains	0	3	0	10	5	0	3	1	1	3	16	0	0	0

Precinct	Illegal possession of firearms & ammunition	Drug-related crime	Driving under the influence of alcohol or drugs	Sexual offences as result of police action	All theft not mentioned elsewhere	Commercial crime	Shoplifting	Carjacking	Truck hijacking	Robbery at residential premises	Robbery at non-residential premises	Culpable homicide	Public violence	Crimes in injuria	Neglect and ill-treatment of children	Kidnapping
2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16
Alicedale	0	7	2	0	11	0	0	0	0	0	1	1	1	3	0	0
Committees	0	1	0	0	2	0	0	0	0	1	0	1	0	0	0	0
Fort Brown	0	1	1	0	4	0	0	0	0	0	0	2	0	0	0	0
Grahamstown	3	65	58	0	650	110	182	1	0	22	14	5	1	76	3	8
Joza	6	98	40	0	248	7	0	1	0	8	13	8	0	55	1	7
Rhodes	0	1	0	0	4	0	0	0	0	0	0	0	0	0	0	0

Precinct	Illegal possession of firearms & ammunition	Drug-related crime	Driving under the influence of alcohol or drugs	Sexual offenses as result of police action	All theft not mentioned elsewhere	Commercial crime	Shoplifting	Carjacking	Truck hijacking	Robbery at residential premises	Robbery at non-residential premises	Culpable homicide	Public violence	Crimes of injury	Neglect and ill-treatment of children	Kidnapping
Riebeeck East	0	6	0	3	1	0	2	0	0	0	0	0	0	6	0	3
Seven Fountains	1	7	0	1	0	0	8	0	0	0	1	1	1	7	0	1

## 2.2.9 COMMUNITY SURVEY 2016

### 2.2.9.1 THE VOICE OF PEOPLE IN MAKANA

A question was introduced in the Community Survey 2016 that asked households what they considered to be the main problem or difficulty they were facing in their municipality presently. The voice of people in Makana was recorded in terms of:

- Municipal Wide is challenges facing presently;
- the extent to which the municipality is trying to resolve the problem;
- how people in the municipality rate the services that they receive;
- the importance of services provided by the municipality

### 2.2.9.2 MUNICIPAL WIDE CHALLENGES

**Table: 36**

CHALLENGES	NUMBER	%
Lack of safe and reliable water supply	16 779	20%
Lack of/inadequate employment opportunities	12 498	15%
Inadequate housing	11 767	14%
Inadequate roads	11 612	14%
Violence and crime	4 315	5%
Cost of water	3 755	5%
Inadequate sanitation/sewerage/toilet services	3 718	5%
Cost of electricity	3 068	4%
None	2 669	3%
Other	1 964	2%
Inadequate refuse/waste removal	1 954	2%
Alcohol abuse	1 487	2%
Lack of reliable electricity supply	1 450	2%
Corruption	1 448	2%
Inadequate street lights	1 322	2%
Drug abuse	884	1%
Lack of/inadequate parks and recreational area	636	1%
Gangsterism	269	0%
Lack of/inadequate healthcare services	267	0%
Lack of/inadequate public transport	105	0%
Lack of/inadequate educational facilities	92	0%
<b>Grand Total</b>	<b>82 060</b>	<b>100%</b>

### 2.2.9.3 THE TOP 5 CHALLENGES CURRENTLY FACING MAKANA LOCAL MUNICIPALITY, 2016

According to the community survey conducted by Stats SA (2016), the top five challenges that Makana local municipality is facing presently are as follows:

- Lack of safe and reliable water supply (20% of the population)
- Lack of employment opportunity (15% of the population)
- Inadequate housing (14% of the population)
- Inadequate road (14% of the population)
- Violence and crime (5% of the population)

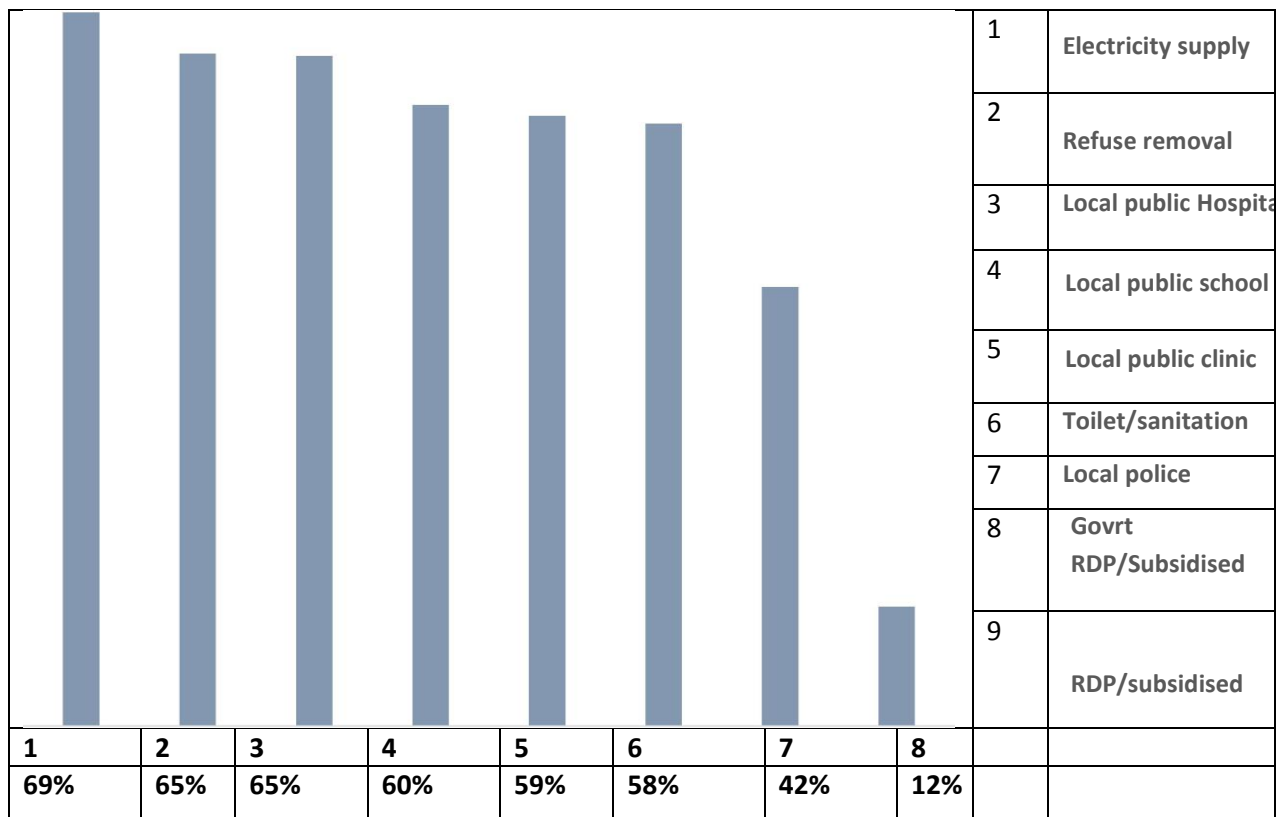
### 2.2.9.4. RATING OF THE OVERALL QUALITY OF SERVICES

**Table: 37**

SERVICES	GOOD	AVERAGE	POOR	NO ACCESS	DO NOT USE	TOTAL POPULATION
Electricity supply services	56 698	18 277	5 682	815	587	82 060
Refuse removal services	53 392	19 586	7 799	988	295	82 060
Local public hospital	53 200	16 414	4 843	2 162	5 441	82 060
Local public school	49 309	15 686	8 084	3 016	5 966	82 060
Local public clinic	48 437	16 167	12 048	1 638	3 769	82 060
Toilet/sanitation services	47 863	13 775	17 152	2 667	603	82 060
Local police services	34 839	17 875	22 366	1 409	5 571	82 060
Govrt RDP/subsidised dwelling	9 472	8 831	11 191	61	52 505	82 060
Electricity supply services	69%	22%	7%	1%	1%	100%
Refuse removal services	65%	24%	10%	1%	0%	100%
Local public hospital	65%	20%	6%	3%	7%	100%
Local public school	60%	19%	10%	4%	7%	100%
Local public clinic	59%	20%	15%	2%	5%	100%
Toilet/sanitation services	58%	17%	21%	3%	1%	100%
Local police services	42%	22%	27%	2%	7%	100%
Government RDP/subsidised dwelling	12%	11%	14%	0%	64%	100%

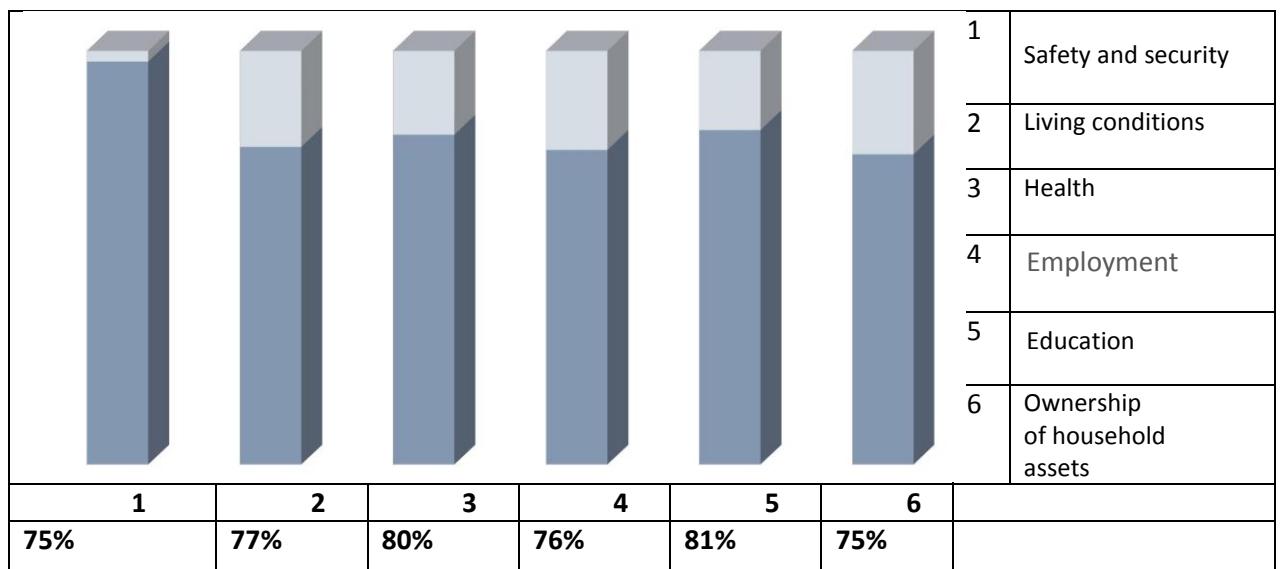
### 2.2.9.5 .GOOD SERVERS RENDERD

Figure 9:



### 2.2.9.6 PEOPLE'S OPINION ABOUT THE IMPORTANCE OF SERVICES TO IMPROVE THE STANDARD OF LIVING: MAKANA 2016

Figure 10:



## 2.3. SOCIO-ECONOMIC DIMENSIONS AND ANALYSIS

### 2.3.1 INCOME LEVELS

**Table: 38 Income Category**

Source: Stats SA 2011

SOCIO ECONOMIC ANALYSIS	MAKANA AREA (STATSSA 2001)	MAKANA AREA (STATSSA 2016)	%	GROWTH % p.a.
<b>Total Population</b>				
Income 15 to 65	14 919	51 057		
No Income	320	22 964	45.0	707.6
R1 – R400	3 078	2 789	5.5	-0.9
R401 – R800	3 265	2 565	5.0	-2.1
R801 - R1600	2 812	8 573	16.8	20.5
R1601 – R3200	2 376	4 610	9.0	9.4
R 3 201 - R 6 400	1 783	2 720	5.3	5.3
R 6 401 - R 12 800	852	2 515	4.9	19.5
R 12 801 - R 25 600	227	1 627	3.2	61.7
R 25 601 - R 51 200	81	535	1.0	56.2
R 51 201 - R 102 400	64	127	0.2	9.8
R 102 401 - R 204 800	46	79	0.2	7.2
R 204 801 or more	15	50	0.1	23.3
Unspecified	0	1 902	3.7	

**Table : Statics South; Family Electoral Wards ,Geography by Individual monthly income fo  
Person weighted**

**Table 39**

	No income	R 1 – R 400	R 401 - R 800	R 801 – R 1 600	R 1 601 – R 3 200	R 3 201 – R 6 400	R 6 401 - R 12 800	R 12 801 – R 25 600	R 25 601 – R 51 200	R 51 201 - 102 400	R 102 401 R 204 800	R 204 801 more	Grand Tot
21004001: Ward 1	881	513	238	736	247	86	90	43	22	6	2	-	2862
21004002: Ward 2	3386	1013	222	1148	389	281	231	66	20	2	4	1	6762
21004003: Ward 3	3093	575	238	870	385	261	252	217	97	29	12	6	6033
21004004: Ward 4	3172	211	170	716	554	551	666	565	186	57	30	22	6900
21004005: Ward 5	3463	1933	370	1369	556	203	130	32	28	-	-	-	8085
21004006: Ward 6	2130	787	283	608	258	208	183	94	16	2	4	2	4574
21004007: Ward 7	946	485	175	592	171	76	45	12	3	-	-	-	2505
21004008: Ward 8	1357	185	49	276	248	279	347	321	83	15	7	9	3176
21004009: Ward 9	2145	892	267	815	302	139	132	90	15	2	1	-	4801
21004010: Ward 10	3338	823	211	1190	388	238	200	58	14	-	2	1	6462
21004011: Ward 11	2757	1661	321	1374	343	120	79	37	17	-	2	-	6712
21004012: Ward 12	52	5	3	7	18	28	33	41	20	1	1	2	211
21004013: Ward 13	2135	887	354	1187	427	201	148	79	57	9	7	-	5491



21004014: Ward 14	2412	1040	325	1160	646	245	137	104	34	14	11	10	6138
<b>Grand Total</b>	<b>31266</b>	<b>11009</b>	<b>3226</b>	<b>12048</b>	<b>4931</b>	<b>2915</b>	<b>2673</b>	<b>1759</b>	<b>611</b>	<b>137</b>	<b>84</b>	<b>53</b>	<b>70711</b>

Stats SA 2011 reflects that poverty levels are high with 45.0% of the population not receiving any income, and a further 10.5% earning less than R801 per month, therefore technically falling under the poverty line. This is exacerbated by the fact that 63.4% of the potential labour force are not working.

**Geography by Annual household income for Household Weighted:**

**Table 41**

	No income	R 1 – R 4800	R 4801 - R 9600	R 9601 - R 19 600	R 19 601 – R 38 200	R 38 201 R 76 400	R 76 401 R 153 800	R 153 801 – R 307 600	R 307 601 – R 614 400	R 614 001 – R 1 228 800	R 1 228 801 – R 2 457 600	R 2 457 601 or more	Grand Total
21004001: Ward 1	38	18	51	174	249	122	62	32	25	7	1	-	779
21004002: Ward 2	291	66	75	459	394	294	226	93	33	4	5	1	1942
21004003: Ward 3	243	55	82	271	265	242	175	178	116	53	14	6	1702
21004004: Ward 4	250	22	38	171	227	261	395	432	298	94	29	25	2244
21004005: Ward 5	268	143	244	472	534	353	144	54	30	6	-	-	2246
21004006: Ward 6	108	62	106	215	230	191	178	101	33	4	3	2	1235
21004007: Ward 7	95	53	60	244	229	123	65	15	5	-	-	-	888
21004008: Ward 8	258	18	29	117	153	134	225	241	155	36	6	11	1383
21004009: Ward 9	161	76	90	302	347	192	127	74	30	6	3	-	1408
21004010: Ward 10	380	136	130	476	381	296	219	74	24	1	2	1	2120
21004011: Ward 11	241	89	136	480	516	254	98	47	18	2	2	-	1884

21004012: Ward 12	8	1	1	1	4	9	22	30	20	5	1	3	106
21004013: Ward 13	167	89	129	434	411	239	108	62	40	18	7	-	1706
21004014: Ward 14	212	77	94	347	443	321	127	57	39	16	4	6	1742
<b>Grand Tot</b>	<b>2721</b>	<b>905</b>	<b>1266</b>	<b>4163</b>	<b>4382</b>	<b>3030</b>	<b>2172</b>	<b>1491</b>	<b>867</b>	<b>254</b>	<b>77</b>	<b>56</b>	<b>21385</b>

**Table 40**

<b>Geography by Annual household income for Household Weighted :</b>													
<b>No income</b>	<b>R 1 – R48</b>	<b>R 4801 – 9600</b>	<b>R 9601 – R19600</b>	<b>R 19 601 – R38200</b>	<b>R 38 201 – R76400</b>	<b>R 76 401 – R153800</b>	<b>R 153 801 – R307600</b>	<b>R 307 601 – R614400</b>	<b>R 614 001 – R1228800</b>	<b>R 1 228 801 – R2457600</b>	<b>R 2 457 601 or more</b>	<b>Grand Tot</b>	
21004001: Ward 1													
21004002: Ward 2	38	18	51	174	249	122	62	32	25	7	1	-	779
21004003: Ward 3	291	66	75	459	394	294	226	93	33	4	5	1	1942
21004004: Ward 4	243	55	82	271	265	242	175	178	116	53	14	6	1702
21004005: Ward 5	250	22	38	171	227	261	395	432	298	94	29	25	2244
21004006: Ward 6	268	143	244	472	534	353	144	54	30	6	-	-	2246
21004007: Ward 7	108	62	106	215	230	191	178	101	33	4	3	2	1235
21004008: Ward 8	95	53	60	244	229	123	65	15	5	-	-	-	888
21004009: Ward 9	258	18	29	117	153	134	225	241	155	36	6	11	1383

Geography by Annual household income for Household Weighted :													
No income		R 1 – R48	R 4801 – 9600	R 9601 – R19600	R 19 601 – R38200	R 38 201 – R76400	R 76 401 – R153800	R 153 801 – R307600	R 307 601 – R614400	R 614 001 – R1228800	R 1 228 801 – R2457600	R 2 457 601 or more	Grand Total
21004010: Ward 10	161	76	90	302	347	192	127	74	30	6	3	-	1408

### 2.3.2 LABOUR FORCE: GEOGRAPHY BY SUMMATION

**Table: 42** Geography by summation

Area	Number			Percentage		
	Employed	Unemployed	Total	Employed	Unemplod	Total
Ward 1	1 123	94	1 217	92.3	7.7	100
Ward 2	1 367	939	2 305	59.3	40.7	100
Ward 3	1 686	586	2 272	74.2	25.8	100
Ward 4	2 809	502	3 311	84.8	15.2	100
Ward 5	1 617	1 321	2 938	55	45	100
Ward 6	930	542	1 472	63.1	36.9	100
Ward 7	695	514	1 209	57.5	42.5	100
Ward 8	1 243	127	1 369	90.8	9.2	100
Ward 9	1 017	910	1 927	52.8	47.2	100
Ward 10	1 407	1 269	2 677	52.6	47.4	100
Ward 11	1 325	1 019	2 344	56.5	43.5	100
Ward 12	117	2	119	98.3	1.7	100
Ward 13	1 953	793	2 746	71.1	28.9	100
Ward 14	1 946	642	2 589	75.2	24.8	100

### 2.3.3 LABOUR STATUS AND TRENDS

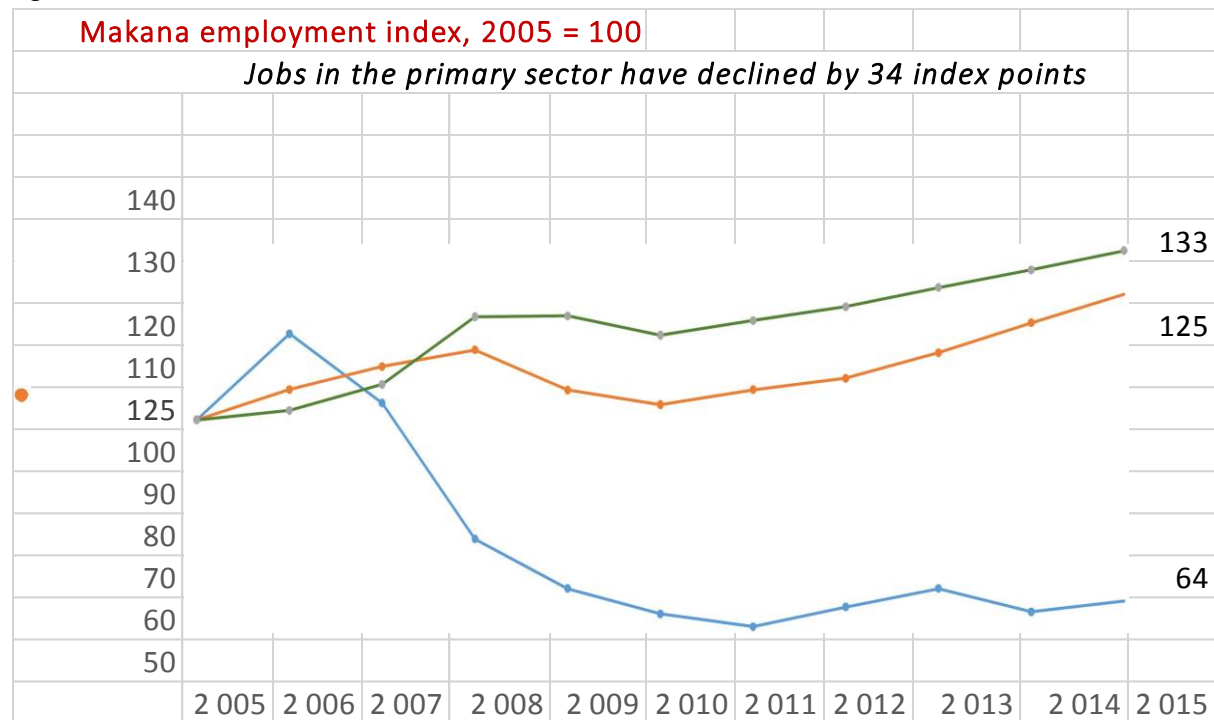
**Table: 43** Labour Status

SOCIO ECONOMIC ANALYS	MAKANA AREA (STATSSA 2001)	MAKANA AREA (STATSSA 2011)	%	GROWTH % p
Total Population				
Labour status 15 to 65	50 915	52 582		
Employed	14 922	19 234	36.6	2.9
Unemployed	14 489	9 260	17.6	-3.6
Non economically active	21 504	24 088	45.8	1.2

Source: Stats SA 2011

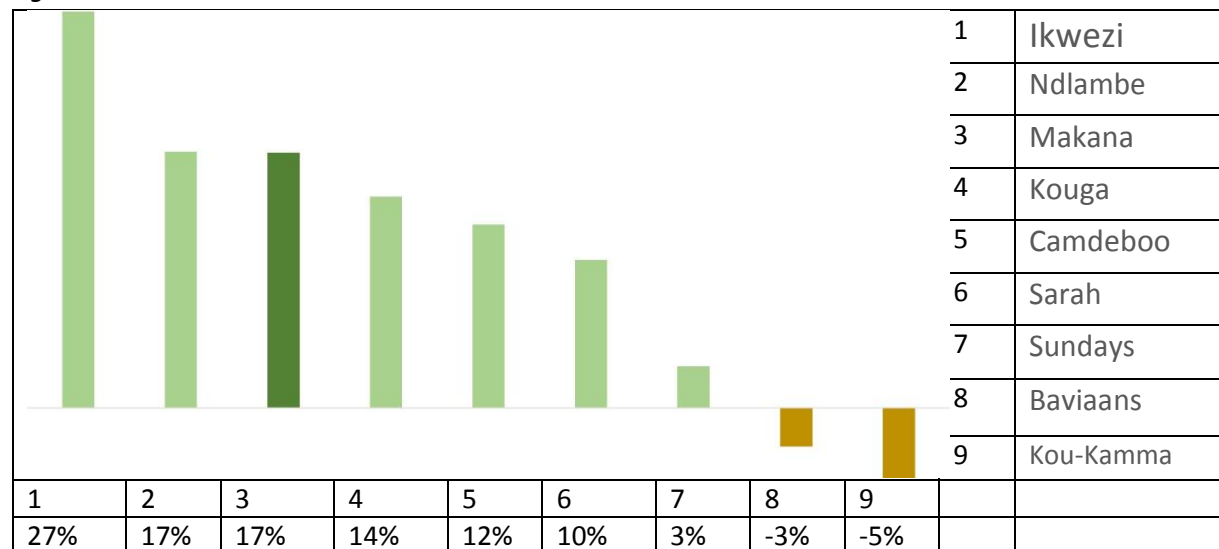
### 2.3.4 MAKANA EMPLOYMENT INDEX

Figure11



#### 2.3.4.1 EMPLOYMENT GROWTH IN MAKANA LM (1995-2015)

Figure 12:



Source: Stats SA – Quantec Easy Data, 2016

#### 2.3.4.2 FORMAL AND INFORMAL EMPLOYMENT

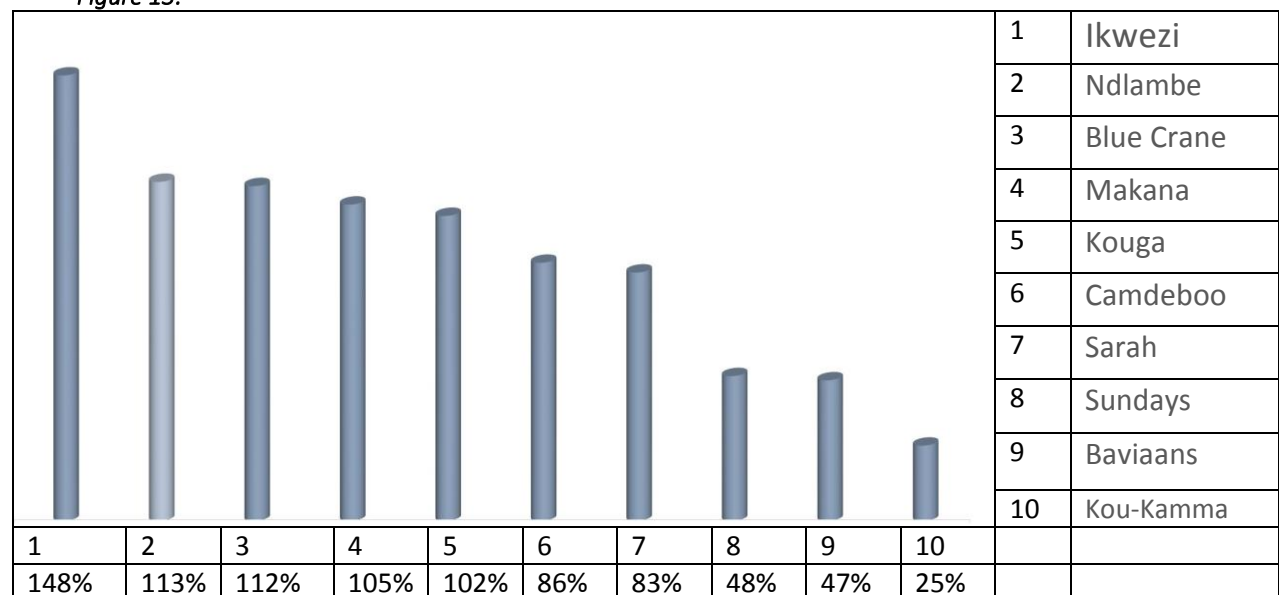
Over the past two decades, informal sector employment in Makana local municipality has more than double

Table 44

Informal Sector Employment	1995	2000	2005	2010	2015	Growth rate
	1995 - 2015					
Formal employment	16 600	15 800	15 500	14 900	15 000	-5%
Formal: Skilled	3 200	2 900	3 000	3 200	3 200	-3%
Formal: Semi-skilled	6 600	6 200	6 300	6 200	6 500	-2%
Formal: Low skilled	6 800	6 700	6 200	5 500	5 300	-9%
Informal employment	3 800	3 800	3 700	5 500	8 200	113%
Formal + Informal employment	20 400	19 600	19 200	20 400	23 200	17%

- Between 1995 and 2015, employment in the informal sector grew most in Ikwezi and Makana

Figure 13:



#### 2.3.4.3 SKILLS IN MAKANA FORMAL EMPLOYMENT

Skills in Makana's Formal employment (For every 10 people employed in the formal sector, 2 are skilled)

Table 45

EMPLOYMENT	PERCENTAGE
<b>FORMAL EMPLOYMENT</b>	66%
Low skilled	39%
Semi-skilled	41%
Formal skilled	20%
<b>INFORMAL EMPLOYMENT</b>	34%

#### 2.3.4.4 SECTOR CONTRIBUTION TO EMPLOYMENT IN MAKANA AND GVA, 2015

Table 46

DEPARTMENTS	PERCENTAGE	GVA
Agriculture	10%	2.40%
Mining	0%	0.10%
Manufacturing	6%	11.60%
Electricity	0%	1.00%
Construction	8%	4.50%
Trade	25%	19.20%
Transport	5%	7.90%
Finance	10%	19.50%
Community services	19%	8.90%
General government	17%	24.90%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

#### 2.3.4.5 SECTORS CONTRIBUTION TO GDP: (MAKANA, 2015)

Table 47

SECTORS	PERCENTAGE
Agriculture	1%
Mining	0%
Manufacturing	12%
Electricity	1%
Construction	5%
Trade	19%
Transport	8%
Finance	19%
Community services	9%
General government	25%



#### 2.3.4.6 SECTORS WITH COMPARATIVE ADVANTAGE

Table 48

SECTORS	PERCENTAGE
Leather and leather products	3.71
Motor vehicles + parts	2.6
Transport equipment	2.24
Education	2.03
Rubber products	1.94
Non-metallic mineral products	1.73
Catering and accommodation services	1.66
Other community services	1.55
Community and personal services	1.51
National and Provincial government	1.5
General government	1.49
Local government	1.42
Basic chemicals	1.36
Health and social work (Private)	1.28
Trade	1.27
Food	1.27
Wholesale and retail trade	1.24
Textiles	1.17
Tertiary sector	1.17
Construction	1.16
Business activities n.e.c.	1.15
Agriculture	1.13
Textiles, clothing and leather goods	1.12
Food, beverages and tobacco	1.06
Business services	1.03
Other manufacturing groups	1.01
Professional business services	1

#### 2.3.4.6 INVESTMENT IN MAKANA

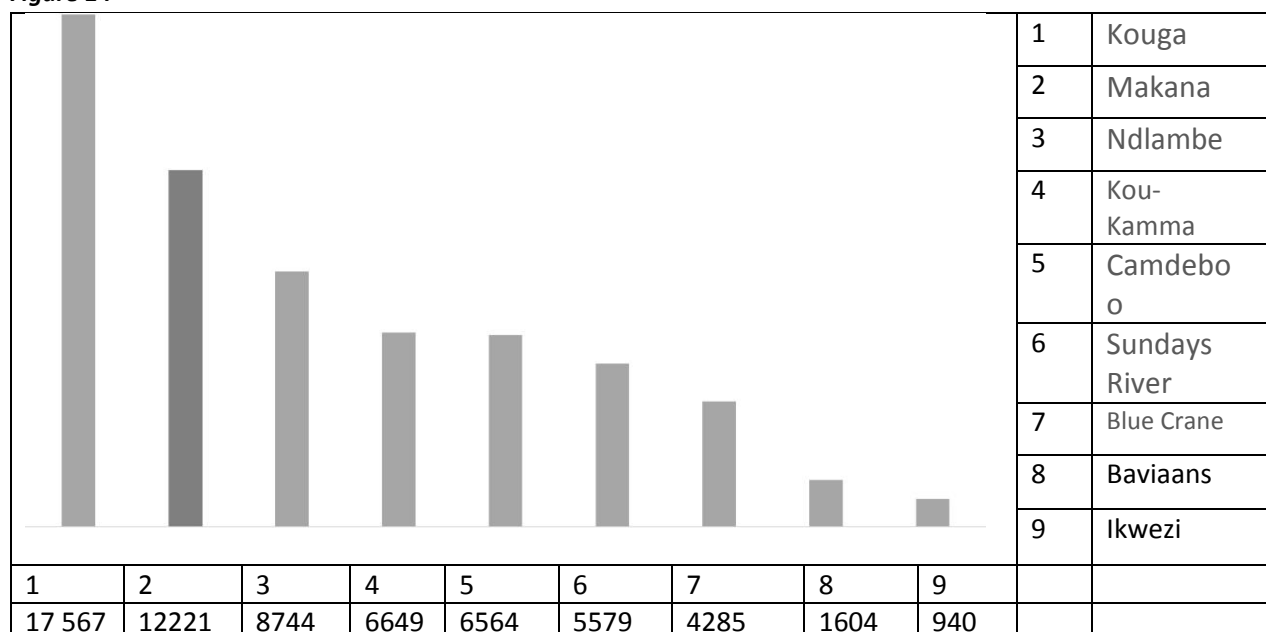
Building and construction works investment in Makana is 48%, machinery 38% and total investment in 2015 was R961 million.

Table 49

SECTORS	PERCENTAGE
Transfer costs	2%
Building and construction works	48%
Machinery and other equipment	38%
Transport equipment	12%

#### 2.3.4.7 FIXED CAPITAL STOCK (R MILLIONS, 2015)

Figure 14



## 2.4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

### 2.4.1 COMPOSITION OF THE MUNICIPALITY

Makana Municipality is established in terms of Section 12 of the Municipal Structures Act, 1998 (Act 118 of 1998) Structures Act as a Municipality with a Mayoral Executive System combined with a Ward Participatory System. Section 2(b) of the Municipal Systems Act states that a Municipality is constituted by its political structures, administration and community; Political structures include:

The Municipal Council which comprises 27 Councillors, 14 of whom are Ward Councillors and 13 of whom are Proportional Representation (PR) Councillors;

The Office of the Speaker: the Speaker is the Chairperson of the Municipal Council; o The Executive Mayor and Executive Mayoral Committee; and Portfolio Committees who oversight Directorate operations. The Administration is divided in 6 Directorate Namely:

DIRECTORATE		OFFICE
01.	The Municipal Manager	City Hall, Church Square, Grahamstown
02.	Corporate and Share Services	City Hall, Church Square, Grahamstown
03.	Public Safety and Community Services	City Hall, Church Square, Grahamstown
04.	Budget and Treasury office	86 High Street, Grahamstown
05.	Engineering and Technical Services	86 High Street, Grahamstown
06.	Local Economic Development and Planning	Church Square, Grahamstown
SATELLITE OFFICE		
01.	Riebeeck East	63 Morgan Street Riebeeck East 580
02.	Alicedale	1003 Main Alicedale 6135

Municipality has creates community structures include: Ward Committees, the IDP Representative Forum, Sector Engagements Forums and Ward Room Forums, Business sector forums

#### 2.4.2 POWERS AND FUNCTIONS

Section 156, read together with Schedules 4B and 5B of the Constitution sets out the functions of a Municipality. Section 84 of the Municipal Structures Act regulates the division of these functions between the District and Local Municipality.

The Makana LM currently has 36 different functions, based on the Municipal Systems Act, No 32 of 2000 and Act 117 of 1998.

**Table 50**

No	POWERS AND FUNCTION	No.	POWERS AND FUNCTION
1.	Child care facilities	19.	Local amenities
2.	Firefighting DM function	20.	Municipal parks and recreation
3.	Municipal airports	21.	Municipal roads
4.	Municipal Health services	22.	Noise pollution
5.	Pontoons and ferries	23.	Pound
6.	Trading regulations	24.	Public places

No	POWERS AND FUNCTION	No.	POWERS AND FUNCTION
7.	Sanitation	25.	Refuse removal, refuse dumps and solid waste disposal
8.	Building regulations	26.	Control of undertakings that sell liquor to the public
9.	Electricity reticulation	27.	Fencing and fences
10.	Local tourism	28.	Street trading
11.	Municipal planning	29.	Street lighting
12.	Municipal public transport	30.	Traffic and parking
13.	Storm water	31.	Control of public nuisance
14.	Water (potable)	32.	Fencing and fences
15.	Cemeteries, funeral parlors and crematoria	33.	Licensing of dogs
16.	Billboards and the display of advertisements in public places	34.	Licensing and control of undertakings that sell food to the public
17.	Facilities for the accommodation, care and burial of animals	35.	Cleansing
18.	Local sport facilities	36.	Air Pollution

### 2.4.3 ORGANIZATIONAL STRUCTURE

Figure15



**Table 51**

DIRECTORATE	DEPARTMENT
<b>Municipal Manager's Office</b>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Internal Audit</li> <li>• Executive support</li> <li>• Strategic Planning and Monitoring</li> <li>• Information Technology and Communication</li> <li>• Legal and Land Estate</li> </ul>
<b>Corporate and Share Services</b>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Legal Services</li> <li>• Administration</li> <li>• Council support</li> <li>• Records Management</li> </ul>
<b>Budget and Treasury Services</b>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Revenue Management</li> <li>• Expenditure Management</li> <li>• Supply Chain Management</li> <li>• Compliance and Reporting</li> </ul>
<b>Public Safety and Community Services</b>	<ul style="list-style-type: none"> <li>• Library services</li> <li>• Environmental management</li> <li>• Waste Management</li> <li>• Traffic control and road worthy</li> <li>• Fire and rescue services</li> <li>• Disaster management</li> </ul>
<b>Engineering and Technical Services</b>	<ul style="list-style-type: none"> <li>• Water and sanitation</li> <li>• Roads and storm water</li> <li>• Electricity</li> <li>• Housing</li> <li>• PMU</li> </ul>
<b>Local Economic Development and Planning</b>	<ul style="list-style-type: none"> <li>• SMME development</li> <li>• Tourism</li> <li>• Trade and investment</li> <li>• Heritage development</li> <li>• Agriculture</li> <li>• Spatial Development Framework</li> <li>• Rural Development</li> </ul>

#### **2.4.3.1 ORGANIZATIONAL STRUCTURE CHALLENGES**

The municipality undertook a comprehensive organisational development exercise for the entire institution, alignment of the old and new organisational structure and new structure was approved by Council in June 2016. Currently the Municipality in the process of conducting job evaluation for all position in the approved organisational structure.

## 2.4.3.2 STAFFING AND ESTABLISHMENT, CRITICAL POSITION AND VACANCY RATE

Table 52

2.4.3.2.1: VACANCY RATE SCHEDULE		
Total positions of the entity (incl. non-funded positions)	Total vacant non-funded positions	Total Vacant Positions as per Organogram
1031	290	105

Table 53

POSITION	TASK GRADE	STATUS
<b>MUNICIPAL MANAGER'S OFFICE</b>		
1 X Municipal Manager	Section 57	
1 X Secretary to the MM	7	Awaiting for motivation
1 X Systems Administrator	12	Interviews: 10 May 2017
<b>TOTAL VACANT POSITIONS</b>	<b>3</b>	
<b>ENGINEERING &amp; INFRASTRUCTURAL SERVICES</b>		
	<b>TASK GRADE</b>	<b>STATUS</b>
1 X Sewer Worker / Operator Grade 2		
1 X TLB Operator: Water Reticulation / Maintenance	6	Re-advertised :31 March 2017
2 X Truck Drivers: Water Reticulation / Maintenance	6	To be re-advertised
1 X Manager: Roads & Storm water	15	
1 X Senior Technician	14	
2 X General Worker	3	
1 X Shift man	6	
1 X Senior Mechanic	10	
1 X Superintendent	10	
1 X Plumber	9	
<b>TOTAL VACANT POSITIONS</b>	<b>11</b>	
<b>COMMUNITY &amp; PUBLIC SAFETY</b>		
<b>Parks Department</b>		
1 X Sports and Recreation Officer	11	to be re-advertised (motivation must be re-submitted)
4 X Machine Operator	3	to be re-advertised (motivation must be re-submitted)
1 X Tractor Driver	5	to be re-advertised (motivation must be re-submitted)
1 X Machine Operator (Vegetation Control Unit)	4	to be re-advertised (motivation must be re-submitted)
1 X Machine Operator (Sports Ground)	4	to be re-advertised (motivation must be re-submitted)
2 X Leading Hand (Nursery)	5	to be re-advertised (motivation must be re-submitted)

POSITION	TASK GRADE	STATUS
1 X Foreman (Auxiliary Services)	9	to be re-advertised (motivation must be re-submitted)
1 X General Worker (Collection)	3	to be re-advertised (motivation must be re-submitted)
2 X Library Assistant	5	Motivation Form submitted to SMT
1 X Toilet Cleaner	3	
1 X Cleaner	3	
2 X General Worker	3	
1 X Street Sweeper	3	
1 X Road Painter	3	
<b>TOTAL VACANT POSITIONS</b>	<b>20</b>	
<b>Cleansing Department</b>		
1 X Superintendent	9	Ready for shortlisting
1 X Driver Supervisor	7	Ready for shortlisting
1 X General Worker (Cleansing)	3	to be re-advertised (motivation must be re-submitted)
2 X Toiler Cleaner (Cleansing)	3	to be re-advertised (motivation must be re-submitted)
1 X Street Sweeper (Cleansing)	3	to be re-advertised (motivation must be re-submitted)
1 X Tractor Driver (Cleansing)	5	to be re-advertised (motivation must be re-submitted)
1 X Loader Trailer (Cleansing)	3	to be re-advertised (motivation must be re-submitted)
<b>TOTAL VACANT POSITIONS</b>	<b>8</b>	
<b>Traffic Department</b>		
1 X Licensing Clerk	6	Awaiting for Motivation
1 X Foreman-Examiner Technical Service	10	To be re-advertised
<b>TOTAL VACANT POSITIONS</b>	<b>2</b>	
<b>Fire Department</b>		
3 X Fire Fighter	7	Interviews for 1 X Fire Fighter:04 May 2017
<b>TOTAL VACANT POSITIONS</b>	<b>3</b>	
<b>LOCAL ECONOMIC DEVELOPMENT</b>		
<b>1 x Manager: SMME &amp; Trade Investment</b>	15	Awaiting for a motivation
1 X Building Inspector	10	<b>Not Advertised yet, awaiting for a motivation</b>
<b>TOTAL VACANT POSITIONS</b>	<b>2</b>	

POSITION	TASK GRADE	STATUS
<b>CORPORATE &amp; SHARED SERVICES</b>		
1 X Director	Section 57	Interviews: 15 February 2017
1 X Manager: Alicedale	15	Awaiting for Motivation
1 X Secretary to Director	7	To be advertised
2 X Records Clerk (Registry)	5	To be re-advertised as per approved organogram, awaiting for motivation
1 X Committee Clerk	7	To be re-advertised
1 X Employee Wellness Practitioner	10	On Hold
1 X General Worker (Alicedale)	3	
<b>TOTAL VACANT POSITIONS</b>	<b>8</b>	
<b>BUDGET &amp; TREASURY</b>		
1X Senior Clerk Credit Control	7	Closing date: 10 February 2017
1 X Clerk Grade / Payroll Clerk	6	Closing date: 10 February 2017
<b>TOTAL VACANT POSITIONS</b>	<b>2</b>	

#### 2.4.3.2.3 FILLED SENIOR MANAGERS POSITION AND VACANT

Table 54

OFFICE	POSITION	NAME
<b>EXECUTIVE MAYOR</b>	Strategic Manager	Vacant
	SPU Manager	Mr. V. Wali
<b>SPEAKERS OFFICE</b>	Manager in the Office of the Speaker	Ms. N. Santi
<b>MM'S OFFICE</b>	<b>MUNICIPAL MANAGER</b>	<b>VACANT</b>
	Risk Officer	Mrs. N, Kosi
	Strategic Planning & Monitoring	Mr. M. Pasiya
	Manager Internal Audit	Mr. A. Ngcauzele
	PMU Manager	Mr. S. Nomandela
	Manager: Support Services	Mr. E. Ganza
	Unit Manager Riebeeck East	Ms. N. Kulati
	Unit Manager Alicedale	Vacant
	Legal Manager	Mrs. N Mbanjwa
<b>CORPORATE AND SHARED SERVICES</b>	<b>Director</b>	<b>Vacant</b>
	Manager Administration	Mr. W. Mager
	Human Resources Manager	Mr. X. Kalashe
	Operations Manager	Mr. Ngandi
	Records Manager	Ms. N Xintolo
<b>FINANCE DIRECTORATE</b>	<b>Chief Financial Officer</b>	<b>MS N Siwahla</b>
	Manager Expenditure	Mr. M. Crouse
	Manager Revenue & Data Control	Ms. D. May
	Manager Supply Chain	Ms. Z. Gxowa



OFFICE	POSITION	NAME
	Manager Compliance & Reporting	Ms. C. Mani
<b>LOCAL ECONOMIC DEVELOPMENT</b>	<b>Director</b>	<b>Ms. R. Meiring</b>
	Manager Agriculture	Ms. P. Gqweta
	Manager SMME	Vacant
	Manager Tourism & Heritage	Mr. T. Sindane
	Deputy Director Planning & Dev.	Mr. R. van der Merwe
	Manager Planning & Estate	Vacant
<b>ENGINEERING AND TECHNICAL SERVICES</b>	<b>Director</b>	<b>Mr. D. Mlenzana</b>
	Deputy Director	Vacant
	Operations Manager	Mr. G. Goliath
<b>ELECTRICAL DEPARTMENT</b>	Deputy Director	Mr. M.J. Siteto
	Town Electrical Engineer	Mr. M. Radu
<b>ROADS &amp; STORMWATER</b>	Manager	Vacant
<b>WATER &amp; SEWERAGE</b>	Manager	Ms. N. Tshicilela
<b>PUBLIC SAFETY AND COMMUNITY SERVICES</b>	<b>Director</b>	<b>Mr. M. Planga</b>
<b>FIRE &amp; RESCUE SERVICES</b>	Manager	Mr. Welkom
<b>LIBRARY SERVICES</b>	Manager	Ms. P. Vubela
<b>TRAFFIC SERVICES</b>	Manager	Mr. Hanekom
<b>PARKS DEPARTMENT</b>	Manager	Mr. J. Budaza
<b>ENVIRONMENTAL MANAGEMENT</b>	Manager	Mr. N. Nongwe
<b>ENVIRONMENTAL HEALTH</b>	Manager	Mr. J. Esterhuizen
<b>OPERATIONS MANAGER</b>	Manager	Mr. Smile

#### 2.4.4 LABOUR RELATIONSHIP

Makana Local Municipality acknowledges that relationships with other strategic forums impact positively in an indirect manner on the management of the organisation. Makana LM has a formal recognition agreement with the South African Municipal Workers Union (SAMWU) and annual salary and wage adjustments affecting the union represented employees have been satisfactorily concluded since 2001. Makana LM has a disciplinary and grievance procedure in place and invokes these in dealing with employee relations problems that may arise, with recourse taken to the Council for Conciliation, Mediation and Arbitration (CCMA) to settle any matters not satisfactorily resolved internally.

