

WINNIE MADIKIZELA -MANDELA LOCAL MUNICIPALITY



DRAFT INTEGRATED DEVELOPMENT PLAN

2023-2024 REVIEW

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1.1.1. MAYOR'S FOREWORD

The Integrated Development Plan as reviewed for the 2023 - 2024 financial year is hereby presented as a product of robust consultative engagements and interactions with the communities in all our 32 Wards, development role-players in the public & private sectors, and civil society stakeholders of Winnie Madikizela - Mandela Local Municipality. This document consolidates the development plans to be implemented in the in the thirty two (32) wards of Mbizana.

The communities through the consultative processes made it clear that ensuring increased access to water supply, roads maintenance, electricity provision and housing are still the top basic service needs our government must focus on. These mentioned top community priorities are raised in full awareness of the need to reduce the general basic services and infrastructure backlogs for economic growth. There was also a sharp focus on the need to ensure improved monitoring during projects implementation and improved operations and maintenance on existing projects. The key to achieving service delivery needs presented by communities require improved cooperation and collective response by government spheres in partnership with the private sector. The municipality has made emphasis on the enhancement of coordination of government work through the implementation of the District Development Model (DDM) as the mechanism for improved government performance. However, the flood disasters that occurred in April 2022 has put social distress across the municipality and has negatively affected our original plans and threatened our future plans. We are continuously reviewing our infrastructure strategies and plans in alignment with the Economic reconstruction and recovery plan to enhance our basic service delivery initiatives.

It is further acknowledged that a sustainable solution to the high levels of poverty, inequality and unemployment is to build a flourishing local economy that ensures inclusive ownership and employment. We have realised that the building of sustainable communities does require partnerships with the local and international stakeholders. To realise the above objective, our municipality has been supported by Eastern Cape Rural Development Agency and Alfred Nzo District Municipality in implementing Rural Economic Development Hub (RED- Hub) which is a simple concept linking the three market elements of production, processing and marketing in order to boost competitiveness for the targeted communities. The RED Hub is focusing on agricultural transformation and commercialization of agriculture to enable and to create markets and employment opportunities. To this end, ECRDA & DRDAR has conducted crop yield estimate in order to aid our investment options and decisions.

The agriculture and tourism sectors still continue to occupy our attention in order to fight hunger and poverty whilst we grow our local economy. We are mindful of the threats caused by climate change to the agricultural sector and the community well-being, we are implementing a comprehensive climate change strategy in order to mitigate its negative effects whilst we improve adaptation to the changes. This IDP continues to advance radical social and economic transformation era as espoused in the National Development Plan, the Eastern Cape's Provincial Development Plan, and the District Development Plan. Our municipality is further guided by the 2021 Local government's electoral mandate vision of the ruling party: ***"Together advancing people's power in every community, Local government is in your hands"***, our reviewed and revised Integrated Development Plan puts more focus and emphasis on the following priorities: -

- Progressively extending the provision of basic services to all the communities served;
- Together with the development players we shall enhance the growth of our local economy in order to produce the much needed jobs;
- Together we shall continue to improve public participation and accountability;
- To continuously improve and enhance institutional capacity;
- To improve our roads maintenance works especially after flood disasters of April 2022, this is done in order to improve people mobility for social and economic development.
- Enhancing our fight against the spread of communicable diseases, mainly Covid-19 and HIV & Aids pandemics.

The above will be done within the scope of the prescribed five (5) Local Government Key Performance Areas. The municipality continues to enhance the implementation of Back to Basics programme. The additional pillars of focus during the 2nd phase of B2B are the following: Addressing spatial injustice and spatial dislocation which continue to impact on the lives of our people; Building resilient communities; and implementing ways in which social and economic transformation can best be achieved at a local level. We have included an improved focus on Local Economic Development initiatives as well as revenue enhancement measures which includes electricity metering assessment for improved revenue collection as stated in our revenue enhancement strategy. This we do in order to secure the much needed financial resources for continuous improvements in service delivery.

The municipality is continuously implementing the cost containment measures in order to reduce our expenditure on non-core services. These measures are being implemented as a response to the slow economic growth our country and the world faces against the heightened negative growth effects worsened by Covid-19 pandemic and the ever increasing oil and fuel prices. Therefore, the implementation of this integrated development plan enjoys the support of all community stakeholders, the organs of State and traditional authorities. The municipality cannot be able to build better communities alone, this is a collective task by the people of Winnie Madikizela-Mandela Local Municipality and all the roleplayers in the public and private sectors. This IDP puts more emphasis on putting people needs first, improved public accountability and effective & efficient provision of services. Allow me to say ***“Let us grow Mbizana” together***, indeed ***“Umanyano ngamandla”***.

Yours truly,



CLLR T. D. MAFUMBATHA
MAYOR

1.1.2. EXECUTIVE SUMMARY

Pre-Planning

In accordance with Section 28 of the Municipal Systems Act, a process plan was developed, agreed and adopted by the Municipal Council in August 2022 to guide the planning and drafting of this IDP review. This strategic plan for 2023-2024 financial year focuses on following key areas viz, community development needs, response to MEC's comments on the previous IDP assessments, Auditor-General's comments on our performance reports, updating of information and restricting of the plan in order to make it more accessible.

Municipal Overview

Mbizana as a geographical area covers about 2806 km² and divided into 32 municipal wards. This local government geographical area is named Winnie Madikizela - Mandela Local Municipality under the Alfred District Municipality in the Eastern Cape Province. The municipality is 98% rural, has a population of 319 943 residing in 61 383 households (StatsSA: CS: 2016). The Municipal population is characterized by youthfulness of its population with 77% of the total population less than 35 years of age and 48% of the population economically active. Consistent with the national trends 56% of the population is women. The statistics tell us that we have to develop policies and programmes that will address the plight of the young people and women in the main.

WMMLM Service Delivery Priorities for 2023 – 2024 financial year

The Council of Winnie Madikizela-Mandela Local Municipality is committed to working hard towards the realization of the following priorities which have been aligned to the Vision, Mission and Key Performance Areas of the Municipality: -

| KPA NO.1 BASIC SERVICE DELIVERY 35% | |
|---|---|
| Development Priorities | Strategic Objectives |
| <ul style="list-style-type: none"> Water Supply Roads, Storm water & Transport Infrastructure Electrification of rural households Housing and land use management Provision of Educational Facilities Community services and related matters (refuse, waste, disaster management, pounding, cemeteries, libraries, firefighting, traffic & safety etc) Recreational facilities | <ul style="list-style-type: none"> To provide adequate water supply to communities To construct and maintain roads and related storm water; To ensure that all households have access to a reliable electricity network; To ensure that all waste sites operate according to license conditions; To ensure that all urban households have access to refuse removal services according to predetermined schedule; To ensure that all citizens in MLM have access to well-maintained public amenities; To provide a safe and secure environment for all citizens; To facilitate provision of housing for all qualifying beneficiaries |
| LED AND SPATIAL DEVELOPMENT 30% | |
| Development Priorities | Strategic Objectives |
| <ul style="list-style-type: none"> Agriculture & Farming Forestry Tourism Development SMME Support | <ul style="list-style-type: none"> To grow and strengthen the agricultural sector to contribute 10% in the local economy by 2024 |

| | |
|---|--|
| <ul style="list-style-type: none"> Business, Trade & Manufacturing | <ul style="list-style-type: none"> To promote sustainable use of marine resources for the benefit of the local community and meaningful contribution in the local economy To promote enterprise development and contribute 3% to the local economy by 2024 |
| INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT 10% | |
| Development Priorities | Strategic Objectives |
| <ul style="list-style-type: none"> Organizational Administration & Development (Organogram + EEP) HR development Training and capacity building ICT infrastructure | <ul style="list-style-type: none"> To ensure a competent workforce to achieve organizational objectives; To contribute towards the improvement of skills and education levels in WMMLM To create a safe and healthy working environment; To ensure compliance with relevant legislation and to promote high standards of professionalism, and efficient use of resources as well as accountability; To provide a secure ICT infrastructure which delivers appropriate levels of data confidentiality, integrity and availability. |
| FINANCIAL VIABILITY: 15% | |
| Development Priorities | Strategic Objectives |
| <ul style="list-style-type: none"> Revenue Management Budget & Expenditure Management Financial reporting Supply Chain Management Asset and Stores Management Financial policies and management | <ul style="list-style-type: none"> To improve financial management and financial viability linked to the Local Government financial bench-mark standard To improve the revenue collection rate To have a complete asset management unit To maintain a GRAP Compliant asset register To compile credible Annual Financial Statements |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION: 10% | |
| Development Priorities | Strategic Objectives |
| <ul style="list-style-type: none"> IDP & Performance Management Internal audit Communication & IGR Public participation and ward planning Special Programmes Customer care relations Legal Services By-laws and policies Council support | <ul style="list-style-type: none"> To promote participation and effective communication with communities and stakeholders; To promote efficiency and compliance within the municipality; To promote equity and inclusiveness of vulnerable focus groups such as youth, women, people with HIV& AIDS, PWD, Children and GLBTI+ Community To maintain a clean audit To address all matters as per the audit action plan; and To mitigate risk to an acceptable level based on the risk model adopted. |

Local Economic Development

The pre-planning phase of this IDP formulation involved a gap analysis. Key indicators show that:-

- Unemployment is at about 44%, poverty widely spread with dependency ratio of 99% for children to economically active,
- Government services and domestic (55%) as well as retail sector accounting for the majority of jobs in the market (19%) followed by finances (11%)
- In 2016, Wininie Madikizela - Mandela Local Municipality had an HDI of 0.48 compared to the Alfred Nzo with a HDI of 0.512, 0.596 of Eastern Cape and 0.653 of National Total as a whole.

The key economic drivers as prioritised in the LED strategy are agriculture, tourism and mining and are said to be underdeveloped. The municipality supports SMME development and has invested in establishing the LED forum, Local

Tourism Organisation and Contractor development programme for information sharing, capacity development and marketing. The Municipality in collaboration with other key stakeholders intends supporting SMME's in all sectors with interventions that include training, funding, marketing, and creating access to markets and information. The Municipality has also developed and adopted Agricultural development plan to ensure the development of the sector is appropriately guided and to transform subsistence agricultural practise to commercial practise. Moreover, the following economic sector plans were adopted:- tourism plan, mining potential assessment, this was done in order to understand and unlock the available opportunities and open investments into the local economy. Investments in these sectors shall create sustainable jobs and reduce poverty levels.

Institutional Development & Transformation

The municipality operates within a Collective Executive System combined with a ward participatory system. It has 32 wards and 64 Councillors with an Executive Committee consisting of 10 members. Ward Councillors are chairpersons of ward committees which are responsible for discussing local development issues and concerns. The Council meets once a quarter to consider recommendations from the Executive Committee and/or the Standing Committees through a report from the Honourable Mayor. The Executive Committee meets on a monthly basis to consider matters tabled to it by the Municipal Manager with the helh of the management team.

The organisational structure was designed to achieve the strategic objectives of Council and was reviewed and adopted by Council on the 28th June 2022 with a total of 282 positions and 243 positions filled and 39 vacant positions. The administration is clustered into six areas of service delivery or departments. There are 5 Section 56 Managers and the Municipal Manager all were appointed on a fixed term performance based contract to lead the Municipal Administration as indicated below:-

- Office of the Municipal Manager;
- Budget & Treasury Office;
- Engineering Services;
- Development Planning;
- Community Services; and
- Corporate Services

The municipality has developed, adopted and is implementing a skills plan and an equity plan to guide our capacity building and training interventions. All the necessary policies to guide the functioning of the municipality and its employees were developed and adopted by Council.

Financial Viability

The demographics of Winnie Madikizela - Mandela Local Municipality make it clear that it is a rural municipality, with only a small urban area comprising central business district and the surrounding settlements. This means that the municipality has a limited revenue generating base where it can levy rates and other taxes. The reliance on grant funding then becomes unavoidable. The point about a limited revenue base is then demonstrated by the fact that of the total municipal revenue, only 19% of this is own funding and the remaining 81.1% is grant funding.

The municipality has reliable accounting systems that are able to produce reports as and when they are needed. These systems have started to translate into positive audit outcomes as improvements are undertaken consistently. The improvements are both on accounting systems as well as the operational systems within the Budget and Treasury Office. The department is well established and satisfactory staffed, and efforts are made to ensure that the finance personnel are trained on a regular basis to ensure that they are always informed of the changes that are happening within the accounting framework. Our audit outcomes have been improving from 2016/17 financial year which was unqualified consistently and finally moved to a Clean Audit outcome in 2020/2021 and 2021/2022.

Basic Service Delivery

Backlogs for services are generally high with plans and efforts to reduce such needed services are in place and being implemented. The District municipality as a water services Authority and Provider has revised most of the water schemes in rural areas and plans are in place to reticulate water from the big Ludeke dam. The water services backlog is at 73.6% whilst service provision coverage significantly improved to 73% with only 27% unserved households.

Only 3% of households and 100% businesses including rural business hubs receive refuse collection from the municipality. The municipality is currently at 98% on electrification provision covering in the urban area and rural villages. Through the Integrated National Electrification Programme (INEP) Grant Funding, the municipality has so far been able to connect 7 037 households from 2016/2017 financial year to the end of 2020/2021. A total of 731 households is planned to be connected by Municipality by end of June 2023. About 28% of households have no access to telephones. Those who have access are largely assisted by cell phone connectivity which is often hampered by poor network and signal coverage especially rural areas. With roads maintenance the municipality due to its terrain has a recurring need for road maintenance to the extent that two sets of roads maintenance machinery has been purchased to gradually improve the state of our roads network. The municipality has so far been able to maintain and rehabilitate 352.3 KM's of access roads as from the 2016/2017 financial year to the 2020/2021 financial year, utilising the internal and external plant. A total of 588m² of pothole patching has been completed since 2016/2017 financial year to date.

Social amenities, community services, education, health, road network, transport, social development services have drastically improved where in most of the wards community halls and others have under construction and the municipality has planned to implement the ISDM to utilise all the services and resources available in its area of jurisdiction. The municipality does involve all sector departments on the IDP REP Forum so that they can submit their infrastructure plans this has proven to be a challenge as not all of them attend the IDP REP Forum. The current situation is that the municipality does not have a Comprehensive Infrastructure Plan as not all sector departments are included only the municipality has got its own detailed plans. However the office of the Mayor has been mandated to improve IGR relations with sector departments so as to provide the municipality with sector departments infrastructure plans. The Alfred Nzo District Municipality is both the WSA and WSP, there is also no SLA that has been entered into between District & LM.

Spatial Development Framework

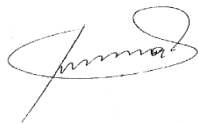
The council reviewed and adopted its SDF during 2021/2022 financial year. It identifies rural service centres that will be used to reach-out to rural communities as we expand service delivery. We embrace the call of the 3rd Presidential Local Government Summit theme: “Transforming Municipal Spaces for radical social and economic development” as a programme towards the realisation of the objectives of the Second Phase of Back to Basics programme.

Planning for the future

The vision, mission and values have been amended in the 2022 - 2027 review reading as follows ***“A vibrant socio-economic growing municipality that creates sustainable communities with equal opportunities for all”***. This IDP will be implemented in alignment with the District Development Model towards realizing the Mbizana Vision 2030.

Conclusion

This document represents the 2023 – 2024 financial year draft IDP review of Winnie Madikizela – Mandela LM, it will be taken to communities for their comments before the adoption of the final plan which will be adopted by the Municipal Council by the end of May 2023 and will be monitored in terms of our annual PMS and SDBIP.



MR. L. MAHLAKA
MUNICIPAL MANAGER

1.1.3. INTRODUCTION – BACKGROUND AND PURPOSE

Section 34 of the Local Government: Municipal Systems Act provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands. As such, this document represents the first review of the 2022- 2027 Integrated Development Plan (IDP) for the Winnie Madikizela – Mandela Local Municipality. The IDP document aims to: -

- Link, integrate and co-ordinate all development plans within the municipality
- Align the resources and capacity of the municipality with the implementation plan.
- Form policy frameworks which constitute the general basis on which the annual budget must be based
- well-match the National and Provincial development plans and with the municipal plans

The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the Municipal area of jurisdiction.