An Industrial Relations Officer position has been filled with aim of improving employer-employees relations. Currently LLF is functional and impacting positively to the organisation. It is of fundamental

importance to have the relationship between employer and employees regulated. During the 19<sup>th</sup> of May to the 02<sup>nd</sup> of June 2017 the Corporate and Shared Services Directorate (Human Resources section) embarked on a roadshow to all departments, discussing the Makana municipality Contract; HR Policies; Code of Conduct; Recruitment and Selection; Employment Equity; Benefits and Remuneration; Leave; Health and safety; and other related issues. The Employer and Labour components meets regularly during Local Labour Forum (LLF) meetings, in which labour related issues are constructively consulted, debated and agreed upon. Meetings for 2017 has taken place during 07<sup>th</sup> of March and 26<sup>th</sup> of April. Currently, within Local Government, there are two recognized unions, SAMWU (South African Municipal Workers Union) and IMATU (Independent Municipal and Allied Trade Union).

As part improving labour relationship Municipality establishment wellness section to pursue employee wellness initiatives and, within this effort, has implemented an HIV/AIDS prevention programme that serves to create awareness and share information on available assistance for HIV/AIDS treatment. The initiative has also offered elected community members as peers educators so that participants are able to interact meaningfully with affected persons, both within the workplace and in the broader community.

Various additional efforts have been made to exploit employee communication tools and staff training opportunities to promote the maintenance of employee health and positive levels of staff motivation and healthy workplace relations. This has included efforts to disseminate information and advice on the management of HIV/AIDS related illnesses and workshop training to impart knowledge and skills to managers and supervisors to promote the recognition and embracing of cultural and other diversity in the workplace.

#### **2.4.5 WORK SKILLS PLAN AND TRAINING DEVELOPMENT**

Work Skills Plan is developed annually by the Skills Development Facilitator. This is a product of numerous processes that ranged from identifying the employee current skills, gaps or shortages, overall Council and department objectives to develop training intervention. The Work Place Skills Plan is approved by Council with a specific budget and implementation report is submitted to the SETA to recover a portion of monies spent on implementing the plan. There is a new requirement that WSP must be approved and submitted to LGSETA by the 30th April instead of 30 June every year. The Makana LM offers various annual in- service training opportunities to promote the development of skills in specific areas to encourage growth in skills availability in the province and to assist learners in obtaining practical exposure to the world of works.

Targeted training and employment is also used to affirm previously disadvantaged categories, with a special training initiative to address the gender imbalances in the work force. There has been a particular focus on developing women as water treatment works operators over the

past five years, this trend will continue in the future. Study assistance is available to all employees who wish to further their studies in order to attain a first Degree or Diploma in areas relevant to Makana organisational objectives.

#### **2.4.6 PERFORMANCE MANAGEMENT**

It is noted that the municipality has revised its Performance Management System and was approved by Council in June 2016. PMS is not implemented in the across municipality, Performance evaluation are only done at senior management only.

Makana does not actively manage performance outcomes in relation to development, managing poor performance and recognition of performance. There is lack of consequence for poor performance and transgression of policies and procedures within the municipality.

This has created a culture of non-performance which has a negative impact on service delivery, financial management sustainability and the audit outcome.

Some of the root causes that have been identified to have led to performance management related issues include:

- The non-availability of a champion and to oversee the implementation of The Performance Management System within the municipality; and
- The lack of segregation of duties between the IDP/PMS Manager and the relevant personnel responsible for Performance Management within the municipality as organisational performance management fall within the IDP/PMS function.
- This weakens the control environment and the effective implementation of the performance management system (PMS) within the municipality.

The municipality will therefore undertake a process of performance review of all municipal employees and implement measures to address poor or non-performance.

The human resources function has not undertaken any workshops on performance management for all departments and/ or employees within the municipality, specifically regarding target setting which requires performance targets to be specific in clearly identifying the nature and required level of performance.

- Evidence also suggests that thirty-three percent (33%) of the indicators were not well defined, specific or time-bound according to the SMART principle and hence, it is critical that the human resource function takes the role of work shopping all stakeholders on performance management.
- The human resource function in the municipality requires support in the development and implementation of a good practice framework and/ or guidelines to ensure that the performance management framework illustrates how key performance indicators (KPIs) should be cascaded from the strategic level to the lowest level in the municipality.

## 2.4.7 INSTITUTIONAL POLICIES AND PROCEDURES

NO	POLICY TITLE	DIRECTORATE	LAST REVIEW	COMMENTS
1	Telephone Use	Corporate and Shared Services	24-Jun-16	
2	Use of Municipal halls	Corporate and Shared Services	11-Jun-15	To be revised 2017/18
3	Report writing	Corporate and Shared Services	11-Jun-15	To be revised 2017/18
4	Records Management	Corporate and Shared Services	24-Jun-16	
5	Communication	Corporate and Shared Services	24-Jun-16	
6	Termination of employment	Corporate and Shared Services	24-Jun-16	
7	Employee Wellness programme	Corporate and Shared Services	24-Jun-16	
8	Internship	Corporate and Shared Services	11-Jun-15	To be revised 2017/18
9	Leave of absence and procedure	Corporate and Shared Services	24-Jun-16	
10	Overtime and procedure	Corporate and Shared Services	24-Jun-16	
11	Recruitment and Selection	Corporate and Shared Services	24-Jun-16	
12	Retention	Corporate and Shared Services	24-Jun-16	
13	Study Assistance	Corporate and Shared Services	24-Jun-16	
14	Training and Development	Corporate and Shared Services	24-Jun-16	
15	Transport allowance	Corporate and Shared Services	24-Jun-16	
16	Fleet Management	Corporate and Shared Services	24-Jun-16	
17	Subsistence & Travel	Corporate and Shared Services	24-Jun-16	
18	Placement, Promotion, Demotion and Transfer Policy	Corporate and Shared Services	24-Jun-16	New - First adoption by Council

19	Dress Code Policy	Corporate and Shared Services	24-Jun-16	New - First adoption by Council
20	Municipal Residents Policy	LED and Planning	24-Jun-16	New - First adoption by Council
21	Land Disposal Policy	LED and Planning	24-Jun-16	New - First adoption by Council
22	ICT Policy Framework	Municipal Manager's Office	11-Jun-15	To be revised 2017/18
23	Information & Technology Change Management Policy	Municipal Manager's Office	11-Jun-15	To be revised 2017/18
24	IT Use Policy	Municipal Manager's Office	11-Jun-15	To be revised 2017/18
25	Change Control Policy and Procedure	Municipal Manager's Office	24-Jun-16	New - First adoption by Council
26	Fraud Prevention	Municipal Manager's Office	11-Jun-15	To be revised 2017/18
27	Risk Management Policy	Municipal Manager's Office	24-Mar-13	To be revised 2017/18
28	International Relations	Municipal Manager's Office		To be revised 2017/18
29	IGR Framework	Municipal Manager's Office		To be revised 2017/18
30	Catering	Municipal Manager's Office		To be revised 2017/18
31	Performance Management Policy	Municipal Manager's Office	24-Jun-16	
32	Property Rates	Budget and Treasury	26-May-16	
33	Property Rates by-law	Budget and Treasury	26-May-16	
34	Assistance to the poor & Indigent	Budget and Treasury	26-May-16	
35	Cash Management and Investment	Budget and Treasury	26-May-16	
36	Funding Reserves	Budget and Treasury	11-Jun-15	To be revised 2017/18
37	Tariff	Budget and Treasury	26-May-16	
38	Expenditure	Budget and Treasury	24-Jun-16	

39	Budget	Budget and Treasury	26-May-16	
40	Asset Management	Budget and Treasury	11-Jun-15	To be revised 2017/18
41	Supply Chain Management	Budget and Treasury	24-Jun-16	
42	Petty cash	Budget and Treasury	24-Jun-16	New - First adoption by Council
43	Grant in Aid in Lieu of Rat	Budget and Treasury	26-May-16	
44	Credit Control and Debt Collection	Budget and Treasury	26-May-16	
45	Credit Control and Revenue Management by-law	Budget and Treasury	26-May-16	
46	Provision of Debt Write off Doubtful debt	Budget and Treasury	26-May-16	
47	Inventory Management	Budget and Treasury	24-Jun-16	New - First adoption by Council
48	Virement	Budget and Treasury	11-Jun-15	To be revised 2017/18
49	HIV/AIDS	Mayor's Office		To be revised 2017/18
50	Grants and Donations	Mayor's Office	11-Jun-15	To be revised 2017/18
51	Capital Projects Management	Engineering & Infrastructure		To be revised 2017/18
52	Speed Hump	Public Safety & Community		To be revised 2017/18

#### 2.4.8 THE SECTION 139(1) EXIT STRATEGY

Upon the completion of a section 139 (1) (b) intervention at the Makana Local Municipality, the Eastern Cape Department of Cooperative Governance and Traditional Affairs has developed exit strategy through administrator. The main purpose of the strategy is to ensure proper handover, the sustainability and continuity of the municipal progress and improvement in various areas of focus that the intervention was initially aimed at turning around.

The exit strategy is essentially a plan that sets out what should happen to the Institution once the intervention is over. Also exit strategy seeks to highlight specific goals and objectives including strategies which will be implemented and the manner in which these are to be executed. The document also outline the resources that are required in order to successfully implement the identified strategies.

A plan of action has been proposed and outlined with the intention of providing a practical guide to the municipal Administration and Leadership in respect of executing the exit strategies

The municipality has significantly progressed over the period of the intervention, however there are still some key remaining challenges which amongst others include:

- Financial sustainability
- Debt management and credit control
- Revenue collection
- Organisational capacity
- Organisational performance
- Service delivery backlog

**Monitoring and evaluation of the exit strategy:** The successful implementation of this exit strategy will be informed by the periodical analysis of specific areas of improvement within the municipality. A gap analysis will be conducted on various organizational factors which directly and indirectly influence functions, operations, service delivery employee performance, organizational performance and stability. Reports will be presented to Council Structures for consultation, comments, inputs, feedback, engagement, information and recommendations. The following areas will be monitored and evaluated and reports thereof will be tabled to the SMT, Portfolio Committees, Local Labour Forum, Mayoral Committee and Council.

a. **Organisational Culture Analysis:** the analysis of the organisational culture post the section 139 intervention and during and after the implementation of the intervention exit strategy implementation to observe the employee and management behaviour, performance improvements, commitment, conduct and loyalty.

b. **Local Community Surveys:** the conducting of community surveys in ascertaining their views, perceptions about the changes, service delivery improvements, rates and imposed tariffs, commitment to pay rates, and including general perceptions about the status of the municipality.

c. **Municipal and Employee Performance Analysis:** An analysis of the municipality and individual departmental performance informed by employee's performance in each department with emphasis on how the exit strategies have impacted on beneficiaries.

d. **Institutional Sustainability Analysis:** An analysis of cost effectiveness on the impact of the implementation of exit strategies to the Institutional survival and turnaround.

e. **Budget Expenditure Analysis:** An analysis of departmental and municipal exit strategy budget expenditure, implications on over and or under-expenditure and return-on-investment.

f. **Cost-Benefit Analysis:** to systematically analyse and estimate the strengths and weaknesses of activities implemented by, estimating the equivalent of budget, resources spent and costs to the benefits achieved within the municipality and to the communities to see if the implementation of activities was worthwhile.

## 2.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Makana Municipality is a Category B Municipality (local municipality) with an executive Mayoral Committee System combined with a Ward Participatory System, as defined under Chapter 1 of the Local Government: Municipal Structures Act No. 117 of 1998. The Political and Administrative seat is situated in Grahamstown.

### **2.5.1 GOVERNANCE STRUCTURES**

Section 53 of the Municipal Systems Act (Act 32 of 2000), stipulates inter alia that the respective roles and areas of responsibilities of each political structures and each Political Office Bearer of the Municipality and the Municipal Manager must be defined. Makana Municipality has Fourteen (14) ward and 28 Councillors.

### **2.5.2 MAKANA POLITICAL STRUCTURE OVERVIEW**

The Makana Local Municipality was established in terms of Section 12 of the Local Government Municipal Structures Act (Act No. 177 of 1998). Council has of twenty eight (28) Councillors (including the Mayor), 12 of whom are proportional councillors.

The municipality operates in an Executive Mayoral Committee system with an Executive Mayor and five Portfolio Chairpersons being members of the Mayoral Committee.

The Council plays an oversight role in terms of the delegations and the Mayor and council provides political guidance over the financial matters of the Municipality.

There is a fully functional Audit Committee attached to the municipality that provides opinions and recommendations on financial processes and performance and provides comments to the Oversight Committee on the Annual Report.

The Municipal Public Accounts Committee is comprised of non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report. The Oversight Committee report will be published separately in accordance with MFMA guidance.



## 2.5.2.1 OUTLINE OF THE POLITICAL STRUCTURE

Figure16



<b>EXECUTIVE MAYOR:</b>	<b>CLR N. Gaga</b>
<b>MAYORAL COMMITTEE MEMBERS</b>	
Chairperson of Social Services Development Committee	<b>Clr P. Matyumza</b>
Chairperson of Finance, Administration, Monitoring and Evaluation Committee	<b>Clr T. Masoma</b>
Chairperson of Infrastructure Development Committee	<b>Clr M. Matyumza</b>
Chairperson of Local Economic Development Committee	<b>Clr E. Louw</b>
Chairperson of Tourism and Creative Industries Committee.	<b>Clr M. Khubalo</b>

## SPEAKER AND COUNCIL

Table 55

SPEAKER:		CLR YANDISWA VARA	
COUNCILLORS			
NO	SURNAME AND INITIALS	WARD	ORGANISATION
01	BRUINTJIES T. F	PR	DA
02	CLARK C.	PR	DA
03	FARGHER B. W.	04	DA
04	FATYI M.	13	ANC

COUNCILLORS			
NO	SURNAME AND INITIALS	WARD	ORGANISATION
05	<b>GAGA N. (EXECUTIVE MAYOR)</b>	EM	ANC
06	GAUSHE T.	06	ANC
07	GOJELA M.	11	ANC
08	HOLM D. B.	12	DA`
09	JACKSON B.	08	DA
<b>10</b>	<b>KHUBALO M. (Chairperson Tourism Creative Industries)</b>	<b>07</b>	<b>ANC</b>
<b>11</b>	<b>LOUW E. (Chairperson Local Economic Development)</b>	<b>14</b>	<b>ANC</b>
12	MADYO X.G.	PR	DA
13	MASOMA N. (Chairperson FAME)	PR	ANC
14	MATYHUMZA M. (Chairperson Engineering & Infrastructure)	PR	ANC
15	MATYHUMZA P (Chairperson Social Services Development Committee)	PR	ANC
16	MEYER A. J.	PR	DA
17	MOYA M.	09	ANC
18	MTWA N.	PR	EFF
19	NASE L.	05	ANC
20	NHANHA M. A.	PR	DA
21	PIETERS N.M.	01	ANC
22	QOTOYI M.	PR	EFF
23	SAKATA L.	10	ANC
24	SEYISI T.	13	ANC
25	SODLADLA S	PR	ANC
26	<b>VARA Y. (Speaker)</b>	PR	ANC
27	XONXA N. R.	02	ANC

### 2.5.3 COUNCIL COMMITTEES

#### 2.5.3.1 Section 80 Committees

- Financial Admin, Monitoring & Evaluation
- Social Services Development
- Infrastructure Development
- Local Economic Development
- Tourism and Culture Industries

### 2.5.4 WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS

Makana Municipality has 13 Ward committees in place the 14th ward is the Rhodes University area and Grahamstown Foundation (Monument) and the matter is the subject of an IEC probe. Issues pertinent to IDP are referred from these structures and other fora like IDP Representative Forum which they are part of and through the Ward Councillor to the IDP unit for attention.

A Community Development Worker (CDW) is based in each Ward and acts as an ex-officio member in the Ward Committee. Ward Committees meet on a monthly basis and regular constituency meetings are held, to keep the communities informed about Municipal affairs, progress with project implementation and also to receive public input on matters of general concern.

#### **2.5.5 COMMUNITY-BASED PLANNING**

The Ward-based public participation for developing the 2016 – 2017 IDP and its annual review was even more rigorous than previous year. Community-Based Planning Workshops were held in all 13 Wards and a comprehensive CBP Report containing extensive data for each Ward was the final outcome. This in turn informed Municipal and Sector Department as to the Development Needs & Priorities of the Communities and assisted them in their project planning & design for the forthcoming fiscal and outer years. Community Consultation & Participation is taken further by regular Ward Meetings held by Ward Councillor and their Ward Committees, as well as the Mayoral Imbizo and other events.

#### **2.5.6 INTER-GOVERNMENTAL RELATIONS**

The Honourable Mayor has established an Inter-Governmental Relations Forum and is in the process of developing a local IGR Strategy, to ensure its efficient and effective functioning and also clarifying the aims & objectives, as well as the roles and responsibilities of the IGR and its various stakeholders. This structure also serves to co-ordinate the planning of projects and implementation of programmes stemming from the IDP process, Ward-based Plans, etc.

#### **2.5.7 AUDIT COMMITTEES**

Makana Municipality has its own Audit Committee. The Audit Committee holds regular meetings and performs its function in terms of the Makana Municipality Audit Committee Charter Approved on the 30th May 2013 (Reviewed Annually).

##### **Other parties in attendance are:**

Makana Municipality : The Municipal Manager, Director of Budget & Treasury, Chief financial officer , Director of LED, Director Technical , Director of Corporate Services and Director Public Safety and Community Services. Internal Auditor and Auditor-General representative

#### **2.5.8 INTERNAL AUDIT**

Makana Municipality has an Internal Audit Unit in place, headed by an Internal Audit Manager. The staff component consists of a Senior Internal Auditor and an intern. The required audits are compiled on the Performance Management information and the unit also compiles regular reports to the Audit Committee.

## 2.5.9 RISK MANAGEMENT

**Table 56: SUMMARY OF STRATEGIC RISKS CONFIRMED DURING THE WORKSHOP**

RISK CATEGORY	DESCRIPTION	NO OF RISK INHERITED	NO OF RISK RESIDUAL
High	Loss of ability to sustain on-going operations or significant impact on achievements of strategic objectives	25	20
Medium	Poor management of inter-governmental relations	16	9.6

Makana Municipality has seen the need to address Risk Management as per MFMA Section 62(1) (c) (i). The Audit Committee of Makana was designated as its Risk Management Committee which considers and approves the Risk Implementation Plan of the Municipality.

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

1. Poor Communication
2. Lack of managing integrated management practices
3. Inability to effectively utilise available resources (Human and Financial)
4. Insufficient revenue collection
5. Inadequate implementation of policies
6. Poor maintenance of infrastructure
7. High unemployment rate
8. Poor labour relations
9. Poor leadership
10. Poor document management

## 2.5.10 SOCIAL COHESION IN MUNICIPAL PLANNING

ACTIVITIES	PERIOD
National Art Festival	June/ July yearly
Science Festival	March yearly
Makana Freedom Festival	April yearly
Mayoral Cup	Easter weekend

## 2.5.11 DIMENSIONS AND CROSS-CUTTING ISSUES: SPU

Municipal planning is influenced by a number of dimensions and cross-cutting issues. The main dimension being: Social, Spatial, Economic, Institutional, Natural Environment.

The impact that projects can and will have on the above must always be borne in mind, hence the importance of designing strategies that will incorporate these considerations, as well as address cross-cutting issues such as Poverty Relief, HIV/AIDS and SPU.

A Special Programmes Unit (SPU) has been established in the Municipality in the office of the Mayor. The Special Programmes Unit of the Makana Municipality is responsible for the following categories:

- People living with disabilities
- Youth (incl. Sports)
- Gender
- Older persons
- HIV/AIDS

The post of Manager: Special Programmes was included and filled as part of the restructuring of the Municipality's Organogram. The Manager SPU is holding monthly meetings and has already successfully activated a number of Special Events, such as Youth tournament, etc. Programmes have also been identified for inclusion in the Municipality's Operating Budget, whilst some projects of capital nature have been earmarked for external funding.

HIV/AIDS is a matter of such importance that features as a cross-cutting issues in every area of development. Makana municipality has an HIV/AIDS Policy/ Plan which is revised annually.

Other programs the office is involves in is mainstreaming HIV/AIDS in workplace and society, awareness of HIV/AIDS, how to manage it within the workplace and curb the spread of it. It is further advocated during all project training and employment orientation sessions.

## **2.5.12 GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES AND DEVELOPMENT PRIORITIES**

### **2.5.12.1 COUNCIL COMMITTEES**

Governance and oversight within the municipality must be strengthened for improved decision making and service delivery. A meeting schedule for all Council and Committee meetings is compiled and approved by Council for a financial year. With a few exceptions meeting dates are adhered to and well attended by Councillors and Officials.

A Control and Monitoring Sheet was developed which sets clear time-lines for among others the compilation and distribution of agendas, the finalization of minutes and the date the minutes and action sheets should be distributed to Directors and Managers for implementation.

This has contributed to the timeous implementation of council resolutions and committee decisions within the municipality. Adherence to the scheduled dates of Council and Committee meetings is critical. There is a need for an improvement in Council resolutions being tracked, monitored and the implementation thereof.

The implementation and enforcement of a code of conduct for councillors is critical. The system of delegations was reviewed. The political component of the municipality should however also be addressed.

Adequate personnel are available to provide administrative services for Council and Committee meetings. The personnel however lack experience but are receiving regular in-service training. The late submission of agenda items and/ or relevant reports for the meetings is being addressed with Directors and Managers.

The culture of poor or non-performance and the perception that transgressions were an accepted norm within the municipality should be addressed. This would assist in improving service delivery, financial management and the audit outcomes.

The municipality has developed a communication strategy, and a public participation and communication (internally and externally) programme on a continuous basis and is enhanced.

#### **2.5.12.2 INTERNAL AUDIT, RISK MANAGEMENT**

**Internal audit:** The municipality has an Internal Audit Manager and none of the internal audit functions have been outsourced. The Internal Audit unit is functional

The municipality when addressing internal audit should focus amongst others on an internal audit structure review, skills and gap analysis together with the development program, filling of critical posts and quality assurance and improvement.

**Risk management:** A risk management framework is in existence and there is a risk based audit plan but the implementation remains a challenge. In addition, the risk based audit plan needs to be reviewed and updated in light of the current challenges at the municipality. Risk management is not fully embedded in the culture and internal control processes of the municipality.

Strategic risk register has been developed and report on progress on implementation corrective action quarterly basis.

#### **2.5.12.3 AUDIT OUTCOMES FOR 2012/13, 2013/14 AND 2014/15**

The Auditor-General's Reports for the 2012, 2013 and 2014 financial years can be summarised as follows:

**Table 60**

<b>30 June 2016</b>	<b>30 June 2015</b>	<b>30 June 2014</b>
Qualified	Qualified	Disclaimer

**Table 61 BASIS FOR QUALIFIED OPINION:**

No	Qualification
1.	Consumer Debtors
2.	Receivable from non-exchange
3.	Payables from exchange
4.	Payables from non-exchange transaction
5.	Inventory
6.	Employee cost
7.	Commitments
8.	Irregular expenditure
9.	Unauthorised expenditure
10.	Contingent liabilities
11.	Heritage assets
12.	Cash flow statement

No	Qualification
13.	Corresponding figures
14.	Aggregation of Immaterial uncorrected statements in the corresponding figures

**Qualified opinion emphasis of matters:**

1.	Financial Sustainability
2.	Material losses
3.	Restatement of corresponding figures
4.	Significant uncertainties
5.	Fruitless and wasteful expenditure

**Qualified opinion: additional matters:**

1.	Unaudited supplementary schedules
2.	Unaudited disclosure notes

**Table 62 Predetermined objectives:**

**Usefulness of reported performance information:**

1.	Consistency of objectives and targets
2.	Measurability of indicators and targets
3.	Reality of reported performance information
4.	Achievement of planned targets
5.	Compliance with legislation Strategic planning and performance management

**Audit Action Plan:**

The Audit Action Plan has developed; many of these issues need to be addressed as a matter of urgency to ensure the sustainability of the municipality and improvement in the audit outcome. In addition, the lack of dealing with and rectifying issues raised by the Auditor-General will result in additional audit findings and repeat findings in 2015/16.

**2.5.13 INFORMATION COMMUNICATION AND TECHNOLOGY**

Information Communications Technology (ICT) section, is responsible for the following functions:

Planning, Network, Data, Security and Support

Makana Municipality's ICT Environment supports about 150 users. The municipality has the following offices namely:

I. City Hall

- II. Finance Building
- III. Alicedale Office
- IV. Riebeek East Office
- V. Electricity
- VI. Stores
- VII. Housing
- VIII. Parks

In the current financial year, the municipality has managed to appoint an ICT Manager to provide the strategic direction for the unit, however there are still vacant critical positions not yet filled as per the organogram. So far the municipality has managed to procure a server which runs on Microsoft Windows server 2008 R2 Standard OS. The server is installed to facilitate network connectivity, domain control functions, active directory and password management for all those who have access to computers.

Access control unit has been installed to access the server room. Fire detection and suppression system, water detection system, sensors have also been installed.

Munsoft Financial system, Payday system are installed in the Finance building Server room and accessible only to authorized users. Also, system generated reports can be extracted from both systems as and when required. The ICT Master Plan is developed but not yet approved, the document details all ICT activities to be performed in ensuring that ICT is enabling the institution to realize its goals and objectives in an efficient manner.

#### **2.5.14 RECORD MANAGEMENT:**

The municipality does not have proper record keeping and no record management system is in place to ensure that documents are filed and stored correctly. The municipality currently has a manual system of record keeping and document management and the system is characterised by poor record keeping and ineffective document management as well as the loss of documents amongst others. An electronic document management system was installed in the municipality but it has not been functional. Staff should be trained on the electronic document system. The record keeping function within the municipality needs to be reviewed and improved including document security for the protection and management of information.

#### **2.5.15 PUBLIC AND STAKEHOLDER PARTICIPATION**

The municipality has a stakeholder register which is used as data base for contacting stakeholder when there is consultative forms to be organised. This data base includes government departments, NGO/CBO. The challenge at the moment is lack of cooperation amongst important stakeholders. Other challenges



include mobilisation of communities due to geographics where they reside (Lack of access to rural areas and private farms), language barriers.

## 2.5.16 COMMUNITY ENGAGEMENT WARD DEVELOPMENT PRIORITIES

**Table 63** Ward Plans

### WARD ONE

DEVELOPMENT PRIORITY	NATURE OF THE ISSUE	DESIRED OUTCOME	INTERVENTION
<b>Housing and Human Settlement</b>	Housing cracking and falling apart	Sustainable human settlements	Implement intervention through rectification
			22 outstanding Disaster house project
	Need new houses in Kwa Nomzamo Location(about 100)	Integrated Human Settlements	Provision of houses for Kwa Nomzamo
			Need land for human settlement development
<b>Sanitation</b>	Eradicate bucket system and replace with waterless or waterborne sewerage, whichever is viable.	Improved access to sanitation	Provide sanitation facilities
<b>Amenities</b>	Fix Community Hall in Hooggenoeg	Improved access to amenities	Fix community hall and supply toilets
<b>Recreational facilities</b>	Need recreational facilities in Hooggenoeg	Improved access to amenities and Social Cohesion	Recreational facilities built, sport field
	No playgrounds/ parks in Hooggenoeg. Riebeek East needs current playpark fixed and made safe		
	No sports field currently in Hooggenoeg		
<b>Local Economic Development</b>	High rate of unemployment in the ward	Sustainable livelihoods	Projects to create jobs e.g. EPWP and CWP Skills Development
<b>Agricultural Development</b>	Diep tank and loading ramp for livestock Cattle Grid at commonage	Improve livestock facilities	Provision of facilities

DEVELOPMENT PRIORITY	NATURE OF THE ISSUE	DESIRED OUTCOME	INTERVENTION
	Fencing around commonage fixed		
<b>Environmental Management</b>	Hooggenoeg area is dirty. Skips and more black bags needed	Clean up the area and avoid health related issues	Ward Cleaning programme
<b>Education</b>	School facilities not maintained. Assist with ECDC in Riebeeck East and Hooggenoeg	Improved access to Education Improvement of facilities in Riebeeck East and setting up a centre in Hooggenoeg	Maintain facilities Build new facility.
<b>Safety and security</b>	Satellite Fire Station in Riebeeck East	Improved access to services	Access to facilities
<b>Electricity</b>	Electrification of all farm cottages	Improve lifestyle	Electrification
	Need street lights	Improve lifestyle	Installation of Street light and high mast lights
<b>Water</b>	Provisioning of clean water: Fix current earth dam Supply water harvesting tanks to all houses in Kwa Nomzamo Location and farm cottages on farms Resuscitated clean of our existing boreholes Carlisle bridge, Fort Brown, Table farm Fix current WTW holding ponds	Improved quality of life and health	Provide sustainable water supply taking into account growth
<b>Roads infrastructure</b>	District Road from Grahamstown to Riebeeck East needs upgrading. Internal roads in Hooggenoeg needs tarring, paving	Road safety and improved accessibility	Roads blading regularly and tarring.
<b>Social Service</b>	Lack Health facilities	Provision of health facilities	Need Ambulance

## WARD ONE

### PROJECTS LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
House built and rectification	Local Economic Development- jobs	Amenities- hall, library

## WARD TWO

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
Water	Water outages	Improved access to water	Provide the necessary interventions to restore water supply
Water	Water Harvesting	Improved access to water	Provide the necessary interventions to restore water supply
Sanitation	Upgrade of sewer bulk line(KwaThaTha	Improved access to sanitation	Provide sanitation facilities
Sanitation	Clear/eradicate the bucket system	Improved access to sanitation	Provide sanitation facilities
	Blocked toilets are an issue		
Waste Management	Waste is dumped at the ward, need proper and accessible waste disposal facilities	Improve waste management	Provide more waste bags (x2) and Containers for Garden refuse
Human Settlement	Need houses to be built	Improved access to sustainable human settlements	Provision of houses
	Rectification of houses	Improved access to sustainable human settlements	Provision of houses
	Upper Mnandi	Formalisation of infill areas for housing development	Formalisation of infill areas
Local Economic Development	Need Jobs facilitated for unemployed artists	Sustainable living	Job creation
Agriculture Development	Food Security	Improve food security	Local food security action group- Food security officer

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
Roads infrastructure	Need more speed humps to reduced road safety incidents	Improved road safety	Construction of speed humps at Nompondo ,Ncame street and Roads maintenance
		Improve road safety	Paving and walk ways at Joza and Ncame Street
Energy and electrification	Install the lights for Nompondo area	Improve safety	Electricity
	Installation of Geysers	Improve access to energy	Geysers installed
Public Facilities	Children's Play park – rebuilt	Improved Public facilities	Access to facilities
	Satellite Fire Station	Improved access services	Access to facilities

#### PROJECT LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Maintain the roads from the bridge	Geyser installation	Construction of speed humps

#### WARD THREE

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
Water	Water outages	Consistent supply of clean quality water	Appropriate strategies to provide the supply
Sanitation	Clear/ eradicate the bucket & Pit system	Improved access to sanitation	Provide sanitation facilitation (Flushed toilets)
	Blocked toilets are an issue		
Waste Management	Waste is dumped at the ward, need proper and accessible waste disposal facilities	Improved waste management	Provide more waste bags
Human Settlement	Need house built	Improved access to sustainable human settlements	Provision of Houses

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
	Rectification of houses. <ul style="list-style-type: none"> <li>RDP houses required in Pumlani:Extension2</li> </ul>	Improved access to sustainable human settlements	<ul style="list-style-type: none"> <li>Houses rectified</li> <li>Electrification of houses in Phola Park</li> </ul>
	Most of the ward is informal settlement	Formalisation of the informal areas	Formalisation of the: Phaphamani, Phola Park, Mnandi and & Zolani areas
<b>Local Economic Development</b>	Need Jobs facilitated for unemployed artists	Sustainable living	Jobs created
<b>Roads infrastructure</b>	Speed humps needed in Ghost town and pedestrian bridge	Improved road safety and access	Construction of humps and pedestrian bridge
	Maintain roads and storm water system		Improve storm water drainage
	Overheard bridge needed	Improved safety	Overheard bridge needed
	Install high masts lights in Phaphamani, Zolani Polar Park. Paving of extension 10	Improved safety and security	Electrification of the streets- High masts in Phaphamani, Zolani & Phola Park
<b>Cemeteries and crematoria</b>	Cemetery needs maintenance – fencing	Improved amenities	Maintenance of the cemetery
<b>Sport and Recreation facilities &amp; Amenities</b>	The Recreation park and sport field not maintained	Continual maintenance of facilities	Regular Maintenance
	the distance to the neighboring community halls is big and thus dangerous at night	Community Hall required	Building of Community Hall
	Clinics are too far for the ill to travel to.	The community require Health Services	Building of a Clinic in the area

#### PROJECT LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM	LOW
Housing development and rectification	Storm Water management,	Local Economic Development
	Overheard Bridge	

**WARD FOUR**

<b>PRIORITY AREA</b>	<b>NATURE OF THE PROBLEM</b>	<b>MAIN OUTCOME ANTICIPATED BY THE COMMUNITY</b>	<b>STRATEGIES TO BE ADOPTED</b>
<b>Environmental Management</b>	Illegal dumping	Clean environment	Regular clearing of illegal dumps
<b>Environmental Management</b>	Illegal dumping at existing sites	Clean environment	Closure of those dumps which residents have identified
<b>Environmental Management</b>	Extensive littering & illegal dumping	Clean environment	Education and reporting programme
<b>Service Delivery</b>	Minimum standards of service delivery not met by Municipality in the Water, electricity, waste management & roads functions	Improved service delivery	Provide the minimum standards of service
<b>Roads Infrastructure</b>	Deterioration of pavements and storm water drainage throughout ward 4	Improved service delivery	Provide maintenance to paving and attend to storm water maintenance
<b>Roads Infrastructure</b>	Deterioration of the surface of the roads	Improved service delivery	Implement a resurfacing plan for all Ward 4 roads
<b>Water and sanitation</b>	Deterioration of the water reticulation network	Improved service delivery	Provide and implement a scheduled inspection, repair and replacement plan
	Deterioration of Sewerage reticulation system	Improved service delivery	Maintenance of the sewerage system
<b>Amenities</b>	Lack of a youth centre in the Scotts Farm/Currie St Area, for recreation and skills training	Improved access to education, skills and safety	Develop a strategy for a Youth Centre

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Cemeteries</b>	Albany Cemetery boundary not maintained	Improved services	Maintenance of cemetery fences
<b>Traffic infrastructure</b>	Speed hump needed in Scott's farm Fitchat street	Improved service delivery and promote improved access	Speed humps needed in Scotts Farm , Fitchat street
	Painting of traffic lines	Improved road safety	Implement regular painting programme
<b>Safety and security</b>	Reputedly high levels of crime in Scotts Farm and adjoining areas	Improved safety and security	Improved and regular liaison with SAPS
<b>Electricity</b>	Deterioration of the electrical distribution network	Improved service delivery	Implement a maintenance and where necessary, an upgrade programme
<b>Electricity</b>	Street lights not maintained	Improved safety and security	Maintenance of the street lights
<b>Maintenance of recreational halls</b>	Drastic deterioration of the two halls – Crown Hall where the floor has been destroyed and in both halls, the infrastructure needs urgent attention	Securing the municipal assets and improving quality of life for residents	Implementing maintenance and repair Programmes
<b>Local Economic Development</b>	High unemployment levels particularly in Scotts Farm	Sustainable livelihoods	EPWP Skills programme and a youth centre needed
<b>Integrated Human Settlements</b>	RDP homes are needed	Improved access to housing	Ensure beneficiaries on Housing list receive houses when RDP Programmes are completed
<b>Integrated Human Settlements</b>	Housing Rectification	Improved access to housing	Rectification in mainly the Scotts Farm area must be implemented
<b>Integrated Human Settlements</b>	Drastic deterioration of Emergency Houses from the 2008 tornado	Improved access to housing	The approx. 10 units in Scotts Farm must either be replaced or houses must be provided

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Social Development</b>	Drug and Alcohol Abuse	Improve living condition	Improve liaison with Social Services, education authorities and law enforcement

#### PROJECT LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM	LOW
Improved maintenance of services  Cleaning of ward	Housing and repair of houses  Recreational halls repairing	Youth Centre & skills  Alcohol & drug abuse

#### WARD FIVE

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOMES ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Human Settlements</b>	RDP houses are needed	Integrated human settlements	Provision of housing
<b>Roads infrastructure</b>	Paving of streets in July street, taxi routes	Improved service delivery	Streets paving
<b>Cemeteries and crematoria</b>	Cemeteries not maintained	Improved service delivery	Maintenance plan for cemeteries
<b>Safety and security</b>	Satellite police station is needed	Improve safety and security	Satellite police station
<b>Amenities</b>	No sports field, sports field needed	Improve service delivery and access to amenities	Provide sporting fields and play grounds/ parks
	Recreational facilities		
<b>Waste Management</b>	Illegal dumping	Safe and Healthy environment	Provisioning of appropriate methods of waste disposal/ management
<b>Water and sanitation</b>	2010 Sanitation project never completed, transit camp toilets not connected	Improved quality of life	Provide sustainable human settlements
<b>Local Economic Development</b>	Led project needed	Improved livelihoods and food security	Food Garden project



PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOMES ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Maintenance</b>	The community hall is sinking and ramps for disabled posing a risk	Improved Access to amenities	Hall maintenance
<b>Education</b>	Need school, No school in the area	Improve education outcomes	Construction of a school building
<b>Health</b>	Need a clinic, no clinic currently	Improved access to health services	Construction of a clinic or satellite clinic

#### The projects linked to the outcomes

High Priority	Medium Priority	Low Priority
Comprehensive school	Completion of the sanitation project	Recreational facilities

#### WARD SIX

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	Water Outages	Improved Access to water	Address the water issues
<b>Sanitation</b>	Reticulation	Improved access to sanitation	Address the issues
	Bucket system needs to be eradicated		
<b>Waste Management</b>	The illegal dumping sites need to be done away with	Improved waste management	Conversion of Illegal dumping Sites into community parks.
<b>Electricity</b>	High masts are needed	Improved safety levels and security	Provisioning of the high masts: Emithini and Extension 4 areas
			Electrification 25 Sites area
<b>Roads Infrastructure</b>	Construction of speed humps	Improve road safety	Construction of speed humps
			Paving of main and access roads
<b>Local Economic Development</b>	Skills development	Improved livelihoods	Skills development Programmes
<b>Roads Infrastructure</b>	Storm water drainage an issue	Improve access and road safety	Storm water drainage system implemented
<b>Human Settlement</b>	RDP houses	Improve access to human settlements	Project 25 Sites Project and New Houses

## PROJECT LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM	LOW
Water availability	Sanitation (eradication of bucket system lining)	Electrification

## WARD SEVEN

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOMES ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	Water outages	Improved access to water	Address the water issues
<b>Storm water</b>	Flooding	Safe communities	Drainage system In Hlalani streets. storm Water drainage between Hlalani and K street ( to improve access)
<b>Sanitation</b>	Toilets are posing a health hazard, full of flies and causing infestation	Improved access to sanitation	Clearing and demolishing of VIP stands
<b>Housing and Human settlements</b>	RDP Houses, Tanti Phase II, Xolani RDP and rectification project	Provide RDP homes	Improved access to human settlements
	Provide houses for people in infill area	Provide RDP	Improved access to human settlements
	Disaster project	Housed demolition by disaster	Built and Reconstruction
	Infill areas	Town establishment	Formalisation of infill areas
<b>Local Economic Development</b>	Need jobs	Improved food security and livelihoods	Skills development, job creation, Community garden and poultry project
<b>Safety and security</b>	High crime rate	Improved safety levels	Satellite police station
<b>Health</b>	Mobile clinic	Improved access to health service	Mobile clinic(Hlalani)
<b>Electricity</b>	Upgrading lights for Foleys grounds	Improve service	Provided lights
<b>Roads Infrastructure</b>	Roads in Hlalani do not have drainage system	Improve road safety	Install the drainage system
			Paving of all Gravel Roads. Resurfacing of tare Road at Hlalani Sidewalks in Hlalani Main Street.

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOMES ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Social Services</b>	Lack of community recreational facilities	Improve service to communities	Mobile community Library, Providing Space for community Computer Lab. Upgrading Provide sports facility lights. Skate park facility, Community computer Lab. Two in one poles to accommodate (rugby and soccer) Foleys ground
Waste Management	Illegal Dumping	Improve public health	Conversion of Illegal dumping Sites into community parks.
Storm water	Storm water drainage need maintenance	Improved service delivery	Maintenance of the system

#### The projects linked to the outcomes

HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Water availability	Sanitation	Housing development

#### WARD EIGHT

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOMES ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	Water outages	Improved access to water	Address the water issues
<b>Sanitation</b>	Major sewer blockages and leakage of sewer in De Villiers Close	Improved access to sanitation	Address the issues
<b>LED</b>	Need Jobs	Improved food security and livelihoods	Urban agriculture
<b>Safety and security</b>	High rate of violence murder, burglary, rapes and crime	Improved safety levels	Police visibility
<b>Roads Infrastructure</b>	Need speed humps in Powell Street, George street, Mathews,	Improve road safety	Construction of speed humps
	Ungraded roads and potholes	Improve accessibility	Upgrade the roads

PRIORITY AREA	NATURE OF THE PROBLEM	MAIN OUTCOMES ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Roads Infrastructure</b>	Storm water drainage need maintenance	Improve access	Maintenance of the system
<b>Refuse removal</b>	Waste not managed properly	Improve waste management	Waste management system/ plan

#### PROJECT LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM	LOW
Water availability	LED Programme	Safety and security visibility of police

#### WARD NINE

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	No water coming from stand pipes at Eluxolweni	Improved access to water	Address the water issues
<b>Sanitation</b>	50 bucket system toilets needs eradication	Improved access to sanitation	Construction of waterborne toilets
	Burst sewer pipes	Maintain sewer pipes	<ul style="list-style-type: none"> <li>Promote a healthy environment</li> <li>Improved Human Settlement</li> </ul>
	<ul style="list-style-type: none"> <li>Renovations on Eluxolweni houses</li> <li>The area needs toilets</li> <li>They also need geysers</li> </ul>	<ul style="list-style-type: none"> <li>Installation of Solar geysers</li> <li>Construction of Water Borne Toilets</li> </ul>	
	Outside toilets have no doors	Maintain outside toilets	
<b>Health Services</b>	A clinic is needed	Improved health	Provision of a clinic in the area
<b>Community services</b>	Grave yard not fenced off	Improved access amenities	Maintenance plan
	2 Sports field need fencing	Improved access to amenities	Maintenance plan
<b>Housing and Human Settlements</b>	1000 RDP homes needed	Improved access to human settlement	Housing development
	Housing rectification in Hlalani	Improved access to housing	Rectification programme

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
	Reconstruction of disaster houses in Vukani-10 units	Improved access to housing	Reconstruction of houses,
			Continue with housing outstanding project
<b>Roads</b>	Paving of extension 5 at the circle. Main road needs street lights Maintenance of existing road in extension 5	Improved roads	Improve access
		Installation of geysers: C&D areas in Joza	
	Disaster houses	Renovation of the disaster houses in Lower Vukani	Improve access to Human Settlement
	Electrification of Eluthuthwini	Installation of electricity in the area	
	Housing Project	RDP house in Newtown and Ndancama	
		A & B streets needs a housing renovation project	
<b>Waste Management</b>	Dumping sites need addressing	Improved waste management	Utilisation of proper waste management methods
<b>Local Economic Development</b>	High number of unemployed youth	Improved livelihood	Job creation
<b>Amenities</b>	Satellite library needed	Improved access to amenities	Satellite library
	Open space at the back of extension 5	The land to be used for educational purposes	Improve access to amenities
	Community hall needed		Maintenance of facilities
	Unused land	Use the land next to Social Development for business	Improve access
	Sport fields needed		
<b>Roads infrastructure</b>	Storm water drainage systems need maintenance	Construction and maintenance of storm water drains	Maintenance of the systems

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
	Access roads for Eluxolweni	Improved road safety	Road development
	Potholes in roads	Improve accessibility	Upgrading of roads
	Need side walks	Improve road safety	Provision of side walks
	Speeding vehicles a threat	Construction of humps in the D area of Joza as well as the paving of side walks	Improved road safety
	Paving required	Paving of the main road at Eluxolweni	
		Paving of main road in Hlalani (main rd. between Hlalani and Eluxolweni)	
	Speeding vehicles	Curb the speeding of vehicles in A and B Streets	Construction of humps
Human Settlement	Lack quality houses	Access to RDP House	Complete outstanding housing project and new

#### PROJECT LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUMs	LOW
Water availability	Amenities – Library	LED

#### WARD TEN

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	Water outages	Improved access to water	Address the water issues
<b>Sanitation</b>	Eradication of bucket system for 106 units	Improved access to sanitation	Address the issues
<b>Housing and Human Settlements</b>	250 Phase 2 Housing programme	Improve access to housing and human settlements	Rectification
	New Development – 377 houses		Development provided
	Reconstruction of Disaster Houses		
	Fingo Village Project has stalled	Improve access to human settlements	Continuation of the project

<b>Safety and security</b>	High rate of violence, murder, burglary, rapes and crime	Improved safety levels	Police visibility
<b>Roads Infrastructure</b>	Paving needed in: J, N, Q, R, S Streets; Xolani Extension	Improved road safety and access	Construction of the roads
	Ungraded roads and potholes	Improved accessibility	Upgrade the roads
	Unfinished RDP Project	<ul style="list-style-type: none"> <li>To finish the RDP housing project in Tanti and Fingo.</li> <li>To issue Title Deeds for Xolani houses</li> </ul>	Improved Human Settlement
	Speeding vehicles a threat to children	<ul style="list-style-type: none"> <li>Curb speeding</li> </ul>	Construction of speed humps in D Street and Albany Rd

#### PROJECT LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM	LOW
Continuous Water supply	Eradication of bucket system	Paving of roads

#### WARD ELEVEN

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	Water outages	Improved access to water	Address the water issue
<b>Electrification</b>	Maintenance of high masts	Improve safety	Provide high masts
	Electrification of 100 households in Ethembeni	Improved access to amenities	Electricity connection and Geyser installation
<b>Waste Management</b>	Dumping sites need addressing	Improved waste management	Utilisation of proper waste management methods
<b>Local Economic Development</b>	High number of unemployed youth	Improved livelihood	Job creation
<b>Amenities</b>	Satellite library needed	Improved access to amenities	Satellite library
	Community hall needed		Maintenance of facilities
	Sport fields needed		
	Maintenance of the grave site	Improved access	Maintenance of the facilities

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Human Settlement</b>	2000 RDP houses needed	Access to improved human settlement	Provision of RDP houses
	Poor RDP Housing standard	Improve RDP conditions	Rectification of houses Ext 7
<b>Roads</b>	Poor roads	Upgrading and maintenance of roads	Paving of Taxi route Ext
<b>Sanitation</b>	Bucket system	Eradication of bucket system	Ethembeni, Squatter camp

#### PROJECTS LINKED TO STRATEGIES AND OBJECTIVES

HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Water availability	Local Economic Development Programmes	Amenities

#### WARD TWELVE

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	Water outages	Improved access to water.	Address the water issues
<b>Electrification</b>	Summerset and Old Power stations need upgrade, transformers leaking oil.	Improved service delivery.	Address the infrastructure issues.
<b>Roads Infrastructure</b>	Roads in African and Southey Street (Somerset to Southey) are in poor condition.	Improved road safety.	Roads maintenance.
<b>Sanitation</b>	Sewerage blockages	Upgrade sewer reticulation system	Maintenance of sewerage infrastructure
<b>Social Service</b>	High rate of violence targeted at students	Safety and security	Police visibility

#### PROJECTS LINKED TO OUTCOMES

HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Water availability	Roads	Upgrading of the electricity stations.



**WARD THIRTEEN**

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Human Settlement</b>	Housing rectification and the provision of 30 RDP homes	Integrated human settlement	New and habitable houses
			Housed for Farm areas
			Rectification houses in Vukani
<b>Water</b>	Water outages	Improved access to water	Address the water issues
			Provision water tanks
<b>Recreational Facilities/ Amenities</b>	Need recreational facilities	Access to amenities	Provide recreational facilities
<b>Roads infrastructure</b>	Tarring of Ring Street	Improved access	Roads maintenance
<b>Health</b>	A clinic is required	Improve health outcomes	Provide a clinic
<b>Sanitation</b>	Toilets are leaking	Improved access to proper sanitation	Maintenance & repairs to toilets
			Provision of basic sewer facilities for farm areas
<b>Social Services</b>	Lack recreational hall	Provision recreational facilities	Community hall in Vukani
			Recreational facilities Play parks
<b>Electricity</b>	No electricity in some farm areas	Provision electricity	Electrification of the farm areas

**PROJECTS LINKED TO OUTCOMES**

HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Houses	Tarring of the Ring Street	Water
Rectification of RDP houses		
New development		

**WARD FOURTEEN**

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
<b>Water</b>	Shortage Water supply Seven fountains	Working Bulk water supply	Accesses to clean drinking water
		Accesses to drinking	Delivering of water
			Resuscitate boreholes,

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
			Provided water tanks
		Accesses to drinking for Sidbury farmers	Water tanks needed in Sidbury
Local Economic Development	High unemployment and shortage skills to sustainable livelihoods	Skills development Centre	Skills development tourism ventures through utilisation of the Bushman Sands Hotel
			Identification of other skills
			Construction of a Skills
Sustainable Human Settlements	Rectification of 221 houses	Improve access to Human Settlement	Maintenance of the houses
	Reconstruction of the 20 disaster houses	Access to housing	Reconstruction of disaster houses
	New development of 33 houses	Improve access to human settlement	Provide houses
	Seven Fountain in need of Housing Development	Housing development	construction of 229+ houses
Electrification	Electrification of the units in kwa Nonzwakazi settlement & Mandela Park	Improve access to human settlement	Electrification
	No electricity	Installation of electricity in Seven Fountains	Improve access
Cemeteries	Grave sites reaching capacity in kwa Nonzwakazi	The community of Alicedale require land for burials	Land and services to be provided
	Land for burial	The community of Seven Fountains require land for burials	Land and services to be provided
Sanitation	Seven Fountain in informal settlements urgent need of toilets (Crisis)	Improved access to sanitation	Provided basic infrastructure to for the community
Recreational facilities & Amenities	Kwa Nonzwakazi and Transriviere community maintenance	Upgrading and maintenance of two halls	Repairs and maintenance of the Halls
	No access to primary health the community has grown tremendously since 2012	The community of Seven Fountains requires a clinic in their community	Needs Clinic

PRIORITY AREAS	NATURE OF THE PROBLEM	MAIN OUTCOME ANTICIPATED BY THE COMMUNITY	STRATEGIES TO BE ADOPTED
	Seven Fountains in need of sporting equipment	Soccer equipment required	Improve access recreational facilities
<b>Roads infrastructure</b>	Taring of gravel road	Upgrading of the Roads	Tarring of MR476 to attract investment

#### PROJECTS LINKED TO THE OUTCOMES

HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Houses, reconstruct the disaster houses; rectification and new development	Local Economic Programmes	Amenities

#### 2.5.17 CBO/NGO's CONTACTS

**Table 64**

NAME & SURNAME	DESIGNATION	ORGANISATION	CONTACT	FAX/ EMAIL
Ms A. Runowics	Rehab manager	Ass. Phy/ disabled	073 6531 618	N/A
Ms F.T. Mukendi	Social worker		046 622 5359	N/A
Mr M. Mzongwana	News researcher	Radio Grahamstown	046 622 2382	N/A
Mr A. Adam	Chairperson	Nafcoc	046 636 2852/ 082 8910 432	046 636 2852 adam@insightnet.co.za
Mr J. Walton	Manager	Black sash	046 622 9230	046 622 3933 jonathan@blacksash.org.za
Mr V. Teyise	Manager	Egazini Outreach Project	076 6807 161	vumileteyise@yahoo.com
Mr D. Claassen	Manager	C.Y.C.C.- Eluxolweni	046 622 2537 072 2013 797	david.claasen@imagnet.co.za
Ms Monica Canca	Director of Operations	Umthathi project		086 665 6013 directorofoperations@umthathi.co.za
Michelle Griffith	Manager		(046) 637 0012	046 622 4450 <a href="mailto:Info@umthathi.co.za">Info@umthathi.co.za</a>

NAME & SURNAME	DESIGNATION	ORGANISATION	CONTACT	FAX/ EMAIL
Ms A. Van Niekerk		Raphael centre	(0)46 622 8831 072 238 NPO (676)	(0)46 622 8831 avanniekerk@albanynet.co.za
Mrs Mary Humphrey	Director			mary@raphaelcentre.co.za
Mr D Barker	Manager	HOSPICE	046 622 9661	046 622 9676 d.barker@grahamstownhospice.org.za
Mrs A. Harris	Manager	Famsa	046 622 2580	
Mr M.J. Bradshaw	School Principal	Amasango	083 5429 555	
Mrs W. Bischoff	Manager	Child Welfare	046 636 1355	046 636 1366 Childwelfare.gh@telkomsa.net
Mrs L. Naidoo	Manager	ECARP	046 622 5429	046 622 2617 adne@ecarpe.org.za
Ms Adne				
Mr Mafongosi		Masifunde	046 622 6527	046 622 5587 fundile_m@masifunde.co.za
Ms Babalwa Mthana	Nurse Mentor	Africare	046 622 5847	046 622 4918 bmtana@africare.org.za

## 2.5.18 PUBLIC PARTICIPATION FORUMS

**Table65**

SECTOR	FORUM
LED	Mayoral Forum
Community and Social Services	Road and Transport Forum
	Environmental Management Forum
	Community Safety Forum
Special Program Offices	Youth Forum
	Women forum
	People with disability
	HIV/ADIS Council

## 2.6 LOCAL ECONOMIC DEVELOPMENT

### 2.6.1 MAKANA LOCAL ECONOMIC STRATEGY

**LED Strategy:** The LED Strategy was approved on the 3<sup>rd</sup> of February 2010 and it is due for review in 2017

**Sectorial Plans:** The following sectorial plans are in place

- Tourism Sector Plan – approved in 2009 and due for review in 2017
- Tourism SMME Development and Support Plan – approved in 2010 and due for review in 2015
- SMME strategy – approved in 2012 and due for review in 2017
- Agriculture Development Strategy – approved in 2011 and due for review in 2018
- Investment Incentives Policy – approved in 2011 and due for review in 2018

## **2.6.2 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)**

In terms of the PSEDS, the following Sectors of the provincial economy will drive the growth of the Province and address unemployment and poverty:

- Agriculture, including Agri-industry (with opportunities to impact considerably on the economic needs of the poor through Land Reform)
- Industry, including heavy and light industry and manufacturing
- Tourism, including domestic and foreign TOURISM
- Service sector including financial, social, transport, retail and government.

The following critical threats are identified in the PSEDS:

### ***Agriculture and Land Reform***

- Loss of productive commercial agricultural land to residential development
- Loss of land with agricultural potential in poor rural areas
- Land reform resulting in a loss of productive commercial agriculture
- Municipal rates on agricultural land
- Provision of adequate water supplies

#### ***Tourism***

- Safety and Security
- Land invasion and illegal activities affecting tourism assets

#### ***Industry***

- Reliability of services
- Social support services
- Destructive Inter-Municipal competition
- Municipal rates on Industrial and commercial development

### **A creative city project was launched with following strategic objective and goals:**

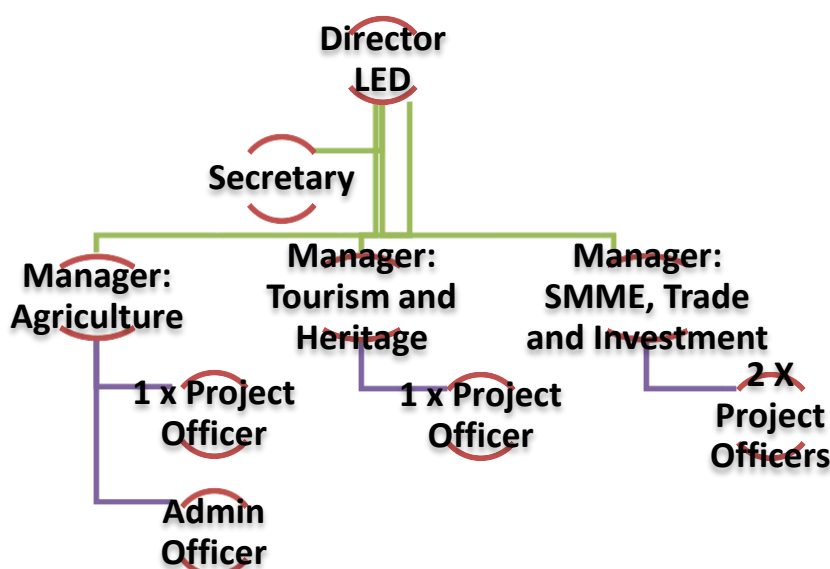
1. Grahamstown to be recognized as a creative city of South Africa by 2020.
  - a. To create 500 jobs in the arts and creative sector.
  - b. Create 500 jobs in the supporting industries.
  - c. To foster a strong cohesion in the Municipality through creativity and arts.
  - d. To create an environment conducive to creative
  - e. To identify public art spaces, places of learning and performances.
  - f. To increase access to existing creative/ tourism outlets
  - g. To ensure that capacity building takes place to facilitate the establishment and growth of sustainable enterprises
  - h. To foster strong partnerships with the government, government agencies, Businesses and NGO's.

### 2.6.3 LED INSTITUTIONAL CAPACITY

Four positions were added to the organogram namely:

1. Liaison Officers under the Managers: Agriculture,
2. Tourism and Heritage,
3. SMME,
4. Trade and Investment

**Figure 18**



The Makana R-GDP in 2007 (at year 2000 constant prices) was approximately R1, 3 billion, which accounted for 19.7% of the Cacadu R-GDP and 1.51% of the provincial R-GDP. Grahamstown makes the largest contribution to the Makana economy, mainly in the form of educational services and tourism related activities.

### 2.6.4 SECTORIAL PROFILES

This section provides an overview of all the economic sectors in Makana, profiling the nature and extent of activity to be found as well as their defining traits. In Makana there are three distinct types of activity to be found in this sector are:

#### 2.6.4.1 AGRICULTURE

##### Commercial Agriculture

Commercial agriculture is found in the north of Grahamstown known as Upper Albany, and accounts for approximately two thirds of the municipality. Livestock and game farming thus dominate in Upper Albany. Lower Albany land is well suited to rain-fed cropping (*Agriculture in Makana, 2008*).

The main source of income for commercial farmers (78%) is from livestock farming and animal products. This is largely made up of dairy farming (41%). With regards to field crops, the majority of income comes from maize and chicory (a combined contribution of 74%).

Most value addition of commercial agricultural produce (packaging, canning, manufacturing, processing, etc.) occurs outside the Makana Municipality. There is however, some value addition that takes place, which will be discussed in the manufacturing sector profile.

#### **2.6.4.2 Challenges Faced by Commercial Farmers in Makana include:**

- Water shortages and inadequate infrastructure (irrigation, boreholes etc.) to mitigate resultant effects.
- Problem animals that are introduced through Private Game Reserves. These kill livestock and introduce diseases to the area
- Crime in the form of stock theft (*Agriculture in Makana, 2008*).

#### **2.6.4.3 Emerging and Subsistence Agriculture**

Emerging and subsistence agriculture in Makana follows patterns found throughout most of the Eastern Cape.

#### **2.6.4.5 Emerging farmers:**

Makana has PDIs that are engaging in agriculture of a commercial orientation, often on farms that were previously farmed by commercial farmers. Emerging farmers typically operate on plots of land that are less than 20ha in size which are often in the form of commonages leased out from the Makana Municipality or the Department of Agriculture. Group and cooperative activity dominates as the most common form of organisation due to limited resources (such as land and equipment) and skills. Emerging farmers are principally involved in the rearing of livestock, piggeries and poultry.

#### **2.6.4.6 Subsistence Agriculture:**

Makana is made up of people residing in villages and townships that use agriculture as a means to supplement their food and income requirements. This form of agriculture is impeded by the availability of arable and grazing land, which reduces the potential for increased maize and livestock production going into the future. Because Makana is a largely urbanised area (with most settlements being in townships rather than rural villages) subsistence agriculture is not spatially spread out, which further diminishes the availability of land.

##### **a) Bee-keeping project**

5 Farmers were trained in bee- keeping. There were hives over the N2 road that the group had identified, which had to be transferred into boxes. All the hives were transferred successfully and there were 2 boxes with bees.

##### **b) Food gardens**

All implements to develop food garden were delivered. In total 5 gardens (Tantyi Clinic, Extension 6, Mavikela Poultry N-street, St Augustine, Umthathi Projects) were developed in urban setting and 2 from rural areas have benefited.

The farmers were provided with inputs such as compost, seedlings, and garden tools and few were provided with bicycles with trailers (means of sustainable transport to reduce carbon emission. In rural areas (Castle Farm and Yarrow Farm) the tendering process for small tunnels is still in the pipeline. This is a strategy to extend the SUS programme to rural areas, 2 farms (Castle and Yarrow Farms) were identified through consultation with various stakeholders including the relevant councilors.

Small tunnels (5mx 12m) will be built and the purpose is to pilot the project in rural areas develop more productive ways of producing vegetables. Terms of Reference are available electronically.

### **c) Competition**

A farmer's completion held in Alicedale and a total of 5 co-ops won seed funding. In total 5 co-ops have benefited from Municipal agricultural-related Programmes. One co-op benefited (Inqaba Yegolide) supplied inputs for SUS programme and also won the competition in Alicedale.

#### **Some of the challenges they face include:**

- Lack of skills, training and education
- Inadequate land, which leads to problems such as stray animals, theft, land degradation, etc.
- Insufficient support from the Department of Agriculture in the form of mentorship, extension officers, dipping facilities etc.
- Low profit margins because of low market prices and small scope of operations
- Inadequate working capital for day-to-day operations (chemicals, seed, fuel, etc.)
- Access to markets (Makana Farmers Association, 2009)

#### **2.6.4.7 HUNTING AND PRIVATE GAME RESERVES**

The third distinct type of activity found in Makana's agricultural sector is hunting and private game reserves. This is a form of activity that has grown immensely in Makana from 1995 in terms of market players, hectares covered and revenue. Though now somewhat saturated, the market for Private game reserves and Hunting is now a notable contributor to agricultural sector output in Makana.

The transformation of land from pastoral farming to use as hunting and game reserves has yielded mixed fortunes throughout the Makana area. Average employee wages on game reserves and hunting operations are typically higher than those on traditional farms. However, these operations are often less labour intensive than traditional agriculture and thus employ fewer people than farms. This means that total community welfare and income (as expressed through wages earned and other benefits such as rations, housing subsidies, etc.) may not necessarily rise in every instance in which farmland has been converted into a hunting and game reserve (Whisson, 2009).

#### **2.6.4.8 MINING SECTOR**

This sector includes the extraction and beneficiation of minerals occurring naturally through underground and surface mines, quarries and all supplemental activities for dressing and beneficiating for ores and other crude materials.



Based on the above definition, mining in Makana takes the form of surface mining of Kaolin and sand quarrying. Mining in Makana makes the smallest contribution of all the sectors in Makana. With regards to employment, between 1995 and 2007 the number of people employed in the Makana mining sector has gone up from 66 to 78. Although increasing, this represents only 0.6% of all the people employed in Makana.

**Challenges:** As much as Makana possesses large reserves of Kaolin, this does not directly translate into significant potential for economic growth and development. Due to extrinsic matters (locality of Makana in relation to major industrial hubs, market factors, waning global demand, etc.) the scope for an expansion of mining activity or even that of improved sectorial linkage is very limited.

R500, 000.00 was secured from the IDC to commission a business plan for Kaolin Mining and a feasibility study. The final reports will be presented to a Kaolin PSC during this month. These studies are outlining the way forward for Kaolin mining in Makana. On the basis of the draft reports that were presented to the PSC last month the CDM and other funders such as ECDC have already showed interest in funding some aspects of the project.

#### 2.6.4.9 TOURISM OVERVIEW

Grahamstown tourism potential is varied from heritage sites to its close proximity to the Addo Elephant Park and location midway between Port Elizabeth and East London. Makana Local Tourism Organisation is registered as a Section 21 Company and is functional and meetings are held monthly. Makana Tourism and Heritage Manager attend as members of the Executive Committee

The main forms of Tourism in Makana are Environmental, Educational and Cultural tourism. This section will not repeat previously stated facts, but profile these forms of tourism in further detail. Tables 4.5 to 4.7 will list some of the activities, attractions and products that constitute Makana's tourism offering as listed in the Responsible Tourism Sector Plan 2009 Review Report.

#### Environmental Tourism

- |   |   |
|---|---|
| · Amakhala Private Game Reserve             | · Beggars Bush State Forest                 |
| · Hunts Hoek Safaris, Fish River            | · Lalibela Private Game Reserve             |
| · Idwala / Kichaka Lodge, Assegaai          | · Lanka Safaris Aylesby                     |
| · Assegaai Hiking Trails, Kenton Rd         | · Blaauwkrantz Reserve, Bathurst Rd         |
| · Assegaai Sport Horse Stud, Riding School, | · Lezulu Game Reserve - Salisbury Plains    |
| · Kwandwe Private Game Reserve              | · Burchell Game Farm, Alicedale             |
| · Aylesby Nature Reserve, Riebeeck East     | · New Year's Dam, Alicedale                 |
| · Kwantu Game Reserve, Sidbury              | · Bushman Sands Game Reserve, Alicedale     |
| · Oldenburgia Hiking Trail, Grahamstown     | · Coleridge Game Reserve, Grahamstown South |
| · Coombs View Reserve, Governor's Kop       | · Pumba Game Reserve, Grahamstown           |
| · Rochdale Game Ranches, Alicedale Rd       | · Rabbit Bush Reserve, Governor's Kop       |
| · Diepkloof Private Reserve                 | · East Cape Game Farm                       |
| · Shamwari Private Game Reserve             | · Settlers Dam, Thomas Baines               |

- Ecce Nature Reserve, Ecce Pass
- Springvale Olive Farm, SE of Alicedale
- Grahamstown Botanical Gardens
- Thomas Baines Nature Reserve
- Great Fish River Reserve
- Woodlands Game Reserve
- Belton Hiking Trails, Kenton Rd
- Fish River Nature Reserve Complex
- Signal Hill, Grahamstown
- Fourie Safaris Game Farm, Ndlambe border
- Tenuto Spring Grove Nature Reserve
- Hellspoort Valley Game Farm
- Trumpeter's Drift Game Farm, Gt Fish River
- Highland road

### **Educational Tourism**

- International Library of African Mu 44 Air School & Grahamstown Military Base, Grahamstown
- Albany Museum, Grahamstown
- Observatory Museum, Grahamstown
- Cory Library for historical research, Grahamstov
- National English Library Museum, Grahamstown
- Natural Science Museum, Grahamstown
- History Museum, Grahamstown

### **Cultural Tourism**

- **National Arts Festival**
- **SciFest Africa**
- **1820 Settlers National Monument, Grahamstown**
- **Methodist Church, Salem**
- **Artificer's Square: the old artisans quarter Grahamstown**
- **Bible Monument, Grahamstown**
- **Cathedral of St. Michael & St. George**
- **City Hall**
- **Clock Tower Grahamstown**
- **Commemoration Church, Grahamstown**
- **East Star Gallery Grahamstown**
- **Fort Selwyn**
- **The Oldest Official Letterbox in South Africa Grahamstown**
- **High Street Façade, Grahamstown**
- National Schools Festival
- Makana Freedom Festival
- Methodist Church, Grahamstown
- Baptist Church, Grahamstown
- Bannerman House, Grahamstown
- Settler's Express Steam Train, Grahamstown
- Old Drostdy
- Settlers Memorial Tower
- Rhodes University Theatre
- Salem Historic Church, Grahamstown
- Historic Church on Hilton House Table Farm, on banks of the New Year's River
- St Peter's Chapel Grahamstown
- The Provost Prison, Grahamstown

**Source: Responsible Tourism Sector Plan 2009 Review Report**

In addition to the above, there are a total of 121 providers of accommodation that can be classified under Hotels, guest and country houses, lodges, caravan parks and camping sites, self-catering, backpackers, hostels, and B&BS. From Table 4.5 to 4.7 it becomes clear that unlike most other activity in Makana (with the exception of agriculture), tourism occurs throughout the entire municipality and is not just concentrated in Grahamstown. Tourism thus has the capacity and capability to improve the spatial spread of activity in Makana.

Tourism is currently marketed by Makana tourism. It has approximately 120-130 members that engage in the different forms of tourism profiled.

In addition to Makana tourism, the following associations and organisations are involved with tourism activity:

- The Grahamstown Foundation, which is involved with the various Festivals that take place in Makana region
- Indalo, which is an association for Private Game and Nature Reserves
- The Grahamstown Hospitality Guild, which is involved with grading of accommodation facilities
- Makana EduTourism Project, which is a partnership between Grahamstown Foundation, Makana Municipality and Makana Tourism.

**Challenge:** There is a need for marketing of Makana's tourism offerings to be coordinated and intensified for cooperative synergies to be experienced

#### **2.6.4.10 TRADE AND BUSINESS SERVICES**

The trade sector is defined as the resale (sale without transformation) of new and used goods to the general public for personal or household consumption or use by shops, department stores, stalls, hawkers etc. The trade sector entails wholesale, commission trade, retail trade and repair of personal household goods; sale, maintenance and repair of motor vehicles and motor cycles; hotels, restaurants, bars, canteens, camping sites and other provision of short-stay accommodation. It can thus be seen that this sector involves a broad spectrum of activity which is diverse and varied in nature.

The sale of goods and services by shops and stores represents general commerce related to the day-to-day existence of local residents. The sale of goods and services by restaurants, camping sites, hotels and other short stay accommodation providers represents some elements of tourism related activity. This sector is thus important as it reflects activity that originates from within Makana (shops, and stores) and activity that originates from outside Makana (tourism through hotels and restaurants)

##### **The nature and challenges of trade in Makana:**

There are several national chains and franchises located in Grahamstown, including Pick n Pay, Shoprite, Edgars and Pep Stores. There are two main shopping centers – the 6 876m<sup>2</sup> Pepper grove Mall which targets the middle to high income band and the 6 130 m<sup>2</sup> Market Square Mall which targets the lower to middle income band. In addition to these, there is a variety of shops in the Grahamstown town Centre (mainly in High street, Beaufort Street and Hill Street), and several informal spaza traders located in the townships. (Mall guide, 2009)

Despite the wide array of options (in comparison to other similarly sized towns), there is a significant amount of expenditure leakage to other towns such as Port Elizabeth for goods such as specialty products, luxury items, electronic equipment and clothing. This is a result of Makana's demographic profile, which is made up of young, upwardly mobile consumers that seek variety. High income earners thus often travel outside the Makana locality to buy goods and services. As a result of the relatively small population in Makana, there is little wholesale activity, as demand levels are insufficient to reach the necessary critical mass.

In the tourism trade there are several restaurants (including take-away, convenience food and fast food outlets) short term accommodation facilities (including hotels, guest houses and camp sites) in Grahamstown. These will be expanded upon in the tourism sector profile. It must be noted that these serve both tourism demand, and demand from local residents as well. Facilities situated in the township (such as homestays and taverns) are underprovided, when consideration of the actual size and population of the townships in Makana is made. In the other areas in Makana (Riebeeck East and Alicedale), owner managed enterprise dominates the trade sector. This applies to both the retail and tourism sides of the trade sector. This is because it is not profitable for large businesses to establish themselves in these areas due to their small populations and low income levels. The smaller settlements in Makana are thus dominated by general dealers, liquor stores and mini-markets that serve the needs of local residents.

#### **2.6.4.11 MANUFACTURING**

This sector is broadly defined as the physical or chemical transformation of materials or compounds into new products. The Manufacturing sector is thus the sector where natural resources and other intermediate goods are converted through value adding processes into final products for the Trade sector.

Manufacturing in Makana is described under the Industry classification as 'limited prospects overall' and under the Carvalho classification as making a 'marginal' contribution to the municipality's economy. Despite this forecast, there is scope for specialist/niche manufacturing activity such as deboning of ostrich meat.

As a result of Makana's industrial profile, such operations will not typically employ large amounts of labour. They can however, generate much needed income into the area and will often have linkages with other economic sectors

#### **2.6.4.12 CONSTRUCTION**

The construction sector includes activities related to site preparation, construction of buildings, building installations, building completion and the renting of construction equipment. The range of activity contained within the construction sector thus includes shop fitting, plumbing, electrical contracting, painting and decoration. There are few large and accredited building contractors in Makana that are able to undertake large, high value projects.

Such contractors are typically associated with the Master Builders Association. Large construction sector organisations in the Makana area include **CM Heunis Building contractors and Strydom and Kroqwana Construction**. In order to remain accredited, they often have to bring in skilled and certified labourers from outside the Makana area, which represents an income and employment leakage out of the Makana area. A leakage in this context refers to a flow of resources out of the local economy. Building contractors are thus often brought in from outside the Makana area in order to oversee building projects.

The contractors who are from outside the LM do however provide jobs for the locals but often bring in their own labour, and for this reason local job creation is not as high as it could be in the construction

sector. In addition to this, limited institutional support for apprenticeship, mentorships and other forms of training propagate continued leakage of incomes from the area. There are several emerging building contractors located within the Makana region. However, they are often plagued with a lack of experienced and skilled staff, which limits their growth. Other problems faced by emerging contractors include project management capacity constraints that ultimately affect project completion and quality. As a result of no accreditation, emerging contractors are often bypassed when it comes to opportunities to tender for high value construction projects such as government funded infrastructure provision. This then reinforces a cycle in which emerging contractors remain too small, inexperienced and under capitalised to grow their businesses. (*Lisa Trading, 2009*)

**Physical inputs** are widely available throughout the Makana area, as there are a wide range of suppliers or equipment, tools, machinery, etc. though falling under the Trade sector; these include large (MBA associated) organisations such as *Penny pinchers, PG Glass and BUCO*. Small emerging businesses such as *Khaya Blocks and Quarry* also contribute.

#### 2.6.4.13 TRANSPORT AND COMMUNICATION IN MAKANA

In terms of transport services in Makana, there is no water transport, regularly scheduled air transport or transport by pipeline. Rail transport used to be important in the region, but has been significantly reduced in recent years. This then means that the bulk of transport services in the municipality may be classified under road transport.

There are several operators of road transport within Makana that provide transport within the municipality and to other regions as well.

The following forms of transport activity are found within the Makana area:

- Bus and Coach Passenger lines (such as Greyhound and Intercape) operate in the area, even though they do not have base offices in Makana.
- Mass Commuter transport (in the form of minibuses/ taxis, associated with Uncedo, the taxi organisation)
- Shuttle services (such as JCs shuttle service and Rhode Trip)
- Flights from the Grahamstown airstrip for entertainment purposes (such as E.P. skydiving and guests to game reserves such as Kwandwe)
- Occasional sightseeing rail tours (such as the Alicedale adventure)

These activities are supported by enabling infrastructure and service including:

- Grahamstown's proximity to the N2 highway and linkages with other major roads as shown in the infrastructure profile
- A taxi rank facility that serves a hub for transport within and outside Makana
- Several petrol stations (garages) that trade on local and transient demand
- Travel agents (such as Go travel)

In terms of communications, Makana is relatively well linked. Postal services are provided by Postnet (Private) and The Post Office (Public). In addition to these, several courier companies such as speed services and UTI sun operates within the Makana area, as do several internet cafes.

Rhodes University also has comprehensive information and communication technology (ICT) infrastructure. In fact, South Africa's first internet link was based at Rhodes University in 1988. This led to the establishment of UNINET, which was a gateway that provided internet access for South African universities. In recognition of this, a Centre of Excellence in Distributed Media was established at Rhodes University in 1997, in association with Telkom SA and other partners.

#### **Challenges in Transport and Communication:**

The transport sector in Makana has limited opportunities for growth, partly as a result of its small and stable population. The communications sector grew while the transport sector declined between 1995 and 2007. With linkages to the trade and service sectors, a growing communication sector can allow business growth and the establishment of a knowledge economy

#### **2.6.4.14 FINANCE AND BUSINESS SERVICES IN MAKANA**

In terms of finance and insurance, all the major banks are found in Grahamstown (ABSA, FNB, Standard Bank, Nedbank, Capitec Bank, Old Mutual Bank and GBS Mutual Bank. These largely service the banking requirements of local businesses and farmers in the area.

A range of mortgage providers, micro-lenders and investment facilitators such as Wesbank and Louhen financial Services are also present. Insurance brokers such as Sanlam life assurance and McCallum Brokers also operate in the Makana area. These target personal financial services.

A full range of business services are also available in Grahamstown These include accounting (Neill Pike, the Tax House), real estate agents (Pam Golding, Remax, Lew Geffen Sotheby's etc.), attorneys (Nettletons, Whitesides, Wheeldon Rushmere & Cole etc.), IT services (Albany Computers, Oracle Consulting, IT Solutions), engineers (MBB consulting) and other forms of activity.

It is apparent that a broad spectrum of activity in the business services sector is covered in Makana. It is prudent to point out that some of the business services located in Makana are directly linked to the existence of Rhodes University, and may not have been established in Makana if it were not for the presence of the university.

These include:

- Birch's (Robe making for university gowns)
- CES (linked to Environmental Science department)
- Grocott's Mail (Department of Journalism)
- Geodetic (Geography and Information Systems Departments)
- NISC (Department of linguistics, Rhodes library, research office)
- Private consultancies run by Rhodes university faculty members and alumni

The number of real estate agents is high compared to other towns of a similar size. This is a result of the demand for accommodation that results from the student population studying at Rhodes University.

In a pattern that resembles the other sectors, provision of business and financial services is mainly centered in the Grahamstown area, with few businesses in other towns such as Salem, Riebeeck East

and Alicedale. This means that residents of these towns often have to commute to Grahamstown in order to have access to these services.

**Challenge:**

This sector will have a role in economic development through its ability to attract and its ability to absorb local semi-skilled and skilled labour. One of this sector's roles in economic development is that of improving the quality of financial and business services rendered to economic development stakeholders and beneficiaries. The performance of this sector also has an impact on the true 'cost of doing business' in Makana as it represents the bulk of the tertiary sector of the economy.

#### **2.6.4.15 GOVERNMENT SERVICES IN MAKANA**

Based on their annual reports and financial statements publicly available online, it emerges that the two main entities in Makana's government sector are Rhodes University and the Makana Municipality (Rhodes University Annual Report, 2007; Makana Municipality IDP, 2007).

Rhodes University which provides educational services is responsible for approximately 71% of the government sector's output in Makana, and approximately 21% of the sector's permanent employment. Of its entire workforce 26% are employed in academic instruction and research, 43% are employed in administrative support and 31% are employed in support service positions.

The Makana Municipality which provides local governance and public administration is responsible for approximately 19.4% of the government sector's output, and 8% of its employment creation. That means that Rhodes University and the Makana Municipality make a combined contribution of 90% of the government sector's output.

Other organisations and forms of activity in the Makana government sector include

- Government departments (such as Home Affairs, Roads and Transport, Agriculture, Education, Labour, Water Affairs and Forestry, amongst others)
- Defense activities (such as the SANDF Grahamstown military base, Midlands Command and the SAPS)
- Government agencies (such as SEDA, ECARP)
- Justice services including the department of Public Prosecutions, High court, Magistrates court and Small Claims Court
- Education (The East Cape Midlands College and Schools such as Nombulelo High School, Mary Waters School, St Andrews, DSG, Victoria Girls, amongst others)
- Health facilities (such as Settler's hospital)

It can thus be seen that the majority of activity classified under the government sector within Makana is undertaken in Grahamstown.

#### **2.6.4.16 COMMUNITY WORK PROGRAM (CWP)**

The creation of decent work will take time and the Community Work Programme (CWP) has been operationalized in the interim. The programme is intended to supplement unemployed individual's existing livelihood and offers a basic income through work. It is designed to create work for 8 days a month, for 8 hours a day and be paid a stipend of R60 per day. Makana is a CWP Site and more than 1200 participants are benefitting from this programme.

#### 2.6.4.17 SMALL MEDIUM AND MICRO-ENTERPRISE DEVELOPMENT

- SMME's base line information and targets going forward
- A majority of SMME's fall within the survivalist, micro and small enterprise category with few SMME's in the medium category;
- Increased potential and performance of tourism enterprises as a result of the strong tourism sector in the economy;
- Organised farming sector with a potential for growth;
- Increase in start-up mining enterprises as a result of good prospects in the kaolin value chain;
- Existence of an SMME Development strategy which is based on the following pillars:
  - Training;
  - Access to land;
  - Access to finance;
  - Information;
  - Communication;
  - Access to Land; and
  - SMME Database.

Targets for SMME development are underpinned and articulated in the SMME Strategy Development and are the following:

- Facilitate the training of 100 SMMEs in technical and business skills by 2014;
- Develop a communication policy and strategy, which is inclusive of social networking, for SMME by 2014;
- Facilitate the release of 300 hectares of land for industrious SMMEs and Cooperatives for 2014;
- Identify premises for SMME information and incubation centre by 2014;
- Sign 4 MoUs with at least four national and provincial SMME support structures ensuring a physical presence in Makana;
- Develop a database of SMMEs and Cooperatives in Makana; and
- Review SCM to ensure maximum participation of SMMEs in Makana.

#### **Co-operatives in Makana Municipality**

- Makana has ±80 co-operatives (includes registered and those who are in the registration process), the list is inclusive of co-operatives registered by Department of Social Development, Department of Sport, Arts and Culture, Department of Rural Development and Agricultural Reform who are other stakeholders who are involved in co-operative development;
- Facilitated the registration of 9 co-operatives in this current financial year;
- Conducted 7 co-operative information sessions;
- Facilitated the establishment of Makana local co-operative forum, which is a local representative structure for all co-operatives in Makana



#### **2.6.4.18 OTHER CRITICAL LOCAL ECONOMIC DEVELOPMENT CHALLENGES AND DEVELOPMENT PRIORITIES**

The challenges at Makana relating to Local Economic Development (LED) and Planning can be summarised as follows:

- The turn-around time for approval of land use applications is prolonged by postponement of meetings of Council and Mayoral Committees;
- Legal action against the municipality due to failure to process land use applications within the stipulated period;
- There is a need for prioritisation of funds to implement LED projects, land audit and town establishment;
- Lengthy process for the approval of building plans due to a lack of inter-departmental cooperation;
- The MIG component of LED to be examined and prioritised for LED projects;
- Lack of investor confidence in the municipality due to infrastructure related challenges i.e. constant electricity and water outages;
- There is a need to improve Makana tourism and review the service level agreement with Eastern Cape Tourism;
- There is a need to conclude a land audit of all municipal land with a view to prioritise development which will assist to increase its revenue base and assist the municipality's cash flow;
- LED strategy should be reviewed, engaged with relevant stakeholders for example Eastern Cape Tourism and Rhodes University, refined as well as an investment policy and both policies should be implemented;
- There is a need to improve the alignment of the IDP and budget as well as communication with the community;
- Annual IDP process plan to be fully implemented and be fully compliant with legislation;
- IDP directorate is currently under Corporate Services and this might need to be reviewed and addressed through the organisational restructuring;
- The municipality does not have a communication strategy, and public participation and the communication programme/ plan needs improvement. All the wrong things get communicated which can be resolved with the implementation of a media strategy;
- Media briefing sessions to be held after Council meetings, mayoral Imbizo, amongst others. In addition, Ward councillors should communicate the relevant details regarding projects and any other initiatives they need to update the community with;
- Human resource structure to be reviewed and capacity addressed;
- Undertake governance training and entrepreneurial development training amongst others,
- Currently the customer care unit resides in different units, e.g. corporate services, Speakers office and there is a need for integration of customer care to ensure consistency in implementation; and
- The website needs to be revamped and updated to ensure relevant information is placed in compliance with legislation.