Section 35 of the MSA clearly states that an Integrated Development Plan adopted by the Council of a municipality is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality. It 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. Section 36 furthermore stipulates that a municipality must give effect to its integrated development plan and conduct its affairs in a manner that is consistent with its integrated development plan.

1.1.4. Integrated Development Planning Objectives

Integrated development planning is a process whereby municipalities prepare strategic development plans for a five-year period. These plans should inform planning, decision making, budgeting, land management, promotion of local economic development, and institutional transformation in a consultative systematic and strategic manner. The main objective of developing an IDP is the promotion of developmental local government, through the following: -

- Institutionalizing performance management in order to ensure meaningful, effective and efficient delivery (monitoring, evaluation and review) -Speed up service delivery through making more effective use of scarce resources.
- Enabling the alignment and direction of financial and institutional resources towards agreed policy objectives and programs.
- Ensure alignment of local government activities with other spheres of development planning through the promotion of intergovernmental co-ordination.
- Assist the municipality to focus on environmentally sustainable development strategies and delivery

- Assist in the development of a holistic strategy for local economic development and job creation in the context of a strong poverty alleviation focus.
- Strengthen democracy and institutional transformation.
- Attracting additional funds from private investors and sector departments as the IDP indicates a developmental direction.

A critical concept in the development of an IDP is ensuring that integration takes place. The IDP process and development of plans amounts to an advantage to ensure alignment of all the plans with the IDP. This will ensure that consolidated and integrated sectoral programmes will be developed and that aspects, both horizontally and vertically, ranging from spatial, economic, environmental and social impacts are completely connected. This IDP also aims to: -

- Create a higher level of focus and thereby improve the strategic nature of the document;
- Align this strategic document with the limited financial and human resources
- Align the IDP with the activities of the municipality's departments and other social partners in other spheres of government
- Align the IDP with the various sector and management plans of the municipality.

1.1.5. Legislative Framework

The following legislation defines the nature of the Integrated Development Planning: -

a) Constitution of the Republic of South Africa Act 108 of 1996

Sections 152 and 153 of the Constitution stipulate that a municipality must give priority to the basic needs of its communities and promote their social and economic development to achieve a democratic, safe and healthy environment.

b) Local Government: Municipal Systems Act 32 of 2000

Sections 28 and 34 of the Act stipulate the need for each and every municipality to develop and adopt an IDP, which should be reviewed annually. In addition, it outlines the IDP process and components.

c) Local Government: Municipal Finance Management Act 56 of 2003

Section 21 of the Act makes provision for alignment between the IDP and the municipal budget. The Service Delivery and Budget Implementation Plan is an annual contract between the Municipality's administration, Council and the community, which ensures that the IDP and the Budget are aligned.

d) Local Government: Municipal Planning and Performance Management Regulations (2001).

These Regulations make provision for the inclusion in the IDP of the following: -

- The institutional framework for the implementation of the IDP;
- Investment and development initiatives in the Municipality;
- Key performance indicators and other important statistical information;
- A financial plan of a municipality; and
- A spatial development framework.

e) Local Government: Municipal Structures Amended Act 117 of 1998

This Act provides for the establishment of municipalities and defines the various types and category of municipality. It also regulates the internal systems, structures and office-bearers of municipalities and provides for appropriate.

f) Municipal Property Rates Act 6 of 2004

The objective of this Act is to regulate the power of a municipality to levy rates on property. Rates represent a critical source of own-revenue for municipalities in order to achieve their constitutional development objectives.

g) The Strategic Agenda of the Municipality

The people-driven IDP and Budget of the Municipality takes place within the context of the Intergovernmental Relations Framework and therefore takes into account global, national and provincial perspectives. The IDP is therefore a government-wide expression of developmental commitments. Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, the section below focuses on National Development Plan Vision 2014; Popular Mandate across Spheres of Government; Government Outcomes; Medium Term Strategic Framework (MTSF); the National Spatial Development Perspective (NSDP); Millennium Development Goals.

h) National Development Plan, Vision 2030

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. The Diagnostic Report of the National Planning Commission, released in June 2011, sets out South Africa's achievements and its shortcomings since 1994. The Vision Statement of the NDP is a step in the process of charting a new path for our country. The NDP has the following objectives: -

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

- **Sustainable Development Goals**

On September 25th 2015 countries adopted a set of goals to end poverty, protect the planet and to ensure prosperity for all as part of a new sustainable development agenda. Each of these goals has its own targets that are to be achieved over the next 15 years. For the goals to be reached everyone needs to do their part government, private sector civil society. This therefore means even this municipality has the role to play in realizing these development goals.

These seventeen (17) goals mainly focus on human and social development, infrastructure investment and economic development as well as environment management and sustainability for the benefit of the continent. Each of these goals consists of quantified measurable targets that are meant to address these areas of focus. The identified sustainable development goals include the following: -

- Ending poverty in all its forms and everywhere.
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Ensure healthy lives and promote well-being for all at all ages.
- Quality education: Ensure inclusive and quality education for all and promote lifelong learning.
- Achieve gender equality and empower all women and girls
- Ensure access to water and sanitation for all
- Affordable and clean energy: ensure access to affordable reliable sustainable and modern energy for all
- Promote inclusive and sustainable economic growth, employment and decent work for all
- Build resilient infrastructure, promote sustainable industrialization and foster innovation.
- Reduce inequality within and among countries
- Make cities inclusive , safe , resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts.
- Conserve and sustainably use oceans, seas and marine resources
- Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.
- Promote just, peaceful and inclusive societies
- **Revitalize the global partnership for sustainable development.**

This therefore suggests that all development plans should be settled around these goals so as to ensure that the aspirations of the united nations of saving the world are fulfilled.

i) Delivery Agreement: Outcome 9

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved, viz.:

- Implement a differentiated approach to municipal financing, planning and support;
- Improve access to basic services;
- Implementation of the Community Work Programme;
- Actions supportive of the human settlement outcome;
- Deepen democracy through a refined Ward Committee Model;
- Improve administrative and financial capability;
- A single window of coordination.

The outputs consist of targets, indicators and key activities which need to be achieved. The achievement of these outputs will go a long way in improving the lives of residents whilst at the same time improving the processes within government so they are able to operate more effectively and efficiently.

j) National Spatial Development Perspective (NSDP)

The NSDP's objective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. The National Spatial Development Perspective also informs the Spatial Development Framework of the Municipality.

k) Back to Basics – COGTA Programme for change

The programme is a national initiative aimed at ensuring that municipalities perform their core mandate of delivering basic services to local communities, as enshrined in Chapter seven (7) of the Constitution of South Africa. The Back to Basics approach is based on five principles which are: -

- Putting people first and engaging with the community;
- Delivering basic services;
- Good governance ;
- Sound financial management; and
- Building capabilities.

l) Provincial Development Plan, 2030 Vision for the Eastern Cape

The National Development Plan as explained above sets out a vision for South Africa – a prosperous country with no poverty or inequality. The Eastern Cape's Provincial Development Plan (PDP) plan aims to provide creative responses to the province's challenges. A sustainable future for the Eastern Cape rests on people-centred development to achieve five related goals:

- An inclusive, equitable and growing economy for the province
- An educated, innovative and empowered citizenry

- A healthy population
- Vibrant, equitably enabled communities
- Capable agents across government and other institutional partners committed to the development of the province.

These goals will be pursued with a focus on rural development to address serious inherited structural deficiencies – the legacy of apartheid has left the rural regions of the Eastern Cape underdeveloped, with an urban economy that is unduly stressed and experiencing slow growth. Addressing this spatial unevenness in endowment and development will take time and hard work, but it can be done. The PDP's design and implementation planned to shift discriminatory attitudes towards women and other vulnerable sectors of society.

1.1.6. Powers and Functions

The municipality's mandate stems from the section 152 and 156 of the constitutions (Act 108 of 1996) coupled with the assigned powers and functions drawing from the schedules 4b & 5b. The Constitution indicates that the objects of local government are: -

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

Within this Constitutional role, powers and functions have been defined in terms of the Local Government: Municipal Structures Act as amended. The Municipality should be undertaking all powers and functions listed under column three; however, the main challenge is that the municipality does not have sufficient capacity to undertake all the assigned powers and functions.

| Function | ANDM | WMM LM | Implementation Status | Challenges |
|----------------------------|------|--------|---------------------------------------|--|
| Schedule 4 Part B | | | | |
| Air pollution | X | N/A | N/A | N/A |
| Building regulations | | X | Progressing fairly | Illegal buildings due to non-compliance with approved building plans |
| Child care facilities | | X | Progressing fairly | Keeping up with demand from communities |
| Electricity reticulation | X | X | Progressing well | Limited funds |
| Firefighting Services | X | X | Vehicles and staff deployed by the DM | Vastness of wards and roads conditions in some areas |
| Local tourism | X | X | Progressing well | N/A |
| Municipal airports | X | | N/A | N/A |
| Municipal planning | X | X | Progressing well | N/A |
| Municipal Health Services | X | | N/A | N/A |
| Municipal Public Transport | | X | Not implemented | Limited funding |
| Pontoons and Ferries | X | | N/A | N/A |
| Storm water | | X | Progressing | Limited resources |
| Trading regulations | | X | By law gazetted and implemented | Rapid growth of traders within limited space |

| Function | ANDM | WMM LM | Implementation Status | Challenges |
|--|------|--------------------------|---|---|
| Schedule 4 Part B | | | | |
| Water (potable) | X | | N/A | N/A |
| Sanitation | X | | N/A | N/A |
| Schedule 5 Part B | | | | |
| Beaches and amusement facilities | | X | Progressing | Seasonal operation and access due to roads leading to these facilities |
| Billboards and the display of adverts in public places | | X | By law gazetted | Illegal billboards |
| Cemeteries, Crematoria and funeral parlours | | X | One operating cemetery | Limited space |
| Cleansing | | X | Progressing well | Currently utilising unlicensed dumping site |
| Control of public nuisances | | X | By law gazetted and implemented | N/A |
| Control of undertakings that sell liquor to the public | | X | Bylaw in process of promulgation | No by law in place which has resulted in illegal liquor trading especial in rural areas |
| Facilities for the accommodation, care and burial of animals | | X | By law gazetted and service provider appointed to undertake removal and burial of animals | Removal of fencing along the main roads resulting to stray animals |
| Fencing and fences | X | | N/A | N/A |
| Licensing of dogs | | X | Bylaw gazetted | Illegal keeping of dogs |
| Licensing and control of undertakings that sell food to the public | | X | By law gazetted | Non-compliance by traders with by law provisions |
| Local amenities | | X | Progressing well | N/A |
| Local sport facilities | | X | Progressing at slow pace due to limited resources | Maintenance of facilities and lack of ownership by communities |
| Markets | | X | Temporal market place operational | Space has been provided, construction to take place |
| Municipal abattoirs | | X | Currently performed by DM | N/A |
| Municipal parks and recreation | | X | 1 park in town | Unavailability of space/land |
| Municipal roads | | X | Progressing with back log | Maintenance of constructed roads |
| Noise pollution | | X | By law gazetted and | Difficulty in implementing the bylaw due to cultural practices |
| Pounds | | X | Animal pound operational | N/A |
| Public places | | X | Non-available | N/A |
| Refuse removal, refuse dumps and solid waste disposal | | X | In progress | Operating unlicensed dumping site |
| Street trading | | X | Issuing of trading licencing progressing | Number of traffic wardens to keep up with the number of street vendors |
| Street lighting | | X | Progressing | N/A |
| Traffic and parking | | X | In progress | Increasing volume of motor vehicles in town |
| Disaster Management | X | X (Devolved Function) | Disaster management plan developed and adopted | Community understanding of disaster terms |

1.1.7. The Integrated Development Planning Focus Areas

1.1.8. Updating the planning data

As the municipality, we have collected better information to update our planning baseline. The information changes relate to inputs by desktop statistical research, ward consultations and sector departmental engagements. Local government operates in an ever-changing environment. The dynamic nature of local, national and global environments constantly presents local government with new challenges and demands. Similarly, the needs of the communities of Winnie Madikizela-Mandela continuously change.

This IDP is not only a good corporate governance requirement only; it is also a Legislative requirement in terms of the Local Government: Municipal Systems Act 32 of 2000. The focus of this IDP has therefore been on aligning municipal programmes, projects, strategies and budgets with: -

- Community needs and priorities;
- Updated statistical information;
- Expanding and improving the situational analysis;
- More outcomes orientated targets, to make them realistic and measurable;
- The revised Spatial Development Framework and related sector plans;
- Outcome 9 outputs;
- Integrated and sustainable human settlements, as envisaged in Outcome 8;
- More integrated funding streams;
- The prioritization of job creation and poverty eradication

1.1.9. Previous IDP Assessments by the MEC

The municipality's IDP for 2022 - 2027 was assessed by MEC for Local government as mandated by S32 of the Municipal Systems Act (Act No 32 of 2000) as amended. The municipality managed to obtain an overall high rating in all KPAs. The details of the assessment are as follows: -

| KPA | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 |
|--|-------------|-------------|-------------|-------------|-------------|
| Spatial Planning Framework | High | High | High | High | High |
| Service Delivery & Infrastructure Planning | High | High | Medium | Medium | High |
| Financial Planning & Budgeting | High | High | High | High | High |
| Local Economic Development | High | High | High | High | High |
| Good Governance & Public Participation | High | High | High | High | High |
| Institutional Arrangements | High | High | High | High | High |
| Overall Rating | High | High | High | High | High |

1.1.10. Previous IDP Assessment Findings Corrective Action Plan

There were no major findings with regard to non-compliance with the core-components of the IDP as prescribed in Section 26 of the Local Government Municipal Systems Act, however, the municipality has developed an assessment findings corrective action plan to address the MEC comments:

| Focus Area | Specific Finding | Improvement Measure | Time Frames | Responsible Person |
|---|--|--|-------------|--------------------------|
| KPA NO. 1 SPATIAL PLANNING, LAND, HUMAN SETTLEMENTS AND ENVIRONMENTAL MANAGEMENT | | | | |
| Human Settlements | The municipality must liaise with the Department of Human Settlements for budget provisions in relation to planned housing projects. | The municipality is going to request the Regional Department of Human Settlements (Alfred Nzo) to be informed during the period of business plan to ensure that planned projects become budgeted for. | June 2023 | SM: DP |
| Environmental Management | The municipality must reflect in the IDP the presence of an Air Quality Management Plan (AQMP) as contemplated in Section 15(2) of the National Environmental Management: Air Quality Act, No. 39 of 2004. | Air Quality Management Plan was developed by ANDM, the municipality will adopt the plan and sign MOU with the district municipality. | June 2023 | SM: Community Ser |
| | The municipality must develop and enforce environmental by-laws | Air Quality Management, Coastal Management, Beach and Parks & Recreational by-laws have been adopted by Council and will be taken for public participation in April. | June 2023 | SM: Community Ser |
| KPA NO.2 SERVICE DELIVERY AND INFRASTRUCTURE PLANNING | | | | |
| Roads infrastructure | The municipality must develop Storm Water Management Plan | Municipality made a submission for the DBSA grant funding support on the 31st of March 2021 as required by EC COGTA. The submission for the development and implementation of Road and Stormwater Management Plan. DBSA has appointed a PSP namely Snethemba Consultants who have since develop the business plan and presented it to the key stakeholders. | | DBSA, COGTA |
| | The municipality must plan and budget for non-motorized facilities | Municipality to prioritise budgeting for non-motorised roads facilities versus maintaining existing infrastructure | June 2024 | Exco |
| Waste Management | The municipality must have its adopted Integrated Waste Management Plan (IWMP) endorsed by both CoGTA and DEDEAT MECs | Reviewing status quo of the IWMP, facilitate adoption of the plan and submit to MEC for approval. | June 2023 | SM: Community Ser |

| | | | | |
|--|--|---|---------------|--------------------------|
| | The municipality must expedite the construction of the Majazi land fill site | Majazi Landfill site construction has been budgeted for in the current financial year. Phase 1 will be implemented over 2 financial years | June 2025 | SM: Community Ser |
| | The municipality must develop a trade effluent policy and budget for its operations and maintenance | Consult ANDM, develop trade effluent policy in partnership with the district. | December 2023 | SM: Community Ser |
| Disaster Management | The municipality must ensure that disaster management centre conduct vulnerability and risk assessment (both natural and man-made) | The vulnerable assessment has been conducted as part of disaster management plan which will be adopted by 30 March 2023 | March 2023 | SM: Community Ser |
| | The municipality must develop and adopt disaster management by-laws | Draft disaster management bylaw in place and will be adopted Council by 30 June 2023 | 30 June 2023 | SM: Community Ser |
| KPA 3: FINANCIAL PLANNING AND BUDGETS | | | | |
| Financial viability | The municipality's legal department must expedite the process of promulgating cash management, supply chain management and asset management policies. | | | |
| | The municipality must spend 100% of its capital budget | | | |
| | The municipality publish and gazette Sections 6 and 14 of the Municipality Property Rates Act (MPRA), No. 6 of 2004. | | | |
| | The municipality must promulgate the notices for public inspection of the Valuation Roll and provide gazette number in accordance with Section 49 of the MRPA. | | | |
| KPA 4: LOCAL ECONOMIC DEVELOPMENT (LED) | | | | |
| Local Economic Development | The municipality must reflect the latest information on socio-economic analysis of demographics and income distribution | The Municipality will source latest information from sources like ECSECC on socio-economic analysis of demographics and income statement when we do our IDP review | June 2023 | SM:DP |
| | The municipality must reflect mechanisms to support small town revitalization initiatives | The municipality developed a Small-town Regeneration Strategy in 2017 whose strategic Programme is a holistic approach that aims to do the following; -To support town regeneration and spatial economic development | June 2023 | SM:DP |

| | | | | |
|--|---|---|--------------|---|
| | | planning and implementation processes in small towns. -To build civic pride and social capital to unlock economic opportunities. The information will be reflected explicitly on our IDP during review. | | |
| KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | |
| | The municipality must develop ward-based plans that inform the development of IDP | The municipality is doing socioeconomic infrastructure assessment study in every ward which will form part of the situational analysis and inform the development of the IDP | By June 2023 | Manager Public Participation |
| | The municipality must engage in inter-municipal planning | | | |