The municipality should prioritise a funding strategy to implement LED projects which are critical for increasing the revenue base of the municipality. Council and Committee meetings should be prioritised and take place as scheduled. The adequacy of resolutions and timely circulation should be addressed. The town planning section and all other relevant units should have weekly meetings to consider any new building plans. The introduction of a public participation and communication programme to ensure a proper communication channel internally and externally.

To contribute to the sustainability of the municipality the following activities should take place; implement anchor projects for which funding is required which include Creative City Project, Egazini Memorial Site, Development of Hawkers Stalls, Inner city Regeneration (business plan), Extension 6 Mall and Land Audit. Makana should sign a service level agreement with Eastern Cape Tourism to ensure all tourism matters Eastern Cape Tourism need to carry out on behalf of the Municipality are carried out. Foster relationships with Eastern Cape Tourism, Rhodes University and other key investors within the municipality's jurisdiction.

The municipality should also review its lease agreements to identify non-paying tenants and those that pay less than a market related rental.

The municipality, through the LED Directorate, had an engagement with the local business sector, the purpose of the meeting was to gain an understanding of the challenges that are faced by the sector and to agree on remedial actions.

The following challenges were identified and remedial actions were proposed:

- Lack of understanding of compliance issues with regards to supply chain management. It was agreed that a workshop on procurement processes and a presentation of the SCM policy will be arranged;
- Local service providers are not prioritised when the municipality pays its creditors. It was agreed that the Finance Department arrange a meeting/ communicate with all service providers that have not been paid; and
- Tenders are not unbundled with references made to the human settlements tenders. The municipality to have quarterly engagements with the construction sector to discuss this and many other issues. It was agreed that a meeting with the Department of Human Settlements be arranged.

In terms of the Provincial Spatial Economic Development Strategy (PSEDS), the following sectors of the provincial economy will drive the growth of the Province and address unemployment and poverty:

- Agriculture, including agri-industry (with opportunities to impact considerably on the economic needs of the poor through land reform);
- Industry, including heavy and light industry and manufacturing;
- Tourism, including domestic and foreign tourism; and
- Service sector including financial, social, transport, retail and government.

The results of the economic analysis show that the Makana area of jurisdiction has considerable investment potential evidenced by the consideration to invest and the desire to recommend the area as an investment location. Most sectors indicate that business prospects have not been negative which emphasises that there is scope for business growth and, more importantly, gives an indication of the sectors that appear to provide the most potential.

However, the information is static while business prospects and business sentiment is fluid, which means that they are subject to change and Makana has not kept up to the growth potential of the region. This final note suggests that the assessment of Makana's needs must not be simply taken as a part of a larger project, as is the case here, but as a continuing concern that is regularly considered by Makana policy makers.

Rhodes University Centre for Entrepreneurship in May 2011 undertook a Makana Investment Incentives Policy and Investor Friendly Environment Initiative.

The list of specific concerns raised in interviews was as follows:

- Inadequate road development in areas around small farmers that require improved accessibility;
- Lack of assistance for small farmers seeking capital for inputs (fertilisers, tilling, seed, etc.);
- Lack of recognition for outstanding business performers;
- No municipal backed skills training for residents;
- Weak water service delivery and quality;
- No forum for the regular review of stakeholder considerations;
- No programme to facilitate technological awareness and access;
- There is not enough support for stakeholders seeking institutional financial support;
- The need for an improved social environment through the encouragement/ support of social engagement activities;
- The need to attract labour creating businesses; and
- A greater focus on improving the number of value added products that are made in the area.

The development strategies in respect of local economic development, taking the above into account, are as follows:

- Promote and support agricultural development and capacity building:
  - capacity building programmes for small scale farmers;
  - funding for agricultural projects;
  - establishment of an agricultural forum;
  - establishment of a strategic partnership to promote sustainable agricultural development;
  - infrastructural development at Thorn Park;
  - promote and support co-operatives through seed funding;
  - roll out of the sustainable urban agricultural programme to promote a green economy;
  - co-fund projects funded by other departments; and
  - women and youth agricultural support programme.
- Promote and support tourism development and capacity development:
  - heritage promotion;
  - inner city regeneration;
  - national arts festival marketing programme;
  - participation in tourism trade shows;
  - promotion of forts and towers;

- roll out of creative city project;
- support for Kwam eMakana homestay project;
- tourism internship programme;
- tourism promotion; and
- develop a business plan and a feasibility study for aloe production.
- Support enterprise development:
  - roll out a community works programme;
  - SMME start-up package;
  - co-operative seed funding;
  - support to business chamber;
  - informal sector support;
  - training for Kaolin Co-operatives;
  - secretariat for the Kaolin project steering committee; and
  - support for the formation of new businesses.

## 2.7 PUBLIC, SOCIAL, RECREATIONAL AND AMENITIES SERVICES

### 2.7.1 COMMUNITY HALLS:

There are 8 community/ town halls in the Makana area which are utilised by the community. Some of these facilities are in need of maintenance and repairs.

### 2.7.2 LIBRARIES:

There are 8 libraries in Makana managed by the Municipality in terms of a Service Level Agreement with the Province. These libraries are situated in ward 1; 7; 8; 10; 14 and a mobile library that services ward 5.

### 2.7.3 SPORT AND RECREATION FACILITIES:

#### Grahamstown- Rhini

- Indoor Sports Centre (New Facility functional)
- Mickey Yili Rugby Fields (2 x Playing fields) - **In need of upgrading especially lighting and stands**
- Millennium Cricket Stadium (1 x field with turf wicket and Practice nets)
- Dlepu Stadium (2 x soccer fields) **In need of upgrading especially lighting, ablutions and Pavilion**
- Foley's Ground (soccer field with tennis court and basketball court under construction)
- The Oval - Lavender Valley Sports grounds (2 x rugby fields and Basketball court) **In need of upgrading, leveling of fields, ablutions and lighting**
- Egazini Rugby field (1 x field under reconstruction)

- Extension 5 Satellite Soccer ground (3 x Soccer fields - out on tender)

#### **Alicedale:**

- Transriviere (1 x Rugby Field plus two netball courts)
- KwaNozwakazi (1 x Soccer Field and Netball court)

#### **Riebeeck east:**

KwaNomzamo (1 x Rugby field and netball court) Council in 2014-15 financial year has an approved budget for Maintenance. Budget for Sporting grounds is valued at R 2,062,620, all-inclusive and Capital Program at R 406,000. There are two Golf Courses in the Municipal Area, both privately run, one in Grahamstown and the other in Alicedale

### **2.7.4 CEMETERIES**

#### **Grahamstown**

- Mayfield Cemetery (currently in use and has capacity for another 12 Years at the current rate of burials)
- Waainek Cemetery (currently in use and has capacity for a further 5 years at current rate of burials)
- Lavender Valley (Currently not in use other than for reserved graves)
- Grahamstown Historical Cemetery (currently not in use other than for reserved graves)
- Extension 1 Cemetery (currently not in use)
- Kings Flats Cemetery (currently not in use other than for reserved graves)
- Kwa Dinga Cemetery (currently not in use)

#### **Alicedale**

- Kwa Nonzwakazi (currently at capacity)
- Transriviere (currently in use and has capacity for a further 5 years at current rate of burials)
- Town Cemetery (currently in use and has capacity for a further 5 years at current rate of burials)

#### **Riebeeck East**

- KwaNomzamo (currently in use and has capacity for a further 5 years at current rate of burials)
- Town Cemetery (currently in use and has capacity for a further 5 years at current rate of burials)

#### **Outlying Districts**

A number of farm cemeteries that are not registered (status of cemetery and available space for burials still being investigated)

### **2.7.5 PRIMARY HEALTH CARE**

- There are 9 *clinics* and 2 *ambulance services* and 5 hospital all stationed in Grahamstown. Opening hours for all the clinics are from 8h00 to 16h30, 5 days a week
- Professional nurses ranges between 3 to 5 per clinic depending on the headcount of the clinic(how big the clinic is)
- Doctors visit clinics some clinics once a week others once in two weeks

**Table 66 Makana Clinics and Hospitals**

NO	CLINICS	HOSPITAL	
1.	Town Clinic	1.	Settlers Hospital (Public)
2.	Grahamstown Mobiles	2.	Settlers Hospital (Private)
3.	Joza Clinic	3.	Fort England Hospital
4.	Kwa-Nonzwakazi Clinic	4.	Settlers Day Hospital
5.	Middle Terrace Clinic	5.	Themba TB Hospital
6.	NG Dlukulu Clinic (Ext 7)		
7.	Raglan Road Clinic		
8.	Riebeeck East Clinic		
9.	Tantyi Clinic		

Makana Municipality has two Ambulance Services i.e. EMS and Netcare. For those patients referred to either Port Elizabeth or East London there is transportation organised by the hospital and the ambulance service; on Monday, Wednesday and Friday to PE and Tuesday & Thursday to East London.

COMMON DISEASES:	REFERRAL SYSTEM:
<ul style="list-style-type: none"> <li>• TB</li> <li>• HIV</li> <li>• Hypertension(High Blood pressure)</li> <li>• Diabetes</li> <li>• Arthritis</li> <li>• Asthma</li> </ul>	<ul style="list-style-type: none"> <li>• Ward Based outreach Teams</li> <li>• Clinic</li> <li>• Community Health Centre</li> <li>• Hospital(District or TB hospital)</li> <li>• Port Elizabeth (<b>Tertiary hospitals</b>) – <b>Specialist Clinics</b></li> </ul>

## 2.7.6 COMMUNITY FACILITIES AND PUBLIC AMENITIES

**Table 67**

COMMUNITY SERVICES AND FACILITIES	WARD	NAME	TOTAL IN MAKANA MUNICIPAL AREA
Clinic	1,2,3	Mobile Clinic	3
Taxi Rank	8	Ncedo Taxi Association and Border Alliance	2
Post office	7 & 8	Market Square, High Street & Joza	3
Pension pay points	3; 5; 7; 8; 9; 10	Recreation; B.B. Zondani	2
Sports facilities and Local sports activities	2,3	J.D Dlepu; Mikki Yili; Foley's Ground; Lavender Valley	4
Cemetery	1; 3; 4; 9 & 11	Albany Old Cemetery; Ndancama; Waainek; Mayfield; Thatha & Ext 7	6
Church/Place of Worship	1; 2; 3; 4; 6; 7; 8; 9; 10;	Methodist; Anglican; Presbyterian; Zion; Adventist; Pentecostal	Numerous

COMMUNITY SERVICES AND FACILITIES	WARD	NAME	TOTAL IN MAKANA MUNICIPAL AREA
	11; 12; 13; 14		
Banking Facilities	8	NED BANK, ABSA, FNB, STANDARD BANK, CAPITEC	5
Parks & Recreation	1,3,6	Pumlani Park, Lavender Valley, Memorial Park	3
Libraries	1, 2, 3, 5, 10, 12, 13 & 14.	There are 8 libraries in the Makana Area. The libraries are situated in the following wards	8

### 2.7.7 TRAFFIC SERVICES

Makana municipality operates a traffic service (7 posts). A fully functional motor vehicle test center is located in Grahamstown and is fully operational. There is also Grade A Traffic and Parking (town).

Makana delivers an agency service for licensing (NATIS) on behalf of the Provincial Department. Three Peace Officers have been appointed to enforce by-laws.

### 2.7.8 COMMUNITY SAFETY

The South African Police Service Act as amended made provision for the establishment of municipal police services and community police forums. In Makana a cluster ward approach was undertaken to establish Community Police Forums, in total five have been established. During the Community based planning, concern was raised around the effectiveness of these forums and the lack of visibility of the SAPS.

SAPS Crime Research Statistics show that crime levels are high in Grahamstown. Contact crimes against a persons and burglary at residential premises are most prevalent.

**Table 68 Police Stations in Makana Area**

NAME	WARD
Grahamstown CBD Area	8
1x Riebeeck East	1
1x Alicedale	14
1x Fort Brown	1
1x (Extension 6 New Police station)	6
Seven Fountain	14
Committees Drift	1
Joza Police Station	6

## 2.7.9 CHALLENGES AND DEVELOPMENT PRIORITIES

The Directorate of Public Safety and Community Services is one of the biggest departments within the municipality and is made up of about 40% of the staff employed by the municipality. The Directorate is responsible for the provision of parks, recreational and sporting facilities, cleansing and environmental health services, library services, environmental management, traffic services, and fire and emergency services.

The challenges facing the Public Safety and Community Services Directorate are as follows:

- Lack of human capacity to implement the by-laws. The by-laws are not updated and some are not approved, which could result in possible litigation as regards billing for and collection of monies levied for services;
- Implementation of unfunded and underfunded mandates, example firefighting which is a district function. Engagements with the Sarah Baartman District Municipality are taking place in this regard.
- Lack of resources e.g. no fire stations in outlying areas and therefore the inability to respond to fires on time especially in areas like Alicedale and Riebeeck East;
- Establishment of libraries in the new areas not done due to a lack of funding;
- Inadequate customer complaint handling processes. At present all complaints are referred to the Fire Services and therefore there is a need to establish a centralised responsive customer care unit/ centre to deal with customer care complaints and emergencies; and
- Vehicles are old and unreliable and impact negatively on service delivery; and
- Eradication of illegal dumping sites, fencing of legal dumping sites, improvement of street cleaning, the provision of the cleaning services in all areas of Makana and monitoring of cleaning staff.
- Improve and Increase visibility of Police, Resuscitate Community Policing Forums and establishing Community Safety Forum

The municipality should prioritise, update, approve and enforce the by-laws. The billing of refuse and an audit of all refuse removals to ensure that consumers are being billed correctly for the amount of refuse removed should be undertaken. The acquisition of vehicles and equipment, cleanliness of the town, identify and cost unfunded and underfunded mandates which are the competency of the district and other departments and engage these institutions to address the matter, must be undertaken amongst others.

## 2.8 BASIC SERVICE DELIVERY & INFRASTRUCTURE PLANNING

### 2.8.1 ACCESS TO BASIC SERVICES

The Makana local municipality is both, the **Water Service Authority and Water Service Provider** and is also responsible to provide all the **other local government services such as municipal roads, storm water management, electricity and waste collection and disposal etc.** The Municipality is granted an equitable share which it receives from government in terms of the Division of Revenue Act (DORA) for the provision



of free basic services to households who cannot afford to pay for their services. National policy requires that poor households should receive 50 kWh of free basic electricity, 6kl of free basic water, free basic sanitation and free weekly refuse removal. There are a total of 6085 poor (indigent) households on the Municipality's indigent register who are provided with indigent support in terms of the Municipality's Indigent Policy monthly.

Table: 69

SERVICES	2011		2016	
	Number	Percent	Number	Percent
<b>Access to housing:</b>				
Formal	18 269	85.4	20 589	90.7
Traditional	780	3.6	1 046	4.6
Informal	2 153	10.1	934	4.1
Other	186	0.9	132	0.6
<b>Access to water:</b>				
Access to piped water	20 854	95.8	21 431	94.4
No Access to piped water	924	4.2	1 269	5.6
<b>Access to sanitation:</b>				
Flush toilet	16 283	76.2	19 382	85.4
Chemical	28	0.1	50	0.2
Pit toilet	3 439	16.1	2 110	9.3
Bucket	774	3.6	264	1.2
None	854	4.0	480	2.1
<b>Energy for lighting:</b>				
Electricity	19 505	89.7	21 934	97.0
Other	2 238	10.3	688	3.0
<b>Energy for cooking:</b>				
Electricity	17 589	80.9	20 594	90.9
Other	4 154	19.1	2 059	9.1
<b>Access to refuse removal:</b>				
Removed by local authority at least once a week	19 371	89.0	20 444	90.1
Removed by local authority less often	157	0.7	223	1.0
Communal refuse dump	184	0.8	888	3.9
Own refuse dump	1 453	6.7	528	2.3
No rubbish disposal	331	1.5	347	1.5

## 2.8.2 FREE BASIC SERVICES

Table: 70

SERVICE	FREE SERVICE	NUMBER INDIGENTS 2016/17
Free basic service: Electricity(FBE) Makana area	50units/Kwh per H/H	1107H/H per month,

SERVICE	FREE SERVICE	NUMBER INDIGENTS 2016/17
Free basic service: Electricity (FBE) ESKOM area	50units/Kwh per H/H	5484H/H per month,50units/Kwh
Free basic service: Water usage	First 6 Kl per H/H	4869H/H per month,
Free basic service: Water connection	75%-100% base on income per H/H	5301H/H per month,
Free basic service: Sewer connection	75%-100% base on income per H/H	5093H/H per month,
Free basic service: Refuse removal	75%-100% base on income per H/H	6085 H/H per month,
Free basic service: Rate and taxes	75%-100% base on income per H/H	5584H/H per month,75%-100% base on income

### 2.8.3 WATER AND SANITATION

#### 2.8.3.1 BLUE DROP STATUS 2014

The Municipality's water is of a good quality and complies with National Standard SANS 242. The Department of Water Affairs has implemented the Blue Drop Certification Programme to enable it to assess the standard of water services provided by Municipalities. It entails the assessment of 5 key performance areas namely risk management, process management and control, drinking water quality, compliance management, accountability and local regulation and asset management. In order to qualify for a Blue Drop Award a Municipality must achieve an average of 95% for all key performance areas.

**Table: 71**

PERFORMANCE AREA	2011	2012	2014
Blue drop Score	55,07%	71.90%	70.83%
PERFORMANCE AREA	ALICEDALE	GRAHAMSTOWN	RIEBEECK EAST
Water Safety Planning (35%)	23.63	22.4	26.78
Treatment Process Management (8%)	8	6	8
DWQ Compliance (30%)	13.5	21	28.5
Management Accountability (10%)	7.15	7.9	7.15
Asset Management (14%)	8.79	8.02	8.26
Efficiency, Loss Management (3%)	0.63	0.63	0.63

#### 2.8.3.2 GREEN DROP STATUS

The Department of Water Affairs has implemented the Green Drop Certification Programme to enable it to assess the standard of the Municipality's waste water. For 2014 on PAT was conducted This assessment was based on a number of key risk areas including management, ADWF designs capacity, operational

flow(% of design capacity), annual average effluent quality compliance %, technical skills 9Reg 813)The Municipality's waste water is of an acceptable quality, although it does not comply fully with National Standard SANS 241. This is primarily due to ageing infrastructure. Evaluations were undertaken in February 2013, and the outcomes are still being awaited.

**Table 72**

PERFORMANCE AREA		ALICEDALE	BELMONT VALLEY	MAYFIELD
<b>Technology (Liquid)</b>		Aerated ponds/ Oxidation ponds	Biological filters	Activated sludge
<b>Technology (Sludge)</b>		None specified	Anaerobic digestion	Aerobic digestion
<b>Key Risk Areas</b>				
<b>A.</b>	ADWF designs capacity	0.5	5.4	2.5
<b>B.</b>	Operational flow(% of design capacity)	151% (NI)	139%	112%
<b>C.</b>	Annual average effluent quality compliance %	0.0%	62.5%	37.5%
<b>D.</b>	Technical skills 9Reg 813)	Yes	Partial	Yes
<b>2014 Wastewater Risk Rating</b>		<b>82.4%</b>	<b>81.8%</b>	<b>76.5%</b>

### 2.8.3.3 REGULATORY IMPRESSION

Makana LM has completed selected areas of the Green Drop PAT scorecard. This effort does not necessarily do justice to the good work and progress that was noticed by DWS at Makana, over the past 2 years. As a result, the CRR scores have digressed, mostly as result of effluent quality data not available for Alicedale, and non-compliance for Belmont Valley and Mayfield. Flow measurement is not recorded for Alicedale, which carries a significant risk with it.

The extensions taking place at Ext 6 of Mayfield and Glebe is noted with encouragement. However, concerns are raised with regard to the treatment plants which are already operated beyond its design capacity and where the effluent quality is not meeting the legal specification. This additional flow will place undue pressure on the plant to perform and comply with its legal specification. Makana LM is requested to communicate with the DWS on this pertinent matter, as no indication was given as to the status of upgrading the plants.

These aspects result in all three (3) treatment facilities residing in high risk positions during the current assessment.

The completion of a well structure W2RAP is however noted and commended. The key 31 risks are being identified, rated and addressed in this risk management plan. Regrettably, the need to upgrade the plant.

#### **2.8.3.4 WATER AND SANITATION BULK INFRASTRUCTURE RESOURCES**

##### **2.8.3.4.1 Howiesons Poort Dam**

The Howiesons Poort Dam is located in the Palmiet River Catchment (upstream of the Kariëga River now part of the Thomas Baine Nature Reserve) and was constructed in 1031 with an estimated capacity of  $883 \times 10^3 \text{ m}^3$  and surface area of 16.3ha. The estimated 1:50 year yields including the Settlers Dam is  $2450 \times 10^3 \text{ m}^3$  of which  $2200 \times 10^3 \text{ m}^3$  is for domestic supply (the remainder for irrigation and other uses.) According to the DWA, the registered permit volume p.a. is  $500 \times 10^3 \text{ m}^3$ . Raw water is pumped from the Howiesonspoort pump station situated slightly downstream and south west of the dam wall, directly to the Waainek WTW.

##### **2.8.3.4.2 Settlers Dam**

The Settlers Dam is located in the Kariëga River catchment further south which supplies the Albany Coastal catchment area. The dam was constructed in 1962 with an estimated capacity of  $4020 \times 10^3 \text{ m}^3$ , making it the biggest in the Makana region. The surface area of the dam is 82.2ha. The registered volume permit from the DWA is  $1000 \times 10^3 \text{ m}^3$  p.a. to increase capacity the dam wall as raised by 2.3m in 1981. Raw water in this dam is pumped directly into the Howiesonspoort Dam thus augmenting the Howiesonspoort in time of low water availability.

##### **2.8.3.4.3 Jameson Dam**

The Jameson Dam I located in the Nuwejaarsspruit River on the farm Slaaikraal. It is also referred to sometimes as the Slaaikraal Jameson dam for this reason. This dam was constructed in 1906 with an estimated reservoir capacity of  $575 \times 10^3 \text{ m}^3$ . The surface area of the dam is 15.5ha.

The estimated total yield is  $460 \times 10^3 \text{ m}^3$  although no exact figures are available confirming what portion is earmarked for irrigation or other uses. The registered volume permit from the DWA is  $150 \times 10^3 \text{ m}^3$  p.a. raw water from this dam gravitates to the downstream Milner Dam from where it gravitates towards the town filter storage tank in Grahamstown via a 200mm $\phi$  main. From there it is pumped to the Waainek WTW via a 150mm $\phi$  steel or FC water main.

##### **2.8.3.4.4 Milner Dam**

The Milner Dam is located downstream of the Jameson Dam in the Nuwejaars River, also on the farm Slaaikraal. This dam was constructed in 1898 making it the oldest functional dam in the Makana region. The estimated reservoir capacity of  $255 \times 10^3 \text{ m}^3$  with the surface area of 7.7ha. The estimated total yield is  $190 \times 10^3 \text{ m}^3$ . The registered volume permit from the DWA is  $150 \times 10^3 \text{ m}^3$  p.a. the same as Jameson Dam. According to the Stewart Scott report, the dam's full supply level is approximately 626.4 msl. Thus the hydraulic grade difference between Milner Dam and Town Filter Storage is approximately 15.9m (Town Filter Storage is at 610.5 m.s.l). Based on a gravity main length of 6380m (exact distance to be confirmed) indicates a much lower figure of 15-20l/s. since the incoming flow is not measured, this cannot be confirmed.

##### **2.8.3.4.5 Service Reservoirs**

One 2.5ML service reservoir and an elevated storage tank is located on the precinct of the works. The elevated water tank of approximately  $8 \text{ m}^3$  and 10m height supplies the Waainek WTW and two houses with potable water. This tank is manufactured from fabricated steel panels which is in a very poor

condition due to corrosion. The tank is leaking and the non-return valve is also not working and needs to be replaced. The inside of the tank also needs to be repaired, the Makana Municipality is currently in the planning stages to have the elevated storage tank repaired.

The 2.5ML high level reservoir acts as the main distribution reservoir for the industrial and higher lying residential areas. This reservoir is still in good condition with no problems reported.

During failures or other interruptions, the potable water supply to the higher lying areas becomes problematic as this reservoir tends to run dry since it feeds water to the downstream reservoir as well.

To ensure that sufficient potable water storage is available for the higher lying areas, it is proposed that the existing 10ML raw water storage dam on the eastern side of the WTW be converted in a clear water storage reservoir. This will be achieved by installing a floating HDPE roof cover to this reservoir.

#### **2.8.4.5.6 WAAINEK WATER PURIFICATION WORKS**

The WTW is located next to the N2 highway west of Grahamstown. Access to the treatment works is directly from the N2. The plant's capacity is 9ML/ day. The current processes involved to treat the water includes flocculation, sedimentation, filtration and disinfection.

#### **2.8.4.5.7 Raw Water Inlet**

Water from both the Howiesonspoort and Town Filter Storage Tanks are pumped to the WTW. The system is designed so that raw water from Howiesonspoort PS directly enters the WTW with a bypass weir to supply water to the lower lying raw water storage reservoir. The won filter supply pumps directly to the lower raw water storage dam. A bypass system is in place to divert water directly to the inlet works.

#### **2.8.4.5.8 Raw Water Storage Reservoirs**

The WTW has two raw water storage reservoirs, one a 16ML on the west of the WTW and a newer storage reservoir on the east of approximately 10ML. the 16ML lower lying reservoir has recently been relined and is in a good condition. The exact construction date of the new upper reservoir is unknown although it can be confirmed that the lining still appears to be in a relatively good condition. It has deteriorated to some extent due on the edges due to little or no maintenance and on some sections of the liner it could be noticed that vegetation has penetrated the liner (which needs to be repaired).

### **2.8.5. ELECTRICITY**

Makana is currently the service provider for the distribution of electricity only in the old Grahamstown (CPA) municipal area, while the newer urban settlements, Grahamstown East, Riebeeck East, rural farm areas are serviced by Eskom except Alicedale is supplied by both Municipality and Eskom

Access to minimum electricity standards is defined as an electricity connection at the dwelling. National policy also requires that poor households should receive 50kWh of free basic electricity per month.

The Maintenance Plan is in place but not fully adhered to, due to staff shortages. Budgetary constraints hinder the effective operation and maintenance as the infrastructure is aging and needs upgrading.

The 5 wards with the most households with no access to electricity are

- Ward 13

- Ward 3
- Ward 11
- Ward 14
- Ward 10

All indigent households and households who are prepared to install a 20 AMP Circuit Breaker get their first 50 Kwh free.

The Municipality has no informal townships and all erven have access to electricity. There are therefore no backlogs in respect of service provision to existing erven within the Municipality's area of supply. There is also street lighting in all towns.

There is a direct correlation between electricity backlogs and housing backlogs and planning for the new proposed areas are in place. The IDP Public Participation process revealed that there are areas within the Municipal and ESKOM supply area where existing services need to be upgraded. There is also a need for enhanced maintenance of street lighting. This coupled with the need for development within the Municipal area necessitates upgrading of the electrical service infrastructure.

## 2.8.6 SOLID WASTE MANAGEMENT

**Makana municipality is responsible for waste management** which includes the street sweeping, collection, transportation and disposal of solid waste. **The municipality has approved Integrated Waste Management Plan in accordance with section 11 of the NEMA** approved by Council 2013 and a Local Waste Management Plan which was endorsed by the DEDEAT and by- Law to address issues like illegal dumping.

### 2.8.6.1 REFUSE REMOVAL AND WASTE MANAGEMENT

Basic level services for refuse removal are defined as free weekly refuse removal. All households in urban areas including Grahamstown East and West have access to weekly refuse removal services that also include business and other waste is removed by order. Refuse is taken and disposed in three refuse land fill sites Grahamstown, Alicedale and Riebeeck East. Dumping rate is higher in Grahamstown and the cost of transporting the waste has also increased significantly due to illegal dumping littering.

### 2.8.6.2 LANDFILL SITE

***The Makana Municipality has three landfill sites namely the Grahamstown, Alicedale and Riebeeck East landfill;*** all the sites are managed by the Municipality. The landfills are located on municipal property. The landfill site in Grahamstown was permitted by the Department of Water Affairs and Forestry on 10 September 1996 as a Class G:M:B+ waste disposal site in terms of Section 20 of the Environment Conservation Act (Act 73 of 1989).

**Grahamstown:** The site is located 2km from town at co-ordinates: S 330 17' 28" and E 260 29' 32". ***The expected lifetime of the site is approximately 20 years. The municipality uses a cell method to dispose of the waste in an old quarry.***

Waste is properly and regularly covered with excavated material from the quarry and building rubble. A bulldozer is used on the site for compaction and covering purposes. No burning of waste takes place. The Municipality is experiencing problems with the disposal of chillies and abattoir waste.

These waste streams need to be disposed of in a dedicated deeply dug trench and be covered immediately after disposal. It could be necessary depending on the quantities of abattoir waste (dead animals) to treat the waste with lime once disposed of. Illegal scavenging is only taking place on the landfill at night. The site is properly fenced with an access gate at the entrance. Record-keeping of incoming waste should be improved and properly recorded. The site continues to be operated in accordance with the permit conditions for the site and the Minimum Requirements for Waste Disposal by Landfill document as published by DWAF in 1998.

<b>Position of site:</b>	Located approximately 2km from town at co-ordinates: S 330 17' 28'' and E 260 29' 32''.
<b>Permit:</b>	Yes
<b>Year issued:</b>	10 September 1996
<b>Classification of site:</b>	GMB+
<b>Type of Operation (end – tip, trench, cell):</b>	Cell method, filling of quarry.
<b>Estimated size of site:</b>	Approximately 10 ha.
<b>Estimated remaining life of site:</b>	20 years
<b>Separation of fresh and contaminated water:</b>	Yes.
<b>Groundwater monitoring:</b>	6 monthly monitoring of downstream borehole located at neighbouring ground, water pollution encountered
<b>Volumes per day, week or month:</b>	It is estimated that the site receives approximately 125 tons per day.
<b>Is cover material available?</b>	Yes, from quarry and building rubble
<b>Is the drainage sufficient?</b>	Yes
<b>Is there access control?</b>	Yes, but record keeping of incoming waste should be improved
<b>Is the site fenced?</b>	Yes
<b>Does the site have a sufficient buffer zone?</b>	Yes (2 km)
<b>Type of equipment utilised on site:</b>	Kamatsu Bulldozer
<b>Operating hours:</b>	The site is open 24 hours. Saving plan for closure: No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation timeously.

**Alicedale:** this site was authorised in May 2005 through Directions in terms of Section 20(5) (b) of the Environment Conservation Act, Act 73 of 1989, by the Department of Water Affairs and Forestry. The site is located approximately 500m from town (Co-ordinates: S 330 19' 04'' and E 260 04' 35''). The landfill site is operated by filling an old sandstone quarry. The site is approximately 0.9 Ha in size. The expected lifetime of the site is approximately 20 years.

Waste is covered once a year by hiring a bulldozer for this purpose. Waste is being burned on a regular basis although it is prohibited in the authorisation for the site. There is scavenging taking place at the landfill. The site is not fenced and should be equipped with a gate at the entrance to prevent unauthorised persons from entering, access is not controlled. It is recommended that the burning of waste be phased out as an operational method and that waste be covered on a weekly basis as required in the authorisation for the site, that the site be fenced and proper access control be executed (including proper record-keeping of incoming waste streams) and that the salvagers be formalised or disallowed on the site. The

management of the site in general should be improved in accordance with the Minimum Requirements for Waste Disposal by Landfill document published by DWAF in 1998 and in accordance with the authorisation issued for the site.

<b>Position of site:</b>	The site is located 500m from town (Co-ordinates: S 330 19' 04'' and E 260 04' 35'')
<b>Permit:</b>	Yes, controlled through Directions
<b>Year issued:</b>	2005
<b>Classification of site:</b>	GCB –Type of Operation (end – tip, trench, cell): Filling of sandstone quarry, waste burning
<b>Estimated size of site:</b>	Approximately 0.9 ha.
<b>Estimated remaining life of site:</b>	20 years

**Separation of fresh and contaminated water:** None in place.

**Groundwater monitoring:** Not required. Volumes per day, week or month: It is estimated that the site receives approximately 1.56 tons per day.

**Is cover material available?** Yes, from quarry

**Is the drainage sufficient?** No

**Is there access control?** No

**Is the site fenced?** No

**Does the site have a sufficient buffer zone?** Yes (500m)

**Type of equipment utilised on site:** No permanent equipment, a Bulldozer is hired once a year for covering purposes

**Operating hours:** There are no official operating hours for the site.

**Saving plan for closure:** No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future.

**Riebeeck East** authorised in May 2005 through Directions in terms of Section 20(5) (b) of the Environment Conservation Act, Act 73 of 1989, by the Department of Water Affairs and Forestry. The site is located approximately 2 kilometers from town (Co-ordinates: S 330 12' 35'' and E 260 10' 56''). The site is approximately 0.5 Ha in size.

The expected lifetime of the current disposal area is approximately 10-15 years. Waste is covered once a year by hiring a bulldozer for this purpose. Waste is being burned on a regular basis although it is prohibited in the authorisation for the site.

The site is fenced (but need maintenance) with an access gate to prevent unauthorised persons from entering. Access to the site is however not properly controlled.

It is recommended that the burning of waste be phased out as an operational method and that waste be covered on a weekly basis as required in the authorisation for the site. Access to the site should be controlled and proper record keeping of incoming waste should be done. The management of the site in general should be improved in accordance with the Minimum Requirements for Waste Disposal by Landfill document published by DWAF in 1998 and in accordance with the authorisation issued for the site.

<b>Position of site:</b>	The site is located approximately 2 kilometers from town (Co-ordinates: S 330 12' 35'' and E 260 10' 56'')
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<b>Permit:</b>	Yes, controlled through Directions
<b>Year issued:</b>	2005
<b>Classification of site:</b>	GCB –
<b>Type of Operation (end – tip, trench, and cell):</b>	No proper operational method followed, waste is burned
<b>Estimated size of site:</b>	Approximately 0.5 ha.
<b>Estimated remaining life of site:</b>	10 -15 years
<b>Separation of fresh and contaminated water:</b>	None in place.
<b>Groundwater monitoring:</b>	No, not required
<b>Volumes per day, week or month:</b>	It is estimated that the site receives approximately 0.56 tons per day.
<b>Is cover material available?</b>	Yes
<b>Is the drainage sufficient?</b>	No
<b>Is there access control?</b>	No
<b>Is the site fenced?</b>	Yes, but need maintenance
<b>Does the site have a sufficient buffer zone?</b>	Yes, 2 km from nearest house
<b>Type of equipment utilised on site:</b>	No permanent equipment, a bulldozer is hired once a year for covering purposes
<b>Operating hours:</b>	There are no official operating hours for the site.
<b>Saving plan for closure:</b>	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future.

#### **2.8.6.3 RECYCLING**

Municipality has recycling program in Grahamstown landfill which called Masihlule and has a Public Private Partnership with Social Development and a private company.

#### **2.8.6.4 AIR QUALITY**

There is an opinion that the Air Quality Act requires local municipalities to monitor ambient air quality within its area of jurisdiction. From an environmental perspective the importance of appointing a permanent air quality officer to regularly monitor air pollution in highly developed areas with heavy industrial emissions is acknowledged. This situation does not warrant the appointment of a permanent air quality officer thus the municipality is looking at a more sustainable solution like partnering with the Sarah Baartman District Municipality and DEA to monitor the air quality in Makana.

#### **2.8.6.5 TRANSPORT, ROADS AND STORM WATER**

The provision and maintenance of roads covers the functional areas of the Department of Roads and Public Works and the Local Municipality. The Municipality have developed Road and Storm water Master Plan and next is to developing a Pavement Management System to carry infrastructure and maintenance.

## 2.8.6.6 ROAD INFRASTRUCTURE AND TRANSPORT MODES

**Table: 73**

BASIC SERVICE / INFRASTRUCTURE	Municipal Roads
Total length of Roads	757.4Km
Gravel	588Km
Tarred	169km
Man-made house access	
Transport Modes Stats' 2001	74 539
On foot	25 674
By bicycle	435
By motorcycle	173
By car as a driver	2 957
By car as a passenger	3 324
By minibus/taxi	4 386
By bus	573
By train	88
Donkeys	
Other	220
Not applicable	36 709

**Draft Makana SDF 2013**

A large contingent of the population in 2001 was travelling by foot. Unfortunately the 2011/16 Stats' does not give a comparison.

Grahamstown is situated on the N2, which links it to East London/ Bisho and Port Elizabeth

- The R400 links Grahamstown to Riebeeck East and the N10.
- The MR476 links Grahamstown and Alicedale.
- The R343 links Grahamstown and Salem to Kenton-on-Sea and Alexandria.
- The R350 links Grahamstown to Bedford.
- The R344 links Grahamstown to Adelaide.
- The R67 links Grahamstown to Port Alfred in the South and Fort Beaufort to the North.

## 2.8.6.7 RAIL

No functional rail service. The intention is to look at the feasibility of changing the train station to a bus station /depot.

## 2.8.6.8 Airstrips

There is a municipal airstrip just outside of Grahamstown, adjacent to the Army Base.

## 2.8.6.9 HOUSING

Housing is a concurrent National and Provincial competency in terms of Part A of Schedule 4, of the Constitution. Section 10 of the Housing Act, 1997 (Act 107 of 1997), sets out the responsibilities of municipalities in relation to the provision of housing. Housing is included in this section as a basic service

because there is a direct correlation between the provision of basic services and housing, which makes it a complex function that relies on high levels of cooperation between the Municipality and the Provincial and National Departments responsible for Housing. The table below provides an overview of these roles and responsibilities.

#### 2.8.7.1 ROLES AND RESPONSIBILITIES IN RELATION TO HOUSING PROVISION

##### 2.9.1

TABLE: 74

ROLE PLAYER		RESPONSIBILITIES
<b>Municipality</b>	o	Ensure that the IDP addresses the right to adequate housing on a progressive basis;
	o	Set housing delivery goals in respect of the Municipal Area;
	o	Plan, co-ordinate, facilitate. promote and facilitate housing development in the Municipal Area;
ROLE PLAYER		RESPONSIBILITIES
	o	Identify and designate land for housing development;
	o	Plan and manage land use and development (township establishment, subdivision, consolidation, rezoning etc.);
	o	Provision of bulk engineering services;
	o	Provision of services in respect of water, sanitation, electricity. roads, storm water drainage etc.;
	o	Maintenance of a housing data base.
<b>Provincial Department of Human Settlement</b>	o	Develop Provincial Housing Policies; Co- ordinate housing development in the Province; Prepare and maintain a multi-year plan in respect of each National and Provincial Housing Programme to access finance from the National Housing Fund and;
	o	Fund the erection of top structures;
	o	Fund the purchase of land in the event that the Municipality has no land available;
	o	Capacity development of municipalities to enable them to perform their obligations in terms of housing delivery;
	o	Appointment of developers/contractors.
<b>National Department of Human Settlement</b>	o	Develop National Housing policy as well as norms and standards; Set National housing delivery goals;
	o	Monitor performance in terms of housing delivery;
	o	Assist provinces to develop the administrative capacity required for the effective exercise of their powers and performance of their duties in respect of housing development;
	•	Support and strengthen the capacity of municipalities to manage their own

		affairs and to exercise their powers and perform their duties in respect of housing development;
	o	Promote consultation and communication on matters regarding housing development;
	o	Administer the National Housing Fund and allocation of funding to Provinces.

### 2.8.7.2 HOUSING DEMAND

The total estimated housing demand resulting from population growth (Based on the current growth rate) is 4430 additional households by 2030. This demand equates to a land requirement of approximately 220 ha across the entire municipality.

Most of this demand would be accommodated in Grahamstown. Based on the Census 2011 figure the housing demand associated with the eradication of informal dwellings would be 723 households and backyard shacks 1432 households. The associated land demand is 36ha and 72ha respectively.

Officials speculate that there may be considerable duplication in the backlog figures for Grahamstown and estimate that the figure should be in the region of 7000 to 8000 households. If the informal dwelling and backyard shacks figures are deducted from this approximately 6000 households or persons are accommodated elsewhere or in formal dwellings in the established urban areas of the municipality. The settlement planning priority is therefore to provide adequate shelter to those households accommodated in informal settlements and in backyard shacks.

### 2.8.7.3 HOUSING BACKLOG

There is a need for housing throughout the Municipal Area. The table below indicates the housing needs per town as reflected by the Municipality's Housing Waiting List as at September 2011

**TABLE: 75 HOUSING BACKLOGS**

TOWN	BACKLOG
Fort Brown	188 ( recently verified)
Seven Fountains	229 (recently verified
Riebeeck East	456 (recently verified)
Alicedale	948 Verified in 2013
Grahamstown	14 995 (not recently verified)

*\*The Municipality cannot provide housing on private land – Names of towns indicate town of origin of applicant.*

### 2.8.7.4 HOUSING SECTOR PLAN

Makana Municipality reviewed its Housing Sector Plan in 2012. Currently the municipality has some capacity to deal with housing administration and development and Makana Council is committed to establish a fully-fledged department to manage the Human Settlement Development. The following table is a status quo of the housing projects:

**Table 76**

<b>RUNNING PROJECTS:</b>					
PROJECT NAME	No. of subsidy	Status	No. of units Completed	No. of units to be built	Budget Requirement
Fingo Village 577(237)	577 (237)	Blocked	237	0	R5.3m
Fingo Village 577 (340)	577 (340)	Planning	0	340	R38m
Eluxolweni 176 (158)	176	Blocked	158		R3,9m
Transit Camp 440 (421)	440	Running	38 Incomplete		R1,7m
Transit Camp 440 (19)	19	Planning	19		R1,9m
Mayfield 2200 Phase 2, Stage 1 (1200)	1200	Planning	1200	1200	
Mayfield 2200 Ph2 (1200)	1200	Installation services running & procurement section	R157 m	0	R0m
<b>PLANNING PROJECTS:</b>					
PROJECT NAME	No. of subsidies	Status	Approved Budget	No. of units Complete	Budget Required
Fort Brown	188	Planning	R0 m	0	R4,4 m
Seven Fountains	229	Planning	R0 m	0	R5,3 m
Alicedale 316	316	Planning	R0 m	0	R5,3 m
Ethembeni 2000 (330)	330	Planning			
Alicedale16	27	Construction	R0 m	0	R5,3 m
Upper Mnandi	14	Planning	R0 m	0	R0,976 m
Lower Mnandi	40	Planning	R0 m	0	R2,7 m
Xolani	34	Planning	R0 m	0	R2,3 m
Zolani	167	Planning	R0 m	0	R11,6 m
N Street	27	Planning	R0 m	0	R1,8 m
J Street	31	Planning	R0 m	0	R2,1 m
K Street	31	Planning	R0 m	0	R2,1 m
<b>PLANNING PROJECTS (SERVICED SITES)</b>					
PROJECT NAME	No. of subsidies	Status	Approved Budget	No. of units Complete	Budget Required

RUNNING PROJECTS:						
PROJECT NAME	No. of subsidy	Status	No. of units Completed	No. of units to be built	Budget Requirement	
25 Sites	25	Construction	R0 m	0		
Newtown/ K Ndancama	33	Planning	R0 m	0		
Phumlani 250	250	Planning	R0 m	0	R2,1 m	
Glebe Mission 28	28	Planning	R0 m	0	R2,1 m	
Erf 4103	28	Planning	R0 m	0	R2,1 m	
RECTIFICATION PROJECTS		INFORMAL PROJECT AREAS				
PROJECT NAME	NO. OF SUBSIDIES	Project Name	No. of subsidies	Status	Approved Budget	No. of units Completed
Alicedale 221	221	Phaphamani	Information not available			
Scott’s farm	90	Polar Park				
Ghost town	189	Upper Zolani				
Vukani location		J,N, Xolani, Upper and lower Mnandi				
		Extension 9 and Famer Field				
DISASTER 2008 PROJECTS:						
PROJECT NAME	No. of subsidie	Status	Approved Budget	No. of units Completed		
Makana Disaster 20	161	Not started	R20 m	Information not available		

## 2.8.7.5 HOUSING AND SETTLEMENT ANALYSIS

### 2.8.7.5.1 Heritage:

The heritage resource of the municipality is significant and contributes to the economy of the municipality and needs to be conserved in terms of the provisions of the National Heritage Resources Act (Act 25 of 1999 - NHRA). The Act introduced an integrated system for the identification, protection and management of heritage resources nationally, provincially and at municipal level.