1.1.11. The IDP Review Process

This document describes the process to be followed in the 2023/24 IDP review. This process is guided and regulated by the Local Government Municipal Systems Act 32 of 2000, herein-after the “Act” or MSA. The Act prescribes that the municipal Council must review its integrated development plan annually in accordance with its performance measurements and to the extent that changing circumstances so demand

Tabulated herein below is a schedule of the programme to be followed by the Winnie Madikizela - Mandela Local Municipality in its process of reviewing the IDP and Budget. The process plan was developed as expected with schedule of activities and time frames and was adopted by council on the 30th of August 2022. The dates indicated are as per the approved calendar of events and as per prescripts of Section 28 and 29 of the MSA, will be adhered to so as to ensure that the process of the review of the IDP is both credible and adheres to the principles as contained in the Act.

Winnie Madikizela-Mandela Local Municipality

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EXTRACT FROM THE MINUTES OF THE ORDINARY COUNCIL MEETING HELD AT THE

Venue : Municipal Council Chamber
Date : 30 August 2022
Time : 10H00

7. EXECUTIVE COMMITTEE REPORT

7.1. DRAFT IDP, PMS & BUDGET PROCESS PLAN 2023/2024 REVIEW

On the motion of Councillor N Sikibi seconded by Councillor X Bhabhazela it was resolved that: -

- The Council approves the IDP, PMS & Budget Process Plan for 2023/2024 Review.

Signed by

A handwritten signature in black ink, appearing to be "Z. Mhlwazi", is written over a horizontal line.

Cllr Z Mhlwazi

The Speaker

WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12 BIZANA 4800

2022 -08- 31

OFFICE OF THE SPEAKER
TEL: 039 251 0230
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1.1.12.

Schedule of Activities, Time Frames and Responsible Persons

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|-----------------------------------|---------|--|---|-------------------|--|
| QUARTER ONE JULY – SEPTEMBER 2022 | | | | | |
| PLANNING PHASE | IDP | Preparation of the Draft IDP / Budget and PMS Process Plan. | Section 27, 28 & 29 of MSA No.32 of 2000 and Section 21 of MFMA No.56 of 2003 | July 2022 | IDP Coordinator |
| | | Consideration of draft IDP, PMS & Budget Process Plan. | Section 17 & 18 of MSA no. 32 of 2000 | 04 August 2022 | OM & AO |
| | | Tabling of the IDP, PMS & Budget Process to Council for adoption. | Section 28 of MSA No.32 of 2000 | 31 August 2022 | The Mayor |
| | | Submission of IDP, PMS and Budget Process Plan to the District Municipality and DLGTA. | Section 27 of MSA N. 32 of 2000 | 6 September 2022 | IDP Coordinator |
| | | Advertise IDP, PMS and Budget Process Plan in Municipal Website and in local newspapers. | Section 28 of MSA No.32 of 2000 | 6 September 2022 | IDP Coordinator |
| | | Consolidation of Situational Analysis Reports | | September 2022 | All Senior Managers & Sector Departments |
| | | IDP Steering Committee / Technical IGR - Presentation of IDP Process Plan and MEC's Comments on the Previous IDP | Section 17 & 18 of MSA no. 32 of 2000 | 13 September 2022 | Municipal Manager |
| | | IDP Representative Forum – Presentation of IDP Process Plan and MEC's Comments on the Previous IDP | Section 17 & 18 of MSA no. 32 of 2000 | 20 September 2022 | The Mayor |
| | | | | | |
| | PMS | Signing of new performance contracts for Section 57 Managers and submission to EXCO. | Section 69 of the MFMA and Section 57 of the MSA | 29 July 2022 | AO |
| | | Submission of Q4 SDBIP Reports (for last quarter of 21/22) | Section 46 of MSA 2000 to Council | 29 July 2022 | OM & AO |
| | | Submission of the Annual Performance Reports to Council for Adoption | | 22 August 2022 | |
| | | Submission of Annual Performance Report to Auditor General | | 31 August 2022 | |
| | | | | | |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|-------------------------------------|---------|--|--------------------------------------|--------------------|---|
| | BUDGET | Submission of Section 71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | MFMA Section 71 (1) | 14 July 2022 | CFO and Manager: Budgeting & Reporting |
| | | Develop process and timetable for the 2023/24 Budget Section 21(1)(b -)At least 10 months before the start of the budget year the mayor of the Municipality must table in the municipal council a time schedule outlining key deadlines for the preparation , tabling and approval of the annual budget ; annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act and the budget related policies ; the tabling and adoption of any amendments to the integrated development plan and the budget related policies and any consultative processes forming part f the processes | MFMA Section 21(1)(b-1) | 8 August 2022 | CFO and Manager: Budgeting & Reporting |
| | | Submission of Section 71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | MFMA Section 71(1) | 15 August 2022 | CFO and Manager: Budgeting & Reporting |
| | | 2021/22 Financial Statements submitted to Auditor-General | | 31 August 2022 | MM & CFO |
| | | Establish Budget Steering Committee for 2023/24 budget year | | 31 August 2022 | MM & CFO |
| | | Submission of Section 71 Report to Provincial & National Treasuries. Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | MFMA Section 71(1) | 14 September 2022 | CFO and Manager: Budgeting & Reporting |
| | | | | | |
| | | | | | |
| QUARTER TWO OCTOBER - DECEMBER 2022 | | | | | |
| ANALYSIS PHASE | IDP | Mayoral Imbizos - Feedback on IDP Implementation, Data Collection & Analysis continues | Section 16 & 17 of MSA no.32 of 2000 | 7-10 November 2022 | The Mayor, Exco, MM & All Senior Managers |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|------------------|---------|---|---|-----------------------|--|
| | | Consolidation of situational analysis report | MFMA No. 56 of 2003 (s21) & MSA No. 32 of 2000 (s29) | October 2022 | IDP Unit & All Senior Managers |
| | | | | | |
| | PMS | Compilation of First Quarter Performance Report | Section 52 (d) of the MFMA of 2003 | 18 October 2022 | MM Office |
| | | Finalize the draft 2021/2022 annual report incorporating financial and Non-financial on performance, audit reports and annual financial statements. | MFMA No. 56 of 2003 (s127) | 12 December 2022 | Senior Managers & Operations Manager |
| | | | | | |
| | BUDGET | Submission of Section 71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than 10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget | MFMA Section 71(1) | 14 October 2022 | CFO and Manager: Budgeting & Reporting |
| | | Submission of D-Form to NERSA Section 43 of the MFMA: Applicability of Tax and Tariff capping on Municipalities | Section 43 of the MFMA No. 56 of 2003 | 28 October 2022 | CFO, Manager: Revenue & Expenditure and Electrical Superintendent Engineer |
| | | | | | |
| STRATEGIES PHASE | IDP | Reviewal of, objectives, strategies, programmes, KPI's, targets (operational plans) | Section 21 of MFMA No.56 of 2003 and Section 29 of MSA No. 32 of 2000 | 01 – 30 November 2022 | All Internal Depts. & Sector Depts. |
| | | IDP Steering Committee / Technical IGR Meeting to present consolidated situational analysis report | Section 17 & 18 of MSA No. 32 of 2000 | 28 November 2022 | MM, All Senior Managers & Sector Departments |
| | | IDP Rep Forum Meeting to present consolidated situational analysis report | | 6 December 2022 | The Mayor |
| | | | | | |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|-------------------------|---------|---|---|---------------------|--------------------------------------|
| | BUDGET | Check with National, Provincial Governments and District Municipalities for any information in relation to budget and adjustment budget to projected allocations for the next three years. | | 07-30 November 2022 | Manager: Budgeting & Reporting /CFO |
| | | Submission of Section 71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | MFMA Section 71(1) | 14 November 2022 | CFO & Manager: Budgeting & Reporting |
| | | Submission of Section 71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | MFMA Section 71(1) | 14 December 2022 | CFO & Manager: Budgeting & Reporting |
| | | | | | |
| | | QUARTER THREE JANUARY- MARCH 2023 | | | |
| PROJECTS PRIORITISATION | IDP | Review Prioritization of IDP projects | | January 2023 | The Mayor & EXCO |
| | | Integration & alignment of projects and programmes of LM, DM, sector departments and parastatals. | | February 2023 | IDP Coordinator & OM |
| | | IDP Steering Committee /Technical IGR sit to discuss prioritized projects for 2023 / 2024 period | Section 17 & 18 of MSA No. 32 of 2000 | 28 February 2023 | AO & OM |
| | | Consolidation of drat IDP Document | | 01– 10 March 2023 | IDP Coordinator |
| | | EXCO - presentation of draft IDP 2023/2024 | MFMA No. 56 of 2003 (s30) & MSA No.32 of 2000 (s30) (c) | 23 March 2023 | Municipal Manager |
| | | Draft IDP& Budget adopted by Council | | 31 March 2023 | The Mayor |
| | | | | | |
| | PMS | Senior Managers to submit Mid - year Assessment Report (Q2 reports) | Section 72 of MFMA 56 of 2003 | 10 January 2023 | Senior Managers & Operations Manager |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|-------|---------|---|---|--------------------------|--|
| | | Strategic Planning Session for Mid – year assessment report. Refining objectives and strategies | Section 21 of MFMA no. 56 of 2003 & Section 29 of MSA No.32 of 2000 | January 2023 | Municipal Manager |
| | | Municipal Manager submits Midterm/Midyear Report to the Mayor | Section 54 (1) MFMA of 2003 | 31 January 2023 | Municipal Manager |
| | | Revise SDBIP in accordance with adjusted budget | | February 2023 | |
| | | Submit report to AG, Provincial Treasury and DLGTA. | | February 2023 | |
| | | 2021/2022 Oversight report on the Annual Report | MFMA No. 56 of 2003 (s127) | February 2023 | MO |
| | | Council adopts the 2021/2022 Annual report with the comments of the Oversight Committee. | | 31 March 2023 | |
| | | | | | |
| | BUDGET | Obtain any projected adjustment allocations from National, Provincial Governments & District Municipality for the next three years. Section 21 of the MFMA 56 of 2003: Budget Preparation Process | Section 21 of MFMA No.56 of 2003 | 16-20 Jan 2023 | Manager: Budgeting & Reporting /CFO |
| | | Submission of Section 71 Reports to Provincial & National Treasuries Submission of Mid-year assessment report to council Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | Section 71(1) of the MFMA 56 of 2003 | 16 January 2023 | CFO and Manager: Budgeting & Reporting |
| | | Budget adjustment Consultation Process begins Section 28 of the MFMA the Municipality May revise an approved annual budget though an adjustment budget | Section 28 of the MFMA 56 of 2003 | 23 Jan -03 February 2023 | Manager: Budgeting & Reporting/CFO |
| | | Submission of 71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | Section 71(1) of the MFMA 56 of 2003 | 14 February 2023 | CFO and Manager: Budgeting & Reporting |
| | | | | | |
| | | | | | |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|-------|---------|---|--|----------------------|--|
| | | Budget Steering Committee - To discuss the and Finalize the Adjustment Budget Section 21 of the MFMA 56 of 2003: Budget Preparation Process | Section 21 of the MFMA 56 of 2003 | 15 February 2023 | Executive Mayor and Municipal Manager |
| | | Council to approve Adjustment Budget Section 28 of the MFMA the Municipality May revise an approved annual budget though an adjustment budget and read together with Section 72(3) The Accounting Officer must as part of the review make recommendations as to whether an adjustment budget is necessary and recommend revised projection of revenue and expenditure to the extent that this may be necessary | Section 28 and Section 72(3) of the MFMA | 28 February 2023 | Executive Mayor and Municipal Manager |
| | | Consultation with departments for submission of 2023/24 First Draft Budget Section 16(2) Annual Budget: The Mayor of a Municipality must table the annual budget at a council meeting 90 days before the start of the budget year Section 43 of the MFMA | Section 16(2) and Section 43 of the MFMA | 22 Feb-03 March 2023 | CFO, all Heads of departments and Manager: Budgeting & Reporting |
| | | 2023/24 First Draft Budget to Budget Steering Committee Section 16(2) Annual Budget: The Mayor of a Municipality must table the annual budget at a council meeting 90 days before the start of the budget year Section 43 of the MFMA | Section 16(2) and Section 43 of the MFMA | 10 March 2023 | Portfolio Head: Finance |
| | | Mid – year budget engagements with Provincial Treasury | | 14 March 2023 | MM & CFO |
| | | Approval of Electricity Tariffs by NERSA Section 16(2) Annual Budget: The Mayor of a Municipality must table the annual budget at a council meeting 90 days before the start of the budget year | Section 16(2) and Section 43 of the MFMA | 01-24 March 2023 | Manager: Revenue & Expenditure, CFO and Electrical Superintendent Engineer |
| | | Council adopts First Draft Budget for 2023/2024 | Section 16(2) and Section 43 of the MFMA | 31 March 2023 | Executive Mayor |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|--------------------------------|---------|--|---|--------------------|--|
| | | Section 16(2) Annual Budget: The Mayor of a Municipality must table the annual budget at a council meeting 90 days before the start of the budget year Section 43 of the MFMA | | | |
| | | Submission of Section71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | Section 71(1) of the MFMA 56 of 2003 | 14 March 2023 | CFO and Manager: Budgeting & Reporting |
| | | | | | |
| QUARTER FOUR APRIL – JUNE 2023 | | | | | |
| APPROVAL PHASE | IDP | Publicize / advertise the IDP & Budget Road - show schedule. | | 11 April 2023 | IDP Coordinator |
| | | Draft IDP advertised for public reviewing & comments | | 03-20 April 2023 | |
| | | Submission of Draft IDP documents, Provincial Treasury and the MEC for Local Government ad Traditional Affairs | | 14 April 2023 | IDP Coordinator |
| | | IDP & Budget Road-shows | | 17 – 21 April 2023 | Local & DM Mayors |
| | | EXCO– consideration and incorporation of public comments in the IDP & Budget | | 19 May 2023 | The Mayor & Municipal Manager |
| | | Mayor tables 2023/2024 IDP and Budget to Council for final adoption. | | 28 May 2023 | The Mayor & Municipal Manager |
| | | Final IDP Presented to the IDP Representative forum | Section 17 & 18 of MSA No. 32 of 2000 | 06 June 2023 | The Mayor & Municipal Manager |
| | | Public notices on approval of the final IDP 2023/2024 | Section 25 (4) (a) of the MSA No.32 of 2000 | 06 June 2023 | IDP Coordinator |
| | | Uploading the adopted IDP and Budget to the Municipal Website | | 06 June 2023 | |
| | | Submission of the final IDP to COGTA | Section 32 of the MSA No.32 of 2000 | 13 June 2023 | |
| | | | | | |
| | PMS | Submit Annual report to AG, Provincial Treasury, Legislature and COGTA. | Section 132 (1) & (2) of the MFMA of 2003 | April 2023 | MO |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|-------|---------|---|--|---------------|--|
| | | Compilation of Third Quarter Performance Reports | Section 52 (d) of the MFMA No. 56 of 2003 | 14 April 2023 | |
| | | Drafting of new scorecards by s56 managers | Section 69 3 (b) of the MFMA No. 56 of 2003 | 19 June 2023 | All Senior Managers |
| | | Draft SDBIP & Performance Agreements to the Mayor 14 days after adoption of IDP & Budget | | 19 June 2023 | MM, All Senior Managers & All Managers |
| | | The Mayor approves Institutional SDBIP within 28 days of Budget approval | Section 53 (1) © (ii) of the MFMA No. 56 of 2003 | June 2023 | Operations Manager |
| | | Submit Approved SDBIP to National & Provincial Treasury | | June 2023 | Operations Manager |
| | | | | | |
| | BUDGET | Budget advertised for public comments, Public Meetings & Consultation | Section 22(a) of MFMA No. 56 of 2003 | 14 April 2023 | Municipal Manager /CFO |
| | | Section 22(a) after an annual budget is tabled in the municipal Council, the Accounting Officer must make public the annual budget and documents referred to in section 17(3) and invite the local Community to submit representation in connection with the budget | | | |
| | | Submission of Section 71 Report to Provincial & National Treasuries | Section 71(1) of MFMA No. 56 of 2003 | 14 April 2023 | CFO and Manager: Budgeting & Reporting |
| | | Section 71(1) –The accounting officer of a municipality must by no more than 10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | | | |
| | | Draft budget engagements with Provincial Treasury | | 18 April 2023 | Municipal Manager and CFO |
| | | Section 71(1) –The accounting officer of a municipality must by no more than 10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget the start of the budget year considers approval of the annual budget | Section 71(1) of MFMA No. 56 of 2003 | 15 May 2023 | CFO & GM : Budget & Accounting |
| | | Submission of Section 71 Report to Provincial & National Treasuries | | | |
| | | 2023/2026 Final Budget to IDP, Budget and PMS Steering Committee | Section 24(1) of MFMA No. 56 of 2003 | 12 May 2023 | Portfolio Head Finance |
| | | Section 24(1) the Municipal Council must at least 30 days before the start of the budget year consider approval of the annual budget | | | |