The Act prescribes land use planning and management to give attention to, and respond to, heritage considerations both at site and landscape levels. Of particular significance is the obligation placed on the municipality to undertake the preparation of a comprehensive heritage inventory in terms of Section 30(5) of the National Heritage Resources Act, 1999 (Act 25 of 1999), Makana Municipality has not prepared such an inventory. It is also important to note that the heritage resource of the municipality does not only comprise of conservation worthy buildings and urban precincts, but also includes physical and cultural landscapes.

## URBAN AND RURAL SETTLEMENT AREAS:

**The existing Settlements are:**

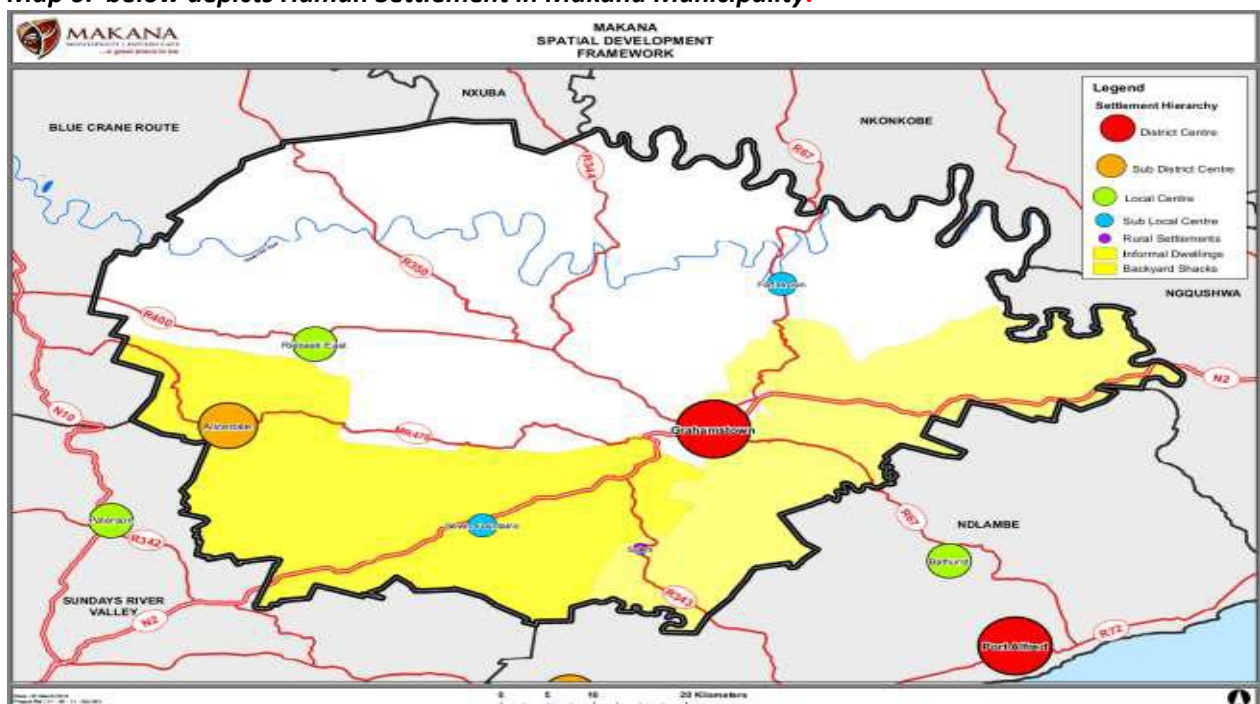
- Grahamstown
- Riebeeck East
- Alicedale
- Seven Fountains
- Fort Brown
- Salem (Surrounding land is the subject of a substantial land claim, which may result in the need to expand the settlement)
- Sidbury (Entirely surrounded it has become the administrative centre for game farming and no longer performs a true human settlement function.)

**The Approximate Population Distribution is:**

**Table 77**

SETTLEMENT	PERCENTAGE
Grahamstown	80%
Alicedale	10%
Riebeeck East	5%
Rural Areas	4%

**Map 6: below depicts Human Settlement in Makana Municipality.**



### 2.8.7.5.3 TOTAL POPULATION:

The data extracted from the Census 2011 figures has revealed the following about the Municipality:

- The growth over the past 10 years has been lower than 1% per year.
- The total population has grown by almost 8% from 2001.

- There are now approximately 5900 new persons residing in the municipality.
- The growth has been approximately 590 persons per year.
- Ward 4 reflects an increase of almost 70%.
- The population of Wards 11 and 8 have remained static.
- The population is highly urbanized
- The population density of 18, 36 persons/km<sup>2</sup> is higher than the district density of 7, 7 persons/km<sup>2</sup>
- The population density has increased from the 16, 1 persons/km<sup>2</sup> in 2001.
- The total number of households has increased from 17 000 to 21 388.
- The average household size is 3.8 persons

#### 2.8.7.5.4 INFORMAL DWELLINGS

The five wards with the highest number of informal dwellings are (From highest to lowest)

- Ward 3
- Ward 14
- Ward 11
- Ward 13
- Ward 9

There has been a reduction in the number of informal dwellings from 2001; informal dwellings are concentrated in Grahamstown and in Alicedale.

**Table 78**

Informal Dwelling Not (Backyard Shacks)	No. of persons (2001)		No. of persons (2011)		Change	
Wards / Areas	Numeric	% of the total	Numeric	% of the total	Numeric	% change
Ward 1	46	2.93	28	1.96	-18	-39.13
Ward 2	76	4.85	4	0.28	-72	-94.74
Ward 3	27	1.72	396	27.65	369	1366.67
Ward 4	664	42.35	16	1.12	-648	-97.59
Ward 5	57	3.64	11	0.77	-46	-80.70
Ward 6	209	13.33	6	0.42	-203	-97.13
Ward 7	3	0.19	63	4.40	60	2000.00
Ward 8	12	0.77	15	1.05	3	25.00
Ward 9	-	29.27	127	8.87	-	
Ward 10	459	0.57	103	7.19	-356	-77.56
Ward 11	9	0.38	220	15.36	211	2344.44
Ward 12	6	-	1	0.07	5	-83.33
Ward 13	-	-	189	13.20	-	-
Ward 14	-		253	17.67	-	-
Makana – EC104	1568	100	1432	1000	-136	-8.67

Source: Statssa 2011



#### 2.8.7.5.5 BACKYARD SHACKS

The five wards with the highest number of persons living in backyard shacks are (From highest to lowest)

- Ward 10
- Ward 5
- Ward 3
- Ward 7
- Ward 14

There has been a reduction in the number of persons residing in backyard shacks from 2001.

#### 2.8.7.5.6 BACKYARD SHACKS FROM 2001

**Table 79**

Informal Dwelling (Backyard Shacks)	No of person (2001)		No of persons (2011)	
	Numeric	% of the total	Numeric	% of the total
21004001: Ward 1	30	3.88	37	5.12
21004002: Ward 2	21	2.72	21	2.90
21004003: Ward 3	15	1.94	99	13.69
21004004: Ward 4	155	20.05	23	3.18
21004005: Ward 5	-	-	162	22.41
21004006: Ward 6	3	0.39	2	0.28
21004007: Ward 7	6	0.78	67	9.27
21004008: Ward 8	170	21.99	8	1.11
21004009: Ward 9	45	5.82	26	3.60
210040010: Ward 10	47	6.08	174	24.07
210040011: Ward 11	215	27.81	23	3.18
210040012: Ward 12	66	8.54	-	-
210040013: Ward 13	-	-	24	3.32
210040014: Ward 14	-	-	57	7.88
<b>EC104: Makana</b>	<b>773</b>		<b>723</b>	

#### 2.8.7.5.7 DWELLING TYPE AND TENURE STATUS

**Table 80**

BASIC SERVICE / INFRASTRUCTURE	MAKANA AREA (STATS SA 2001)	MAKANA AREA (STATS SA 2011)	%	GROWTH % p.a.
Total number of households	18 009	21 388		
Dwelling Type	17 815	21 387		
Brick house in yard	10293	15822	74.0	5.4
Mud/Traditional Dwelling	3112	780	3.6	-7.5
Apartment in block of flats	761	647	3.0	-1.5
Town/cluster/semi-detached ho (simplex: duplex: triplex)	264	872	4.1	-2.4
House/Flat in back yard	882	810	3.8	-0.8

BASIC SERVICE / INFRASTRUCTURE	MAKANA AREA (STATS SA 2001)	MAKANA AREA (STATS SA 2011)	%	GROWTH % p.a.
Informal shack in yard	785	722	3.4	-0.8
Informal shack not in back yard	1598	1431	6.7	-1.0
Room/flat not in back yard but shared property	66	117	0.5	7.7
Other (ship/caravan)	54	186	0.9	24.4
		<b>21 388</b>		
Rented		5 685	26.6	
Owned but not yet paid off		1 701	8.0	
Rent-free		4 130	19.3	
Owned and fully paid off		8 629	40.3	
Other		1 243	5.8	

**Source: Stats' 2011**

The number of traditional dwellings significantly decreased, by 75% over the last ten years (2001 to 2011). There has also been a slight decline in both the number of informal shacks in the yard and those not in the back yard since 2001. This implies that there is still a demand for urban housing development.

#### **2.8.7.5.8 RHODES UNIVERSITY CAMPUS**

The Rhodes University Campus is the largest single ownership footprint within the Grahamstown urban footprint. Rhodes University is currently undertaking a review of their long term spatial planning and were not able to provide any details thereof during the preparation of this document.

For the purpose of this review information was sourced from older Rhodes University Spatial Planning. Extracts thereof are set out below.

**Table 81**

PROJECTED GROWTH OF STUDENT NUMBERS						
Current Number	6954	2009	2010	2014	2019	2023
		2%	7093	7678	8477	9176
		4%	7232	8461	10294	12042
		8%	6510	10218	15013	20425
PROJECTED GROWTH OF RESIDENCES						
Current Number	6954	2009	2010	2014	2019	2023
		2%	2	8	18	26
		4%	3	18	39	60
		8%	7	38	95	158

## **2.92.9 BASIC SERVICE & GENERAL INFRASTRUCTURE RESOURCES HIGH LEVEL CHALLENGES**

### **2.9.1 WATER AND SANITATION**

Critical high level challenges as regards to water and sanitation services are as follows:

- Ageing infrastructure, poor maintenance and poor contract management;
- Material water supply shortages leading to service delivery protests;
- Inadequate catchment area to Grahamstown West, which could result in possible water shortages to the community in the future;
- Inadequate supply versus demand at the James Kleynhans Water Treatment Works;
- Inadequate electricity supply on the western side of Grahamstown, which results in the inability to supply raw water for purification;
- Inadequate storage retention rate (the Department of Water Affairs requirement is 48 hours but Makana has an average of 12 hours);
- Inadequate capacity at waste water treatment works. The plant is operating above design capacity by 78% and the municipality has received pre-directives on non-compliance by Department of Water Affairs, which could result in legal action against the accounting officer. In addition health hazards to the people and pollution to the environment;
- Inadequate capacity of the collector mains (rising main and outfalls) resulting in sewer spillages;
- Inadequate capacity of pump stations resulting in sewer spillages;
- Inadequate capacity reticulation network sewers resulting in spillages. Health hazard to the people and pollution to the environment;
- Storm water ingresses to sewer network system increases the inflow to the waste water treatment works;
- Inadequate resources (equipment and human resources) resulting in the inability to attend to complaints and dealing with the problems; and
- Continuous vandalism of critical infrastructure including the exposure of manholes, which could lead to injury and damage to property resulting in possible litigation.

#### **2.9.1.1 Water source Challenges**

- Quality of the raw water from the Glenn Melville Dam – High turbidity
- Unstable pumping system & rising main capacity
- Unreliable electricity supply to pump raw water from H'Poort

#### **2.9.1.2 Water treatment works Challenges;**

- Mechanical & Electrical poorly maintained
- Civil Works not operating as designed

### **2.9.1.3 Bulk water distribution Challenges;**

- Storage Retention Rate (DWS requires 48hrs but Makana's 12hrs or less)
- Network Water Leaks (Through broken/old valves, pipes & meters)
- Absence of Bulk Metering (Raw water, treated water & stored water).

### **2.9.1.4 Service reticulation Challenges:**

- High Water Leaks (Resulting to water loss)
- Absence of meters (Impact to Billing mechanism)
- Lack Pressure Control (Continuous water outages to the High Lying areas due to having water at the bottom part of the settlement)

## **2.9.2 ROADS AND STORM WATER**

The provision and maintenance of roads covers the functional areas of the Department of Roads, the Department of Public Works and the Makana Municipality.

Makana does not have a storm water master plan/ pavement management system and has insufficient roads infrastructure with maintenance carried out as and when required, which is also evident during community based planning, where concerns are always raised about potholes and corrugated gravel roads.

The high level challenges in the main are as follows:

- roads and storm water (deteriorating state, unfinished projects, poor workmanship);
- Makana has Provincial acclaimed roads within its boundary especially in the Grahamstown CBD, suburbs and rural areas. These roads, including municipal roads, where the condition has deteriorated substantially have become unaffordable for the municipality to maintain; and
- Municipal funds are unable to finance the maintenance of the roads and storm water infrastructure which is urgently required; and
- Makana's rural areas are fast becoming a safety hazard and are becoming inaccessible due to a lack of maintenance and upgrading due to a lack of funds, equipment and human resources.

Makana Municipality's transportation system is categorised as follows, with the varying ownership and responsibilities of these making the management of this function difficult for Makana:

- municipal roads;
- provincial roads (Department of Roads and Public Works)
- undefined access roads;
- rural surfaced and gravel roads; and
- national roads (SANRAL)

The roads and storm water operating challenges are as follows:

- Budgetary constraints resulting in poor or no maintenance;
- Unavailability of resources e.g. machinery and human resources resulting in incomplete work;
- Deteriorating condition of the roads causing damage to public vehicles and litigation claims;

- storm water flooding which could cause death, damage to peoples' properties and possible claims; and
- Deteriorating municipal buildings making them inhabitable with the possibility of causing staff to be sick resulting in possible litigation or charges being laid by the Department of Labour.

The roads and storm water solutions, identified during the assessment, to meet the challenges are as follows:

- Provincial/ district roads maintenance plan have a signed Service Level Agreement with province/ district on the maintenance plan;
- Introduce a Pavement Management System (PMS)
- Acquisition of machinery for maintenance of roads and storm water infrastructure;
- Training of artisans and improving the skills and knowledge of the staff.

### **2.9.3 FIRE SERVICES AND DISASTER MANAGEMENT**

***Makana Municipality has 24 hour fulltime fire service with Chief fire officer appointed as manager fire services.*** Municipality has signed a corporate agreement with Sarah Baartman District Municipality to perform the function on agency based. Also the Municipality has co-operative agreement with all other six (6) Sarah Baartman District Municipalities

The aim of the Disaster Management Act, No. 57 of 2002, and the Disaster Management Framework, is to minimise the effects of hazards on local communities by ensuring coordinated efforts to manage risks. This plan has been designed around the identified risks, highlighted during the Risk Assessment process. A Disaster Management Plan outlines the key institutions and programming components relative to deal effectively with disaster management and emergency responses. Partnerships have been established with Provincial Government, District and Non-governmental organisations with a responsibility or capacity to render disaster management services. In terms of Makana Disaster Management Plan the following are the result of risk assessment conducted that the municipality is prone to:

- Tornado
- Floods
- Fires(Veld and Forest Fires )
- Epidemics
- Accidents

Furthermore the plan contains contingency plans for every risk identified. The most common disaster that occurs in the area is floods and protracted drought. Tornado's is fairly common and has caused extensive damage to homes in Alicedale and the Grahamstown area.

#### **Disaster Incidents:**

Makana Municipality was affected by a disaster on the 8<sup>th</sup> October 2008 where 161 houses were severely damaged in Grahamstown and 22 houses in Alicedale. An amount of R101 000.00 was approved by Provincial Government and the project was to be coordinated by them. The project has been delayed to date. Makana was again in October 2012 affected by floods where most of its roads infrastructure was damaged. In October 2012, The Premier of the Province of the Eastern Cape had, in consultation with other MEC's declared a provincial state of disaster in terms Section 41 of Disaster Management Act (Act 57 of 2002)

After the occurrence of the October 2012 disaster incident, the Provincial Disaster Management Centre had, in terms of section 35 of the Disaster Management Act 57 of 2002, initiated efforts to assess the magnitude and severity of the disaster and informed the National Disaster Management Centre of the cost of the damages for provision of emergency relief.

The National Treasury had through the National Disaster Management allocated an amount R43.5m for emergency projects which was divided among the Nelson Mandela Bay Municipality and five other municipalities in the Sarah Baartman District Municipality. The Makana Municipality was allocated R 2 400 567 for the following projects

1. Repairs to electrical infrastructure at Old town filters, Evans Poort and Market feeders – R2 400 567 and
2. Repair pump station (replace sewer pump) at Lingelihle – R387 236,

The above mentioned projects were completed between January 2013 and May 2013. There were about 128 informal houses that were damaged by floods. Makana Municipality made an urgent application for temporary housing structures to the Department of Human Settlement.

On the 23<sup>rd</sup> of November 2012 the Department of Human settlement together with the municipality made an assessment of the damage caused by the floods and 39 temporal housing structure where approved.

Subsequent to that Makana Municipality allocated an amount R8 7224 000 for reconstruction and rehabilitation. The above mentioned amount was intended to re-gravel, reconstruction of municipal roads, storm water pipe, channels, slabs and pedestrian bridges that were affected during the October 2012 flooding, this includes Alicedale. The Provincial Disaster Management Centre established a Project Management Steering Committee to monitor the funds allocated for response and recovery of the flood incidents which engulfed the Province during the period.

#### **2.9.4 COMMUNITY POLICES AND BYLAWS**

**Table 82**

Type	Title	Date	Status
Policy	Speed Hump	May 2013	Final *
Policy	Environmental	*	Final
Policy	Paupers Burial (To be developed before the financial year end)	*	To be revised
By-law	Animals, Birds and Poultry	*	Final
By-law	Dumping and Accumulation of Water	*	To be revised
By-law	Liquor and Trading Hours	*	To be revised
By-law	Parking	*	To be revised
By-law	Refuse Removal	*	To be revised
By-law	Street Collections	*	To be revised

#### **2.9.5 ELECTRICITY AND ENERGY**

Makana is currently the service provider for the distribution of electricity only in the old Grahamstown (CPA) municipal area, while the newer urban settlements, Grahamstown East, Riebeeck East, rural farm areas are serviced by Eskom except Alicedale by both Municipality and Eskom. This makes delivery of

services and credit control difficult for Makana to manage. This matter should be addressed as a matter of urgency. There is no Electricity Master Plan in place and a service provider has been appointed to develop the electricity master plan.

The maintenance plan is in place but not fully adhered to, due to staff and financial shortages. Budgetary constraints hinder the effective operation and maintenance as the infrastructure is ageing and needs to be constantly upgraded and maintained.

There are 5 wards (3, 10, 11, 13 and 14) comprising the majority of households with no access to electricity. There has however been an overall reduction in the number of persons without access to electricity.

The Municipality is looking at innovative alternative energy sourcing methods and there is a draft policy which sets out the criteria which will enable the evaluation of renewable energy generation infrastructure to be developed in a manner that will limit the potential negative impacts thereof.

Progress has been made with the Innowind at Waainek to create an alternative power wind farm and the southern portion of the municipality has been identified as having potential for the development of wind energy generation infrastructure.

Makana is in the process of installing windfarms as part of an alternative energy solution, and the following progress has been made:

- The Distribution Agreement (DA) for the Waainek Windfarm Project (Alternative Energy) has been signed and construction preparations have commenced. The project is earmarked to have R400 million economic spinoffs over 20 years;
- R30 million was received for the refurbishment of ageing electricity infrastructure, mainly substations; and
- R2, 2 million was spent for 13/14 for Thomas Baines Power line as an alternative power supply.

The high level challenges are as follows:

- Makana's electricity and energy services are divided into two in terms of supply i.e. Grahamstown West (eRhini) is supplied and managed by Eskom and Grahamstown East (CBD and town areas) is supplied and managed by Makana Municipality;
- The Electricity and Energy Department is not compliant due to it not having GMR2.1 accredited personnel to approve the work done by electricians;
- Ageing electricity network cables between distribution substations to secure firm electricity supply and lack of an upgrade plan for the transformers. This could result in a possible disruption to the Windfarm Project (Waainek Windfarm).
- Major substation (66/11 KV): Waainek Substation - Old infrastructure, needs transformers and control panels. Supplies Rhodes University, Prisons, Military Base and Industrial Area. Summit Substation – poor soil condition (clay) causing major cracks to the foundation and poor drainage;
- Distribution substations require new isolators to the breakers (60% of the 153 substations need urgent attention). In addition security is required at the substations;
- Inadequate resources being vehicles, ladders, materials, testing equipment, safety clothing, designing software, etc.; and
- Insufficient staff training in particular trade tests for electricians and authorisation of electricity staff.

Given the above, the electricity and energy solutions to meet the challenges of supplying a reliable electricity supply, which must be prioritised and considered, going forward, are as follows:

- Development of a master plan to identify issues that need to be addressed;
- Installation of a new 10MVA transformer at Grahamstown sub-station;
- Installation of a new 66Kv circuit breaker at Summit sub-station;
- Refurbishment of 2x15 MVA transformers and drainage system at Summit sub-station;
- Installation of ripple control system at Sugar Loaf sub-station;
- Electrification of Ethembeni infill area comprising of 330 housing units;
- Electrification of Mayfield Phase 2 comprising of 1320 housing units;
- Substation upgrade at Waainek sub-stations; and
- 66Kv line upgrade from Grahamstown sub-station to Sugar Loaf sub-station

#### **2.9.6 COMPREHENSIVE INFRASTRUCTURE PLANS**

Comprehensive infrastructure plans as initiated by the Sarah Baartman District Municipality. The overriding purpose of CIP's is to develop a platform which will serve as a single process for all tiers of government with respect to infrastructure provision & service delivery. To date, phase 1(one) of the CIP development has been completed.



Table 83

Intervention	Total Amount	01 Mar '09	01 Mar '10	01 Mar '11	01 Mar '12	01 Mar '13	01 Mar '14	01 Mar '15	01 Mar '16
Housing	R 368 900.000	R 59 108.200	R 74 219.000	R 52 537.800	R 45 000.000	R 41 060.000	R 22 500.000	R 20 000.000	R -
Water backlogs	R 2 454.000	R2 454.000	R -	R -	R -	R -	R -	R -	R -
Water refurbishment	R 15 000.000	R 2 000.000	R 2 000.000	R 2 000.000	R 3 000.000	R 2 000.000	R 2 000.000	R 1 000.000	R 1 000.000
Water bulk	R 25 888.205	R 4 040.630	R 14 062.000	R 6 098.757	R 500.000	R 500.000	R 500.000	R 187.000	R -
Water treatment works	R 26 000.000	R 5 000.000	R 5 000.000	R 5 000.000	R 5 000.000	R 6 000.000	R -	R -	R -
	<b>R 69 342. 205</b>	<b>R 13 494.630</b>	<b>R 21 062.000</b>	<b>R 13 098.575</b>	<b>R 8 500.000</b>	<b>R 8 500.000</b>	<b>R 2 500.000</b>	<b>R 1 187.000</b>	<b>R 1 000.000</b>
Sanitation backlog	70 955.732	R 21 500.000	19 699.324	R 7 396.408	R 5 000.000	R 5 000.000	R 5 000.000	R 5 000.000	R 2 360.000
Sanitation refurbishment	R 31 500.000	R 4 500.000	R 4 500.000	R 4 500.000	R 4 000.000	R 3 500.000	R 3 500.000	R 3 500.000	R 3 500.000
Sanitation bulk	R 15 000.000	R 7 500.000	R 7 500.000	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R 41 000.000	R 7 000.000	R 17 000.000	R 10 000.000	R 7 000.000	R -	R -	R -	R -
	<b>R 158 455.732</b>	<b>40 500.000</b>	<b>R 48 699.324</b>	<b>R 21 896.408</b>	<b>R 16 000.000</b>	<b>R 8 500.000</b>	<b>8 500.000</b>	<b>R 8 500.000</b>	<b>R 5 860.000</b>
Roads - New	R 161 200.000	R 27 000.000	R 26 000.000	R 25 000.000	R 25 000.000	R 25 800.000	R 18 300.000	R 14 100.000	R -
Roads – upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Road maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	<b>R 161 200.000</b>	<b>R 27 000.000</b>	<b>R 26 000.000</b>	<b>R 25 000.000</b>	<b>R 25 000.000</b>	<b>R 25 800.000</b>	<b>R 18 300.000</b>	<b>R 14 100.000</b>	<b>R -</b>

Intervention	Total Amount	01 Mar '09	01 Mar '10	01 Mar '11	01 Mar '12	01 Mar '13	01 Mar '14	01 Mar '15	01 Mar '16
Electricity Backlog	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
<b>Total Amount</b>	<b>R 757 897.937</b>	<b>R 140 102.830</b>	<b>R 169 980.324</b>	<b>R 112 532.783</b>	<b>R 94 500.000</b>	<b>R 83 860.000</b>	<b>R 51 800.000</b>	<b>R 43 787.000</b>	<b>R 6 860.000</b>

## 2.10 FINANCIAL VIABILITY

### 2.10.1 OVERVIEW PREVIOUS YEARS ACTUAL BUDGET

Table: 84

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue By Source</b>											
Property rates	2	46 153	53 827	–	65 215	65 215	65 215	–	64 080	67 732	71 525
Service charges - electricity revenue	2	95 766	96 547	191 064	191 033	129 683	129 683	–	126 774	134 000	141 504
Service charges - water revenue	2	39 594	66 695	73 101	63 270	71 052	71 052	–	58 025	61 333	64 768
Service charges - sanitation revenue	2	19 752	21 525	37 254	44 075	33 662	33 662	–	26 051	27 536	29 078
Service charges - refuse revenue	2	6 363	11 741	19 340	8 305	8 305	8 305	–	13 097	13 843	14 618
Service charges - other		90	102		–	–	–		–	–	–
Rental of facilities and equipment		801	1 023		811	811	811		1 425	1 506	1 590
Interest earned - external investments		10 822	12 494		700	700	700		500	529	558
Interest earned - outstanding debtors		385	–		16 059	16 059	16 059		12 065	12 752	13 466
Dividends received		–	–			–	–		–	–	–
Fines, penalties and forfeits		656	55		1 092	1 092	1 092		397	419	443
Licences and permits		2 597	2 344		1 647	1 647	1 647		4 009	4 238	4 475
Agency services		877	850		500	500	500		550	581	614
Transfers and subsidies		59 983	81 632		91 292	91 292	91 292		98 859	104 494	110 345
Other revenue	2	13 850	2 939	119 294	2 185	2 185	2 185	–	23 887	25 248	26 662
Gains on disposal of PPE			33						2 500		
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>297 687</b>	<b>351 809</b>	<b>440 053</b>	<b>486 184</b>	<b>422 203</b>	<b>422 203</b>	<b>–</b>	<b>432 216</b>	<b>454 211</b>	<b>479 647</b>
<b>Expenditure By Type</b>											
Employee related costs	2	129 819	129 930	126 773	144 631	123 994	123 994	–	167 803	177 368	187 300
Remuneration of councillors		8 337	9 458	9 723	9 723	10 497	10 497		10 436	11 030	11 648
Debt impairment	3		–	–	–				7 500	7 928	8 371
Depreciation & asset impairment	2	36 729	33 599	31 502	31 639	31 639	31 639	–	35 177	37 182	39 264
Finance charges		6 337	16 457	478		9 700	9 700		6 600	6 976	7 367
Bulk purchases	2	67 096	82 037	87 574	104 404	71 103	71 103	–	101 050	106 810	112 791
Other materials	8				1 600	1 522	1 522		1 145	1 210	1 278
Contracted services		6 917	4 491	8 734	28 408	28 408	28 408	–	13 655	14 434	15 242
Transfers and subsidies		22 246	30 808	48 997	50 515	50 515	50 515	–	3 376	3 575	3 783
Other expenditure	4, 5	60 457	82 472	124 140	115 272	94 832	94 832	–	128 206	139 082	146 871
Loss on disposal of PPE									–	–	–
<b>Total Expenditure</b>		<b>337 939</b>	<b>389 251</b>	<b>437 920</b>	<b>486 191</b>	<b>422 210</b>	<b>422 210</b>	<b>–</b>	<b>474 948</b>	<b>505 595</b>	<b>533 915</b>
<b>Surplus/(Deficit)</b>											
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		(40 251)	(37 442)	2 133	(8)	(8)	(8)	–	(42 731)	(51 383)	(54 268)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher		55 750	28 979						229 236	79 801	68 267
Transfers and subsidies - capital (in-kind - all)	6	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>15 499</b>	<b>(8 463)</b>	<b>2 133</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>–</b>	<b>186 505</b>	<b>28 418</b>	<b>13 999</b>
Taxation											
<b>Surplus/(Deficit) after taxation</b>		<b>15 499</b>	<b>(8 463)</b>	<b>2 133</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>–</b>	<b>186 505</b>	<b>28 418</b>	<b>13 999</b>
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>15 499</b>	<b>(8 463)</b>	<b>2 133</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>–</b>	<b>186 505</b>	<b>28 418</b>	<b>13 999</b>
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		<b>15 499</b>	<b>(8 463)</b>	<b>2 133</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>–</b>	<b>186 505</b>	<b>28 418</b>	<b>13 999</b>

## CHAPTER THREE: FINANCIAL VIABILITY AND MANAGEMENT

### 3.1 Executive Summary

Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. This includes the compilation of the Medium-term Revenue and Expenditure Framework.

The service delivery priorities were reviewed as part of this year's planning and budget process. A critical review was also undertaken of expenditures on noncore and 'nice to have' items as per Circular 82.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Council 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. 85 and 86 were used to guide the compilation of the 2017/18 MTREF.**

The main challenges experienced during the compilation of the 2017/18 MTREF can be summarised as follows:

- Budgeting for a surplus (i.e. Total Revenue exceeding Total Expenditure) on the operating Budget;
- Fully implementing cost containment measures and removing non-core expenditure items;
- Maintaining revenue collection rates at acceptable levels and even more;
- Allocation of the required operating budget provision for newly created infrastructure and facilities, with a consequential impact on the level of rates and tariff increases;
- Allocation of the required budget provision for the rehabilitation and maintenance of infrastructure;
- Allocation of the required operating budget provision for staffing requirements, including the implementation of the Task Job Evaluation System and the associated maintenance phase

The following budget principles and guidelines directly informed the compilation of the 2017/18 MTREF:

### 3.2 Revenue Management

The MTREF used the guidelines set out of Circular 85 and 86 issued by National Treasury as well as the Guideline on Municipal Electricity price increase.

On 13 April 2017, NERSA approved a guideline increase for municipalities as follows:

A guideline increase of 1.88 %, which is based on the following assumption:

- Bulk purchases cost have increased by 0.31% in line with Eskom's electricity tariff increases to municipalities;
- A consumer price index (CPI) of 6.4% as indicated in the National Treasury ( Budget Review) 2017;
- Salary and wage increases of CPI plus 1% as indicated in the SALGA Circular No.31/2015: Salary & Wage Collective Agreement; and

- Repairs & maintenance, capital charges and other costs have increased by the CPI.

National Treasury continues to encourage municipality to keep increases in property rates, tariffs for trading services and charges for other municipal own revenue sources within the parameters of the country's inflation rate.

In terms of Circular 79 "Setting of tariffs should consider the following practicalities:

- Cost of bulk purchases and the fluctuation in the seasonal cost thereof,
- Consumption patterns to enable better demand planning and management, and
- Embark on the process to correct tariff structures to be cost reflective

One of the main challenges hampering revenue collection is the issue of tariffs structure, provisions has been made in 2017/18 budget to start the process of correcting the tariffs to be cost reflective especial water and sanitation tariffs structure.

The budget is based on a water tariff increase of 6.4%, the installation of new meter and replacement of damaged meter project that is implemented by Technical Services is expected to significantly have a positive effect on the collection rate as this will mean that all consumers will be accurately billed and this should minimise the frequency of disputes by consumers.

Amatola Water through consultant MBB has been assisting during 2016/2017 with inspections of all bulk water consumers and has replace all the electric magnetic meter installed by Sebata that could not be read for billing of consumption. During 2017/2018 all bulk water consumers will be billed accurate consumption and will increase revenue collection.

Sanitation tariffs will increase by 6.4% is based on the CPI increase as the cost effective tariffs is still in progress. Refuse removal tariff increase is set at 6.4% for all users. This is largely based on the increase of the main cost drivers of the service.

Sundry tariff increases will be limited, in most instances, to be within the CPI inflation rate.

The financial sustainability and viability of the 2017/18 MTREF is largely dependent on the collection level of billed revenue for services delivered. A debt collection company has been appointed for data cleansing and improving collection rate. The 2017/18 budget is based on the collection rate 90% collection, the year to date collection level for 2016/17 financial year 82%.

### **3.3 Expenditure Management**

Long-outstanding debt, particularly ESKOM, continues to be a challenge. Payment plans are in place and provision has been made in 2017/18 budget for repayment of these debts.

The repayment of long-outstanding creditors relating to previous financial years was not budgeted appropriately in the current financial year, compromising service delivery. This means 2017/18 budgeted expenditure had to be cut or put on hold to compensate for the funds repayment of accruals.

Employee-related costs budget has been base on the personnel verification process which was conducted as recommended in the Financial Recovery Plan. The employee related costs budget has increase by R18 million as compared to 2016/17 budget.

Asset plan, including a maintenance plan are regarded a priority as they have a direct impact on the quality of services delivered to the communities.

To date, the maintenance plan has been developed and its implementation is in phases due to financial constraints. Municipal asset reconciliations, verification of movables and updating of work-in-progress (WIP) have been is in process.

The externally funded Capital Budget of R238, 4 million for 2017/18 is 396% more when compared to the 2016/17 Revised Budget. The Capital Budget is largely driven by projects emanating from the IDP and projects identified by the community as well as incomplete projects.

The MTREF for the 2016/17 Multi-year budget summary is as follows:

Table: 85

EC104 Makana - Table A1 Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Financial Performance</b>										
Property rates	46 153	53 627	-	65 215	65 215	65 215	-	64 080	67 732	71 525
Service charges	161 554	196 510	320 759	306 663	242 702	242 702	-	223 946	236 712	249 966
Investment revenue	10 622	12 494	-	700	700	700	-	500	529	558
Transfers recognised - operational	59 963	81 632	-	91 292	91 292	91 292	-	98 869	104 494	110 345
Other own revenue	19 155	7 245	119 264	22 295	22 295	22 295	-	44 592	44 745	47 250
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>297 687</b>	<b>351 609</b>	<b>440 053</b>	<b>466 164</b>	<b>422 203</b>	<b>422 203</b>	<b>-</b>	<b>432 216</b>	<b>454 211</b>	<b>479 547</b>
Employee costs	129 519	129 930	125 773	144 631	123 994	123 994	-	157 803	177 366	187 300
Remuneration of councillors	8 337	9 436	9 723	9 723	10 497	10 497	-	10 436	11 030	11 548
Depreciation & asset impairment	36 729	33 599	31 502	31 639	31 639	31 639	-	38 177	37 182	39 264
Finance charges	6 337	16 457	478	-	9 700	9 700	-	6 600	6 975	7 387
Materials and bulk purchases	67 096	82 037	87 574	106 004	72 625	72 625	-	102 195	108 020	114 089
Transfers and grants	22 246	30 808	48 997	50 515	50 515	50 515	-	3 376	3 575	3 783
Other expenditure	67 374	86 962	132 874	143 660	123 240	123 240	-	149 362	161 443	170 484
<b>Total Expenditure</b>	<b>357 939</b>	<b>389 291</b>	<b>437 920</b>	<b>466 191</b>	<b>422 210</b>	<b>422 210</b>	<b>-</b>	<b>474 948</b>	<b>505 596</b>	<b>533 915</b>
<b>Surplus/(Deficit)</b>	<b>(40 251)</b>	<b>(37 682)</b>	<b>2 133</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>-</b>	<b>(42 731)</b>	<b>(51 383)</b>	<b>(54 368)</b>
Transfers and subsidies - capital (monetary alloc	55 750	28 979	-	-	-	-	-	229 236	79 601	68 267
Contributions recognised - capital & contributed	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>15 499</b>	<b>(8 463)</b>	<b>2 133</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>-</b>	<b>186 505</b>	<b>28 418</b>	<b>13 999</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>15 499</b>	<b>(8 463)</b>	<b>2 133</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>-</b>	<b>186 505</b>	<b>28 418</b>	<b>13 999</b>
<b>Capital expenditure &amp; funds sources</b>										
Capital expenditure	53 586	40 733	62 942	170 043	43 166	43 166	-	238 403	55 639	42 906
Transfers recognised - capital	29 643	21 652	57 556	170 043	43 166	43 166	-	229 603	55 709	42 981
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	849	6 836	-	-	-	-	-	-	-	-
Internally generated funds	23 094	12 047	5 056	-	-	-	-	6 600	-	-
<b>Total sources of capital funds</b>	<b>53 586</b>	<b>40 733</b>	<b>62 992</b>	<b>170 043</b>	<b>43 166</b>	<b>43 166</b>	<b>-</b>	<b>238 403</b>	<b>55 709</b>	<b>42 981</b>
<b>Financial position</b>										
Total current assets	163 364	257 605	406 362	278 677	278 677	278 677	-	287 395	303 778	320 789
Total non current assets	1 037 290	1 072 632	700 456	920 961	920 961	920 961	-	927 605	980 479	1 036 386
Total current liabilities	135 312	236 979	111 502	281 005	281 005	281 005	-	164 637	177 021	186 934
Total non current liabilities	91 221	115 502	2 145	49 307	49 307	49 307	-	50 400	54 953	59 742
Community wealth/Equity	994 122	975 755	992 213	869 327	869 327	869 327	-	969 963	1 025 251	1 082 655
<b>Cash flows</b>										
Net cash from (used) operating	(8 908)	55 925	5 042	184 063	57 189	57 189	-	239 580	253 553	268 151
Net cash from (used) investing	(53 701)	(38 653)	(5 657)	(173 043)	(43 166)	(43 166)	-	(237 903)	(251 482)	(265 543)
Net cash from (used) financing	30 770	1 053	-	(5 500)	(4 000)	(4 000)	-	(5 600)	(6 975)	(7 387)
<b>Cash/cash equivalents at the year end</b>	<b>(22 006)</b>	<b>4 696</b>	<b>5 105</b>	<b>6 129</b>	<b>12 629</b>	<b>12 629</b>	<b>-</b>	<b>257</b>	<b>(4 599)</b>	<b>(9 358)</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	(13 275)	18 320	20 451	20 473	20 473	20 473	-	17 658	18 675	19 933
Application of cash and investments	(63 255)	(327)	(101 457)	12 490	(17 901)	(17 901)	-	(94 148)	(99 858)	(105 816)
<b>Balance - surplus (shortfall)</b>	<b>49 980</b>	<b>18 647</b>	<b>121 908</b>	<b>7 983</b>	<b>38 374</b>	<b>38 374</b>	<b>-</b>	<b>112 005</b>	<b>116 734</b>	<b>125 750</b>
<b>Asset management</b>										
Asset register summary (MDV)	1 034 129	1 072 632	125 864	340 086	340 086	340 086	225 668	225 668	55 110	42 348
Depreciation	36 729	33 599	31 502	31 639	31 639	31 639	-	-	-	-
Renewal of Existing Assets	-	-	-	-	-	-	-	140 966	51 000	36 000
Repairs and Maintenance	12 777	10 136	23 657	-	-	-	89 000	89 000	30 110	27 348
<b>Free services</b>										
Cost of Free Basic Services provided	-	-	-	7	7	7	8	8	8	8
Revenue cost of free services provided	-	-	-	-	-	-	2 108	2 108	2 225	2 353
<b>Households below minimum service level</b>										
Water:	-	-	-	25	250	25	150	150	14	13
Sanitation/sewerage	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	0	0	0	0	0	0	0

### 3.4 OPERATING BUDGET FRAMEWORK

#### 3.4.1 Operating Revenue

Municipality is in the process of turning around the current declining position in order to build a sustainable future, revenue enhancement is one of the key elements of turn around strategies that has been used to address the challenges. The Council has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. A debt collecting company was also appointed to assist with data cleansing, recovering outstanding debts and capacitating the Credit Control personnel in the process. Indigent policy and procedures, credit control and debt collection policy were reviewed as they are an important part of debt management and revenue enhancement.

**Table 86 Summary of revenue classified by main revenue source**

ECM4 Malawi - Table A4 Budgeted Financial Performance (Revenue and expenditure)											
Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue By Source											
Property rates	2	48 153	53 927	—	55 215	55 215	55 215	—	54 000	57 100	71 500
Service charges - electricity revenue	2	55 755	55 547	191 054	191 033	129 693	129 693	—	125 174	134 000	141 504
Service charges - water revenue	2	39 594	55 595	73 101	53 370	71 052	71 052	—	55 025	51 300	54 755
Service charges - sanitation revenue	2	19 755	21 525	37 254	44 075	33 652	33 652	—	25 051	27 535	35 075
Service charges - refuse revenue	2	5 353	11 741	19 340	3 305	3 305	3 305	—	13 057	12 540	14 515
Service charges - other		50	102	—	—	—	—	—	—	—	—
Rental of facilities and equipment		301	1 032	—	311	311	311	—	1 425	1 500	1 500
Interest earned - external investments		10 522	12 494	—	700	700	700	—	500	525	555
Interest earned - outstanding debtors		255	—	—	10 059	10 059	10 059	—	12 055	12 752	13 455
Dividends received		—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits		555	55	—	1 092	1 092	1 092	—	307	415	443
Licences and permits		2 597	2 344	—	1 547	1 547	1 547	—	4 035	4 235	4 475
Agency services		577	550	—	500	500	500	—	550	551	514
Transfers and subsidies		55 955	51 632	—	51 392	51 392	51 392	—	55 555	104 494	110 345
Other revenue	2	13 550	2 929	119 294	2 155	2 155	2 155	—	23 357	25 345	25 552
Gain on disposal of PPE		—	33	—	—	—	—	—	2 500	—	—
Total Revenue (including capital transfers and contributions)		337 557	351 505	440 552	455 154	422 202	422 202	—	422 215	456 211	479 547
Expenditure By Type											
Employee related costs	2	125 515	125 920	125 772	144 531	123 594	123 594	—	157 505	177 355	187 300
Remuneration of councillors		5 337	5 455	5 722	5 722	10 457	10 457	—	10 425	11 000	11 545
Debt impairment	2	—	—	—	—	—	—	—	7 500	7 500	8 371
Depreciation & asset impairment	2	35 725	33 595	31 502	31 535	31 535	31 535	—	35 177	37 152	39 254
Finance charges		5 337	15 457	475	—	5 700	5 700	—	5 500	5 575	7 357
Goods purchases	2	57 095	32 037	57 574	104 404	71 102	71 102	—	101 050	105 310	112 751
Other materials	2	—	—	—	1 500	1 522	1 522	—	1 145	1 210	1 275
Contracted services		5 517	4 491	5 734	23 405	23 405	23 405	—	13 555	14 434	15 242
Transfers and subsidies		22 245	20 505	45 557	50 515	50 515	50 515	—	3 375	3 575	3 752
Other expenditure	4, 5	50 457	52 472	124 140	115 272	54 522	54 522	—	125 205	125 552	145 571
Loss on disposal of PPE		—	—	—	—	—	—	—	—	—	—
Total Expenditure		337 535	359 291	437 520	455 191	422 210	422 210	—	474 545	505 555	533 515
Surplus (Deficit)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		(40 255)	(37 442)	2 132	(5)	(5)	(5)	—	(42 731)	(51 353)	(54 255)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	5	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies - capital (in-kind - all)		—	—	—	—	—	—	—	—	—	—
Surplus (Deficit) after capital transfers & contributions		15 455	(5 452)	2 132	(5)	(5)	(5)	—	155 555	25 415	13 255
Taxation		—	—	—	—	—	—	—	—	—	—
Surplus (Deficit) after taxation		15 455	(5 452)	2 132	(5)	(5)	(5)	—	155 555	25 415	13 255
Attributable to minorities		—	—	—	—	—	—	—	—	—	—
Surplus (Deficit) attributable to municipality		15 455	(5 452)	2 132	(5)	(5)	(5)	—	155 555	25 415	13 255
Share of surplus (deficit) of associate	7	—	—	—	—	—	—	—	—	—	—
Surplus (Deficit) for the year		15 455	(5 452)	2 132	(5)	(5)	(5)	—	155 555	25 415	13 255



- a) Revenue generated from rates and services charges form a significant percentage of the revenue basket for the municipality. In the 2016/17 financial year, revenue from rates and services charges have been budgeted at R288 million or 66 per cent of the total operating budget. This growth can be mainly attributed to the yearly tariff increases in service charges and the anticipated increase collection rate.
- b) Electricity is the largest revenue source, excluding grants and transfers, totaling 39 per cent or R126, 7 million; followed by Water R58 million and Property rates at R64 million or 13 per. The priority of water projects that is being currently undertaken is expected to not only materially improve the municipality's service delivery but also increase our revenue.
- c) One of the ever-present challenges facing all spheres all government is managing the gap between cost drivers and tariffs levied. With this in mind, Makana municipality has undertaken to set the tariff increase relating to service charges above 6.4 per cent and rates at 6.4 per cent.

### 3.4.2 Operating Expenditure

Operating expenditure for 2017/18 MTREF is informed by the following:

- The implementation of cost-containment measures and elimination of non-priority spending.
- Eliminating of wasteful expenditure
- Credibility and level of funding
- Financial Recovery Plan

**Table 87 Summary of operating expenditure by standard classification item**

EC104 Makana - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Expenditure By Type</b>											
Employee related costs	2	129 819	129 930	126 773	144 631	123 994	123 994	–	167 803	177 368	187 300
Remuneration of councillors		8 337	9 458	9 723	9 723	10 497	10 497		10 436	11 030	11 648
Debt impairment	3		–	–	–				7 500	7 928	8 371
Depreciation & asset impairment	2	36 729	33 599	31 502	31 639	31 639	31 639	–	35 177	37 182	39 264
Finance charges		6 337	16 457	478		9 700	9 700		6 600	6 976	7 367
Bulk purchases	2	67 096	82 037	87 574	104 404	71 103	71 103	–	101 050	106 810	112 791
Other materials	8				1 600	1 522	1 522		1 145	1 210	1 278
Contracted services		6 917	4 491	8 734	28 408	28 408	28 408	–	13 655	14 434	15 242
Transfers and subsidies		22 246	30 808	48 997	50 515	50 515	50 515	–	3 376	3 575	3 783
Other expenditure	4, 5	60 457	82 472	124 140	115 272	94 832	94 832	–	128 206	139 082	146 871
Loss on disposal of PPE									–	–	–
<b>Total Expenditure</b>		<b>337 939</b>	<b>389 251</b>	<b>437 920</b>	<b>486 191</b>	<b>422 210</b>	<b>422 210</b>	<b>–</b>	<b>474 948</b>	<b>505 595</b>	<b>533 915</b>

- a) The total operating expenditure is budgeted at R474 million,
- b) Employee-related costs are budgeted for at R167 million, which is 28 per cent of the total operating expenditure. The amount is based on the recent institutional personnel verification exercise.

- c) The cost associated with the remuneration of councilors of R10, million and is budgeted in line with the latest Public Officer Bearers act latest issue.
- d) Bulk purchases of R101 million are directly informed by the purchase of electricity from Eskom and water.
- e) Repairs and maintenance have been budgeted at R89 million. This is aligned to the municipality's strategic objectives and goals in the Integrated Development Plan (IDP). Consequently, repairs and maintenance are linked to the municipality's core services.

### **3.4.3 Free Basic Services: Basic Social Services Package**

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Makana Indigent Policy. The target is to register more indigent households during the 2016/17 financial year, a process reviewed annually.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

## **3.5 CAPITAL BUDGET FRAMEWORK**

### **3.5.1 Capital Revenue and Expenditure**

Total Capital Budget amounts to R238, 4 million, comprising of conditional grants and other external funding sources.

The following table indicates funding of capital projects and programs over the MTREF:

**Table 88**

EC104 Makana - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure to be appropriated</b>	2										
Vote 1 - Technical & Infrastructure		-	-	-	89 671	14 267	14 267	-	180 621	-	-
Vote 2 - Corporate Services		-	-	-	6 350	-	-	-	750	-	-
Vote 3 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community & Social Services		-	-	-	17 878	19 250	19 250	-	3 942	-	-
Vote 5 - Executive Mayor		-	-	-	-	-	-	-	-	-	-
Vote 6 - Speakers Office		-	-	-	-	-	-	-	-	-	-
Vote 7 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 8 - Local Economic Development		-	-	-	-	-	-	-	600	-	-
Vote 9 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 10 - Electricity		-	-	-	9 079	7 712	7 712	-	8 085	-	-
Vote 11 - Water		-	-	-	47 065	1 939	1 939	-	44 405	-	-
Vote 12 - Dog Tax		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	-	-	-	170 043	43 168	43 168	-	238 403	-	-
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		5 302	2 461	1 150	6 350	1 644	1 644	-	750	-	-
Executive and council		673	327	-	-	-	-	-	-	-	-
Finance and administration		1 161	568	-	-	-	-	-	750	-	-
Internal audit		3 468	1 566	1 150	6 350	1 644	1 644	-	-	-	-
<b>Community and public safety</b>		18 609	3 673	1 300	17 878	20 334	20 334	-	3 942	-	-
Community and social services		3 100	67	996	1 084	1 084	1 084	-	3 942	-	-
Sport and recreation		14 138	3 393	304	16 794	19 251	19 251	-	-	-	-
Public safety		935	213	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		436	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		8 722	11 945	1 201	1 252	12 860	12 860	-	6 309	-	-
Planning and development		3 359	3 720	-	-	-	-	-	600	-	-
Road transport		4 917	8 224	1 201	1 252	12 860	12 860	-	5 709	-	-
Environmental protection		445	-	-	-	-	-	-	-	-	-
<b>Trading services</b>		20 952	22 654	59 291	144 563	8 331	8 331	-	226 902	55 110	42 348
Energy sources		1 129	2 953	5 114	9 079	5 079	5 079	-	8 085	4 110	4 348
Water management		1 897	15 442	26 000	47 065	2 160	2 160	-	44 405	25 000	15 000
Waste water management		17 926	4 236	28 177	88 419	1 092	1 092	-	174 412	26 000	23 000
Waste management		-	24	-	-	-	-	-	-	-	-
<b>Other</b>		-	-	-	-	-	-	-	500	529	558
<b>Total Capital Expenditure - Functional</b>	3	53 585	40 733	62 942	170 043	43 168	43 168	-	238 403	55 639	42 906
<b>Funded by:</b>											
National Government		29 643	21 784	56 940	159 140	42 085	42 085	-	80 474	55 110	42 348
Provincial Government		-	-	996	1 084	1 084	1 084	-	567	599	633
District Municipality		-	67	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	9 820	0	0	-	148 762	-	-
<b>Transfers recognised - capital</b>	4	29 643	21 852	57 936	170 043	43 168	43 168	-	229 803	55 709	42 981
<b>Public contributions &amp; donations</b>	5	-	-	-	-	-	-	-	-	-	-
<b>Borrowing</b>	6	849	6 835	-	-	-	-	-	-	-	-
<b>Internally generated funds</b>		23 094	12 047	5 056	-	-	-	-	8 600	-	-
<b>Total Capital Funding</b>	7	53 585	40 733	62 992	170 043	43 168	43 168	-	238 403	55 709	42 981

The capital programme is aligned to the asset renewal strategy and backlog eradication plan. For 2017/18.

### 3.6 FINANCIAL POLICIES

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality.

The following are the key financial related policies:

**Table 89**

POLICY	DESCRIPTION	LAST UPDATED	REMARKS
Tariff Policy	Prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000 and Municipal Finance Management Act, Act 56 of 2003.	26 March 2017	No action required at present.
Rates Policy	Required by the Municipal Property Rates Act, Act 6 of 2004. This Policy provides the framework for the determination of rates and Municipal Finance Management Act, Act 56 of 2003.	20 June 2016	No action required at present.
Indigent Management Support Policy	Policy to provide access to and regulate free basic service charges and services to all indigents. Indigents are those households who are unable to access or pay for basic services due to a number of socio-economic factors. Indigents must gain access to the Municipal Services infrastructure including water supply, sanitation, refuse removal, electricity and alternative energy where no electricity is available. The Municipality needs to ensure that the services provided to indigent households are always maintained and available. The indigent subsidy must be targeted to the poor.	13 June 2016	No action required at present

Budget Policy	Policy set out the principles which must be followed in preparing Medium Term Revenue and Expenditure Framework Budget. It further ensures that the Budget reflects the strategic outcomes embodied in the IDP and related strategic policies.	26 March 2017	No action required at present.
Asset Management Policy	The objective of the Policy is to prescribe the accounting and administrative procedures relating to the property, plant and equipment.	26 March 2017	No action required at present.
Accounting Policies	The policy describes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards.	Part of Annual Financial Statements for year ended 30 June 2016	Accounting policies need to be updated, approved and implemented.
Supply Chain Management Policy	Policy is developed in terms of Section 1 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this Policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of Municipal Services.	26 March 2017	No action required at present.
Subsistence and Travel Policy	Policy regulates the reimbursement of travelling and subsistence costs	No policy supplied.	Policy needs to be drafted, approved and implemented.

	to officials and Councillors attending official business.		
Credit Control and Debt Collection Policy	Policy provides for Credit and Debt Collection Procedures and mechanisms to ensure that all consumers pay for the services.	20 June 2016	No action required at present.
Cash Management and Investment Policy	Policy was compiled in accordance with the Municipal Finance Management Act, Act 56 of 2003.	20 June 2016	Given the cash flow challenges faced by the municipality the policy should refined, approved and vigorously be implemented.
Short-term Insurance Policy	The objective of the Policy is to ensure the safe-guarding of Council's assets.	20 June 2016.	Policy needs to be drafted, approved and implemented.
General Ledger Chart of Accounts Maintenance Policy	<p>A current and accurate chart of accounts is an integral part of the accounting systems of the municipality.</p> <p>This chart of accounts is generally consistent with the definitions and procedures presented in the GRAP (General Recognize Accounting Practices) requirement as well as the General Financial Statistics (GFS Classification) and various budget reform processes as aligned by National Treasury.</p>	No policy supplied.	Policy needs to be drafted, approved and implemented.
Information Technology Policy	<p>Aim of this policy is:</p> <ul style="list-style-type: none"> <li>• To promote the professional, ethical, lawful and productive use of Makana Municipality information systems;</li> </ul>	No policy supplied.	Policy needs to be drafted, approved and implemented.

	<ul style="list-style-type: none"> <li>• To define and prohibit unacceptable use of Makana Municipality information systems;</li> <li>• To educate Municipal officials about their Information Security responsibilities;</li> <li>• To describe where, when and why monitoring may take place;</li> <li>• To outline disciplinary procedures.</li> </ul>		
Debt Management Policy	<p>The objectives of this policy are to:</p> <ul style="list-style-type: none"> <li>• Record the circumstance under which a municipality may incur debt;</li> <li>• Describe the conditions that must be adhered to by the Municipal Manager or his/ her delegate when a loan application is submitted to council for approval;</li> <li>• And record the key performance indicators to ensure access to the money markets.</li> </ul>	20 June 2016	No action required at present.

Debt Management Policy – Petty Cash Policy	<p>The objectives of the policy are:</p> <ul style="list-style-type: none"> <li>• To ensure the correct procedures are followed when requesting a petty cash facility;</li> <li>• To ensure that petty cash is kept safe at all times;</li> <li>• To ensure that advances are only paid for valid expenses purchases and that all transactions are accurate and complete;</li> <li>• To ensure that petty cash is balanced and reconciled on a daily basis in order to detect mistakes, and to prevent the float being depleted before replenishment takes place;</li> <li>• To ensure that replenishment of petty cash is done when required and that replenishment only takes place for amounts that are supported by valid supporting documents;</li> <li>• To ensure that the petty cash facility is available and managed well in the absence of the regular petty cash official.</li> </ul>	20 June 2016.	No action required at present
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## CHAPTER FOUR: 4 AGENDA 2022 - STRATEGIC INTERVENTION

This Chapter outlines Makana strategic Intent and Key performance areas (KPA's) for the next financial. It aims to respond to some key issues and challenges highlighted in Chapter Two and National policy imperatives outlines in the Chapter One.

### 4.1 MAKANA VISION AND MISSION STATEMENT

Vision 2022“Makana Municipality strives to ensure sustainable, affordable, equitable and quality services in a just, friendly, secure and healthy environment, which promotes social and economic growth for all”. In pursuit to achieve its vision, Makana Municipality will strive to:

- Provision reliable water, sanitation, and roads infrastructure that will address backlogs and cater future development
- A safe, efficient, functioning energy supply infrastructure that provide conducive environment for investment
- A safe, healthy and secure living environment
- To provide economical and appropriate services for the poor
- Access to basic community facilities
- Maximise economic growth and development takes place in a conducive environment
- An effective productive administration capable of sustainable service delivery
- An open transparent corruption free and responsive Municipality
- Foster partnership with external stakeholders to enhance Social Cohesion
- Decrease housing backlog

### 4.2 CORE VALUES OF THE MUNICIPALITY

Value	Behaviour
Honesty	We are corruption free
Transparency	We are open and communicate freely
Quality strive for excellence	We are committed to a culture in which we continuously
Participatory Democracy our activities.	We ensure maximum involvement of all stakeholders in all
Accountability	We are answerable for our actions.
Professionalism	We practice the highest standards applicable to our work and we embrace humanity, discipline and respect

#### 4.3 MUNICIPAL DEVELOPMENT PRIORITIES FOR 2017-22

**Table 90**

NUMBER OF PRIORITY	DEVELOPMENT PRIORITY
Development Priority No. One:	Basic Service Delivery and Infrastructure Development
Development Priority No. Two	Community and Social Development
Development Priority No. Three:	Local Economic Development and Rural Development
Development Priority No. Four:	Institutional Development and Financial Management
Development Priority No. Five	Good Governance and Public Participation
Development Priority No. Six	Human Settlement Management

#### 4.4 DEVELOPMENT GOALS AND OBJECTIVES

**Table 91**

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
<b>DEVELOPMENT PRIORITY NO ONE: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>				
Provision reliable water, sanitation, and roads infrastructure that will address backlogs and cater future development	1	Efficient planning of the basic services infrastructure development	1.1	Approved water Service Development Plan by Council
			1.2	Revised Water and Sanitation Master plan by Council
			1.3	% of the milestone achieve in with project management plan
	2	Maintenance of the existing water and sanitation infrastructure	2.1	Disposal of waste water as per authorised licences
			2.2	Maintenance of water exiting reticulation system infrastructure
			2.3	Maintenance of sewer exiting reticulation system infrastructure
			2.4	Schedule maintenance of bulk water and waste water infrastructure
			2.5	Number housed pail removed
			2.6	Maintenance of sewer WWTW
	3	Improve the quality & disposal of effluent within SANS standards	3.1	Compliance to SANS quality water standard
			3.2	Compliance to SANS quality waste water standard

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
	4	Provide Quality Drinking water	4.1	90% Compliance to SANS quality drinking water standard
	5	Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	5.1	Upgrading James Kleynhans Water Treatment Works (East)
			5.2	Upgrading of the Alicedale re
			5.3.	Upgrading of Riebeeck East Bulk water supply
			5.4	Refurbishment Fort brown bulk water supply
			5.5	Refurbishment Waainek Bulk Water Supply
			5.6	Refurbishment Howison's Port and Settlers Dams
			5.7	Number of water harvesting initiative provided
			5.8	Resuscitate boreholes in rural areas
		Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	5.9	Number of KM/Meters of reticulation lines refurbished
			5.10	Number of Pump station and substation refurbished
			5.11	Upgrading of Mayfield Waste Water Treatment Works
			5.12	Upgrading Belmont Valley Waste Water Treatment Work
			5.13	Upgrading KwaThatha Bulk Sewer
			5.14	Upgrading of Extension 4 and 5 sewer overflow
			5.15	Upgrading Mayfied WWTW
			5.16	Upgrading Hooggenoeg Outfall
			5.17	Upgrading Transit Camp sewer
			5.18	Upgrading of Alicedale sewer reticulation and rising main
			5.19	Maintenance of water exiting WTW
			5.20	Maintenance of water exiting WTW
			5.21	Maintenance of WTW

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
			5.22	Maintenance of water WTW
	6	Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	6.1	Construction of Riebeeck East Waste Water Treatment Works
			6.2	Installation of Sewer reticulation RIEBEECK EAST
			6.3	Installation of Fort Brown bulk sewer and reticulation
			6.4	Installation of Seven Fountains bulk sewer and reticulation
			6.7	Installation of Salem water and sanitation infrastructure
			6.8	Installation Extension 6 stage 4 Sewer Reticulation
			6.9	Construction of Extension 6 stage 4 Toilet Top-structures
			6.10	Eradication of Bucket to Infill Areas, J street, Zolani, Suncity, Phaphamani
	7	Upgrading and resurfacing of roads network	7.1	Review Road and Storm water Master Plan
			7.2	Number of KM/Meters of road surface in KwaNomzamo
			7.3	Number KM/Meter maintained
			7.4	Number of KM upgraded and resurface Alicedale N2
			7.5	Number of KM upgraded and resurface Riebeeck East to N1
			7.6	Number KM/Meters of kerbs Upgrading and resurfacing
			7.7	Number of meters Rehabilitation/resurface of Ncame Street
			7.8	Number of meters in resurfacing Joza Street
			7.9	Number of KM/Meters Upgrading of storm water resurfacing of roads In Transriviere
			7.10	Number of KM/Meters paved in all identifies areas
	8	Maintenance of Storm water channels	8.1	Number of meters maintained Tumwater channel

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
A safe, efficient, functioning energy supply infrastructure that provide conducive environment for investment	9	Efficient planning of the energy supply	9.1	Development of Electricity Master Plan
	10	Ensure efficient infrastructure and reliable energy supply	10.1	Review provision of electricity to Grahamstown east
			10.2	Report on the number maintenance undertook quarterly
			10.3	Report on the number meters audit conducted quarterly
	11	Adequate street-lighting and electrification of all formal settlements	11.1	Number of high mast installed or maintained
			11.2	Number electrical supply infrastructure provided
			11.3	Number of household provided electricity
			11.4	Number of Street lights installed or maintained
			11.5	Report on the maintenance conducted quarterly
	12	Upgrading and refurbishing of the existing electricity network	12.1	Number of KM/Meters District lines installed
			12.2	Number of KM/Meters LV Pane installed
			12.3	Number of KM/Meters Krowing MV and LV Panel upgraded
			12.4	Report on the number of refurbishment undertook in the existing electrical network infrastructure
			12.5	Purchasing of tools by June 2018
			12.6	Purchasing of Vehicle by 2018
			12.7	Purchasing Isolator Summit by June 2018
			12.8	Purchasing Battery Test by June 2018
			12.9	Purchasing Tone Mobi Jack and Car diagnoser by 2018
			12.10	Maintenance vehicles
			12.11	Number of electricity goods procured
A safe, healthy and secure living environment	13	A safe, healthy and sustainable environment within Makana Municipality	13.1	Review Integrated Waste Management
			13.2	Source funding for town cleaning program from EPWP
			13.3	Expand Recycling and composting programme
			13.4	Number of rural areas received refusal of collection service
			13.5	Acquisition of one Tipper Truck by June 2018

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
			13.6	Acquisition of 1 Front loader by June 2018
			13.7	Acquisition 4 x Acquisition Containers
			13.8	Upgrading of landfill waste site in Makana
			13.9	Number of Community education and awareness programmes conducted
			13.10	Number of areas domestic refuse collected per week
			13.11	Number of ward cleaner-up programme quarterly
To provide economical and appropriate services for the poor	14	Increase % of households with access to free basic service	14.1	Report number of indigent households with access free basic service quarterly
			14.2	Update indigent register annually
DEVELOPMENT PRIORITY NO TWO: COMMUNITY AND SOCIAL DEVELOPMENT				
A safe, healthy and secure living environment	15	Ensure compliance with environmental health by-laws	15.1	Number of water sample conducted and results
			15.2	Number of environmental by laws
			15.3	Approved environmental compliance register by June 2018
	16	Reduce ecological foot print through renewable energy sources	16.1	Establishment of Biomass generation plant
			16.2	Stablemen of Landfill gas generation plant
			16.3	Establishment of waste to energy project
			16.4	Establishment of Solar photovoltaic energy generation
			16.5	Establishment Small- scale embedded generation
			16.6	Development of Hydroelectricity
			16.7	Establishment Municipal own energy efficiency
			16.8	Establishment Municipal own energy efficiency street and traffic light
			16.9	Establishment Energy efficiency in the water sector
			1610	Number of Solar water heaters Introducing
			16.11	Number of smart meters Installation
			16.12	Installation of Solar panels and geysers

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
			16.13	Number of Climate change initiatives awareness program implemented
			16.14	Adaptation
			16.15	Introduction of Green and public transport
	17	To promote the well-being, health , safety and security of our community	17.1	Development of Sport Master Plan
			17.2	Report on the number of sport facilities maintained quarterly
			17.3	Number of Children park and sport recreational facilities established
			17.4	Number of trees planted area
			17.5	Report on number of recreational facilities upgraded/maintained per quarter
			17.6	Develop/Review by-law on the control of stray animal
			17.7	Number of Commonages cleaned alien vegetation
			17.8	Number of Established and extended Cemeteries
			17.9	Report of the number of cemeteries maintained per quarter
			17.10	Number of cemeteries upgraded and rehabilitated
			17.11	Number of cemeteries fence maintained quarterly
			17.12	Number of new personnel employed
			17.13	Review by-law
			17.14	Acquisition of 3X Sedan by Jun 2018
			17.15	Acquisition of 3X Bar lights by Jun 2018
			17.16	Acquisition of 1X LDV by Jun 2018
			17.17	Number of Road safety facilities and signage annually
			17.18	Number of Community safety awareness programmes conducted
			17.19	Development of Community Safety Plan
	18	To promote the well-being, health ,	18.1	Review of Disaster Management Plan and Fire Management Plan

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
		safety and security of our community	18.2	Number of Community safety fire and disaster awareness programmes conducted
			18.3	Construction/Establish Satellite Fires station in Alicedale and Riebeeck East
			18.4	Development of Fire By-law
Access to basic community facilities	19	To provide reading and study material	19.1	Number of new material provided learning
			19.2	Number of community programme conducted per quarter
			19.3	Establishment of libraries to need areas
DEVELOPMENT PRIORITY NO THREE:LOCAL ECONOMIC DEVELOPMENT and RURAL DEVELOPMENT				
Maximise economic growth and development takes place in a conducive environment	20	To ensure adherence to town planning and building control legislation	20.1	Review and adopt SDF by June 2018
			20.2	Development of the SPLUMA By-Law
			20.3	Establishment of the Tribunal and Appeals Board
			20.4	Upgrading Air filed
			20.5	Conduct land audit
			20.6	Establishment of Waste to Energy
			20.7	Number of infill areas approved for town establishment
			20.8	Establishment of east commonage
			20.9	Reviewed of the Sub division, Rezoning and Building control policy
Maximise economic growth and development takes place in a conducive environment	21	Promote and support SMME development	21.1	Establishment SMME hub Business plan
			21.2	Number of hawker stalls constructed
			21.3	Hosting SMME Seminars
			21.4	Development of Trade and Investment attract Strategy
Maximise economic growth and development takes place in a conducive environment	22	Promote Municipality through Tourism support to SMME's	22.1	Implementation of Town Regeneration Phase 1
			22.2	Report to Portfolio Committee on initiatives identified for implementation under Creative City project
			22.2	Number of SMMEs in tourism sector supported and Capacitated Quarterly
			22.3	Report on funding allocated to Makana Tourism by the Municipality quarterly



GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
			22.4	Development of Gray Dam
			22.5	Development of Makana area profile by June 2018
			22.6	Review of Tourism Sector Plan by June 2018
			22.7	Provided security for Egazini Memorial site
Maximise economic growth and development takes place in a conducive environment	23	Promote and support investment attraction and business development	23.1	Development Trade and Investment attract Strategy
			23.2	Support enterprise development initiative
			23.3	Number of hectars provided to households
			23.4	Championing food security y initiative through Designate personnel
			23.5	Number of MOU signed with strategic partners
			23.6	Number of capacity building conducted annually
			23.7	Report on the number of co-operatives benefited agricultural emerging competition
Maximise economic growth and development takes place in a conducive environment		Promote and support agricultural development	23.8	Report on the number of Community sustainable Urban Agriculture initiatives
			23.9	Report on the number of women and youth initiative supported
			23.1	Approved EIA by June 2018
			23.2	Report Rand value received
Maximise economic growth and development takes place in a conducive environment			23.3	Report the progress made in mentorship programme Quarterly
2020			23.4	Number of Rural ward forum established
	24	Promote job creation initiatives	24.1	Number of Job opportunities created through CWP
			24.2	Number of Job opportunities created through EPWP
<b>DEVELOPMENT PRIORITY NO FOUR: INSTITUTIONAL DEVELOPMENT FINANCIAL MANAGEMENT</b>				
An effective productive administration capable of sustainable	25	To ensure a good relationship between management and employees through	25.1	Number of LLF meeting hosted annually and Roadshows and staff briefing

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
service delivery		regular interactions on labour issues		
	26	To create an efficient, effective and accountable administration	26.1	Number of succession policy initiative implemented
			26.2	Number of staff moral programmes implemented annually
			26.3	Number of job description revised
			26.4	Number performance agreements signed
			26.5	Number wellness programme conducted
			26.6	Development Work Skills Plan
			26.7	Conduct skill audit
			26.8	Number of employees assisted
			26.9	Number of Bursaries issued annually
			26.10	Quarterly reports on EE plan implementation. Submission of annual report
			26.11	Fill vacant post with three month
	27	Effective organisational design and policy development	27.1	Annual Review of Organogram
			27.2	Evaluate all job description by June 2018
			27.3	Number of roadshows conducted
	28	To ensure that all Municipal buildings and staff adhere to and implement OHS	28.1	Number of OHS meetings quarterly
	29	To ensure effective management of staff through internal controls such as policies	29.1	Number of report issued on adherence with HR policies
	30	To ensure a continually secure, effective and efficient ICT service	30.1	Review of ICT Strategic Plan annually
			30.2	installation VPN Solution
			30.3	Number of new cabling installed
			30.4	Installation of Wi-Fi infrastructure
			30.5	Upgrading IT Network infrastructure
			30.6	Upgrading of Website
			30.7	Number maintenance done per quarter
	31	To ensure that disaster recovery plans are fully implemented	31.1	Review and Update disaster recovery plans

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
	32	To ensure that the Municipality moves towards e governance -	32.1	Number of councillors trained on use computer
	33	Effective and efficient administration	33.1	Number of compliance received and resolve
			33.2	Number of quarter newsletter issued annually
			33.3	Number of corporate branding implemented
	34	Ensure maximum use of record centre	34.1	Report quarterly on the number of media and communication activities
			34.2	Review of Fillings System
			34.3	Number staff capacitated on record management
			34.4	Number of Terminated records Disposed
			34.5	Re-Introduce electronic management system
			34.6	Establishment of off-site Records storage
			34.7	Reduce legal cost on litigation against Municipality
			34.8	Reduce legal cost on litigation by Municipality
			34.9	Reduce legal cost on legal opinion Municipality
An open transparent corruption free and responsive Municipality	35	To ensure that a system of Institutional and individual performance management system is implemented by 2022	35.1	Number of performance report
			35.2	Number of validation performance report
			35.3	Reviewed of the Performance Management Policy annually
			35.4	Number of performance conducted quarterly/Annually
			35.5	Re-Introduce Automated electronic PMS
			35.6	Cascading PMS to all staff June 2019
			35.7	Number of stakeholder engagement
			35.8	Number of Ward Profile revised annually
			35.9	Annually review of IDP
			35.1	Score high in the IDP assessment
An effective productive administration capable of sustainable service delivery	36	To ensure that all municipal staff are adequately housed.	36.1	Number building renovated and report progress quarterly

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
A financially viable and sustainable Municipality		Enhance Revenue strategy	36.1	90% Debt Collection
To expand the municipal revenue base by providing accurate bills for services rendered			36.2	90% Accurate billing
			36.3	Number of smart meters Installed
			36.4	Review of all service tariffs charges
	37	Annually reporting on the % of the budget actually spend	37.1	100% Compliance to MFMA report requirement
	38	To ensure the efficient and effective procurement of goods and services	38.1	One roadshow annually
			38.2	Quarterly reports on bid committee functionality
			38.3	Annual stock count report to CFO.
	39	To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	39.1	Number of capacity building training conducted or attending
			39.2	Number of internship programmed provided annually
			39.3	Compliance to Section 102 of MFMA
			39.4	Compliance to Section 99b of MFMA
			39.5	Annual update of the indigent register
			39.6	Number of household provided with subsidy
			39.7	Implementation of mSCoa Plan
			39.8	Review of property rates
	40	To provide a credible budget	40.1	Prepare and adoption budget by Council annually
			40.2	Prepare and adoption adjustment budget by Council annually
	41	To ensure monitoring of Municipal Assets through annual checks and reporting	41.1	Annual count of assets
	42	To ensure compliance by developing and maintaining fully GRAP compliant asset register	42.1	Fully GRAP Compliant Asset register
			42.2	Annual disposal sale of assets

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
<b>DEVELOPMENT PRIORITY NO FIVE: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>				
To provide open transparent corruption free governance	43	To implement the fraud prevention policy	43.1	One awareness programme annually
	44	To undertake risk assessments and develop risk plans to combat or mitigate risk where possible	44.1	Establishment Hot line
			44.2	Approved Risk register annually
	45	Enhance administration and Council oversight	45.1	Report on the adherence to compliance register
	46	Enhance administration and Council oversight	46.1	4 Audit Committee Meetings Annually
	47	Enhance administration and Council oversight	47.1	Issue Quarterly Action sheet and report
	48	Improve Audit option outcome	48.1	Achieved qualified audit opinion
	49	Enhance Intergovernmental Relationships	49.1	Number of IGR forum hosted
Foster partnership with external stakeholders to enhance Social Cohesion	50	Support vulnerable groups	50.1	Number of social cohesion programme implemented annually
			50.1	Number of CSI initiated annually
	51	Support vulnerable groups	51.1	Number of Youth programme implemented and report
			51.2	Number of HIV/Aid Council meeting and reports activities quarterly
			51.3	Number of Elderly, Children and Women programme implemented
			51.4	Provide support to early Child Development programmes
	52	To communicate effectively and be responsive to the needs of the community	52.1	Number of Masipathisane meetings
			52.2	Number of IDP Representative annually

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR
			52.3	Report on functioning of ward quarterly
<b>DEVELOPMENT PRIORITY NO SIX: HUMAN SETTLEMENT MANAGEMENT</b>				
Decrease housing backlog	53	To ensure equitable access to housing for communities	53.1	Hectors land secure for housing development
			53.2	Review Housing Plan
			<b>53.3</b>	Number of RDP House rectified annually
			<b>53.4</b>	Number of housed built annually
			<b>53.5</b>	Review Housing beneficiary list annually

#### 4.5 IDP PROJECT REGISTER

Table 92

GOALS	NO	STRATEGIC OBJECTIVES	NO	KEY PERFORMANCE INDICATOR	NO	PROJECT NAME	PROJECT DESCRIPTION	INDICATOR CODE	FUNCTIONAL AREA
<b>DEVELOPMENT PRIORITII NO ONE: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>									
Provision reliable water, sanitation, and roads infrastructure that will address backlogs and cater future development	1	Efficient planning of the basic services infrastructure development	1.1	Approved water Service Development Plan by Council	P001	Review of Water Services Development Plan	Development or review sector plans	1.1.1.1.P001	Water and Sanitation
			1.2	Revised Water and Sanitation Master plan by Council	P002	Review of Water and Sanitation Master plan	Development or review sector plans	1.1.1.2 P002	Water and Sanitation
			1.3	% of the milestone achieve in with project management plan	P003	Project Management Unit	Effective Management of Municipal Service Delivery Projects	1.1.1.3P003	PMU
	2	Maintenance of the existing water and sanitation infrastructure	2.1	Disposal of waste water as per authorised licences	P004	Sewer Disposal	Disposal of waste water	1.2.2.1P004	Water and Sanitation services

			2.2	Maintenance of water exiting reticulation system infrastructure	P005	Maintenance of the Water reticulation system infrastructure	On-going maintenance of existing water reticulation system	1.2.22P005	Water services
			2.3	Maintenance of sewer exiting reticulation system infrastructure	P006	Maintenance of the sewer reticulation system infrastructure	On-going maintenance of existing sewer reticulation system	1.2.2.3P006	Sanitation services
			2.4	Schedule maintenance of bulk water and waste water infrastructure	P007	Water conservation and demand management	Maintenance Waste Water Treatment Plants and Water Treatment Plants	1.2.2.4P007	Water and Sanitation
			2.5	Number housed pail removed	<b>P258</b>	Sewer Pail Removal	Collection of bucket from areas using bucket system	1.2.2.5P258	Sanitation services
			2.6	Maintenance of sewer WWTW	<b>P259</b>	SEWER - DISPOSAL (Belmont & Mayfield WWTW)	On-going maintenance of existing WWTW	1.2.2.6P259	Sanitation services



	3	Improve the quality & disposal of effluent within SANS standards	3.1	Compliance to SANS quality water standard	P008	Blue status	Compliance to water drinking standards	1.3.3.1P008	Water service
			3.2	Compliance to SANS quality waste water standard	P009	Green status	Compliance to effluent discharge standards	1.3.3.2.P009	Waste Water service
	4	Provide Quality Drinking water	4.1	90% Compliance to SANS quality drinking water standard	P010	Water sample testing	Compliance to drinking water standards	1.4.4.1P010	Water service
	5	Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	5.1	Upgrading James Kleynhans Water Treatment Works (East)	P011	James Kleynhans WTW (East)	Upgrading of the existing bulk water supply infrastructure	1.5.5.1P011	Bulk water infrastructure
			5.2	Upgrading of the Alicedale re	P012	Alicedale Bulk water supply( Water Pump station)	Upgrading of the existing bulk water infrastructure	1.5.5.2P012	Bulk water infrastructure development
			5.3.	Upgrading of Riebeeck East Bulk water supply	P013	Riebeeck East Bulk water supply	Upgrading of the existing bulk water infrastructure	1.5.5.3P013	Bulk water infrastructure development

			5.4	Refurbishment Fort Brown bulk water supply	P014	Fort Brown bulk water supply	Refurbishment of the existing bulk water infrastructure	1.5.5.4P014	Bulk water infrastructure development
			5.5	Refurbishment Waainek Bulk Water Supply	P015	Waainek Bulk Water Supply Refurbishment of WT W	Waainek Bulk Water Supply Refurbishment	1.5.5.5.P015	Bulk water infrastructure development
			5.6	Refurbishment Howison's Poort and Settlers Dams	P016	Howison's Poort and Settlers Dams	Refurbishment of the existing bulk water infrastructure	1.5.5.6P016	Bulk water infrastructure development
			5.7	Number of water harvesting initiatives provided	P017	Water Harvesting	Provide alternative basic services facilities	1.5.5.7P017	Bulk water infrastructure development
			5.8	Resuscitate boreholes in rural areas	P018	Resuscitate boreholes	Provide alternative basic services facilities	1.5.5.8P018	Bulk water infrastructure development
		Sufficient water-sanitation infrastructure that provide conducive	5.9	Number of KM/Meters of reticulation lines refurbished	P019	Water & Waste Water Infrastructure	Refurbishments of Bulk & Sewer Reticulation lines	1.5.5.9P019	Bulk water infrastructure development

		environment for development and investment	5.10	Number of Pump station and substation refurbished	P020	Refurbishment s of Bulk & Sewer Reticulation lines, Pump stations, and Substations	Refurbishments of Pump station and Substation	1.5.5.10P020	Bulk water infrastructure development
			5.11	Upgrading of Mayfield Waste Water Treatment Works	P021	Mayfield Waste Water Treatment Works	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.11P021	Bulk water infrastructure development
			5.12	Upgrading Belmont Valley Waste Water Treatment Work	P022	Belmont Valley Waste Water Treatment Work	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.12P022	Bulk water infrastructure development
			5.13	Upgrading Kwa Thatha Bulk Sewer	P023	Kwa Thatha Bulk Sewer	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.13P023	Bulk water infrastructure development
			5.14	Upgrading of Extension 4 and 5 sewer overflow	P024	Extension 4 and 5 sewer overflow	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.14P024	Bulk water infrastructure development
			5.15	Upgrading Mayfied WWTW	P025	Mayfied WWTW	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.15P025	Bulk water infrastructure development

			5.16	Upgrading Hooggenoeg Outfall	P026	Hooggenoeg Outfall Sewer Upgrade	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.16P026	Bulk water infrastructure development
			5.17	Upgrading Transit Camp sewer	P027	Transit Camp sewer connection	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.17P027	Bulk water infrastructure development
			5.18	Upgrading of Alicedale sewer reticulation and rising main	P028	Alicedale Sewage Reticulation	Upgrading of the existing bulk sewer/ sanitation infrastructure	1.5.5.18P028	Bulk water infrastructure development
			5.19	Maintenance of water exiting WTW	<b>P260</b>	Maintenance of WAAINEK WTW	On-going maintenance of WTW	1.5.5.19P260	Bulk water infrastructure development
			5.20	Maintenance of water exiting WTW	<b>P261</b>	Maintenance of JAMES KLEYNHANS WTW	On-going maintenance of WTW	1.5.5.20.P261	Bulk water infrastructure development
			5.21	Maintenance of WTW	<b>P262</b>	Maintenance of ALICEDALE & SEVEN FOUNTAIN WTW, WWTW & DISTRIBUTION	On-going maintenance of WTW and WWTW	1.5.5.21P62	Bulk water infrastructure development

			5.22	Maintenance of water WTW	<b>P263</b>	Maintenance of RIBEECK EAST WTW & DISTRIBUTION	On-going maintenance of WTW	1.5.5.22P263	Bulk water infrastructure development
	6	Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	6.1	Construction of Riebeeck East Waste Water Treatment Works	P029	Riebeeck East Waste Water Treatment Works	Provision of new bulk sanitation infrastructure	1.6.6.1P029	Water and Sanitation
			6.2	Installation of Sewer reticulation RIBEECK EAST	P030	Sewer reticulation RIBEECK EAST	Provision of new bulk sanitation infrastructure	1.6.6.2P030	Water and Sanitation
			6.3	Installation of Fort Brown bulk sewer and reticulation	P031	Fort Brown bulk sewer and reticulation	Provision of new bulk sanitation infrastructure	1.6.6.3P031	Water and Sanitation
			6.4	Installation of Seven Fountains bulk sewer and reticulation	P032	Seven Fountains bulk sewer and reticulation	Provision of new bulk sanitation infrastructure	1.6.6.4P032	Water and Sanitation
			6.7	Installation of Salem water and sanitation infrastructure	P033	Salem water and sanitation infrastructure	Provision of new bulk sanitation infrastructure	1.6.6.7P033	Water and Sanitation

			6.8	Installation Extension 6 stage 4 Sewer Reticulation	P034	Extension 6 stage 4 Sewer Reticulation	Provision of new bulk sanitation infrastructure	1.6.6.8P034	Water and Sanitation
			6.9	Construction of Extension 6 stage 4 Toilet Top-structures	P035	Extension 6 stage 4 Toilet Top-structures	Provision of new bulk sanitation infrastructure	1.6.6.9P035	Water and Sanitation
			6.10	Eradication of Bucket to Infill Areas, J street, Zolani, Suncity, Phaphamani	P036	Bucket Eradication to Infill Areas, J street, Zolani, Suncity, Phaphamani	Eradication of Bucket toilet system	1.6.6.1.P036	Water and Sanitation
	7	Upgrading and resurfacing of roads network	7.1	Review Road and Storm water Master Plan	P037	Road ND Storm water Master Plan	Review Road and Storm water Master Plan	1.7.7.1P037	Roads and storm water
			7.2	Number of KM/Meters of road surface in KwaNomzamo	P038	Access Road Improvement Kwa-Nomzamo	Upgrading and resurfacing of roads	1.7.7.2P038	Roads and storm water
			7.3	Number KM/Meter maintained	P039	Maintenance of roads	Maintenance of roads	1.7.7.3P039	Roads and Tumwater
			7.4	Number of KM upgraded and resurface Alicedale N2	P040	Road from Alicedale to N2	Upgrading and resurfacing of roads	1.7.7.4P040	Roads and Tumwater

			7.5	Number of KM upgraded and resurface Riebeeck East to N1	P041	Road from Riebeeck East to N1	Upgrading and resurfacing of roads	1.7.7.5P041	Roads and Tumwater
			7.6	Number KM/Meters of kerbs Upgrading and resurfacing	P042	Number of roads and storm water upgraded	Alicedale Roads and Storm water Improvements in Transriviere and Mandela Park Phase 2	1.7.7.6P042	Roads and Tumwater
			7.7	Number of meters Rehabilitation/ resurface of Ncame Street	P043	Rehabilitation/ resurface of Ncame Street	Rehabilitation and resurfacing of roads	1.7.7.7P043	Roads and Tumwater
			7.8	Number of meters in resurfacing Joza Street	P044	Resurfacing Joza Street	Upgrading and resurfacing of roads	1.7.7.8P044	Roads and Tumwater
			7.9	Number of KM/Meters Upgrading of storm water resurfacing of roads In Transriviere	P045	Alicedale Roads and Storm water Improvements in Transriviere and Mandela Park	Upgrading of storm water resurfacing of roads	1.7.7.9P045	Roads and storm water