| PHASE | PROCESS | ACTIVITIES | LEGISLATIVE REQUIREMENT | TIMEFRAMES | RESPONSIBLE PERSON |
|-------|---------|--|---|--------------|---|
| | | Council consider adoption of Final Annual Budget for 2023/2026 Section 24(1)-The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget | Section 24(1) of MFMA No. 56 of 2003 | 31 May 2023 | Executive Mayor and Municipal Manager |
| | | MTREF Budget, Budget related policies, annual report published on Council website. Section 75(1) (a, b) The Accounting Officer of a Municipality must place on the website referred to in section 21A of the systems Act the following documents: Annual and Adjustment budget and all related policies | Section 75(1) (a, b) of MFMA No. 56 of 2003 | 14 June 2023 | Manager: Budgeting & Reporting and Manager: ICT |
| | | Annual Budget Reports to National & Provincial Treasury. Regulation 20(1) The Municipal Manager must comply with section 24(3) of the Act within 10 working days after the council has approved the annual budget, The Municipal Manager must submit to National Treasury and relevant provincial Treasury in both electronic and printed form | Section 24(3) of MFMA No. 56 of 2003 | 14 June 2023 | CFO and Manager: Budgeting & Reporting |
| | | Submission of Section 71 Report to Provincial & National Treasuries Section 71(1) –The accounting officer of a municipality must by no more than 10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget. | Section 71(1) of MFMA No. 56 of 2003 | 14 June 2023 | CFO and Manager: Budgeting & Reporting |

1.1.13. The roles and responsibilities in the IDP Process

| Stakeholder | Composition and Responsibility |
|---|---|
| Local Council | <p>The Municipal Council is the ultimate political decision-making body of the municipality and the Council has the responsibility to:</p> <ul style="list-style-type: none"> consider and adopt the IDP Process Plan & time schedule for the preparation, tabling & approval of the annual budget; consider and adopt the IDP and annual Budget; ensure the municipal budget is coordinated with and based on the IDP; adopt a Performance Management System (PMS) Monitor progress and IDP implementation |
| The Executive Committee of Local Municipality | <p>The Executive Committee of Winnie Madikizela – Mandela Local Municipality have the ultimate responsibility for the preparation and implementation of the IDP, Budget & Performance Management. The EXCO is responsible for: -</p> <ul style="list-style-type: none"> for the overall oversight, development and monitoring of the process or delegate IDP & PMS responsibilities to the Municipal Manager; ensure that the budget, IDP & budget related policies are mutually consistent & credible; Submit the revised IDP & the Annual Budget to the municipal Council for adoption. |
| Ward Councillors, Traditional & Ward Committees | <p>Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> link the planning process to their constituencies and/or wards; ensure communities understand the purpose and the key mechanisms of the IDP, Budget process, Performance Management and are motivated to actively participate; facilitate public consultation and participation within their wards. provide feedback to their communities on the adopted IDP and Budget. |
| The IDP, PMS & Budget Steering Committee | <p>The IDP/PMS Steering Committee will be established to provide technical guidance over the IDP/Budget & PMS review</p> <p>An IDP Steering Committee that would function, as a technical working team shall be composed of the following members:</p> <ul style="list-style-type: none"> Municipal Manager (Chairperson) Municipal Management Team Senior Managers from Sector Departments Secretariat from IDP & PMS Unit |
| The Municipal Manager | <p>The Municipal Manager has the responsibility to provide guidance and ensure that the administration actively participates and supports the development and review of the IDP and Budget and works towards its implementation.</p> |
| Directorates & Departments | <p>Directorates and Departments are responsible for sector planning and for the implementation of the IDP. The participation of all Departments is thus critical and they:</p> |

| Stakeholder | Composition and Responsibility |
|--|--|
| | <p>provide technical / sector expertise and information, throughout the IDP Budget process;</p> <p>ensure that the review process is participatory, integrated, strategic, implementation-oriented, budget linked and aligned with and satisfies sector planning requirements;</p> |
| Representative Forum and Community Stakeholders | <p>The IDP/ PMS/ Budget Representative Forum constitutes the structure that institutionalizes sectoral participation in the IDP Process. The members of the IDP Representative Forum include Business, Traditional leaders Government& NGO sectors (as well as political and technical leaders of the IDP Clusters)</p> <p>The Mayor or her nominee chairs the Forum. The Forum has the following functions and duties:</p> <p>represents the interests of their constituents in the IDP</p> |
| <p>Budget Steering Committee:</p> <p>Shall be constituted as follows:</p> <p>The Mayor</p> <p>The Chairperson – Finance Standing Committee</p> <p>The Municipal Manager</p> <p>All Senior managers</p> <p>Managers IDP & PMS</p> | <p>The primary aim of the Budget Steering Committee is to ensure:</p> <p>that the process followed to compile the budget complies with legislation and good budget practices;</p> <p>that there is proper alignment between the policy and the service delivery priorities set out in the municipality's IDP and the budget, taking into account the need to protect the financial sustainability of the municipality;</p> <p>that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and</p> <p>that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.</p> |

1.1.14. Public participation mechanisms and procedures of this IDP

As required by the Municipal Systems Act No. 32 of 2000, one of the main features about integrated development planning and budget process is the involvement of community and stakeholder organizations in the IDP processes. Community involvement is to ensure that the IDP addresses the real issues that are experienced by the citizens. The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organizations in the matters of local government". The White Paper on Local Government also put emphasis on public participation. Through the Municipal Systems Act participation in the decision-making processes of the municipality is determined to be a right of communities, residents and ratepayers. Integrated development planning is emphasized as a special field of public participation.

The main feature of the IDP process is the involvement of communities and all interested parties / stakeholders to ensure that the IDP addresses the real issues that are experienced by the citizens within the jurisdiction of the municipality. Public Participation will then occur in the following manner as outlined below: -

- IDP Representative Forum;
- Mayor's conversations with different stakeholders;
- Ward Community & Ward Committee meetings convened by Councillors;
- Published annual reports on municipal progress;

- Newspaper advertisements and notices;
- Making the IDP document available to all members of the public;
- Outreaches by Municipality to communities and Stakeholders;
- Information dissemination through the WMM LM quarterly newsletter;
- Sector specific for a, namely, LED Forums, Local Communicators Forum.

1.1.15. Community participation and community issues

Community Based Planning (CBP) is a tool that is used to enhance participation of communities in developmental programs and process. It was introduced to encourage ownership of government developmental initiatives by communities. With the introduction of the Masiphathisane campaign by the Premier (War rooms) the municipality has been in the position of fully implementing the community-based planning approach, even though in some wards the war rooms need to be revived. The executive committee as mandated by council uses the ward priorities to prioritise projects to be funded and implemented through the IDP and SDBIP in each financial year.

CHAPTER TWO

2. SITUATIONAL ANALYSIS

Situational Analysis provides an overview of the composite development challenge facing Winnie Mandela - Mandela Municipality based on its own self-assessment and analysis. It gives a brief overview of Winnie Madikizela-Mandela demographic profile and illustrates the composition of Winnie Madikizela-Mandela population considering key indicators such as: population numbers; racial make-up, house hold income, employment and education. In the end a number of pertinent issues shall be drawn from the demographic profile, and it is these issues that shall inform the strategies which shall be presented in later chapters.

The statistics information included in this section comes from the 2011 census and Community Survey 2016. It also highlights key issues and challenges relating to municipal demographics profile, Institutional Transformation and Development, Financial Viability, Local Economic Development, Service Delivery profiles and Spatial Development Framework.

2.1.1. THE MUNICIPAL CONTEXT AND DEMOGRAPHIC

Winnie Madikizela – Mandela Local Municipality (EC443) was established in terms of Section 155 (1) (b) of the Constitution of the Republic of South Africa. Our Municipality is one of the four category B municipalities falls within the Alfred Nzo District Municipality (DC44). It is located within the Wild Coast Region of the Eastern Cape Province along R61 connecting KwaZulu Natal South coastal boundary to the N2 highway. To the west and south the municipality shares common boundaries with the Umzimvubu, Ntabankulu and Ngquza Hill local municipalities. The Mtamvuna and Mtentu rivers form the northern and southern boundaries of the municipality. The geographical area of the Mbizana jurisdiction is 2 416 square km, contributing 0.20% to the national geographical area. Dominant land users within Winnie Madikizela - Mandela Municipality are mostly rural with a large emphasis on subsistence agriculture in the interior and some tourism development along the coast. The natural environment in the coastal belt of the area is in an unspoiled condition and has exceptionally high conservation value. The conservation value of the inland areas is significantly lower than the coastal areas due to human activities.

2.1.2. Population Trends and Concerns

The total population of our municipality has increased from 281 905 in 2011 to 319 948, living in 61, 383 households which represent an estimated household's average of 5.2 persons per household (CS: 2016). WMMLM accounts above 35% of the total district population which makes it the largest in population size within ANDM: -

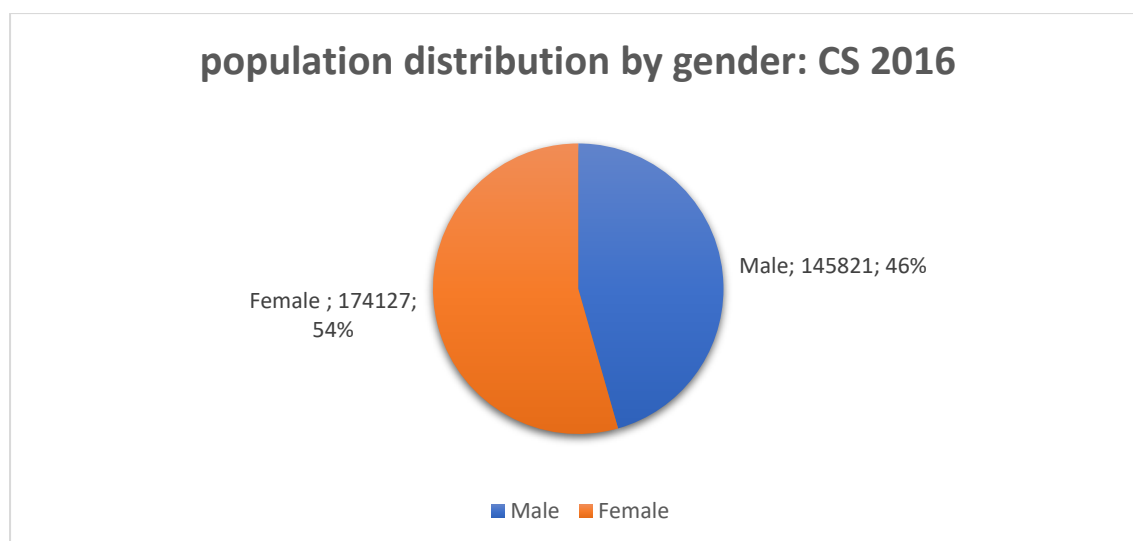
| Population by Households | | | |
|--------------------------|---------|------------------------|---------|
| Census 2011 – CS 2016 | | | |
| 2011 | | 2016 | |
| Total Households | 48, 447 | Total Households | 61, 383 |
| Average Household size | 5,8 | Average Household size | 5,2 |

There are also factors such as migration of people into the municipality particularly in the urban area of Bizana for better employment opportunities and services this exerts pressure to the municipality as it has to increase its budget for service provision in town and mainly for indigent households. As the municipality is a border municipality there has been also a great noticeable migration of young people to KwaZulu Natal for employment some drop out of school this also affects education levels of the municipality. The municipality also experiences high HIV/AIDS prevalence rate due to migration of teenagers from KwaZulu Natal. Interventions have been developed by the municipality and NGOs to overcome this strategy. The table below illustrates population growth between 2011 Census and 2016 Community survey: -

| Population Trends | | | | | | | | | | | | | |
|-----------------------|--------|--------------------|-------|------------------|--|-----------------------|--------|--------------------|--------|------------------|-----------|--|--|
| Census 2011 – CS 2016 | | | | | | | | | | | | | |
| Census 2011 | | | | | | Community Survey 2016 | | | | | | | |
| Total Population | | Total (15-34years) | | Youth Proportion | Persons aged 20 years completed grade 12 | Total Population | | Youth (15-34years) | | Youth Proportion | Sex ratio | Total Population intercensal growth rate (2011 - 2016) | Persons aged 20 years completed grade 12 |
| Male | 128332 | Male | 43053 | 32,9 | 21278 | Male | 145821 | Male | 57176 | 38,6 | 83,7 | 0,029 | 28996 |
| Female | 153573 | Female | 49789 | | | Female | 174127 | Female | 66390 | | | | |
| Total Population | 281905 | Total Youth | 92842 | | | Total Population | 319948 | Total Youth | 123567 | | | | |

2.1.3. Gender Distribution

The Census 2011 and 2016 Community survey by Stats SA simultaneously indicates the population of Mbizana is dominated by females at about 54% of the total population compared to 46% of males. The table below shows that about 174 127 (54%) of the total population of Winnie Madikizela-Mandela is women against 145 821 (46%) which are males: CS 2016.