			7.10	Number of KM/Meters paved in all identifies areas	P046	Paving of roads	Upgrading of roads	1.7.7.10P046	Roads and Tumwater
	8	Maintenance of Storm water channels	8.1	Number of meters maintained Storm water channel	P045	Maintenance of storm water channels	On-going maintenance of storm water network	1.8.8.1P045	Storm water
A safe, efficient, functioning energy supply infrastructure that provide conducive environment for investment	9	Efficient planning of the energy supply	9.1	Development of Electricity Master Plan	P046	Electricity master plan	Development of Electricity Master Plan	1.9.9.1P046	Electricity Planning
	10	Ensure efficient infrastructure and reliable energy supply	10.1	Review provision of electricity to Grahamstown east	P047	Review provision of electricity in Grahamstown East	Enhance revenue for the Municipality	1.10.10.1P047	Electricity Planning
			10.2	Report on the number maintenance undertook quarterly	P048	Maintenance of the existing electricity reticulation system infrastructure	On-going maintenance of existing infrastructure: electricity services	1.10.10.2P048	Operation and maintenance
			10.3	Report on the number meters audit conducted quarterly	P049	Meter audits	Minimise electricity losses	1.10.10.3P049	Operation and maintenance



	11	Adequate street-lighting and electrification of all formal settlements	11.1	Number of high mast installed or maintained	P050	MAINT : REPAIRS TO HIGH MAST LIGHTS	Installation high mast or maintenance	1.11.11.1P050	Street light infrastructure
			11.2	Number of electrical supply and infrastructure provided	P051	Electrification of recreational facilities	Provided urban and rural areas electrical supply for recreational and business facilities	1.11.11.2P051	Electricity infrastructure
			11.3	Number of household provided electricity	P052	Electrification urban and rural areas	Electrification of all communities under municipal control	1.11.11.3P052	Electricity infrastructure
			11.4	Number of Street lights installed or maintained	<b>P264</b>	Maintenance and repairs of Street lights generally	Installation or maintenance of streets lights	1.11.11.4P264	Street light infrastructure
			11.5	Report on the maintenance conducted quarterly	<b>P265</b>	Maintenance of Municipal electrical facilities	Maintenance of general electricity related facilities	1.11.11.5P265	Electricity infrastructure
	12	Upgrading and refurbishing of the existing electricity network	12.1	Number of KM/Meters District lines installed	P053	District lines	To upgrade the electrical network through installation of new lines (LV,MV & HV)	1.12.12.1P053	Electricity infrastructure

		12.2	Number of KM/Meters LV Pane installed	P054	LV Pane	To upgrade the electrical network through installation of new lines (LV,MV & HV)	1.12.12.1P054	Electricity infrastructure
		12.3	Number of KM/Meters Krowing MV and LV Panel upgraded	P056	Krowing MV and LV Panel	To upgrade the electrical network through installation of new lines (LV,MV & HV)	1.12.12.3P055	Electricity infrastructure
		12.4	Report on the number of refurbishment under gone in the existing electrical network infrastructure	P057	Refurbishment of electrical network	Refurbishing of the existing electrical network infrastructure	1.12.12.4P056	Electricity infrastructure
		12.5	Purchasing of tools by June 2018	P060	Purchasing of tools	Provision Upgrading of electricity facilities	1.12.12.5P060	Electricity infrastructure
		12.6	Purchasing of Vehicle by 2018	P061	Purchasing of Vehicle	Provision and upgrading of fleet	1.12.12.6P061	Electricity infrastructure
		12.7	Purchasing Isolator Summit by June 2018	P062	Purchasing Isolator Summit	Provision/ Upgrading of electricity facilities	1.12.12.7P062	Electricity infrastructure

			12.8	Purchasing Battery Test by June 2018	P063	purchasing Battery Test	Provision/ Upgrading of electricity facilities	1.12.12.8P063	Electricity infrastructure
			12.9	Purchasing Tone Mobi Jack and Car diagnoser by 2018	P067	Purchasing Tone motor Jack	Provision/ Upgrading of electricity facilities	1.12.12.9P063	Electricity infrastructure
			12.10	Maintenance vehicles	<b>P264</b>	Maintenance of Fleet	Mechanical maintenance of Municipal fleet	1.12.12.10P264	Workshop
			12.11	Number of electricity goods procured	<b>P265</b>	Provide bulk electricity infrastructure	Purchased of goods	1.12.12.11P265	Electricity stores
A safe, healthy and secure living environment	13	A safe, healthy and sustainable environment within Makana Municipality	13.1	Review Integrated Waste Management	P068	Review Integrated Waste Management	Implementation of the Integrated Waste	1.13.13.1P067	Waste Management - And Clean City
			13.2	Source funding for town cleaning program from EPWP	P069	Clean-city programme	Creating cleaner towns through EPWP	1.13.13.2P069	Waste Management - And Clean City
			13.3	Expand Recycling and composting programme	P070	Recycling and composting project	Reduction of waste through expansion of recycling and composting programme	1.13.13.3P070	Waste Management - And Clean City

			13.4	Number of rural areas received refusal of collection service	P071	Provided alternative refuse collection to rural areas	Waste Management - And Clean City	1.13.13.4P07 1	Environment and Cleansing
			13.5	Acquisition of one Tipper Truck by June 2018	P072	1 Acquisition of Tipper Truck	Provision of adequate waste management facilities and human resources	1.13.13.5P07 2	Waste Management - Sanitation
			13.6	Acquisition of 1 Front loader by June 2018	P073	1 Front loader	Provision of adequate waste management facilities and human resources	1.13.13.6P07 3	Waste Management - Sanitation
			13.7	Acquisition 4 x Acquisition Containers	P074	4 x Acquisition Containers	Provision of adequate waste management facilities and human resources	1.13.13.7P07 4	Waste Management - Sanitation
			13.8	Upgrading of landfill waste site in Makana	P075	Upgrading of landfill waste site	Upgrading and effective management of landfill waste site	1.13.13.8P07 5	Waste Management - And Clean City
			13.9	Number of Community education and awareness	P076	Eradication of illegal dumping sites	Community education and awareness programmes in	1.13.13.9P07 6	Waste Management - And Clean City

				programmes conducted			dealing Illegal dumping		
			13.10	Number of areas, domestic refuse collected per week	P078	Domestic refuse collection	Clean-City	1.13.13.10P077	Waste Management - And Clean City
			13.11	Number of ward cleaner-up programme quarterly	P079	Ward clean - up Campaign programme	Clean-City	1.13.13.11P079	Waste Management - And Clean City
To provide economical and appropriate services for the poor	14	Increase % of households with access to free basic service	14.1	Report number of indigent households with access free basic service quarterly	P080	Free basic services	Annually report on the % of households with accesses to free basic services	1.14.14.1P080	FBS
			14.2	Update indigent register annually	P081	Annual review of Indigent register	Compilation of an indigent register and annual updating of the indigent register	1.14.14.2P081	FBS
DEVELOPMENT PRIORITY NO TWO: COMMUNITY AND SOCIAL DEVELOPMENT									
			15.2	Number of environmental by laws	P083	Review and Development by-laws	Review by-law	2.15.15.2P084	Environmental Management

			15.3	Approved environmental compliance register by June 2018	P084	Environmental compliance register	Development of Environmental Compliance Register	2.15.15.3P085	Environmental Management
	16	Reduce ecological foot print through renewable energy sources	16.1	Establishment of Biomass generation plant	P085	Biomass energy generation(Alien vegetation to energy)	Renewable energy	2.16.16.1P086	Sustainable Energy
			16.2	Establishment of Landfill gas generation plant	P086	Landfill gas generation	Renewable energy	2.16.16.2P087	Sustainable Energy
			16.3	Establishment of waste to energy project	P087	Waste to energy(Sewer)	Renewable energy	2.16.16.3P087	Sustainable Energy
			16.4	Establishment of Solar photovoltaic energy generation	P088	Solar photovoltaic energy generation	Renewable energy	2.16.16.4.P088	Sustainable Energy
			16.5	Establishment Small- scale embedded generation	P089	Small- scale embedded generation	Renewable energy	2.16.16.5P089	Sustainable Energy
			16.6	Development of Hydroelectricity	P090	Hydroelectricity	Renewable energy	2.16.16.6.P090	Sustainable Energy

			16.7	Establishment Municipal own energy efficiency	P091	Efficiency in municipal buildings	Municipal own energy efficiency	2.16.16.7P09 1	Sustainable Energy
			16.8	Establishment Municipal own energy efficiency street and traffic light	P092	Street and traffic lights	Municipal own energy efficiency	2.16.16.8P09 2	Sustainable Energy
			16.9	Establishment Energy efficiency in the water sector	P093	Energy efficiency in the water sector	Municipal own energy efficiency	2.16.16.9P09 3	Sustainable Energy
			16.10	Number of Solar water heaters Introducing	P094	Solar water heaters (high pressure) and other energy efficiency interventions	Energy efficiency in the economy	2.16.16.10P0 94	Sustainable Energy
			16.1 1	Number of smart meters Installation	P095	Technical interventions (ripple control, smart meters, demand-side management, etc.)	Energy efficiency in the economy	2.16.16.11P0 95	Sustainable Energy
			16.1 2	Installation of Solar panels and geysers	P096	Solar panels and geysers	Energy access	2.16.16.12P0 96	Sustainable Energy

			16.1 3	Number of Climate change initiatives awareness program implemented	P097	General climate change planning and awareness	Climate change projects	2.16.16.13P097	Sustainable Energy
			16.1 4	Adaptation	P098	Adaptation	Climate change projects	2.16.16.14P098	Sustainable Energy
			16.1 5	Introduction of Green and public transport	P099	Green and public transport	Climate change projects	2.16.16.15P099	Sustainable Energy
	17	To promote the well-being, health , safety and security of our community	17.1	Development of Sport Master Plan	P100	Sport Master Plan	Planning the provision of adequate Sport and recreation facilities	2.17.17.1P100	Park and sport Recreation facilities
			17.2	Report on the number of sport facilities maintained quarterly	P101	Maintenance sport facilities(Sport fields)	Upgrading and maintenance of existing Sport facilities	2.17.17.2P101	Park and sport Recreation facilities
			17.3	Number of Children park and sport recreational facilities established	P102	Children's Playpark and sport recreational facilities	Provide adequate Parks and sport recreation facilities	2.17.17.3P102	Park and sport Recreation facilities
			17.4	Number of trees planted area	P103	Tree Planting	Tree Planting in need areas	2.17.17.4P103	Park and Recreation facilities



			17.5	Report on number of recreational facilities upgraded/maintained per quarter	P104	Upgrading and maintenance of the existing recreational facilities	Maintenance and upgrading of existing parks, recreation facilities, open space and street verges	2.17.17.5P104	Park and Recreation facilities
			17.6	Develop/Review by-law on the control of stray animal	P105	Review by law	Control of stray animals in municipal area	2.17.17.6P105	Stray animals
			17.7	Number of Commonages cleared alien vegetation	P106	Eradication of alien vegetation	Upgrading and maintenance of the Commonages	2.17.17.7P106	Commonage Management
			17.8	Number of Established and extended Cemeteries	P107	Cemetery Extension	Provide adequate cemeteries facilities	2.17.17.8P107	Cemeteries and pauper burials
			17.9	Report of the number of cemeteries maintained per quarter	P108	Maintenance of the existing cemeteries	Maintenance of the existing cemeteries	2.17.17.9P108	Cemeteries and pauper burials
			17.10	Number of cemeteries upgraded and rehabilitated	P109	Upgrading and rehabilitation of cemeteries	Upgrading and rehabilitation of cemeteries	2.17.17.10P109	Cemeteries and pauper burials

			17.1 1	Number of cemeteries fence maintained quarterly	P110	Maintenance of fence	Fencing of cemeteries	2.17.17.11P1 10	Cemeteries and pauper burials
			17.1 2	Number of new personnel employed	P111	Appointment of new law enforcement	Provider of adequate law enforcement human resources	2.17.17.12P1 11	Traffic and law enforcement
			17.1 3	Review by-law	P112	Review By-law	Review by-law	2.17.17.13.P 112	Traffic and law enforcement
			17.1 4	Acquisition of 3X Sedan by Jun 2018	P113	3X Sedan	Upgrading of law and enforcement facilities	2.17.17.14P1 13	Traffic and law enforcement
			17.1 5	Acquisition of 3X Bar lights by Jun 2018	P114	3X Bar lights	Upgrading of law and enforcement facilities	2.17.17.15P1 14	Traffic and law enforcement
			17.1 6	Acquisition of 1X LDV by Jun 2018	P115	1X LDV	Upgrading of law and enforcement facilities	2.17.17.16P1 15	Traffic and law enforcement
			17.1 7	Number of Road safety facilities and signage annually	P116	Road safety facilities and signage	Ensure community safety	2.17.17.17P1 16	Traffic and law enforcement
			17.1 8	Number of Community safety awareness programmes conducted	P117	Community safety education and awareness program	Ensure community safety	2.17.17.18P1 17	Traffic and law enforcement

			17.19	Development of Community Safety Plan	P118	Community Safety Plan	Development of community safety	2.17.17.19P118	Traffic and law enforcement
	18	To promote the well-being, health , safety and security of our community	18.1	Review of Disaster Management Plan and Fire Management Plan	P119	Disaster Management	Review Fire and Disaster Management 5 Year plan	2.18.18.1P119	Fire and disaster management
			18.2	Number of Community safety fire and disaster awareness programmes conducted	P120	Implement Fire and Disaster Community Safety Plans	Implement Fire and Disaster Community Safety Plans	2.18.18.2P120	Fire and disaster management
			18.3	Construction/Establish Satellite Fires station in Alicedale and Riebeek East	P121	Satellite station Alicedale and Riebeek East	Service Improvement Plan	2.18.18.3P121	Fire and disaster management
			18.4	Development of Fire By-law	P122	Development Fire –By-law	Enhance revenue from Fire services	2.18.18.4P122	Fire and disaster management
Access to basic community facilities	19	To provide reading and study material	19.1	Number of new material provided learning	P123	Provide libraries with new material	Sources funding or donation for new material	2.19.19.1P123	Library services

			19.2	Number of community programme conducted per quarter	P124	Community Outreach programme	Community education support learning programmes	2.19.19.2P12 4	Library services
			19.3	Establishment of libraries to need areas	P125	Establishment of Libraries	Provision of library facilities to need communities	2.19.19.3P12 5	Library services
DEVELOPMENT PRIORITY NO THREE:LOCAL ECONOMIC DEVELOPMENT and RURAL DEVELOPMENT									
Maximise economic growth and development takes place in a conducive environment	20	To ensure adherence to town planning and building control legislation	20.1	Review and adopt SDF by June 2018	P126	Review Spatial Development Framework (SDF)	Develop a Uniform Zoning Scheme)	3.20.20.1P12 6	Spatial planning
			20.2	Development of the SPLUMA By-Law	P127	Township Establishment	Implementation of SPLUMA and LUPA	3.20.20.2P12 7	Spatial planning
			20.3	Establishment of the Tribunal and Appeals Board	P128	Establishment of SPLUMA compliant Planning Tribunal	Establishment of the Tribunal and Appeals Board for Land Use Management System	3.20.20.3P12 8	Spatial planning
			20.4	Upgrading Air filed	P129	Air filed development	Upgrading Air filed	3.20.20.4P12 9	Spatial planning
			20.5	Conduct land audit	P130	Land Audit	Land Audit/Evaluation of land	3.20.20.5P13 0	Spatial planning

			20.6	Establishment of Waste to Energy	P131	Waste to Energy	Establishment of Waste to Energy	3.20.20.6P13 1	Spatial planning
			20.7	Number of infill areas approved for town establishment	P132	Town establishment	Facilitate Town establishment	3.20.20.7P13 2	Spatial planning
			20.8	Establishment of east commonage	P133	East Commonage	Facilitate establishment of commonage	3.20.20.8P13 3	Spatial planning
			20.9	Review of the Sub division, Rezoning and Building control policy	P134	Rezoning and Building and building control policy	Manage and regulate the built environment	3.20.20.9P13 4	Building control
Maximise economic growth and development takes place in a conducive environment	21	Promote and support SMME development	21.1	Establishment SMME hub Business plan	P135	Establishment SMME hub Business plan	Development hub Business plan of new SMME, new and start-up business	3.21.21.1P13 5	SMME Development
			21.2	Number of hawker stalls constructed	P136	Construction hawker stalls	Create an conducive environment for existing, hawker	2.21.21.3P13 6	SMME Development
			21.3	Hosting SMME Seminars	P137	SMME Seminars and Expo	Provided information for existing, new and start-up business	2.21.21.3P13 7	SMME Development
			21.4	Development of Trade and Investment attract Strategy	P138	Trade and Investment attract Strategy	Develop an strategy to attract Trade and Investment	3.21.21.4P13 8	Trade and investment

Maximise economic growth and development takes place in a conducive environment	22	Promote Municipality through Tourism support to SMME's	22.1	Implementation of Town Regeneration Phase 1	P139	Town Regeneration Phase 1	Promote municipal area to be attractive to investors, tourists and individuals	3.22.221P139	Tourism
			22.2	Report to Portfolio Committee on initiatives identified for implementation under Creative City project	P140	Creative City project	Promote municipal area to be attractive to investors, tourists and individuals	3.22.22.2P140	Tourism
			22.2	Number of SMMEs in tourism sector supported and Capacitated Quarterly	P141	Tourism Business Development Programmes	Support SMMEs Development	3.22.22.2P141	Tourism
			22.3	Report on funding allocated to Makana Tourism by the Municipality quarterly	P142	Makana Tourism	Support provided to Makana Tourism	3.22.22.3P142	Tourism
			22.4	Development of Gray Dam	P143	Gray Dam Development	Promote municipal area to be attractive to investors, tourists and individuals	3.22.22.4P143	Tourism

			22.5	Development of Makana area profile by June 2018	P144	Township Tourism Profiling and Promotion	Promote municipal area to be attractive to investors, tourists and individuals	3.22.22.5P14 4	Tourism
			22.6	Review of Tourism Sector Plan by June 2018	P145	Tourism Sector Plan Review	Review of Tourism Sector Plan	3.22.22.6P14 5	Tourism
			22.7	Provided security for Egazini Memorial site	P146	Security - Egazini Memorial Site	Promote municipal area to be attractive to investors, tourists and individuals	3.22.22.7P14 6	Tourism
Maximise economic growth and development takes place in a conducive environment	23	Promote and support investment attraction and business development	23.1	Development Trade and Investment attract Strategy	P147	Small Town regeneration	Development of Alicedale and Riebeek East	3.23.23.1P14 7	Trade and investment
			23.2	Support enterprise development initiative	P148	Support enterprise development	Promote support enterprise development	3.23.23.2P14 8	Enterprise Development
		Promote and support agricultural development	23.3	Number of hectors provided to households	P149	One hector one household	Lobby National and Provincial Government for funding	3.23.23.3P14 9	Agricultural Development

			23.4	Championing food security y initiative through Designate personnel	P150	Food Security	Lobby National and Provincial Government for funding	3.23.23.5P150	Agricultural Development
			23.5	Number of MOU signed with strategic partners	P151	MOU with strategic partners	Alignment to National and Provincial initiatives and plans	3.23.23.5P151	Agricultural Development
			23.6	Number of capacity building conducted annually	P152	Co-operative development and capacity building	Support Co-operative development	3.23.23.6P152	Agricultural Development
			23.7	Report on the number of co-operatives benefited agricultural emerging competition	P153	Promote and support co-operative through funding	Support Co-operative development	3.23.23.7P153	Agricultural Development
Maximise economic growth and development takes place in a conducive environment			23.8	Report on the number of Community sustainable Urban Agriculture initiatives	P154	Promote green economy through sustainable Urban Agriculture (SUA) both in	Promote green economy	3.23.23.8P154	Agricultural Development



						rural and urban			
			23.9	Report on the number of women and youth initiative supported	P155	Promotion of women and youth in agriculture	Support women and youth development initiative	3.23.23.9P155	Agricultural Development
			23.1	Approved EIA by June 2018	P156	Infrastructure development emerging famers in Thornpark	Approval of EIA	3.23.23.10P156	Agricultural/Rural Development
			23.2	Report Rand value received	P157	Facilitate access to finance from emerging farmers	Lobby Support for emerging famers	3.23.23.2.P157	Agricultural Development
Maximise economic growth and development takes place in a conducive environment 2020			23.3	Report the progress made in mentorship programme Quarterly	P158	Mentorship programme	Support emerging famers	3.23.23.3P158	Agricultural Development
			23.4	Number of Rural ward forum established	P159	Rural development ward forum	Support rural communities	3.23.23.4.P159	Agricultural Development
	24	Promote job creation initiatives	24.1	Number of Job opportunities created through CWP	P160	Facilitate CWP	Job Creation Project	3.24.24.1P160	Local Economic development

			24.2	Number of Job opportunities created through EPWP	P161	Facilitate EPWP	Job Creation Project	3.24.24.2P16 1	Municipal Manager
<b>DEVELOPMENT PRIORITY NO FOUR: INSTITUTIONAL DEVELOPMENT FINANCIAL MANAGEMENT</b>									
An effective productive administration capable of sustainable service delivery	25	To ensure a good relationship between management and employees through regular interactions on labour issues	25.1	Number of LLF meeting hosted annually and Roadshows and staff briefing	P162	Quarterly LLF Meetings, Conduct Hr Roadshows & staff brief quarterly.	Functional LLF meetings quarterly	4.25.25.1P16 2	Human Resource Management
	26	To create an efficient, effective and accountable administration	26.1	Number of succession policy initiative implemented	P163	Implement the succession policy, Source funds for study assistance & review salaries	Staff retention	4.26.26.1P16 3	Human Resource Management
			26.2	Number of staff moral programmes implemented annually	P164	Implement staff morale programmes	Improve staff morale and wellness programmes	4.26.26.2P16 4	Human Resource Management
			26.3	Number of job descriptions revised	P165	Review job descriptions,	Align actual operation and job description	4.26.26.3P16 5	Human Resource Management

			26.4	Number performance agreements signed	P166	Implement performance management system.	Cascading of PMS	4.26.26.4P166	Human Resource Management
			26.5	Number wellness programme conducted	P167	Develop Conduct Wellness awareness programmes	Improve staff morale and wellness programmes	4.26.26.5P167	Human Resource Management
			26.6	Development Work Skills Plan	P168	Work Skills Plan	Develop Work skills Plan	4.26.26.6P168	Human Resource Management
			26.7	Conduct skill audit	P169	Conduct skills audit	Implementation of the Workplace Skills Plan	4.26.26.7P169	Human Resource Management
			26.8	Number of employees assisted	P170	Employee assistance	Implementation of the Workplace Skills Plan	4.26.26.8P170	Human Resource Management
			26.9	Number of Bursaries issued annually	P171	Municipal Bursaries	Issuing of bursaries to need student	4.26.26.9P171	Human Resource Management
			26.10	Quarterly reports on EE plan implementation . Submission of annual report	P172	implementation Employment Equity Plan	To develop and implement the employment equity plan as per the set targets in accordance with the Employment Equity Act	4.26.26.10P172	Human Resource Management

			26.1 1	Fill vacant post with three month	P173	Improve recruitment and selection rate	Improve recruitment and selection	4.26.26.11P173	Human Resource Management
	27	Effective organisational design and policy development	27.1	Annual Review of Organogram	P174	Review of organogram	Review of organisational structure Annually	4.27.27.12P174	Organisational Design
			27.2	Evaluate all job description by June 2018	P175	Job Evaluation	Job description evaluation	4.27.27.2P175	Human Resource Management
			27.3	Number of roadshows conducted	P176	HR Policy Road Shows	HR Policy development and revision	4.27.27.3P176	Human Resource Management
	28	To ensure that all Municipal buildings and staff adhere to and implement OHS	28.1	Number of OHS meetings quarterly	P177	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	Implementation Occupational Health and Safety Plan	4.28.28.1P177	Human Resource Management

	29	To ensure effective management of staff through internal controls such as policies	29.1	Number of report issued on adherence with HR policies	P178	Quarterly reports on adherence to HR policies such as leave, recruitment etc.	Effective implementation of HR Policies such leave	4.29.29.1P178	Human Resource Management
	30	To ensure a continually secure, effective and efficient ICT service	30.1	Review of ICT Strategic Plan annually	P179	Review of ICT Strategic Plan	Implementation of ICT Strategic Plan	4.30.30.1P179	Information Communication Technology
			30.2	installation VPN Solution	P180	VPN Solution installation	Upgrading of the IT infrastructure	4.30.30.2P180	Information Communication Technology
			30.3	Number of new cabling installed	P181	Data Cabling	Upgrading of the IT infrastructure	4.30.30.3P181	Information Communication Technology
			30.4	Installation of Wi-Fi infrastructure	P182	Installation of Wi-Fi/New/Acquisition	Upgrading of the IT infrastructure	4.30.30.4P182	Information Communication Technology
			30.5	Upgrading IT Network infrastructure	P183	Maintenance IT Network	Upgrading of the IT infrastructure	4.30.30.5P183	Information Communication Technology
			30.6	Upgrading of Website	P189	Upgrading of Website	Update & maintain the Municipal website so it is complaint and user friendly	4.30.30.6P189	Information Communication Technology

			30.7	Number maintenance done per quarter	<b>P266</b>	Maintenance of computer and Website	On-going maintenance of computers and Website	4.30.30.7P267	Information Communication Technology
	31	To ensure that disaster recovery plans are fully implemented	31.1	Review and Update disaster recovery plans	P190	Review and Update disaster recovery plans	Secure ITC Records and information	4.31.31.1P190	Information Communication Technology
	32	To ensure that the Municipality moves towards e governance -	32.1	Number of councillors capacitated on use computer	P191	Paper less project	Capacitate Councillor to Computer for meetings	4.32.32.1P191	Information Communication Technology
	33	Effective and efficient administration	33.1	Number of compliance received and resolve	P192	Development Customer care management system	Improve Customer care Client Services	4.33.33.1P192	Administration
			33.2	Number of quarter newsletter issued annually	P193	Quarterly news letter	Newsletter	4.33.33.2P193	Media and communication
			33.3	Number of corporate branding implemented	P194	Corporate Branding	Marketing of the Municipality	4.33.33.3P194	Media and communication
	34	Ensure maximum use of record centre	34.1	Report quarterly on the number of media and communication activities	P195	Review Policy and Procedure	Media and communication	4.34.34.1P195	Media and communication

			34.2	Review of Fillings System	P196	Review and approved Fillings System	Establish a fully functional unit	4.34.34.2P196	Records and Archives Management
			34.3	Number staff capacitated on record management	P197	Capacity Building and Training	Capacity Building and Training	4.34.34.3P197	Records and Archives Management
			34.4	Number of Terminated records Disposed	P198	Disposal of Terminated Records	Disposal of records	4.34.34.4P198	Records and Archives Management
			34.5	Re-Introduce electronic management system	P199	Re- establish Electronic Records Management System	Fully functional electronic document system	4.34.34.5P199	Records and Archives Management
			34.6	Establishment of off-site Records storage	P200	Off-site Records storage	Establishment of off-site Records storage facility	4.34.34.6P200	Records and Archives Management
			34.7	Reduce legal cost on litigation against Municipality	P201	Legal Charges: Litigation against Makana	Litigation: Against Makana	4.34.34.8P201	Legal Service
			34.8	Reduce legal cost on litigation by Municipality	P202	Legal Charges: Litigation by Makana	Litigation: By Makana	4.34.34.8P202	Legal Service

			34.9	Reduce legal cost on legal options Municipality	P203	Legal Charges: Legal options by Makana	Legal Option	4.34.34.9P203	Legal Service
An open transparent corruption free and responsive Municipality	35	To ensure that a system of Institutional and individual performance management system is implemented by 2022	35.1	Number of performance report	P204	Quarterly/Annual Performance Reporting	Quarter performance report	4.34.35.1P204	Performance management
			35.2	Number of validation performance report	P205	Quarterly/Annual Performance Validation	Performance information audit	4.35.35.2P205	Performance management
			35.3	Review of the Performance Management Policy annually	P206	Review of the Performance Management Policy	Review of the Performance Management Policy	4.35.35.3P206	Performance management
			35.4	Number of performance conducted quarterly/Annually	P207	Quarterly/Annual Performance evaluation	Quarterly/Annual performance evaluation	4.35.35.4P207	Performance management
			35.5	Re-Introduce Automated electronic PMS	P208	Automated Performance Management System	Implementation of Automated electronic PMS	4.35.35.5P208	Performance management
			35.6	Cascading PMS to all staff June 2019	P209	Implement PMS all staff	Implemented PMS policy with quarterly performance reviews	4.35.35.6P209	Performance management



			35.7	Number of stakeholder engagement	P210	Stakeholders Engagement	Alignment to National Provincial and District initiatives and plans	4.35.35.7P210	Integrated Development
			35.8	Number of Ward Profile revised annually	P211	IDP - Ward Based Planning	Ward Profiling	4.35.35.8P212	Integrated Development
			35.9	Annually review of IDP	P212	IDP -Annually Review	IDP Review	4.35.35.9P212	Integrated Development
			35.1	Score high in the IDP assessment	P213	IDP Assessment	IDP Quality assessment	4.35.35.1P213	<b>Integrated Development</b>
An effective productive administration capable of sustainable service delivery	36	To ensure that all municipal staff are adequately housed.	36.1	Number building renovated and report progress quarterly	P214	Renovation of office buildings	Renovation of the Engineering LED Building	4.36.36.1P214	Office Space
A financially viable and sustainable Municipality		Enhance Revenue strategy	36.1	90% Debt Collection	P215	Debt Collection	Improve revenue debt collection	4.36.36.1P215	Financial management: Revenue
To expand the municipal revenue base by providing accurate bills for services rendered			36.2	90% Accurate billing	P216	Accurate billing	All bills are accurate and delivered and processed monthly	4.36.36.2P216	Financial management: Revenue
			36.3	Number of smart meters Installed	P217	Installation of smart meter	Improve metering	4.36.36.3P217	Financial management: Revenue

			36.4	Review of all service tariffs charges	P218	Tariffs Review	Review tariffs structure	4.36.36.4P218	Financial management: Revenue
	37	Annually reporting on the % of the budget actually spend	37.1	100% Compliance to MFMA report requirement	P219	MFMA Reporting	Develop and submit S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	4.37.37.1P219	Financial Management :Budget and Reporting
	38	To ensure the efficient and effective procurement of goods and services	38.1	One roadshow annually	P220	Empowering SMME's	To create awareness around SCM processes	4.38.38.1P220	Financial Management : SCM
			38.2	Quarterly reports on bid committee functionality	P221	Bid Committee	Ensure that bid committees function in accordance with SCM legislation	4.38.38.2P221	Financial Management : SCM
			38.3	Annual stock count report to CFO.	P222	Stock Management	Annual stock count	4.38.38.3P222	Financial Management : SCM
	39	To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	39.1	Number of capacity building training conducted or attending	P223	Capacity Building and Training	Finance staff training development	4.39.39.1P223	Financial management: Administration
			39.2	Number of internship programmed provided annually	P224	Provide internship	Capacity development	4.39.39.2P224	Financial management: Administration

			39.3	Compliance to Section 102 of MFMA	P225	Decrease in unauthorised, irregular, fruitless, wasteful expenditure	Report to Council Quarterly and minor breaches (MM) monthly	4.39.39.3P225	Financial Management : SCM
			39.4	Compliance to Section 99b of MFMA	P226	Creditors payment within 30 Day	Improve expenditure management	4.39.39.4P226	Financial Management : SCM
			39.5	Annual update of the indigent register	P227	Credible indigent register	Improve indigent management through annually update of the register to ensure credibility	4.39.39.5P227	Financial management: Revenue
			39.6	Number of household provided with subsidy	P228	Provision of Indigent subsidy	Provide subsidy to poor household	4.39.39.6P228	Financial management: Revenue
			39.7	Implementation of mSCoa Plan	P229	mSCOA	mSCOA Implementation	4.39.39.7P229	Financial Management :Administration
			39.8	Review of property rates	P230	General Valuation Roll and Supplementar y	Conduct General Valuation Roll and Supplementary annual	4.39.39.8P230	Financial management: Revenue
			40.1	Prepare and adoption budget by Council annually	P231	Annual Budget	Compilation of the Annual budget	4.40.40.1P231	Financial Management :Budget and Reporting
	40	To provide a credible budget							

			40.2	Prepare and adoption adjustment budget by Council annually	P232	Adjustment budget	Compilation of the adjustment Annual budget	4.40.40.2P23 2	Financial Management :Budget and Reporting
	41	To ensure monitoring of Municipal Assets through annual checks and reporting	41.1	Annual count of assets	P233	Annual asset count & fleet management report	Annual asset count & fleet management report.	4.41.41.1P23 3	Financial Management: Assets
	42	To ensure compliance by developing and maintaining fully GRAP compliant asset register	42.1	Fully GRAP Compliant Asset register	P234	Assets Management	Updated asset management plan	4.42.42.1P23 4	Financial Management: Assets
			42.2	Annual disposal sale of assets	P235	Disposal sales of assets	Annual disposal of redundant or damaged assets	4.42.42.2P23 5	Financial Management: Assets
<b>DEVELOPMENT PRIORITY NO FIVE: GOOD GOVERNANCE AND PUBLIC PARTICPATION</b>									
To provide open transparent corruption free governance	43	To implement the fraud prevention policy	43.1	One awareness programme annually	P236	Awareness Program	Anti-fraud and corruption measures	5.43.43.1P23 6	Risk Management
	44	To undertake risk assessments and develop risk plans to combat or mitigate risk where possible	44.1	Establishment of a Hot line	P237	Establishment of a Hot line	Anti-fraud and corruption measures	5.44.44.1P23 7	Risk Management
			44.2	Approved Risk register annually	P238	Develop and implement Risk register and report quarterly	Annual review of risk register	5.44.44.2P23 8	Risk Management

	45	Enhance administration and Council oversight	45.1	Report on the adherence to compliance register	P239	Developed annual compliance register	To ensure compliance with all legislated deadlines such as MFMA & MSA, mSCOA regulations, IDP and budget date	5.45.45.1P239	Risk Management
	46	Enhance administration and Council oversight	46.1	4 Audit Committee Meetings Annually	P240	Number of Audit Committee meeting held annually	Ensure quarterly sittings of Audit Committee	5.46.46.1.P240	Municipal Manager/Internal Audit
	47	Enhance administration and Council oversight	47.1	Issue Quarterly Action sheet and report	P241	Monitor meeting resolution	Council, ExCo and Top Management meetings are held quarterly and to track Council resolutions take	5.47.47.1P241	Administration and Committee Systems
	48	Improve Audit options outcome	48.1	Achieved qualified audit options	P242	Audit Action Plan	Annual development , implementation of the audit action plan & dashboard ND Internal audit plan	5.48.48.1P242	Municipal Manager
	49	Enhance Inter governmental Relation ships	49.1	Number of IGR forum hosted	P243	Resuscitate IGR Forum	Resuscitate and Participate on IGR forums	5.49.49.1P243	IGR
Foster partnership with external stakeholders to	50	Support vulnerable groups	50.1	Number of social cohesion programme	P244	Identification social cohesion plan and	Increase community cohesion through activities such as sport	5.50.50.1P244	Community development

enhance Social Cohesion				implemented annually		implementation			
			50.1	Number of CSI initiated annually	P245	Identification of CSI Initiative	Initiate Corporate Social Investment Programmes	5.50.50.2P245	Municipal Manager
	51	Support vulnerable groups	51.1	Number of Youth programme implemented and report	P246	Youth programme	Support youth development plan and report implementation	5.51.51.1P246	Municipal Manager
			51.2	Number of HIV/Aid Council meeting and reports activities quarterly	P247	Implementation of HIV/AIDS PLAN	Support People with HIV/AIDS initiative	5.51.51.2P247	Municipal Manager
			51.3	Number of Elderly, Children and Women programme implemented	P248	Elderly, Children and Women programme	Implementation of elderly, Children and Women	5.51.51.3P248	Municipal Manager
			51.4	Provide support to early Child Development programmes	P249	Early Child Development	Support Early Child Development programmes	5.51.51.4P249	Municipal Manager

	52	To communicate effectively and be responsive to the needs of the community	52.1	Number of Masiphathisane meetings	P250	Implementatio n of Masiphathisan e Implementatio n plan	Stakeholder management	5.52.52.1P250	Public participation
			52.2	Number of IDP Representative annually	P251	IDP Representativ e	Sector engagements	5.52.52.2P251	Public participation
			52.3	Report on functioning of ward quarterly	P252	Implementatio n of ward committee policy	Ward committee functionality	5.52.52.3P252	Ward Committees
DEVELOPMENT PRIORITY NO SIX: HUMAN SETTLMENT MANAGEMENT									
Decrease housing backlog	53	To ensure equitable access to housing for communities	53.1	Hectors land secure for housing development	P253	Source land for housing development	Provided land for Development	6.53.53.1P253	Housing Development
			53.2	Review Housing Plan	P254	Review Housing Plan	Review Housing Sector plan	6.53.53.2P254	Housing Development
			53.3	Number of RDP House rectified annually	P255	Facilitate rectification of RDP Houses	Source funding for housing rectification	6.53.53.3P255	Housing Development
			53.4	Number of housed built annually	P256	Facilitate completion Housing Development planned projects	Reducing housing backlog	6.53.53.4P256	Housing Development

			<b>53.5</b>	Review Housing beneficiary list annually	<b>P257</b>	Facilitate Housing beneficiary list	Reducing housing backlog	6.53.53.5P25 7	Housing Development
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#### 4.6 SECTOR ALIGNMENT

Sector departments were requested to be part of the process by providing input on the programmes and projects they have planned to implement in the Makana Local Municipality. This is done to ensure alignment of programmes / projects by the Sector Departments and Local Municipalities. It is also to eliminate duplication of budgeting by the Sector departments and LM's. The table below is a plan by various departments.

##### 4.6.1 NATIONAL AND PROVINCIAL DRIVEN PROJECTS

###### 4.6.1.1 SARA BAARTMAN DISTRICT MUNICIPALITY: HUMAN SETTLEMENT PROJECT BUDGET ALLOCATION 2017- 18

HOUSE	NUMBER
Units	708
Services	1 225
Rectification	135
Budget	113 450 000

###### 4.6.1.2 2017- 18 YEAR PLANS (SERVICE AND TOP STRUCTURE)

PROJECTS	COMMENTS
Makana Transit Camp 440	The administrative process of seeking additional funding is currently underway. The contractor will commence in the 2 <sup>nd</sup> quarter.
Makana Infill Project	The municipality to determine the number of serviced sites so that the project size can be determined.
Makana Disaster Project	The project is currently under procurement
Makana Alicedale 321	The planning stage is currently under way (Site pegging to start)
Makana Alicedale 27	The contractor has been appointed and has stopped due to quality matters which are being addressed.

##### 4.6.2 DEPARTMENT OF SOCIAL DEVELOPMENT AND AGRARIAN REFORM:

INFRASTRUCTURE PROJECTS				
MUNICIPALITY	PROJECT NAME	ENTERPRISE	DESCRIPTION	FUNDING
MAKANA LM	Grahamstown Abattoir	Poultry	Development of poultry structures	R 2 000 000

INFRASTRUCTURE PROJECTS				
MUNICIPALITY	PROJECT NAME	ENTERPRISE	DESCRIPTION	FUNDING
	Grahamstown lab		Upgrading of veterinary laboratories	R 5 900.000 (all labs in the province)
	Junior Land Care Agro Eco School project		Educating learners on CA practices for 13 schools around quarter and 0.5 ha	R 514 320

#### 4.6.3 DEPARTMENT OF WATER AND SANITATION: RBIG 2017/ 18

SCHEME	IMPLEMENTING AGENT	PROJECT COST	RBIG SOCIAL COMPONENT PORTION COMMITMENT	PROPOSED BUDGET ALLOCATION 2017/ 18	IMPLEMENTATION/ CONSTRUCTION/ IRS/ FS/ DESIGN
James Kleynhans Bulk Water Supply	Amatola Water	R 66 000 000	R 66 000 000	R 25 000 000	Construction
Makana Bulk Sewer	Makana	R 15 000 000	R 15 000 000	12 000 000	Tender
Belmont Valley WWTW	Makana	R 142 000 000	142 000 000	R 9 000 000	FS
Mayfield WWTW	Makana	R 72 433 000	R 72 433 000	R 5 000 000	Tender
Total		<b>R 295 433 000</b>	<b>R 295 433 000</b>	<b>R 51 000 000</b>	

#### 4.6.2 STATE AGENCIES: ESKOM 2017- 18 PROJECTS

MUNICIPALITY	PROJECT NAME	CATEGORY	Y-E PLAN CAPEX	Y-E PLAN H/H
Makana LM	Makana infill	Infills	R 1 730 179.00	359
	Mayfield Housing Development	Household	R 15 588 816.00	1147
<b>Total</b>			<b>R 17 318 995.00</b>	<b>1506</b>

## CHAPTER FIVE: INTEGRATION

### 5.1 INTRODUCTION:

To ensure that the IDP address all strategic issues relevant to any effective municipality, the following section offers a comprehensive list of issues discussed during the IDP process. The integration phase represents the institutional readiness for implementation and to ensure integrated planning for the provision of basic services. An analysis was conducted in respect of various sector plans for the Municipality. Some of these sector plans were found to be still relevant and required minor changes. Others required a review, whilst new ones need to be developed and this was based on benchmarked and IDP Assessment with other local Municipal with our side.