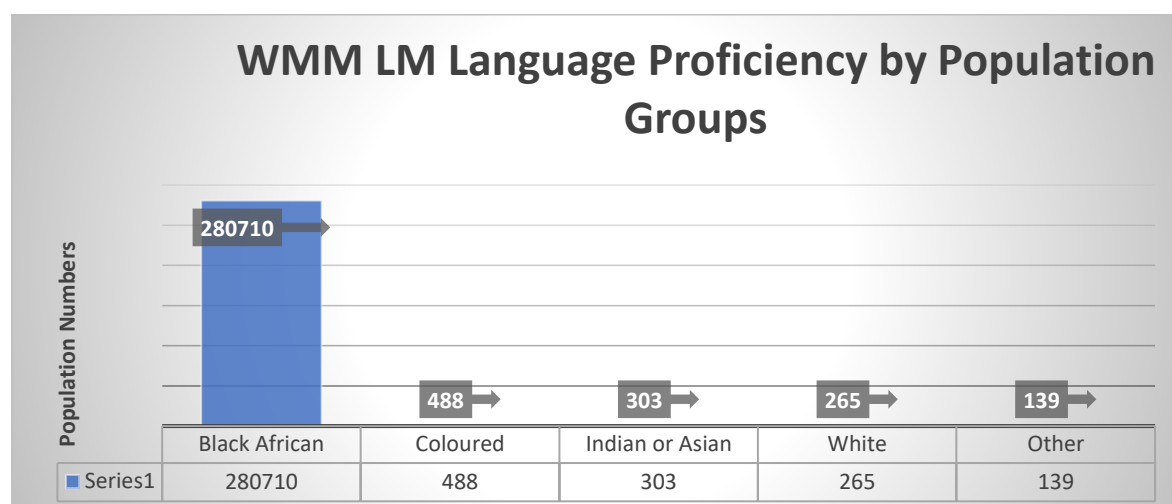
This indicates that there should be dedicated programs of integration and incorporation of women in key planning and decision-making roles of the municipality. Moreover, there is need for consideration of the following: -

- Promoting participation of women in policy making and development.
- Ensure involvement of women in economic development activities.
- Improving women's earning power and reducing vulnerability of women to poverty.

The following table indicates that the according to Community Survey of 2016 by Stats SA about 123 567 of the total population is the youth ages between 15 to 34 years, of which 66 390 are women against 57 176 which are male.

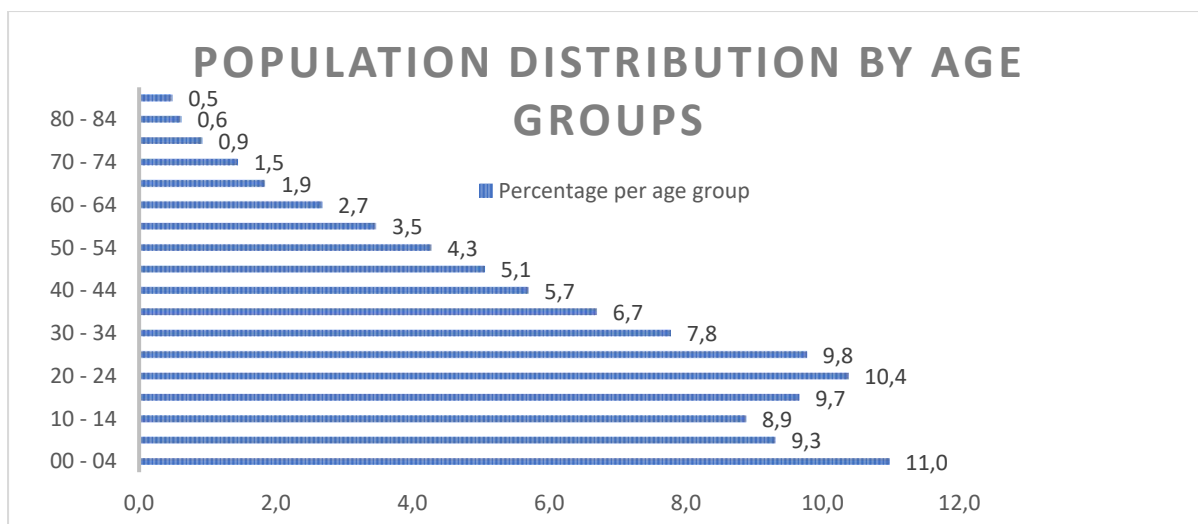
2.1.4. Population Distribution by Race

The largest population group in Winnie Madikizela-Mandela is Black Africans at 99, 58% of the total population followed by Coloureds at 0, 17%, Indians / Asians at 0, 11%, Whites at 0, 09% and others at 0, 04% as demonstrated in the chart below:



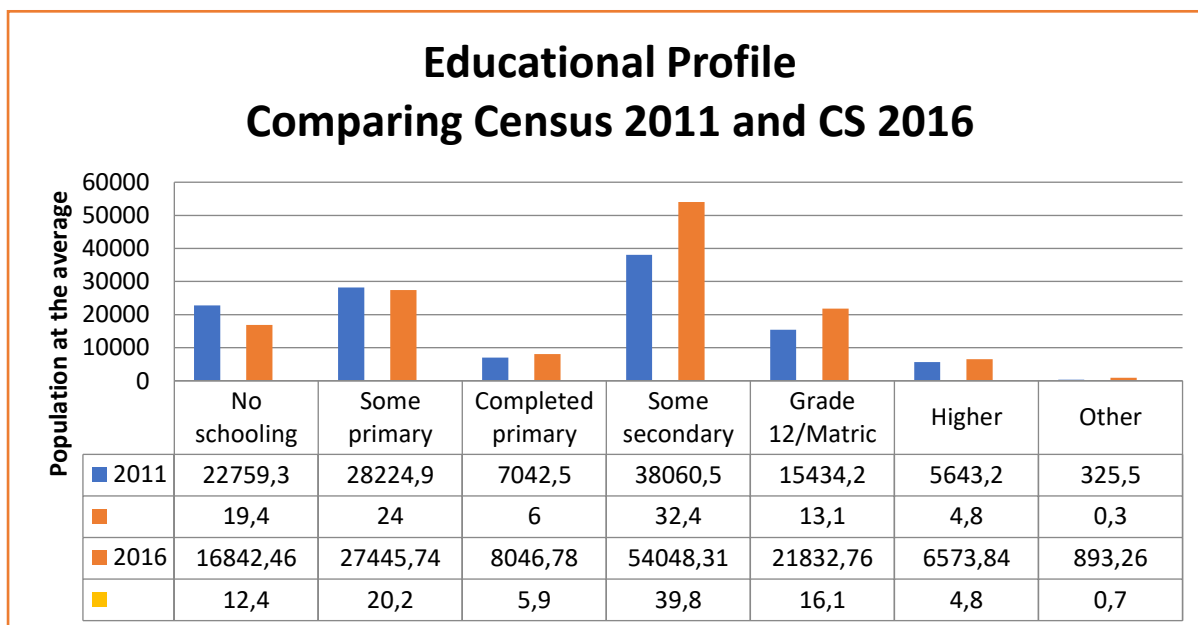
2.1.5. Population Distribution by Age Groups

The age profile below shows that approximately 66% of Mbizana population is young people between 0 to 34 years old. These population trends oblige government in all levels to ensure that a large percentage of the budget is allocated to youth development and learner support programmes in order to deal with the needs of this majority section of our populations. The elderly people age group 60 and over accounts for 8% of the total population.



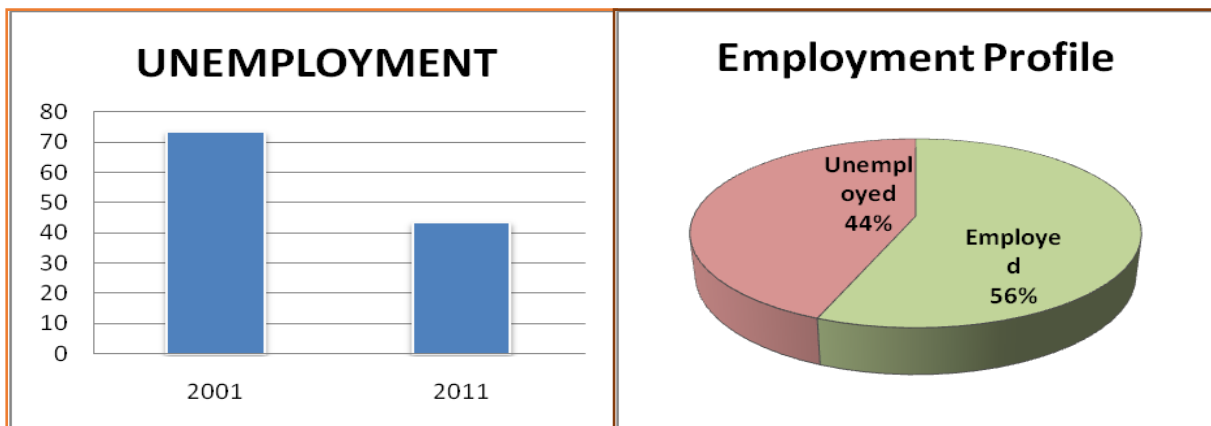
2.1.6. Educational Profile and Literacy Levels

Education plays a fundamental role in community development as it provides a set of basic skills for development, creativity and innovative abilities within individuals. The South African Constitution states that everyone has a right to education. Educational levels for Winnie Madikizela-Mandela are low with less than 50% of people attending at pre-school, primary schools and secondary school level. Only few people attend post matric studies and that calls for the government to have enough resources allocated for education as primary factor.



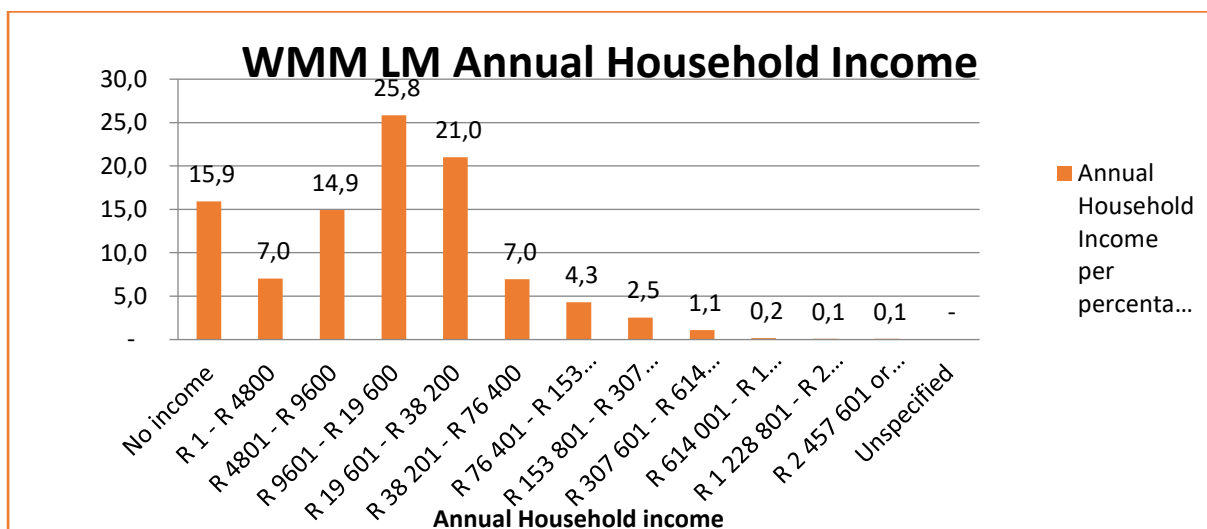
2.1.7. Employment Profile

The employment profile of WMM Local Municipality shows that unemployment rate declined between 2001 and 2011. In 2001 unemployment was 73.5% which dropped to 44% in 2011. Likewise, figure shows that people who were employed in 2011 were 56% compared to 44% of unemployed. This indicates that Mbizana has made significant strides in creating new job opportunities.



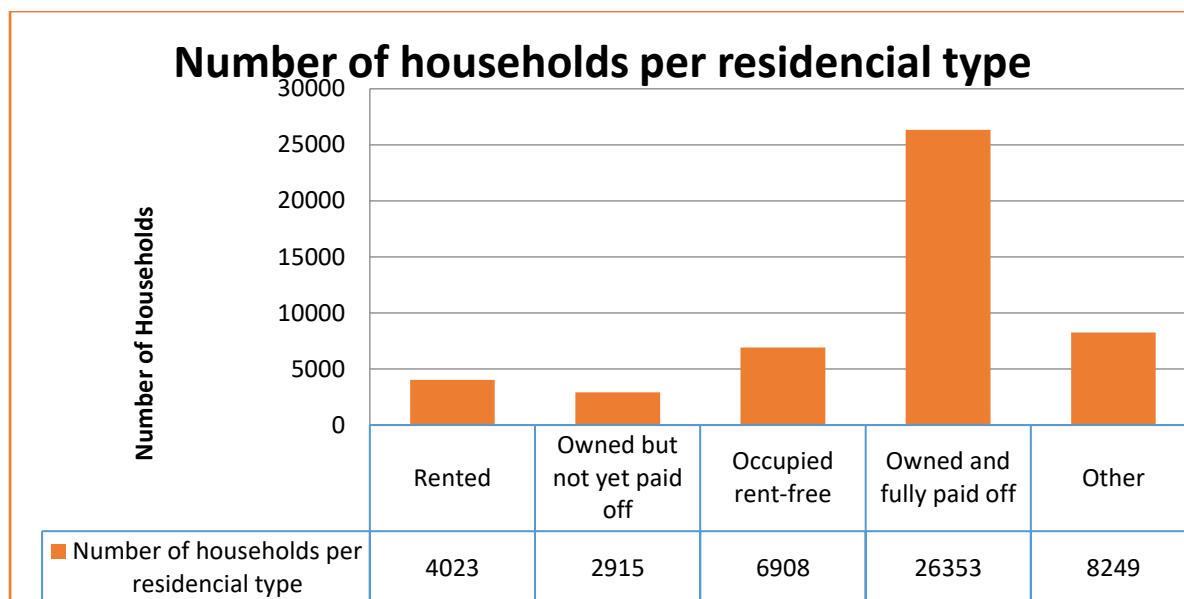
2.1.8. Household Distribution by Annual Income

According to Census 2011 by Statistics South Africa, approximately only 15,9% of people have no income and that shows another improvement as compared to 2007 community survey where 76% of the total population had no income. As shown in chart below the highest number of the population which is at 25,8 is earning between R9 601 – R19 600 and the lowest number of population which is 0,1% is earning R2 457 601 or more.



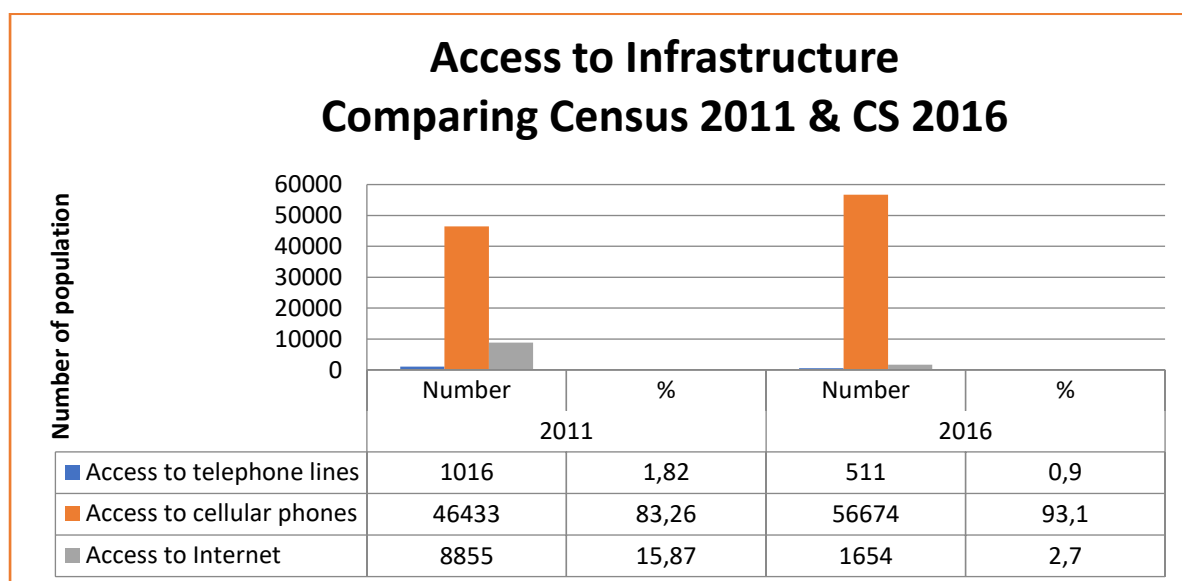
2.1.9. Tenure Status

There are different tenures within the municipality. However, it is encouraging that the majority of households either own or have paid off their houses. By 2011, the number of households that owned and fully paid off their houses were 54, 4%. This is encouraging houses are regarded as an asset for households.



2.1.10. Household Access to Infrastructure Services

According to 2016 CS, the majority of the total population of Winnie Madikizela-Mandela depends on cellular phones for tele – communication and internet access as only 0,9% of the population have access to telephone lines and only 2,7% have access to internet services. The graph below illustrates the comparison between 2011 Census and 2016 CS.



2.1.11. KPA 1: BASIC SERVICE DELIVERY – ENGINEERING SERVICES

The primary objective of establishing an Engineering Services Department within the municipality was to enable effective service delivery to the constituencies serviced by Winnie Madikizela Mandela Local Municipality. The department has three sections namely **Electricity, PMU and Operations & Maintenance**. Service delivery is therefore an integral provision and main objective of Winnie Madikizela Mandela Local Municipality and this can be only achieved through properly planned facilitation and collaborations with governmental and non-governmental agencies.

Currently the municipality receives infrastructure funding from MIG, INEP, EPWP & the Equitable Share, however source of funding for infrastructure development needs to be diversified through funding applications to all public & private agencies who might be willing to support infrastructure investment so as not to heavily rely on grants such as MIG, INEP, EPWP, OTP, DBSA & the Equitable Share as mentioned above. The department has managed to get the infrastructure plans from other sector departments within its area of Jurisdiction. The Municipality is currently in the process of consolidating all the sector plans so as to have one infrastructure master plan. Previously the municipality used to prioritize projects for both MIG and Maintenance on a yearly basis but that has since changed now as projects are now prioritized for a period of three years as shown in the table below.

The municipality has adopted a method of incorporating projects implemented by other departments within the plans of the municipality so as to ensure that local contractors are aware of any job opportunities that may be available through these projects. The primary mandate of the Engineering Services is to ensure that the population within Mbizana jurisdiction has access to basic services such as electricity and roads and is the vision of the municipality to have all its citizens provided with such necessities, but due to our country's historical socioeconomic discrimination amongst population groups, backlogs remains relatively high especially in rural towns such as Bizana.

Three Year Capital Plan below;

| Project Name | 2022/23 Allocation | 2023/24 Allocation | 2024/25 Allocation |
|---|-----------------------|-----------------------|-----------------------|
| Mbizana Civic Centre | R 7 628 075,00 | R5 635 000 | R0 |
| Sidanga Access and Bridge | R 8 674 255,00 | R5 287 999,00 | R0 |
| Siginqini to Marina Access Road with Bridge | R 3 527 500,00 | R 12 500 000,00 | R0 |
| Tshongweni Access Road | R 1 355 177,00 | R0 | R0 |
| Tshuze to Luphilisweni Access Road | R 9 401 788,00 | R0 | R0 |
| Sixhanxeni Access Road | R 5 270 000,00 | R0 | R0 |
| Thaleni Bridge | R0 | R8 447 013,60 | R0 |
| Mgomazi Access Road- Phase 2 | R0 | R4 528 786,85 | R0 |
| Mhlwazini Access Road | R0 | R 4 364 953,90 | R0 |
| Mgqutsalala Access Road | R0 | R2 653 653,96 | R0 |
| Ntlanezwe to Sizabonke Access Road | R0 | R9 486 000,00 | R0 |

| | | | |
|--|----------------|----------------|-------------|
| Mwilini to Zibanzini Access Road | R0 | R8 686 855,04 | R0 |
| Bhukuveni to Ntshikintshane Concrete Slab | R0 | R2 244 550,07 | R0 |
| Mphuthumi Mafumbatha Indoor Multi-Purpose Centre | R0 | R3 565 000 | R10 000 000 |
| Qobo to Sizindeneni Access Road | R 843 128,00 | R0 | R0 |
| KwaBulala to Mdatya Access Road | R 1 710 856,00 | R0 | R0 |
| Matshezini Access Road with Bridge | R 859 060,00 | R0 | R0 |
| Mnyameni Access Road with Bridge | R 514 676,00 | R0 | R0 |
| Bazana Access Road with Bridge | R2 217 708,00 | R0 | R0 |
| Sikhombe Access Road | R 2 440 962,00 | R0 | R0 |
| Mqonjwana to Greenville Access Road | R 1 275 000,00 | R12 500 000,00 | R0 |
| Construction of ECDC Ward 13 | R 2 975 000,00 | R999 350 | R0 |
| Upgrading Mbizana Taxi Rank Phase 2 | R1 360 000,00 | R0 | R0 |
| Rehabilitation of Mbongwana to Dotye to Greenville Hosp AR | R4 246 956 | R8 854 887,58 | R0 |
| Rehabilitation of Scambeni to Thembaesizwe CompTech SSS | R3 179 032 | R0 | R0 |
| RM Buildings Maintenance | R3 900 000 | R4 290 000 | R4 719 000 |
| CBD Road maintenance | R1 657 654 | R1 823 419 | R2 005 761 |
| Maintenance of Mpetshwa to Bonda Access Road | R4 200 000 | R0 | R0 |
| Maintenance of Ndinomntu a/a | R2 980 000 | R0 | R0 |
| Maintenance of Zwelethu Access Road | R4 900 000 | R0 | R0 |
| Construction of DLTC Guard house | R340 000 | R469 900,00 | R0 |
| Electrification of Nomlacu | R2 040 000 | R6 871 000,00 | R0 |
| Supply and Installation of High Mast | R1 785 000 | R2 100 000 | R2 500 000 |
| Electrification of Lower Etheridge | R 3 060 000,00 | R 3 200 760,00 | R0 |
| Electrification of Msarhweni Village | R 3 740 000,00 | R 3 256 000,00 | R0 |
| Electrification of Zizityaneni Village | R5 100 000 | R3 075 000,00 | R0 |
| Electrification of Xholobeni Village | R4 000 000,00 | R0 | R0 |
| Makhwantini Household Electrification (Eskom) | R10 856 000 | R5 600 000 | R3 210 000 |
| Makhwantini linkline Electrification (Eskom) | R2 001 000 | R6 100 000 | R0 |
| Maphalane Household Electrification (Eskom) | R9 200 000 | R0 | R5 000 000 |
| Mbizana Phase 1 Pre-Engineering (Eskom) 2023/24 | R2 173 000 | R0 | R0 |
| Mbizana Schedule 5B Pre-Engineering (Eskom) 2024/25 | R1 668 304 | R0 | R0 |
| Type 1 Infills (Eskom) | R1 656 000 | R0 | R0 |
| Mabhengutheni Electrification (Eskom) | R0 | R0 | R3 210 000 |
| Streetlight Maintenance | R540 800 | R650 000 | R720 000 |
| MV & LV Maintenance | R3 500 000 | R3 850 000 | R4 235 000 |

2.1.12. Electricity section

The Winnie Madikizela Local Municipality has a NERSA approved electricity distribution licence (NER/D/EC 132/2016/17) and is responsible for the provision and maintenance of electricity to the residents of the town which is the seat of the local municipality and Eskom provides the service of electricity to the rest of the municipal area starting from the outskirts of the town to the municipal boundary. The municipality also receives funds from the department of Energy through schedule 5b to do electrification on the rural areas. The municipality and Eskom did a 5-year electrification master plan which when completed the municipality would have reached a universal access within its area of jurisdiction. This electrification master plan has been adopted by council though the numbers per village are reviewed before the implementation of the project.

There is a general increase of electricity demand in Mbizana as new households are constructed. In conjunction with Eskom the Municipality has managed to reduce electricity backlogs to 2%. This backlog will further reduce once the 2021/22 projects are completed and energised. In the current financial year 22/23 Winnie Madikizela Mandela municipality received INEP funding allocation of R 16 400 000.00 which will be utilised for the connection of 820 households. The new statistics as per the recent population survey shows an increase in households because of the new extensions that are created in the already electrified area.

Winnie Madikizela Mandela Local Municipality is working closely with the Department of Energy in the installation of Solar backed electricity in villages where grid electricity will take more than three years to be installed and where the terrain makes it difficult for grid electricity. In areas where the electricity will not be provided soon the municipality is currently providing solar system for these areas through assistance from Department of energy. The Municipality is also exploring alternate power supply sources other than grid.

2.1.13. PMU Section

The powers and function of transport planning in the municipalities is the function of the Department of Transport. The municipality is working on the programme to provide access roads and transport network plan from the District Municipality. Roads in the municipality are classified as Provincial, District & Access roads. Provincial & District roads are managed & maintained by the province while access roads are the responsibility of the municipality. The municipality developed an Asset register during the 2014/15 financial year and is reviewed annually and this allows for the municipality to have detailed records of all its assets.

This asset register together with the maintenance plan will go a long way in ensuring the maintenance of gravel access roads is done systematically with readily available information such as baselines. The Department of Development Planning within the municipality finalised the Geotechnical Information System (GIS) implementation project. GIS is being used to locate and assess roads utilising the latest methods.

The Alfred Nzo District Municipality and the Department of Transport have completed the Road Asset Management Plan (RAMP) utilising Roads Asset Management System (RAMS) which covers all the roads that are within the municipal area with details about the status of each road. RAMS indicates the backlog studies of all the roads and storm water drainage as well as the current status of all the roads within our municipality including the access roads. Through RAMS the Municipality now

has Roads Asset Management Plan (RAMP) and Borrow Pit Implementation Strategy (BPIS) in place. The municipality is in a process of developing the Roads and Storm water management plan in collaboration with COGTA, Municipal Infrastructure Support Agency (MISA) and Development Bank of Southern Africa (DBSA).

In the long run it is the plan of the Municipality to have a Comprehensive Investment Infrastructure Master plan which will talk to the infrastructure that will attract more investors to invest within our local municipality. This investment infrastructure plan will take place once the backlog studies have been completed and it will be more a phase 2 project.

The municipality has established local transport forum which will inform district and provincial fora which will streamline the realization of an integrated transport plan and its subsequent implementation. This forum has so been able to have a sitting where it discussed and drafted the Terms of Reference. Winnie Madikizela Mandela Municipality is responsible for the construction, maintenance and upgrading of access roads within the municipality. The Municipality also plays an active role in the coordination of infrastructure delivery and maintenance between the communities and the departments of roads, transport and public works. The Roads forum is active within our municipality and sits quarterly.

As a strategy to cater for non-motorized transport the municipality has adopted a policy on Walkways. Our studies indicate that non-motorized transport in our municipality is close to none-existent but these studies will be reviewed annually so that this type of transport can be catered for if there is a demand for it.

Through the Municipal Infrastructure Grant (MIG) Funding, the municipality has so far been able to construct 164.5 km's of gravel access roads from 2016/2017 financial year to the end of 2021/2022. 0.6 km has been resurfaced with asphalt in Ward 1 in 2021/2022. With regards to road maintenance; the existing access roads require constant rehabilitation due to the nature of the road infrastructure and the terrain as well as the floods that damaged most of the roads. We also utilize the EPWP contract labourers to maintain the storm water drainage and also to fix the small to medium potholes within our CBD roads.

There have been rapid improvements pertaining to building Community Halls and Early Childhood Development Centres in the wards under the jurisdiction of the municipality, with nine (9) additional Community Halls in Ward 04, 05, 09, 18, 20, 25, 29, 30 and 31; and six (6) Early Childhood Development Centres in Ward 01, 08, 14, 15, 16 and 20 completed from 2016/2017 to 2021/2022 financial years. The municipality also embarked on constructing two major projects in Ward 1 that are currently under construction, namely, Mbizana Civic Centre and Mphuthumi Mafumbatha Sports field which are planned to be completed in the current financial year. The Municipality is planning to construct one (1) Early Childhood Development Centre (Ward 13), 19.3 km's of new gravel access roads across the different wards by the end of June 2023 and 12.7 km's of rehabilitation through Equitable Share and the National Disaster Funding.

The following are the municipal MIG allocations for the municipality since the 2018/19 financial year to the 2022/23 financial year. The allocations also indicate the amounts that the municipality has set aside for the road construction which also include the storm water drainage.

Municipal Financial Years (July – June)

- 2018/19: R 47 416 000.00 about 50.59% R 23 988 414.50 was meant for roads equivalent to ± 27.9 km.
- 2019/20: R 48 362 000,00 about 56 % R27 000 000,00 was meant for roads equivalent to ± 23.6 km.
- 2020/21: R 48 049 000,00 about 57% R27 474 996,00 was meant for roads equivalent to ± 28 km.
- 2021/22: R 51 023 000,00 about 21.12% R10 777 778,43 was meant for roads equivalent to ± 12.5 km
- 2022/23: R 55 038 000,00 about 51.29% R28 228 720,00 is meant for roads equivalent to ± 19.3 km

The intention is to strive for a manageable balance between the need to create new infrastructure and maintain existing ones. In addition, we aim to mobilize more resources to expand coverage through working closely with EPWP and other relevant agencies responsible for road infrastructure development.

Special attention will be given to maintenance and improvement of urban storm water infrastructure which has been badly affected by spillage, clogged culverts and excessive intrusion by flood-transported debris & irresponsible people dumping foreign objects into our system. The municipality has embarked on an on-going programme to ensure that the storm water drainage in town is upgraded as the current one can no longer service the town.

Special attention will be given to needs that advance the goal of achieving the following IDP intentions:

- Creative provision of road infrastructure that support socio-economic objectives such as improving linkages and accessibility of amenities, schools, clinics, community halls etc.
- Effective rehabilitation and revitalization of urban economic hubs through road and storm water drainage infrastructure delivery in our core urban centre of Bizana.
- Continuous engagement of other delivery agencies to take note of the need to ensure adequate provision for functional storm water drainage when designing and developing road networks in all our areas.

The CBP demonstrates that approximately 133 (54.5%) villages have no access to roads whereas 111 (45.5%) have access roads. About 448.9kms of gravel roads have been maintained from the 2013/14 financial year to end June 2020. Roads are provided with storm water drainage pipes and culverts to allow for surface run off flow without affecting road surfaces. Eleven river crossings have been constructed since 2016/2017 to end June 2020.

Major challenges with regard to road maintenance services

- ⇒ Poor conditions of infrastructure; especially roads
- ⇒ Lack of sufficient funds to construct and maintain roads.
- ⇒ Most of access roads are not tarred.
- ⇒ Availability of borrow pits

2.1.14. Operations and Maintenance section

Over the past three years, the municipality decided to improve its internal capacity to maintain access roads. We have improved our road works machinery in order to continuously improve the state of our roads. The general state of our access roads is poor and the municipality has budgeted an amount of R 9 700 000.00 during 2022/23 financial year to rehabilitate some of the gravel access roads. The allocated budget is far less than the required funding in order to meaningfully eradicate roads maintenance backlogs. The municipality was not spared during the April 2022 floods which caused major damages to our rural road network with the estimated cost of R 322 million to repair. These floods resulted in the municipality reprioritising its resources in May 2022. R 12 790 000.00 is funding allocated in the current financial year through Municipal Disaster Response Grant (MDRG) for flood intervention measures. Clearly more funding is still needed to attend to all the required/necessary rehabilitation and maintenance needs of our road network. The municipality also has a two (2) set of construction plant (2 x Grader, 2 x Roller, 2 x water cart, 1 x Excavator, 1 x TLB, 1 x Diesel Tanker Truck, 1 x Lowbed Truck and 3 x tipper trucks), to attend to other access road maintenance/rehabilitation needs as directed by EXCO.

We also utilize the EPWP contract labourers to maintain the storm water drainage and also to fix the small to medium potholes within our CBD roads. It is planned that a total of 220m² of pothole patching will be completed by the end of the current financial year. The long-term strategy the municipality is developing is that of developing a comprehensive Roads Master Plan that incorporates the road maintenance plan for a period of three to five years. The mentioned plan shall enable the municipality to enjoy an informed roads maintenance programme. The Roads Master Plan shall further explore and introduce contemporary roads maintenance technologies as our competitive edge. The section is also responsible for the maintenance of municipal buildings.