### 5.2 SUMMARY OF SECTOR PLANS:

**Table 93**

STATUS	SECTOR PLANS	
EXISTING PLANS	Review Water Service Development Plan	
	Integrated Waste Management Plan	
	Area Based Plan	
	Comprehensive Infrastructure Plan	
	Disaster Management Plan	
	Housing Settlement Plan	
	Review of Transport Plan	
	Review Fire and rescue plan(CPS report )	
	Environmental strategy(LEAP)	
	Spatial Development Framework	
NEW ONE TO BE DEVELOPED	Five Invest Financial plan	
	Development of Job creation sector plan	
	Poverty alleviation plan	
	Fleet management plan	
	Development of Electricity Master Plan	
	Asset Management Strategy	
	Supply chain Management Strategy	
	Cooperative strategy	
	Revenue enhancement strategy	
CROSS CUTTING PLANS	Plans	Action required
	Local Economic Development Plan	Strategy was approved and due for review 2017
	HIV/AIDS action plan t	To be developed
	Special Programs sectorial plans	<ul style="list-style-type: none"> <li>Youth plan need to be develop</li> <li>People with Disability</li> </ul>

### 5.2.1 HUMAN RESOURCES PLAN

Municipality has developed issue Human resources plan with assistance of Provincial Department of local government in 2011, the plan has been 2016 and adopted by council

Alignment of the human resource plan with municipal objectives

Alignment: Effective achievement of our Municipality goals through implementing the following development strategies and policies:

- Enhance Employee retention & recruitment
- Improve human resource administration
- Employment wellness
- Training and Development

Strategic direction:

Makana Municipality Development Priorities

- Institutional transformation and Organisational Development
- Basic Service delivery
- Local Economic Development
- Municipal Financial Viability Management
- Good Governance and Public Participation
- **Empower Rural Communities and support to vulnerable groups**

**Table 94**

DEVELOPMENT PRIORITY	OPERATIONAL OBJECTIVE	HR PROGRAM
Institutional transformation and Organisational Development	Develop HR Plan by in order to provide an conducive working environment and ensure compliance with legislative requirements  HR Plan will assist in coordinating all HR programmes as listed below	HR Plan
	Recruitment and selection is aligned with equity plan and develop a recruitment plan.	Recruitment and selection
	Ensure the cascading of Performance Management System to all employees to ensure effective service delivery. 2010-2011 cascaded to HOD level,	Performance Management System

DEVELOPMENT PRIORITY	OPERATIONAL OBJECTIVE	HR PROGRAM
	2011-2012 cascaded to supervisory and Forman level, 2012-2013 to all employees.	
	Development of work skills plan that seeks to achieve organisational goal e.g. shortage of qualified electricians, accountants, etc. DTIS: Assessment shortage of skills by DBSA	Training and Development
<b>Institutional transformation and Organisational Development</b>	Operationalization of wellness policy to enforce health and safety regulations. There is vacant position in the organogram of Employment well facilitator.	Wellness(Health and safety)
	Operationalization of career succession plan policy	Career planning
	To ensure sound good working relations between the employer and employees. (LLF)  To empower members of LLF –all stakeholders (training) i.e. ORA, Labour relations Act, Basic conditions Act, LLF constitution and other related courses	Labour relations
	Ensure smooth exit procedure <ul style="list-style-type: none"> <li>1. Resignation</li> <li>2. Retirement</li> <li>3. Dismissal</li> <li>4. Early retirement due to health</li> </ul>	Exit management

## **5.2.2 COMMUNICATION STRATEGY**

Chapter 4 of the Municipal Systems Act (Act 32 of 2000), equally, states that all Municipalities must strive to meet the following object, among others: -

- foster meaningful dialogue and interface within the internal structures of Municipalities, external bodies and members of the public.
- Likewise, the Promotion of Administrative Justice Act (Act 3 of 2000) and Promotion of Access to Information Act (Act 2 of 2000) charge Government Bodies to observe and adhere to the principles and practices of good governance,
- It is within this context that this policy shall direct Makana Municipality on how to constructively engage the members of the public and external bodies in particular media institutions as instructed by the Constitution of the Republic of South Africa and applicable pieces of legislation and the institutional policies.

### **Scope of the policy**

This policy and strategy applies to the Councilors and Officials of Makana Municipality, be they casuals, part time, full time, contract or consultants. The communication policy and strategy will be reviewed and revised when the need arises by the Council. The last review was done in 2016 and adopted on the 24 June 2016.

### **Aims of the policy**

The aim of this policy is to ensure the streamlining of communication within the Makana jurisdiction and to ensure a coherent and coordinated communication process.

To provide a framework within which internal and external communication of the Municipality will be discharged with its stakeholders and to reduce the risk of damaging or ineffective communication, and to ensure that staff and Councillors are aware of how communication is best conveyed externally and internally, and who has responsibility for which aspects.

### **Objectives of the Policy**

The objectives of the Communication Policy of Makana Municipality are as follows:

- (a) Ensuring that there is a clear and co-ordinated communication process within the Municipality, to enhance and promote cooperative governance between its clientele, partners, stakeholders and the media.
- (b) Ensuring that there are clear roles of communication by the staff of Makana Municipality and to foster meaningful dialogue and interface between and among the internal role players.
- (c) Ensuring that the image of the Municipality is at all times upheld.

- (d) Ensuring that the Municipality complies with the legislative requirements as far as communication is concerned.
- (e) Ensuring that resources are used in support of the achievement of the Municipality's strategic goals.
- (f) Ensuring effective coordination and coherent system of communication within Makana Municipality.

### **Official Communicators**

All staff members (officials) as defined above and Councillors are communicators of the Council by virtue of their work. All staff members and Councillors are representatives and messengers of the Municipality.

Staff members and Councillors should always be mindful that when they communicate with a member from the public, things they say are seen as official statements expressing the views of the municipality. In instances where Councillors speak in their personal capacity or for their political parties, they must make sure that point is clear.

However it is critical to note that for interview or research purposes, whether by institutions, organisations, private companies, media, etc. consent to engage with such bodies must be sought from the Municipal Manager by officials and from the Executive Mayor or Speaker by the Councillors. Councillors do not need to seek the approval of the Speaker or the Executive Mayor when they speak in their personal capacity or for their political parties.

The Media and Communications Officer (Municipal Spokesperson), the Municipal Manager and the Executive Mayor are not only the official communicators of the Municipality but the primary communicators. However, they can delegate their powers to whomever they see fit at times.

## **5. 2.3 INTEGRATED WASTE MANAGEMENT**

Purpose: Makana municipal integrated waste development consideration various service categories as well as evaluate the service delivery in each of the towns in the Municipality. The service categories that are taken into consideration can be summarised as follows:

- Refuse Removal:
- Residential
- Commercial
- Industrial
- Garden Refuse
- Builders' Rubble and
- Medical Waste
- Street and ablution cleaning
- Landfill Sites,
- Transfer Stations and
- Bulk Containers

The Status Quo investigation of the waste management section considered each of these aspects, In addition to this existing structure, the status quo study also considered planned developments for service extensions and any planned projects that have been identified in the IDP. The Integrated Waste Management Plan was developed in November 2008 and adopted by Council May 2009 is due for review.

#### **5.2.4 DISASTER MANAGEMENT PLAN**

##### **Introduction:**

The Makana Local Municipality Disaster Management Plan has been prepared in accordance with the provisions of the Disaster Management Act no 57 of 2002, and within the Disaster Management Framework and was adopted by Council in May 2009, currently under review. The plan is aimed at ensuring an integrated and uniform approach to comprehensive disaster management in the Municipality.

This Plan has been documented by the Disaster Management Centre, the District Municipality, with the support of Makana Municipality.

##### **Objectives:**

To strengthen the capacity of Makana disaster management system to reduce unacceptable risks and improve response and recovery activities.

##### **Strategic focus:**

Move disaster management programming efforts from a response and relief emphasis to comprehensive risk management culture.

##### **Top priority risk for Makana municipality:**

A Risk Priority Rating has been determined for Makana Municipality and the top three being, Storms, Fires and Epidemics. Within the Plan there are contingency plans for all the Hazards/Disasters that the Municipality is prone to and the purpose of this is to be effective and efficient during emergencies.

Below is the list of contingency plans that are in place to deal with disasters that have struck or threatening to occur.

1. Contingency Plan for Floods
2. Contingency Plan for Fires
3. Contingency Plan for Epidemics
4. Contingency Plan for Accidents

#### **5.2.5 WATER SERVICE DEVELOPMENT PLAN**

The purpose of IDP and WSDP goals is to provide the Municipality's long term direction and desired state for water services provisioning within the Makana Water Services Authority.

To comply with the Water Services Act (Act 108 of 1997) and the National Water Act (Act 36 of 1998), the WSDP should be prepared as part of the IDP process unless there is no IDP process in which case it can be prepared separately. The WSDP is a sectorial plan that falls within the inter-sectorial umbrella plan of the IDP.



The strategies developed as part of the WSDP has been based on the IDP vision, priority issues and objectives in terms of addressing the when, who, what, etc.

Should it be found that insufficient resources are available to support the strategy, the IDP priority issues and objectives would have to be reconsidered Municipal WSDP was last revised 2008 and adopted by Council in June 2009 and will be revised in the 2017/18 financial year.

## Objectives

The primary objective is for Makana Municipality to provide effective, efficient and sustainable water services and sanitation for all communities within the Makana Municipality jurisdiction and the planning to eradicate backlogs

**Table 95 Backlogs**

Water Works Service Area	Water needs to RDP Level		Sanitation Needs to RDP Level	
	Technical	Management	Technical	Management
Reticulation	35%	35%	35%	35%
Bulk	45%	35%	45%	45%

**Table 96 Status of supply to higher levels**

Present services level	Basic RDP	Hugh RDP	Urban
LM-Services Levels	%	95.5%	95.5%
LM- Sanitation Services	13.6%	73.3%	86.6%

## Cost of Eradicating of backlogs:

**Typical Required Water Sector (DWAf & Local Gov.) Cash flow to meet target dates of 2008 for Water Services and 2010 for Sanitation (DWAf & CMIP) – RM**

**Table 97**

As in 08/09 -10/11	TOTAL
Bulk Water Supply System	48,891,927
Reticulation and Cost Recovery	728,640
Household Sanitation (Up to 2010/11)	38,264,507
Rehabilitation	12,297,966
<b>Sub Total</b>	<b>100,183,040</b>

## What is the strategy to eradicate backlogs?

COST split of Water Sector Funding Requirements for Different Service Levels (RM) Note: Estimates are provided only in the categories where integrated supply services are (to be) provided. The remaining categories can readily be isolated on municipal level and can be financed by consumer contributions and external (non-governmental loan grant etc., funding)

**Table 98**

Backlogs	Basic	High	Urban	Total
	(%)	(%)	(%)	(%)
Bulk Water Supply System	28	20.8	48.8	48.8

Backlogs	Basic	High	Urban	Total
Village Reticulation and Cost Recovery	0.7		0.7	0.7
Household Sanitation (Up to 2010/11)		38.2	38.2	38.212.3
Rehabilitation		12.3	12.2	

## 5.2.6 LOCAL ECONOMIC DEVELOPMENT STRATEGY

**INTRODUCTION:** The Council approved its LED Strategy 2010 and under review. The Strategy comprises a situational analysis and a local economic development framework.

This LED was developed using the following methodology:

- Step One:** Consolidating of the existing research
- Step Two:** Target Sectoral Stakeholder Engagement
- Step Three:** Economic Potential Analysis
- Step Four:** Package Five LE Strategy

### Situational Analysis

The situation analysis explores several components namely: policy, socio-economic, economic, infrastructural, environmental and institutional profiles, as well as an opportunity and constraints analysis.

**The structure of the Situation Analysis report is as follows:**

**Table 99**

CHAPTER	TITLE	PURPOSE
<b>2</b>	<b>Policy Framework</b>	This chapter provides an overview of the national, provincial, district and local municipal planning initiatives that provide the framework in which the LED strategy will be developed.
<b>3</b>	<b>Socio-economic Profile</b>	The socio-economic profile provides a demographic overview of the population residing in the project area and considers indicators such as population growth, education ,income and access to basic services
<b>4</b>	<b>Economic Profile</b>	The economic profile considers various economic indicators such as R-GDP size and growth, and provides a profile of the each of the productive economic sectors in the project area.
<b>5</b>	<b>Infrastructural Profile</b>	This chapter assesses the level of economic infrastructure available in Makana in terms of roads electricity network, water, sanitation and telecommunications so as to better understand the resources available.
<b>6</b>	<b>Environmental Profile</b>	The environmental profile provides a background to the biophysical and environmental characteristics of the area, with reference to topography, climate, vegetation, hydrology and biodiversity.

CHAPTER	TITLE	PURPOSE
7	<b>Institutional Profile</b>	This chapter provides an overview of the institutional structure and capacity of the Makana Local Municipality.
8	<b>Economic Potential Analysis</b>	The potential analysis incorporates an opportunity and constraints assessment, which assists in creating an understanding with regard to the sectoral competitive advantages of the local economy and is used to determine the development potential within the area. Key factors that may be inhibiting growth are also identified as part of this process.

### Strategic Development Framework

Local Economic Development Framework considers the strategic development framework for LED, implementation plan, monitoring and evaluation framework and benchmarking of the LED strategy.

#### The Report Outline

<b>Chapter 2:</b>	<b>Strategic Development Framework</b>	This section presents the framework of strategy and includes the vision, go Programmes and strategic initiatives conceived
<b>Chapter 3:</b>	<b>Implementation Plan</b>	This section provides guidelines for implementation of the strategic framework terms of recommended actions, roles and responsibilities and associated timeframes.
<b>Annexure 1:</b>	<b>Support Agencies</b>	A compendium of support agencies and their contact details.
<b>Annexure 2:</b>	<b>Monitoring &amp; Evaluation Framework</b>	A monitoring and evaluation framework based the SDBIP is provided for the 10 priority initiatives.
<b>Annexure 3:</b>	<b>Benchmarking for LED best practice</b>	Provides criteria for successful LED strategy based on government guidelines.

#### Elements of the LED Framework

The strategic framework is developed in line with and adapted from World Bank LED principles, and is made up of the following elements:

**Vision:** The vision describes the stakeholders' (community, private sector, municipality, non-governmental organisations) agreement on the preferred economic future of the economy.

**Goals:** Objectives are based on the overall vision and specify desired outcomes of the economic planning process. They set performance standards and identify target activities for development.

**Programmes:** Programs are set out approaches to achieving realistic economic development goals.

**Strategic Initiatives:** Allow the prioritised implementation of specific programme components.

The vision sets out what the LED strategy seeks to achieve. All the other elements of the strategic framework thus cascade from the vision. The Makana LED strategy vision was developed after stakeholder engagement convened in the form of an Indaba. The Indaba allowed public participation and input into the vision. The other element that forms a central part of the LED vision is the Makana municipality's vision, as set out in its IDP document.

**The Long Term Economic Vision for The Development of The Makana Area is:**

**A robust, vibrant and sustainable economy that promotes local inclusive development**

The vision can be broken down to certain key words, phrases and principles that are expanded upon in Table 1.

#### Explanation of the Vision Key Principles

**Table 100**

KEY PRINCIPLE	EXPLANATION
<b>Robust</b>	Robustness is the quality of being able to withstand stresses brought on by changes in circumstance. In the ever-changing global economy, it is vital that the economy have the ability to dynamically respond to various pressures. This is to be attained through an ability to adapt to industry trends and adopt evolving technologies and approaches
<b>Vibrant</b>	A vibrant economy is seen through high levels of activity and growth in terms of business attraction and establishment, employment creation and a bustling entrepreneurial base. Given Makana's relatively slow pace of growth from 1995 to 2007, it is vital that an injection of purpose-driven activity infuse the orientation of all economic activity in the area to boost growth and development.
<b>Sustainable</b>	<p>All economic activity that takes place in Makana must be founded on principles of long term sustainability (environmental and economic). Accelerated development and sustainability are not mutually exclusive but should rather be considered at complimentary.</p> <p>A shift towards a green economy (environmentally sustainable) is possible and even desirable within the context of Makana's development and such considerations must be made throughout the economic planning process.</p> <p>Economic sustainability relates to growth that is based on activity that is viable and feasible over the long-run. It thus relates to</p>

KEY PRINCIPLE	EXPLANATION
	positioning the economy to be driven by key sectors that tap into and maximize its inherent traits.
<b>Local</b>	This element underscores the importance of retaining incomes and expenditures within the municipality. This places forth notions of reduced income leakage, prioritised local procurement, and internalised business sector solidarity and stakeholder cohesion. Also intrinsic in this statement is an element of local ownership of and responsibility for the area's growth and development.
<b>Promotes development</b>	<p>This key principle deals with the ability of stakeholders to translate the area's latent potential and comparative advantage into developments that benefit the community at large in a practical and discernible way. Makana has significant unrealised and unexploited development potential and it is pivotal that such low hanging fruit be grasped.</p> <p>Efficiently and effectively utilising available resources makes up part of this key principle. The realisation of Makana's development potential is to be articulated through the interventions envisaged in the Programmes and strategic initiatives contained in the strategic framework.</p>
<b>Inclusive development</b>	<p>Balanced development is envisaged on a household level as well as on the economy-wide level.</p> <p>On the household level there is a need for reduced poverty and other forms of deprivation, employment creation and access to economic opportunities and greater participation levels by all residents of the Municipality. Development and growth must not bypass or lead to the marginalisation of any sections of society.</p> <p>On the economy-wide level the economy whilst concentrating on its competitive and comparative advantages, must also allow for and promote diversification of activity. This reduces the chance of undue reliance on a few sectors, with balanced growth occurring in all sectors of the economy.</p> <p>Imbued in both these elements is the importance of redressing historical and structural imbalances. Historical imbalances relate to marginalisation of various groups into an economic periphery. Structural imbalances are based on the spatial and sectoral distribution of economic activity in the Municipality.</p>

The setting of goals was primarily based on district, provincial and national goals, where appropriate. This was then ratified via public participation at the Economic indaba. It is important to note that although ideally objectives should be SMART (i.e. specific, measurable, achievable, realistic and time-bound); it is not always possible to set quantifiable goals.

Based on the vision discussed above, and the traits of the economy revealed in the situation analysis, the following goals will guide the local economic development strategy:

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

### **Programs and strategic initiatives**

In order for the goals discussed in the previous section to be achieved, the strategic framework contains key developmental thrusts packaged in the form of programs. The programs are based on the findings of the situational analysis, seeking to reduce identified constraints and maximise untapped economic potential. Each program is made up of several strategic initiatives, which fall in the public and private realms. The programs and strategic initiatives discussed in this section all seek to ensure that Makana maximises economic development based on its unique attributes and characteristics.

#### **The programs for the LED strategy are:**

- a) Strategic Partnerships
- b) Infrastructure Provision And Services
- c) Investment Attraction
- d) SMME Promotion
- e) Tourism Development
- f) Leveraging of educational capital
- g) Agricultural sectoral development

The first four programs deal with cross cutting issues that have been identified as requiring strategic interventions. Cross cutting issues relate to challenges and opportunities that transcend sectoral barriers. This can be seen by how the need for strategic partnerships applies across all economic sectors in Makana, how infrastructure promotes development across the economic spectrum, investment attraction is needed by all participants, and SMMEs operate across the board. Cross cutting programs thus apply for the general economic landscape of Makana and are vital for the creation of a conducive and enabling environment for growth and development.

The last three programs provide targeted actions in sectors deemed to be important in shaping the overall future of the economy (tourism, education and agriculture). These sectors were selected based on the following outcomes of the situation analysis:

- Comparative advantage analysis

- Sectorial performance classification
- Opportunities and constraints analysis

The strategic initiatives in each of the sectorial programs zone in on critical success factors that will allow maximisation of their development potential.

Each programme is discussed in the proceeding sections, with elaborations on its motivation, rationale and strategic initiatives. The strategic initiatives are listed in descending order of prioritised, as voted for by stakeholders at the Makana Economic Indaba.

**STRATEGIC PARTNERSHIPS** The strategic initiatives that relate to strategic partnerships in Makana mainly involve the municipality as one of the partners and were developed in response to perceived gaps in intergovernmental and inter-organisational relations.

Filling in these gaps will have a beneficial impact on the ability of government, business, civil society and the community to contribute towards LED.

## ALIGNMENT

The LED Strategic Framework was used as the basis for the LED planning objectives and projects reflected in the IDP 2012-2017 Review.

## 5.3 PERFORMANCE MANAGEMENT INSTITUTIONAL LEVEL

The PM process at organizational level in the Municipality is characterized by the steps that are set out in Figure 2. Although the steps and what follows relate mainly to performance management at organizational level, the principles and approaches as espoused could also be applied to performance management at departmental level.

### 5.3.1 PERFORMANCE PLANNING

Performance will be managed in terms of the IDP and the process of compiling the IDP information; therefore the annual review of the IDP planning process for performance. From figure 2 it should be noted that the last step of the cycle is "Performance review" and the outcome thereof should inform the next cycle of IDP compilation / review by focusing the planning processes on the areas in which the Municipality has under-performed.

### 4.3.2 PERFORMANCE MONITORING

Performance monitoring is an on-going process by which a manager accountable for a specific indicator as set out in the organizational scorecard (and a service delivery target contained in a SDBIP) continuously monitoring current performance against the set targets. The aim of the monitoring process is to take appropriate and immediate action where it appears that target will not be timeously met. The same will apply to the various SDBIPs. Performance monitoring requires appropriate action to be taken should it become evident that a specific performance target is not going to be met. In undertaking performance monitoring processes, the following aspects need to be determined and provided for

- ❖ The data that must be collected in order to assess performance.

- ❖ The methods that must be employed of n the collection, storage, verification and analysis of that data.
- ❖ The processes and formats that must be used in compiling reports on that data.
- ❖ Corrective measures that will be employed when poor performance has been detected.
- ❖ Mechanisms to compare current performance with baseline indicators and performance during the previous financial year.

### **5.3.3 MONITORING REPORTS SHOULD BE SUBMITTED AS FOLLOWS:**

**Table 101**

Submitted to	Frequency
Director	At least quarterly
Municipal Manager	At least Monthly

Managers should track performance trends against targets for those indicators that lie within their area of accountability at least once per month. That will allow them to identify performance related problems and take appropriate remedial action in time. In addition each senior manager should delegate to the direct line manager the responsibility to monitor the performance for his/ her sector.

### **5.3.4 PERFORMANCE MEASUREMENT**

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each KPI and against the target set for such indicator. A manual process will be used to measure performance at Makana Municipality. The municipality's SDBIP scorecards should spell out the name of an official who will be reporting on each indicator. The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result against the target for the period concerned. As such, they need not be against the target for the period concerned. As such, they need not be accountable for performance on the said performance indicator.

### **5.3.5 PERFORMANCE ANALYSIS**

Performance analysis involves the process of making sense of measurements. It requires interpretation of the performance measurements to determine whether targets have been met / exceeded and to project whether future targets will be met or not. Where targets have not been met, the reasons thereof should be examined and corrective action recommended. Where targets have been met or corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organizational learning.

### **5.3.6 THE MANAGER RESPONSIBLE FOR EACH INDICATOR SHOULD, THEREFORE DO THE FOLLOWING:-**

1. Capture the performance data against targets on the scorecard.
2. analyse reasons for meeting or not meeting a target



3. Capture a summary of findings on the scorecard.
4. Recommend remedial actions as appropriate.

The completed organizational and SDBIP scorecards should be submitted to a formal meeting of the senior management team for further analysis and consideration of draft recommendations from the relevant managers. This level of analysis should examine performance across the municipality in terms of all its priorities with the aim to reveal and capture whether there are any broader organizational factors that are limiting the ability to meet any performance targets.

Such analysis should also ensure that quality performance reports are submitted to the Executive committee and that adequate response strategies are proposed in cases of poor performance. After reaching agreement on the analyses the management team can take the scorecards to the executive committee for consideration and review.

#### **5.3.7 PERFORMANCE REPORTING AND REVIEW**

The next two steps in the process of performance management (i.e. Performance reporting and performance Review) will be dealt with at the same time.

This section is further divided into three sections dealing with the requirements for in –year versus annual reporting and reviews respectively and lastly a summary is provided for the various reporting requirements.

#### **5.3.8 IN – YEAR PERFORMANCE REPORTING AND REVIEW**

The submission of the scorecards to the executive committee for consideration and review of the entire municipal performance is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event (i.e. using the performance report as a tool to review the municipality's performance and to make important political and management decision on how to improve).

Performance Review is the process where the leadership of an organization reviews the results; and decides on appropriate action, after the performance of the organization has been measured and reported. In reviewing the organizational and departmental scorecards, the Executive Committee will have to ensure that the committed targets have been met; and where they have not, that satisfactory and sufficient reasons have been provided and that the proposed corrective action is adequate. If satisfied with the proposed corrective action those should be adopted as formal resolution of Council, minutes read and actioned accordingly.

As indicated earlier, the organizational and SDBIP scorecards should be submitted to the executive committee for consideration and review on a quarterly basis. The reporting should therefore take place as follows:-

**Table 102**

QUARTER	PERIOD UNDER REVIEW	MONTH OF REPORTING
1	July to end of September	October
2	October to end December	January
3	January to end March	April
4	April to end June	July

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to council on inter alia, its service delivery performance during the first half of the financial year and service delivery targets and performance indicators as set out in the SDBIP

### **5.3.9 ANNUAL PERFORMANCE REPORTING AND REVIEW**

- ❖ On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such annual report are set out in chapter 12 of the MFMA. In summary it requires that:-
- ❖ All Municipalities for each financial year compile an annual report.
- ❖ The annual report should be tabled within seven months after the end of the financial year.
- ❖ Soon after the annual report has been tabled it should be made public and local community should be invited to submit representations thereon.
- ❖ The Municipal Council should consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the Council's comments on the annual report.
- ❖ The adopted oversight report should be made public.
- ❖ The annual report as tabled and council's oversight report should be forwarded to Auditor-General, the Provincial Treasury and the department responsible for local government in the Province.
- ❖ The annual report as tabled and the council's oversight report should be submitted to the provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirements that the annual report once tabled and oversight report be made public similarly provides the mechanism for general public to review the performance of the Municipality. However the Municipality will budget for the compilation of a user friendly citizens' report. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

Over and above the legal requirements of the MSA and the MFMA, there should be an annual public campaign that involves the community in the review of municipal performance. Such a campaign could involve all or any combination of the following methodologies:-

- ❖ Various forms of media should be used to convey the annual report e.g. radio newspapers, notice boards (in shops and community halls) and billboards.
- ❖ The public should be invited to submit comments on the annual report via physical visits to the Municipality offices, telephone, fax and email.
- ❖ Public hearings could be held in a variety of locations to obtain input of the annual report.

- ❖ Making use of existing structures such as ward committees to disseminate the annual report and invite comments.
- ❖ Hosting a number of public meetings and roadshows at which the annual report could be discussed and input invited.
- ❖ Producing a special issue of the municipal newsletter in which the annual report is highlighted and the public invited to comment.

The public review process should be concluded by formal review of the annual report by the IDP representative Forum of the Municipality.

The annual performance report should be compiled and completed no later than two months after financial – year end. That will ensure that its outcomes can timeously inform the next cycle of performance planning.

### 5.3.10 SUMMARY OF VARIOUS PERFORMANCES REPORTING REQUIREMENT

#### Annual Performance Report

Section 121(3) A annual performance report would have to be Section 121 (3) (c) of the MFMA outlines the requirements for Annual performance reporting. An assessment of municipal performance together with recommendations for council by the audit committee, corrective actions undertaken arising from audit report and competency compliance for inclusion in the annual report.

**Table 103**

Report	Frequency	Submitted for Consideration and or review to	Remarks
1. SDBIP	Quarterly	ExCo	See MFMA Circular 13 of National Treasury for further information
2. Monthly Budget Statements	Monthly	Mayor in consultation with ExCo	See sections 71 and 54 of the MFMA
3. Organisational Scorecard	Quarterly	ExCo	This PMS framework (see section 2.
4. SDBIP mid- year budget and performance assessment	Annually in Jan of each year	Mayor + ExCo Council	See section 72 and 54 of the MFMA
5. Performance Report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report
6. Annual Report	Annually	Council	See chapter 12 of the MFMA

Table104

## PERFORMANCE MANAGEMENT PLAN

<i>Reporting Structure</i>	<i>Reviewing Structure</i>	<i>Report</i>	<i>Submission Date</i>	<i>Where</i>	<i>When</i>
<b>Divisions</b>	Directorates	Monthly performance reports	25 <sup>th</sup> of each month	Directorate	Monthly
<b>Directorates</b>	Executive Management Committee	Monthly performance reports	27 <sup>th</sup> of each month	Municipal Manager's Office	Monthly
<b>Directorates</b>	<ul style="list-style-type: none"> <li>IDP/PMS and Budget Steering Committee</li> </ul>	Quarterly performance reports	10 <sup>th</sup> the of next month after the end of each Quarter	IDP/PMS Unit	Quarterly
<b>Directorates</b>	<ul style="list-style-type: none"> <li>IDP/PMS and Budget Steering Committee</li> </ul>	Mid-term performance reports	10 <sup>th</sup> of January	IDP/PMS Unit	Mid-year
<b>Portfolio Committee</b>	<ul style="list-style-type: none"> <li>Portfolio Committee</li> </ul>	SDBIP Quarterly Report	First and second week next month after the end of each Quarter	IDP/PMS Unit	Quarterly
<b>Directorates</b>	<ul style="list-style-type: none"> <li>Executive Mayoral Committee</li> <li>Council</li> </ul>	Mid-term performance reports	25 <sup>th</sup> January	Strategic Planning Session	Mid-year
<b>IDP/PMS Unit</b>	<ul style="list-style-type: none"> <li>Audit Committee</li> <li>Internal Audit Unit</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated Directorate's Quarterly performance reports audit</li> <li>Quarterly Performance analysis report</li> </ul>	14 <sup>th</sup> of the next month after the end of the Quarter	<ul style="list-style-type: none"> <li>Municipal Manager's Office</li> <li>Internal Audit Unit</li> </ul>	Quarterly
<b>Directorates</b>	<ul style="list-style-type: none"> <li>IDP/ PMS and Budget Steering Committee</li> <li>Council</li> </ul>	Annual Performance reports	10 <sup>th</sup> July	IDP/PMS Unit	Annually

<i>Reporting Structure</i>	<i>Reviewing Structure</i>	<i>Report</i>	<i>Submission Date</i>	<i>Where</i>	<i>When</i>
<b>IDP/PMS Unit</b>	<ul style="list-style-type: none"> <li>▪ IDP/ PMS and Budget Steering Committee</li> <li>▪ Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consolidated Directorate's Annual performance reports</li> <li>▪ Annual Performance analysis report</li> </ul>	14 <sup>th</sup> July	<ul style="list-style-type: none"> <li>▪ Municipal Manager's Office</li> <li>▪ Internal Audit Unit</li> </ul>	Annually

### 5.3.11 THE AUDITING OF PERFORMANCE MEASURES

#### THE ROLE OF INTERNAL AUDIT IN TERMS OF PERFORMANCE MANAGEMENT:

The MFMA requires that the Municipality must establish an internal audit section which could be outsourced (depending on municipal resources and specific requirements) Section 45 of the MSA stipulates that the results of the municipality's performance measures should be audited by the said internal audit sections as part of the internal auditing process and annually by the auditor- General. For Makana, the internal audit function will be outsourced in liaison with the Cacadu District Municipality.

The Municipal Planning and Performance management Regulations stipulates that the internal audit section must, on a continuous basis, audit all performance and auditing must include an assessment of the following:-

- The functionality of the Municipality's performance management system.
- The internal audit section must therefore on a regular basis audit whether the PMS of the Municipality is functioning as developed and described in this framework.
- Whether the Municipality's performance management systems complies with the act.
- This compliance check would require that the Municipality's internal audit unit, at least on an annual basis verify that the Municipality's PMS complies with the said legal requirements.
- The extent to which the Municipality's performance measurements are reliable in measuring the performance of by making use of indicators.
- The Municipality should have proper information that the internal audit function is able to access information regularly and to verify its correctness.
- The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

**AUDIT COMMITTEE:** The MFMA and the Municipal Planning and Performance Management Regulations require that the Municipal Council Should establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the Municipality.

No Councilor maybe a member of an audit committee. Council should also appoint a chairperson who is not an employee of Makana Municipality.

The regulations give Municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of Audit Committee when dealing with performance management is governed by section 14 (2-3) of the regulations which require the audit committee to do the following:-

- Review the quarterly reports submitted to it by the internal audit unit.
- Reviews the municipality PMS and make recommendations in this regard to the council of the Municipality.

At least twice during a financial year submit an audit report to the Municipal Council.

In order to fulfil their function, a performance audit committee may according to the MFMA and the regulations:-

- ❖ Communicate directly with the council, Municipal manager or the internal and external auditor of the Municipality concerned;
- ❖ Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- ❖ Request any relevant person to attend ant of its meetings and if necessary to provide information requested by the committee, and
- ❖ Investigate any matter it deems necessary for a performance of its duties and the exercise of its powers.

**PERFORMANCE INVESTIGATIONS:** The Audit Committee should also be able to commission in depth performance investigations where there is either continued poor performance or a lack of reliability in the information being provided. Those performance investigations should assess the following:-

- ❖ The reliability of reported information.
- ❖ The extent of performance gaps from targets.
- ❖ The reasons for performance gaps.
- ❖ Corrective action and improvement strategies.

The outsourced internal audit section will be used to conduct these investigations and should ensure the involvement of people who are experts in this area. For each investigation, clear terms of reference will need to be adopted by council.

### 5.3.12 STAKEHOLDER ROLES AND RESPONSIBILITIES

**Table 105**

STAKEHOLDER	ROLE
<b>Council / ExCo</b>	<ul style="list-style-type: none"> <li>➤ Adopt the PMS Framework &amp; PMS</li> <li>➤ Adopt the Municipal Scorecards</li> <li>➤ Conduct Annual Review</li> <li>➤ Commission Performance Audits</li> <li>➤ Reports to the Public and Province</li> </ul>
<b>Management team</b>	<ul style="list-style-type: none"> <li>➤ Plan for PM</li> <li>➤ Adopt the PMS Framework &amp; PMS</li> <li>➤ Draft scorecards</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Approve Departmental Scorecards</li> <li>➤ Conduct Performance Measurements</li> <li>➤ Produce PM reports</li> <li>➤ Commission Performance Audits</li> </ul>
<b>Audit committee</b>	<ul style="list-style-type: none"> <li>➤ Assess Performance Management Reports &amp; Make recommendation</li> </ul>
<b>Internal audit</b>	<ul style="list-style-type: none"> <li>➤ Audit the results of performance Measurements</li> </ul>

## 5.4 PERFORMANCE MANAGEMENT AT INDIVIDUAL LEVEL

The reality is that the Municipality is an institution that employs people, thus its performance is highly dependent on employees. It therefore follows that performance needs to be managed at individual employee level. The individual performance management system is a vehicle for implementing the operational plans emanating from the linkages between individuals, functions and the broader Municipal objectives, The PMS is aimed at providing specific standards to assist the employer, management and municipal staff to perform to the required standards. Makana will use the individual PMS to:-

- ❖ Manage and measure behaviours' that contribute to organisational and individual success.
- ❖ Recognise levels of actual performance in relation to agreed targets
- ❖ Encourage continuous improvement and efficiency
- ❖ Identify and act on areas for individual development.
- ❖ Provide a platform for communication on performance between superiors and employees.

This section discussed the structured process for managing performance of the municipal manager and the employees that are directly report to her separately discussed the process of managing performance for the rest of municipal staff.

### 5.4.1 PERFORMANCE MANAGEMENT FOR SECTION 57 MANAGERS

Performance management for municipal manager and the employees that directly report to him will strictly adhere to the provisions of the Municipal performance regulations (2006). The key phases are, namely, Performance Contracting, Performance review, and Performance assessment. This section will also discuss dispute relating to PM.

### 5.4.2 PERFORMANCE CONTRACTING

Performance contracting is characterized by the consultation between the employer and the employee regarding specific performance standards that should be adhered to during the given financial year. Being the first of the three key phases, performance contracting entails the signing of the performance Agreement within one month after commencement of each financial year, with the purpose to:-

- ❖ Comply with the contract of employment
- ❖ Comply with section 57 of the MSA;
- ❖ Specify the agreed objectives and targets, and communicate within municipality's performance expectations in line with the IDP, the SDBIP and the budget;
- ❖ Specify accountabilities that are drawn in the Performance Plan

- ❖ Serve as basis of the municipality's commitment to a performance orientated relationship
- ❖ Provide a platform for monitoring, evaluating and measurement performance against targeted outputs and subsequently rewarding good performance.

At this phase, the employee will commit to focusing on implementing the key objectives (i.e. KPA's including any relevant special projects and the core Competency Requirements (CCR's).

The KPA and CCRs are assigned a weight, respectively. Such weighting (as it is known) denotes the relative importance of the key objective to each other. The KPAs would cover the main areas of work and would account for 80% whereas the CCRs would account for 20% of the final performance assessment. For the MM the KPA's are as follows:

- ❖ Basic Service Delivery
- ❖ Municipal Institutional Development and Transformation
- ❖ Local Economic development
- ❖ Municipal Financial Viability and Management
- ❖ Good governance and Public Participation

For managers that directly account to the MM, the KPAs that are related to the functional areas of that manager's position, should be negotiated between that manager and municipal manager. The CCR that is critical for the employee's job should be selected from the following list and must also note the compulsory Core Managerial Competencies.

#### **5.4.3 CORE MANAGERIAL COMPETENCIES**

- ❖ Strategic Capability and Leadership
- ❖ Programme and Project Management ( compulsory)
- ❖ Financial Management
- ❖ Change Management
- ❖ Knowledge Management
- ❖ Service Delivery Innovation
- ❖ Problem solving and analysis
- ❖ People Management and Empowerment ( Compulsory)
- ❖ Client orientation and customer focus ( Compulsory)
- ❖ Communication
- ❖ Honesty and Integrity

#### **5.4.4 CORE OCCUPATIONAL COMPETENCIES**

- ❖ Competence in self –Management
- ❖ Interpretation of and implementation within the legislative and national policy frameworks
- ❖ Knowledge of development local government
- ❖ Knowledge of Performance Management and reporting
- ❖ Knowledge of global and South African specific political, social and economic context
- ❖ Competence in policy conceptualization, analysis and implementation
- ❖ Knowledge of more than one functional municipal field / discipline
- ❖ Skills in mediation
- ❖ Skills in governance
- ❖ Competence as required by other national line sector departments
- ❖ Exceptional and dynamic creativity to improve the functioning of the municipality



#### 5.4.5 LIST OF CORE COMPETENCY REQUIREMENTS (CCRS) FOR EMPLOYEES

In order to address the development gaps that support the achievement of set performance targets, a personal development plan (PDP) will be developed and form part of the Performance Agreement i.e. In line with the MFMA the performance agreements will be made available to the public.

#### 5.4.6 PERFORMANCE REVIEW

Performance review is aimed at checking and monitoring progress of the employee in satisfying the key objectives and their targets. Performance reviews will happen at the end of the first, second and third quarters of the year as noted below

**Table 106**

Quarter	Period under review	Month of conducting review
1	July to end September	October
2	October to the end of December	January
3	January to the end of March	April
4	April to the end June	July

Makana Municipality may elect to conduct verbal reviews for the first and third quarters, particularly if performance is deemed satisfactory. During any of the reviews, the municipality will however make use of the assessment tools that will be ultimately used in performance assessment phase (4<sup>th</sup> Quarter). Despite the force stated performance review intervals, the employer reserves a choice to review performance at any stage (for as long as the employment contract is still valid). For the operational reasons and also based on agreement with the employee the employer will be entitled to making changes to the provisioning of the performance plan. In addition, performance feedback will be based on the employer's assessment of the employee's performance.

The performance review will entail the "stock taking" of the achievements on KPA and CRRs. Each of the two will be reviewed as follows:-Key performance areas.

**Table 107**

Level	Terminology	Rating				
		1	2	3	4	5
5	Outstanding Performance					
4	Performance significantly above expectations					
3	Fully Effective					
2	Performance not fully effective					
1	Unacceptable performance					

The rating calculator will be developed and used for adding the scores for each KPA thus giving a final KPA score

#### 5.4.7 CRITICAL COMPETENCY REQUIREMENTS

- Each CCR will be reviewed in terms of the extent to which the specified standards have been met.
- The fore going five-point scale will be used for each CCR.
- The rating will be multiplied by the weighting for each CCR and result in a score.
- The rating calculator will be used to add the scores and calculate the final CCR score.

It should be noted that for the mid-year review (i.e. October – December) it is important for the employer to keep records.

#### **5.4.8 PERFORMANCE ASSESSMENT**

Performance assessment is aimed at concluding the employee's performance measurement and development against set objectives. It will happen during the fourth quarter of the financial year. For purposes of practicality, performance assessment will be executed similar to the

Performance Review (explained above), save the following important variations:

- a) It will not be "stock take" but a "final evaluation" exercise for the financial year.
- b) The minimum composition requirements of the evaluation panels will be as follows:

**Table 108**

<b>EVALUATION OF THE MM</b>	<b>EVALUATION OF MANAGERS ACCOUNTABLE TO THE MM</b>
Mayor	MM
Chairperson of the audit committee	Chairperson of the audit committee
Executive Committee Member	Executive Mayoral Committee Member
Mayor or MM from another municipality	MM from another municipality
Ward Committee Member nominated by Mayor	HR Manager or Manager responsible PMS for secretarial purposes
HR Manager or Manager responsible PMS for secretarial purposes	

- c) Performance assessment will form the basis of rewarding outstanding performance and correcting unacceptable performance.
- d) Using the rating calculator, the range of performance bonus will allocated as follows, as a percentage of the all-inclusive remuneration package.

**Table 109**

<b>Performance Score</b>	<b>Performance Bonus</b>
150% +	10% - 14%
130% to 149%	5% - 9%

- e) Unacceptable performance will be handled through providing remedial support to improve the employee's performance for an agreed timeframe (with the employer). If such structured attempts prove to be unsuccessful, the employer should take steps to terminate the contract on ground of unfitness or incapacity. In the case, there should be adherence to the provisions of the Labour Relations Act.
- f) Within 14 days of concluding the assessment of the MM's performance, the results thereof will be submitted to the MED for Eastern Cape local government and the national Minister for local government.

#### **5.4.9 PERFORMANCE MANAGEMENT FOR ALL OTHER MUNICIPAL STAFF MEMBERS**

The Municipality will be focusing in the next following years in cascading Performance management to all employees. PMS has been cascade up HOD level but no review has been conducted yet.

#### **5.4.10 GENERAL ISSUES RELATING TO PERFORMANCE MANAGEMENT**

This section highlights some general issues related to performance management that need to be taken into account in implementing the PMS in the Municipality.

#### **5.4.11 ANNUAL REVIEW OF THE PERFORMANCE MANAGEMENT SYSTEM**

After the full cycle of the annual review and reporting is complete and the audit committee has met as required, the internal audit function will compile a comprehensive assessment/ review report. The report will be on whether the Municipality's PMS meets the system objectives and principles as set out in this framework and whether it complies with the MSA, PMS Regulations and the MFMA.

The report will need to be considered by the audit committee who will then submit any recommendations to the Executive Committee. The review undertaken and recommendations made by the audit committee could serve as input into the wider municipal review of the PMS. After the full cycle of the annual review, the Municipal Manager should initiate an evaluation report that includes inputs from departments. The report will then be discussed by the management team and finally submitted to the Council for discussion and approval. All those steps will also fulfil the MSA's requirement that the Municipality should annually evaluate its PMS.

#### **5.4.12 AMENDMENTS TO KPI'S AND TARGETS**

The Municipality will need to adopt a policy on amendments to performance indicators and targets. As a policy area, such amendments may be proposed but will be subject to the approval of the Executive Committee in consultation with the Municipal Manager.

#### **5.4.13 INTEGRATING PMS WITH THE COUNCIL'S EXISTING MANAGEMENT CYCLE**

International best practice indicates that PMS stands the chance to succeed if it is integrated with the current management cycle of the Municipality.

The purpose of such a cycle would be to guide the integration of important process e.g. the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework. Makana Municipality will develop and adopt a similar cycle that is suitable to its own circumstances and requirements.

#### **5.4.14 INSTITUTIONAL ARRANGEMENTS**

The implementation of the PMS in terms of this framework would require coordination at organisational level and that will be the task of the IDP-PMS Manager's position which will be acting on behalf of the Municipal Manager Performance Agreement.

For PMS at an individual level, the responsibility for co-ordination, administration and record keeping will be the responsibility of the position that is responsible for human resource management. Likewise, such duties will form part of the Corporate Service Director Performance Agreement.

The municipality will ensure that its outsourced internal audit section has expertise in dealing with performance management responsibilities which are practically over and above the traditional financial audit responsibilities.

#### **5.4.15 CONCLUSION**

Performance Management System has been implemented for section 57 managers and plans are in place to cascade to lower levels starting from Head of Department level in the next financial year 2017/22.