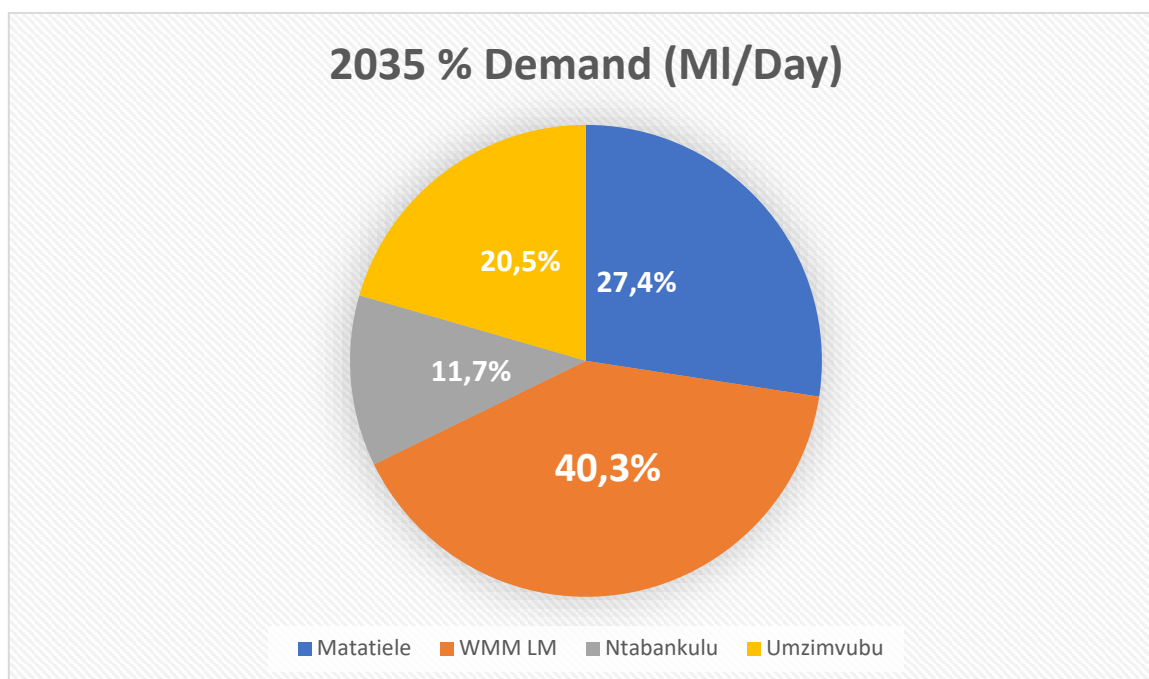
2.1.15. Water and Sanitation

Water Service delivery is one of the primary functions of the District Municipality (Alfred Nzo District Municipality). Alfred Nzo District Municipality is both the Water Services Authority (WSA) and Water Services Provider (WSP) for Winnie Madikizela-Mandela Local Municipality adopted in terms of Section 78 of the Municipal Systems Act (MSA). Currently there is no service level agreement between the WMMLM and the DM about the provisioning of water. Primary discussions take place quarterly through the District Wide Infrastructure Forums (DWIF). With regard to provision of water services in Winnie Madikizela-Mandela community, our analysis indicates that backlogs for water services remain high just below 50% of the total households. The estimated backlog for water service delivery out of total household population of 61 383 is 25 577 is 41.7% households with no access to water, and 58.3% have access to water. The District Municipality (Alfred Nzo DM) is in a process of developing the following plans: -

- ⇒ Water services Master plan: - this will be in line with the Regional bulk Water Implementation readiness study that is currently being conducted by the DM.
- ⇒ Ground water management plan.

In Winnie Madikizela-Mandela, the current implementation of the Greater Mbizana Regional scheme will take care of at least 85% backlogs after completion and connection to the existing infrastructure. According to the ANDM's water service levels

and water requirements in 2015 it needed 70MI/day and by 2035 it will need 128MI/day. WMM LM is said to be the largest water consumer in the ANDM, requiring 40.3% of the ANDM's water supply.



Household access to water services

| TOTAL HOUSEHOLDS | HOUSEHOLDS | | PERCENTAGE | |
|---------------------|------------|----------|------------|----------|
| | SERVED | UNSERVED | SERVED | UNSERVED |
| 61 383 | 35 806 | 25 577 | 58.3% | 41.7% |

Background on the Greater Mbizana Bulk Water Supply Scheme essential



The 14.5Ml/day at Ludeke Dam, 10Ml/Day at Nomlacu WTW, 12km rising main, 4 command reservoirs have been completed. The dam capacity can serve 100% of the WMM LM population upon augmentation, possibly from Umtamvuna River. The Nomlacu WTW is designed and build at 10Ml/Day upgradable to 20Ml/Day to cover 100% of Mbizana LM. The current 10Ml/Day can supply 48% of WMM LM i.e. the whole of Phase-1 (A &B). Phase-1 reticulation will cover 48% of the entire WMM LM LM population. However, bulk pipeline and secondary bulk has to be provided first.

| PROJECT CATEGORY | PROJECT NAME | AMOUNT | STATUS |
|---------------------------|--|--------------------|--|
| Water (RBIG & MIG) | Greater Mbizana Regional Bulk Water Supply Scheme and Reticulation | R2 527, 83 billion | Procurement PSPs for planning – design stage and advert closing on the 26 January 2023, for Panel of Consultants |
| Sanitation (MIG) | Servicing Mbizana Town Area with Sewerage | R309 731 348.83 | Busy with Water Use License and currently sourcing additional funding from COGTA |
| Water (WSIG 2023/24) | Dudumeni South Water Supply | R11 900 032,39 | Awaiting DWS approval of business plan |
| Water (WSIG 2023/24) | Magqabasini Water Supply | R8 060 083,33 | Awaiting DWS approval of business plan |
| Sanitation (WSIG 2023/24) | WMMLM Ward 12, Ntlanezwe village VIP Toilets | R 596 093,74 | Awaiting DWS approval of business plan |
| Strategic document / PLAN | Water Services Development Plan (WSDP) | | Advert closed on the 12 January 2023 |

The following are the **current running projects by the Alfred Nzo District Municipality for implementation in 2022/2023 financial year.**

| Contract / Phase | BUDGET | SCOPE OF WORKS / VILLAGES COVERED |
|---|-----------------|---|
| Greater Mbizana Water Supply Phase 1A contract 5A | R 25 655 177.85 | Mhlanga |
| Greater Mbizana WS Phase 1A contract 5B | R 19 849 401.74 | Nikwe |
| Mbizana ward 10, 12,13& 15 Water Supply Contract 1 | R 54 500 000.00 | Sizityaneni, Ndelu, Nkundle, Rhode and Sizityaneni Bulk Water Supply |
| Mbizana wa 10,12, 13 & 15 Water Supply Scheme Contract 2 | R 42 652 614.69 | Sizityaneni, Ndelu, Nkundle, Rhode and Sizityaneni Village Reticulation |
| Mbizana ward 10, 12, 13 & 15 Water Supply Scheme Contract 3 | R 47 500 000.00 | Mampingeni and Swane Bulk Water Supply |
| Mbizana ward 10, 12, 13 & 15 Water Supply Scheme Contract 4 | R 36 852 562.50 | Mampingeni and Swane Village reticulation |

| | | |
|--|------------------|---|
| Greater Mbizana WS Phase 1A Contract 1F | R 27 409 039,65 | Mlambondaba, Thornville, Mahloshwana and Sizindeneni Villages of Mbizana Ward 27 |
| Servicing Mbizana Town Area With Sewerage-2ml Wastewater Treatment Works And Outfall Sewer | R 126 777 414,25 | Inlet works, Biological reactor, 2 clarifiers(13 m diameter), Sludge recycle pump station, Waste pump station, Sludge drying beds(+/- 2 340 square meters), Chlorine contact tank |

Greater Mbizana Water Supply Phase 1A Completed Contracts

- Contract 1: Reservoirs and Bulk line Reticulation in Ward 26 & 07
- Contract 2: Reticulation in Ward 26 & 07
- Contract 3: Reticulation in Ward 06 & 07
- Contract 4: Reticulation in Ward 6
- Contract 5: Bulk line reticulation and reservoir in ward 5
- Contract 1A: bulk line pipeline and reservoir in ward 4 & 27
- Contract 1B: bulk pipeline in ward 27
- Contract 1C: reticulation in ward 4
- Contract 2A: bulk line in ward 4
- Contract 2B: reticulation in ward 4
- Contract 2C: reticulation in ward 4
- Contract 3A: bulk line in ward 4 & 27
- Contract 3B: Bulk pipeline in ward 27
- Contract 3C: Reticulation in ward 27 and part of ward 02
- Clarkville and Qungebe: reticulation in ward 27
- Gubethuka: Reticulation in ward 27
- Nkantolo: reticulation in ward 27
- Qobo and Mfundeni: Reticulation in ward 27
- Slangwe and Eskhulu: Reticulation in ward 27.
- Contract 4A: Mazweni and Ludeke Water Reticulation
- Contract 4B: Majavu, Rholweni, Lusekelweni and Nkantolo Water Reticulation
- Contract 4F: Thaleni Water Reticulation

Water supply WSIG (Interim water scheme projects)

| Ward | Project / scheme | Implementation period |
|------|---|-----------------------|
| 08 | Dudumeni source development (borehole) | 2020/2021 |
| 21 | Langaletu water supply | 2020/2021 |
| 08 | Mathwebu Source development (borehole) | 2020/2021 |
| 18 | Nyaka Source Development (Borehole) | 2020/2021 |
| 19 | Ntłakhwe Water Supply | 2020/2021 |
| 21 | Tika 1 & 2 Source Development (borehole drilling) | 2020/2021 |
| 13 | Mathwebu water supply | 2021/2022 |

| | | |
|----|-----------------------------|-----------|
| 08 | Dudumeni North water supply | 2021/2022 |
| 08 | Dudumeni South water supply | 2022/2023 |
| 08 | Magqabasini water supply | 2022/2023 |

ANDM - MTEF GRANT ALLOCATIONS

| GRANT | 2022/23 ALLOCATION | 2023/24 ALLOCATION | 2024/25 ALLOCATION |
|---|--------------------|--------------------|--------------------|
| Municipal Infrastructure Grant (Direct transfer) | 116 000 000 | 180 000 000 | 264 099 250 |
| Water Services Infrastructure Grant (Direct Transfer) | 20 000 000 | 20 500 000 | 20 500 000 |
| TOTAL | 136 000 000 | 202 500 000 | 287 611 750 |

THREE YEAR MIG PLAN PROJECTS – ANDM

| PROJECT NAME | 22/23 ALLOCATION | 23/24 ALLOCATION | 24/25 ALLOCATION |
|---|--------------------|--------------------|--------------------|
| Servicing Mbizana Town Area with Sewerage | 16 000 000 | 0 | 0 |
| Greater Mbizana WS Phase 1A Reticulation System (Supply Zones A,C,E, &0) Project Adjustment | 80 000 000 | 20 000 000 | 0 |
| Greater Mbizana WS Phase 1B | 0 | 70 000 000 | 100 000 000 |
| Refurbishment of Mbizana Projects | 0 | 20 000 000 | 20 900 000 |
| Mbizana Ward 10,12,13, &15 WSS | 20 000 000 | | |
| TOTAL | 116 000 000 | 110 000 000 | 120 900 000 |

Sanitation Infrastructure

Sanitation service delivery is the competence of the District Municipality (Alfred Nzo DM, the local municipality is mainly the beneficiary of the services. The estimated backlog for RDP sanitation service delivery out of total household population of 61 383 is 41.9% households with no access RDP Sanitation, and 35 642 (58.1%) have access to RDP Sanitation (Ventilated Improved Pit-latrines (VIP Toilets)) (Source: Stats SA Community Survey 2016). Even though the WMMLM is neither a WSA nor a WSP we still keep in contact with the DM about all the sanitation projects so that we can be able to update our communities about the sanitation projects.

However, there is also another major role to be played the District Municipality in ensuring that at least every household have access to VIP toilet. The District Municipality (Alfred Nzo DM) is in a process of developing the Sanitation Master Plan. The municipality also engages the district municipality through the district wide infrastructure forum to get information about the infrastructure projects.

Household access to sanitation services

| TOTAL HOUSEHOLDS | HOUSEHOLDS | | PERCENTAGE | |
|---------------------|------------|----------|------------|----------|
| | SERVED | UNSERVED | SERVED | UNSERVED |
| 61 383 | 35 642 | 25 741 | 58.1% | 41.9% |

2.1.16. KPA 01: BASIC SERVICE DELIVERY – COMMUNITY & SOCIAL SERVICES

2.1.17. Environmental Management

The municipality has improved its functional capacity for undertaking environmental planning and management ever since the establishment of the environmental management unit. The municipality has made a tremendous improvement in performing impact assessments for its projects and general performing environmental tasks associated with our principal responsibilities as per the Constitution.

The situational analysis provides a review and interpretation of existing information on the biophysical and socio-economic characteristics and management context of the Bizana coastal area to identify and describe emergent and recurrent coastal issues, constraints and opportunities. The intention of this component of the CMP is not to re-sample the social, economic or ecological situation of the area but rather to synthesise the numerous existing documents, reports and publications that have done so previously.

2.1.17.1. Biophysical Environment

The natural area and vegetation are 65 %, with 12 vegetation dominant types, wetlands that exist are 523 ha, out of 33066 ha. There is a marine protected area and the Greening project has improved protection of natural areas. The Biodiversity patterns across this region have been categorized as per the EC Biodiversity Plan into 3 levels of priority; these 3 Critical Biodiversity Areas are CBA's 1, 2 and 3. These CBA's are both Terrestrial and Aquatic Critical Biodiversity Areas.

The ECBP included an assessment of the importance of various aquatic ecosystems and the catchments required to sustain them. Catchments were classified into CBAs reflecting their importance. The coastal strip of Bizana is categorized under CBA 1 which includes critically important sub-catchments, wetlands and estuaries. The other assessments which categorize the Aquatic CBA's of Bizana prove that the area stands out as being classified as CBA 1 as these rivers and their catchments support estuaries that are considered national and provincial priorities (ANDM EMF, 2012). Clearing of IAP's and general cleansing along catchments has been included in the activities of the Working for the Coast Project.

Biophysically, the WMM Local Municipality coastline is characterised by a subtropical climate and oceanic conditions associated with the warm Agulhas Current, specifically warm air and ocean temperatures, and relatively high rainfall falling mostly during the summer months. The coastal area is dominated by natural areas, with scattered arable lands and rural settlement. Isolated pockets of jungle wattle are also present, while linear tracts of forest are to be found along the Mtentu and Mzamba river valleys, as well as along portions of WMM Local Municipality's shoreline. Much of the coastal area appears to be in a natural state (51%) with interspersed areas of arable land (31%). Of the 12 vegetation types found throughout the broader WMM LM, eight occur within the coastal area, which highlights the high biodiversity value of the coast. However, the Pondoland-Ugu Sandstone Coastal Sourveld vegetation type, which covers the vast majority of the coastal area, is classified from a conservation perspective as both Vulnerable and Poorly Protected, thus warranting specific conservation importance to this vegetation type.

The shoreline morphology is diverse, and comprises of a mixture of estuarine areas, fine grained sandy beaches, coarse grain sandy beaches, pebble/shingle beaches as well as wave cut rocky platforms. There are 11 estuarine systems found within the WMM Local Municipality DM, including those on the municipal borders. Two systems, the Mzamba and the Mtentu, function as permanently open estuaries and the remaining nine are intermittently closed off from the sea for much of the year. Overall,

they are considered to be in excellent to good ecological condition, with five systems occurring in their natural and pristine state, four considered largely natural with few modifications, and only one, the Mtentwana, has been moderately modified. The Mnyameni and the Mtamvuna estuaries are categorised as Endangered, having experienced a significant loss in natural habitat, specifically the destruction of mangrove forest habitat. In terms of conservation importance, the Mnyameni, Mtentu, and Mtamvuna estuaries are among the 120 priority estuarine systems required to meet the national estuarine biodiversity conservation target. Together with the Mzamba, these systems are critically important for the biodiversity of Wild Coast and the country as a whole. However, only the Mtentu Estuary is well-protected since it falls within the provincial Mkambati Nature Reserve. While there are no formal terrestrial protected areas within the Alfred Zone Coastal Zone, approximately 90% of its coastline and nearshore area falls under the protection of the Pondoland Marine Protected Area. Furthermore, the entire coastal region and much of the incised river valleys within the WMM Local Municipality DM are categorised as Critical Biodiversity Areas, that is, areas containing critically endangered and priority conservation habitats and ecosystems, which further emphasises the vulnerability and conservation importance of the coastal area and the rivers that link it to the hinterland. Winnie Madikizela Mandela LM is divided into two water management areas; the Mvoti to uMzimkhulu on the Northern Part (uMtamvuna Catchment) and the Mzimvubu to Keiskamma. Freshwater ecosystem within the municipality comprise of nine (9) major rivers, four (4) estuaries and 28 national freshwater ecosystem priority areas recognised wetlands. There are four marine protected areas comprise of controlled and restricted zones within the Pondoland Inshore and offshore zones. The municipality is facing the challenges of dry river basins, degraded wetlands, and 21% degraded grassland. The natural environment consists of the coastal belt



2.1.17.2. Biodiversity Management

This area is rich in medicinal plants and as such exploitation is also high, the medicinal plants like *Helichrysum petiolare* (Impepho) have been identified as the most exploited medicinal plant as they harvest this plant in tons for commercial use in KZN. The municipality further established the Planting of Indigenous trees to schools' program and Bizana CBD as a response

strategy towards climate change. The program is normally linked with celebrations of the Arbor Week and serves as one of the municipal strategies towards climate change resilience.

Fencing of Mthamvuna Nature Reserve, a project funded by DFFE was completed. The process is meant to assist the community in creating a tourist attraction/leisure spot, thereby creating job opportunities to the locals of the area. The aim of establishing the nature reserve is also meant to preserve the natural state of the area as it is rich in biodiversity hence the fencing of the area and establishment of a medicinal nursery which will avoid the overharvesting of a medicinal plants in the area. The nursery is intended to be operated in partnership with the community trust and local traditional healers (Amagqirha) will advise on which plants need to be planted. The municipality is also advised by ECPTA in this project as it has a tourism and conservation component. Proclamation process has not been done yet.

2.1.17.3. Geology

The geology of the Eastern Cape consists of sediments of the Cape Supergroup and Karoo Supergroup. The Cape Supergroup, the first deposit, is characterised by sandstones, quartzites and shales. This geology covers large areas in the south and north of the Province, but of particular relevance to biodiversity are the diverse shales and sandstone associated with the Fynbos and Thicket Biomes as well as the isolated sand stone out crop in the Pondoland (ECBCP2018).

The regional geology of the Winnie Madikizela Mandela LM has a general trend, where older, more metamorphosed rocks are found along the coastal region. There are various types of geology (which influences soil production) as well as risk types (hazards) found in this local municipality, According to the Winnie Madikizela Mandela EMF report (2016), from inland towards the coast

The profile becomes dark grey shales with mudstones and sandstones of the Eccu Group. Exposures of Karoo dolerite intrusions are found throughout, mostly in the higher lying areas. The geology types in Winnie Madikizela Mandela are mainly of The Karoo Super-group, Natal Sandstone, and Karoo Dolerites.

The well-known area of mineral occurrence in Winnie Madikizela Mandela is the coastal margin of the area where there are positions of known heavy mineral sands that contain titanium and zircon deposits other geological features with possible economic value are the dolerite intrusions scattered over the entire Winnie Madikizela Mandela area that can be quarried for aggregates and gravel that can be used for construction purposes. Alluvial sand is also useful in the construction industry.

2.1.17.4. Soils

The Winnie Madikizela Mandela area has nine (9) distinct soil types which are mainly good for grazing but poorly suitable for arable lands the soils are mainly shallow, rocky and leached land type which lack lime content. The erodibility of the soils is fairly high which results in the formation of the gullies or dongas.

Soil depth varies across the area with most soils varying in depth of between 450mm and 750mm. Shallow soils are more common in the south of the study area with depths of less than 450mm while a large portion of the central part of the study area are typified by soils deeper than 750mm soils with lowest clay content are found along the coast and in a small inland area as defined by the land type. These are soils that generally have a clay content of less than 15%. Higher clay content soils are found further inland mostly defined by the farm land type and is categorised as having clay content between 15% and 35%. The central and north western part of them is covered by higher than 35%.

2.1.17.5. Freshwater Sensitive Areas

Winnie Madikizela Mandela LM is divided into two water management areas; the Mvoti to uMzimkhulu on the Northern Part (uMthamvuna Catchment) and the Mzimvubu to Keiskamma. Freshwater ecosystem within the municipality comprise of nine (9) major rivers, four (4) estuaries and 28 national freshwater ecosystem priority areas recognised wetlands. There are four marine protected areas comprise of controlled and restricted zones within the Pondoland Inshore and offshore zones. The municipality is facing the challenges of dry river basins, degraded wetlands, and 21% degraded grassland. The natural environment consists of the coastal belt; it is illegal to develop within 1km of rural coastal belt. The most threatening aspect of climate change to conservation of biodiversity is shrinking bioclimatic habitats with warming, change in the ecosystem structure due to modification of environmental conditions that increase vulnerability to veldt fires and soil fertility. As with fisheries biodiversity is extremely vulnerable to climate change increase in temperature, this may lead to extinction of plant and animal species in the area. The community is threatened by a constantly increasing population of snake (Pythons and green mambas) in rivers and Indigenous bush pigs, resulting in adverse effects on their vegetables and crops. (Winnie Madikizela Mandela Local Municipality LED Strategy, 2017- 2020). The biodiversity value of the Winnie MMLM though can be sustainably explored for tourism purposes.

According to the ANDM EMF (2012), Winnie MMLM has a natural and vegetation area of 65 %, with 12 vegetation dominant types, wetlands that exist are 523 ha, out of 33066 ha. There is 0% of protected area; however, the Greening project has improved this poor protection of natural areas. The Biodiversity patterns across this region have been categorized as per the EC Biodiversity Plan into 3 levels of priority; these 3 Critical Biodiversity Areas are CBA's 1, 2 and 3. The ECBP included an assessment of the importance of various aquatic ecosystems and the catchments required to sustain them. Catchments were classified into CBAs reflecting their importance. The coastal strip of Bizana is categorized under CBA 1. The other assessments which categorize the Aquatic CBA's of Bizana prove that the area stands out as being classified as CBA 1 as these rivers and their catchments support estuaries that are considered national and provincial priorities.

2.1.17.6. Management of Indigenous Nurseries

Currently, the municipality has 2 nurseries namely uMthamvuna Nursery and Luna JSS nursery both located in Ward 18, these nurseries comprises of mainly medicinal plants and other indigenous plants. The municipality maintains the nurseries and aims to use the areas as Environmental learning centres and continue the greening of public places project. The nursery is completed but it has been vandalised.

2.1.17.7. Mthamvuna Nature Reserve

Winnie Madikizela-Mandela Local Municipality comprises of uMthamvuna Nature Reserve which is situated through Ward 18,21, 29 and 24, the proposed reserve is a home to various plant and animal species and it helps in assisting with balancing the ecosystem. It serves as a tourist attraction area within the municipality. The Nature Reserve is not yet proclaimed because there are community issues.

2.1.17.8. Climate Change Response

The Municipality has recently reviewed its Climate Change Strategy and it was adopted on the 31st of August 2022.

For most people in less developed countries, adaptation is about livelihoods rather than infrastructure. In order to understand what is happening with climate change in particular, but also general environmental changes etc. which affect their livelihoods, they need access to information, in simple, locally-relevant and even local languages. This can't be through top-down government programmes, but need bottom-up engagements in trusted contexts, so building or utilising existing spaces as 'community climate centres', community engagement centres etc., where people can have access to relevant info, engage with their peers (and sometimes experts), and come up with their own solutions of what will work locally and is practical and so on.

So, information on climate impacts and how temperatures are and will rise, extreme events become more extreme, marine resources change, and so on i.e. the direct physical and livelihoods impacts they are and will experience. And then, so what to do about it: more diversification of potential livelihoods is key; drought tolerant crop varieties – after initial provision of seed varieties, can local nurseries be established etc.? how do they gradually introduce a change of diets away from more vulnerable common crops to more hardy food staples, rather than having to buy in food, and similar.

How to make buildings less vulnerable, including importantly schools and healthcare facilities; how to make the most vulnerable – the old, infirm, kids, aware and less vulnerable, including early warning systems; what alternative water options might be available for either drought or flood problems; mitigating fire risks if possible through different building materials and firebreaks; and similar. How to be more resilient to these changes, as individuals, as communities through engagement and sharing on what works, what doesn't.

Responding to climate change in WMMLM

This municipality is mainly a rural municipality with more than 90% of its inhabitants still living in rural areas. Rural people are hugely dependent on ecosystem goods and services which are largely driven by climate. Therefore, climate change affects them directly, through droughts, floods impact on infrastructure, heat waves, hailstorms etc. It is therefore imperative that a clear and practical adaptation plan is crafted to address the following areas: Agriculture and farming, infrastructure, settlement, fire risk management, alien vegetation management, wetlands management, education and awareness, MPA management, indigenous forests management.

Local communities are the ones that are most severely impacted by climate change, it is therefore imperative that their given space to participate in decision making on adaptation to climate change as these decisions mostly affect them. We need to shift the status quo from current top-down approaches to a new model where local actors have greater power and resources to build resilience to climate change.

Adapting farming practices

The current impact is that heavy rains are coming during the wrong season thus destroying harvests. Poultry and livestock are getting sick all year.

| | IMPLEMENTATION STRATEGIES | DURATION | PRIORITY AREA (WARD) | STAKEHOLDERS |
|-------|---|-------------------|----------------------|---|
| | 1. Livestock | | | |
| 1.1. | People need to find breeds that are less prone to tick borne diseases such as Nguni, Boran and Brahman etc. | Ongoing | All Wards | WMMLM, DRDAR, ADM, DFFE |
| 1.2. | Vaccination of livestock must be better organized to reduce vulnerability of livestock applying once a year | Ongoing | | |
| 1.3. | Supplementary feed for livestock must be taken seriously by farmers. | ongoing | All wards | Farmers Farmers DRDLR WMMLM Farmers |
| 1.4. | Growing of healthy alternative plants to add to feeds (lippia or Msuzwane, moringa etc.). | Ongoing | | |
| 1.5. | Training of farmers on making own supplementary feed with locally grown crops. | Ongoing | | |
| 1.6. | Increase reliance of growing indigenous chickens for commercial purposes. | Ongoing | | |
| | 2. Crops | | All Ward | WMMLM, DRDAR, NGOs, ADM, DEDEA, DFFE |
| 2.1. | Explore and encourage people to return to indigenous nutritious crops (amaranth, black jack, dandelion (isincencela, irhwaba, etc.). | Ongoing awareness | | |
| 2.2. | Farmers must go back to indigenous seed varieties of staple crops (sorghum). | Ongoing | | |
| 2.3. | Farmers must increase diversity of food crops (pumpkins, beans, potatoes, cowpea, pigeon pea, sorghum, yams, soya, etc.). | Ongoing | | |
| 2.4. | All homesteads must be encouraged to have diverse orchards (oranges, peaches, nartjies, pineapples, bananas, mangoes, avocado pears, lemons, grapes, etc.). | Ongoing | | |
| 2.5. | People must be encouraged to have own vegetable gardens at home. | Ongoing | | |
| 2.6. | Raise awareness about drought resistant crops to farmers. | Ongoing | | |
| 2.7. | Promote permaculture to enhance household food security. | Ongoing | | |
| 2.8. | Protect wetlands to conserve water resources. Building of village nurseries to propagate fruit trees and seedlings for local communities. | Ongoing | | |
| 2.9. | Introduce a change of diets away from more vulnerable common crops to more hardy food staples | Ongoing | | |
| 2.10. | Encourage people to grow most their food (beans, potatoes, vegetables, fruits etc.). | Ongoing | | |

Adapting infrastructure

During heavy downpours the rural roads and bridges get washed away and communities are cut-off from accessing clinics, schools and town. Because some of the roads are built to cut through wetlands, which makes it impossible to drive through due to mud. Some bridges get washed away because they had not been anchored.

| | IMPLEMENTATION STRATEGIES | DURATION | PRIORITY AREA (WARD) | STAKEHOLDERS |
|-----|---|----------|----------------------|--|
| 1. | Avoid building roads to cut through wetlands as roads built through wetlands have high maintenance and impassable when wet. | Ongoing | All Wards | WMMLM, DEDEA, DOT, DPW, DMRE, SANRAL, DFFE |
| 2. | Roads must have concrete surfaced drainage to reduce erosion alongside road. | Ongoing | | |
| 3. | Areas with high potential for run-off must have many drainage pipes to take water away from the road. | Ongoing | | |
| 4. | Water coming out of drain pipes must be slowed down to reduce erosion risk. | Ongoing | | |
| 5. | Bridges must be built higher and anchored. Times to build low level crossing bridges are over. | Ongoing | | |
| 6. | In town waste must be picked up so it does not block drainage pipes. | Ongoing | | |
| 7. | Avoid sand mining near roads as it will damage or lead to roads being washed away. | Ongoing | | |
| 8. | Avoid building houses or demarcating sites on wetlands areas. | Ongoing | | |
| 9. | Avoid building settlement on steep slopes | Ongoing | | |
| 10. | Avoid building along flood plains. | Ongoing | | |

Protecting water resources and flood attenuation

Areas important for climate change resilience need to be managed and conserved through a range of mechanisms including land-use planning, environmental impact assessments, protected area expansion, and working with industry sectors to minimize their spatial footprint and other impacts.

| | IMPLEMENTATION STRATEGIES | DURATION | PRIORITY AREA (WARD) | STAKEHOLDERS |
|---|---|----------|----------------------|------------------------------------|
| 1 | Rehabilitation of impacted ecosystems, for example clearing invasive alien plants in mountain catchments to increase water supply. | Ongoing | All | WMMLM, ADM, DMRE, DEDEA, DWS, DFFE |
| 2 | Stop all sand mining along streams and rivers as this leads to siltation of streams and natural pools, thus reducing available water. | Ongoing | | |
| 3 | Protect all wetlands for water conservation and flood reduction. | Ongoing | | |
| 4 | Remove all alien vegetation to reduce water consumption by alien vegetation. | Ongoing | | |
| 5 | Avoid illegal Dumping Along roads, river beds and other sensitive areas | Ongoing | | |
| 6 | Enhance recycling initiative | Ongoing | | |



Fire and management of alien invasive vegetation

| | IMPLEMENTATION STRATEGIES | DURATION | PRIORITY AREA (WARD) | STAKEHOLDERS |
|---|--|----------|--|--------------------------------|
| 1 | Remove alien invasive vegetation to reduce fire risk. | On going | 25, 28, 16, 14, 29, 11, 15, 18, 21, 24, 13, 30, 7, 26, 19, 22, 23, Along R61 | WMMLM, ADM, DEDEA, COGTA, DFFE |
| 2 | Communities must make fire breaks every dry season to stop or cut-off all runaway fires. | Ongoing | | |
| 3 | Establish fire lines or belts to separate homesteads from woodlots. | Ongoing | | |
| 4 | Cut back alien invasive plants away from the sides of the roads. | Ongoing | | |
| 5 | Remove alien vegetation along streams and rivers to reduce chances of fires crossing rivers. | Ongoing | | |
| 6 | Management disposal of cleared alien plants by manufacturing charcoal furniture etc. | Ongoing | | |

Protecting ecosystems and biodiversity

Although many climate change adaption strategies should be applied across the entire WMM LM, the priority areas for Ecosystem-based Adaptation represent key areas for specific focussed actions, especially those that result in improved management of natural rangeland or securing ecosystem services to provide long term sustainability for the people of the municipality. Overall, these actions will improve the ability of people to adapt to the impacts of climate change. Areas important for climate change resilience need to be managed and conserved through a range of mechanisms including land-use planning, environmental impact assessments, protected area expansion, and working with industry sectors to minimise their spatial footprint and other impacts.

| | IMPLEMENTATION STRATEGIES | DURATION | PRIORITY AREA (WARD) | STAKEHOLDERS |
|---|--|----------|-------------------------|--------------|
| 1 | Protect areas of high plant endemism; refuge sites including south-facing slopes and kloofs; and priority large unfragmented landscapes. | Ongoing | 25, 28, 16, 14, 29, 11, | WMMLM, ADM, |

| | | | | |
|----|--|----------------------|---|-------------------|
| 2 | Invest in Ecosystem-based Adaptation by maintaining and restoring ecological infrastructure in priority areas. | Ongoing | 15, 18, 21, 24, 13, 30, 7, 26, 5, 6, 19, 8, 9, 2, 3 | DEDEA, DFFE, DWS, |
| 3 | Ecosystem-based adaptation requires that healthy natural ecosystems are left alone to do what they already do best, and ensuring that they are not converted to other land uses. | Ongoing | | |
| 4 | Remove alien vegetation including invasive alien vines that kill forests. | Ongoing | | |
| 5 | Introduce and strengthen rangelands management | Ongoing | | |
| 6 | Divide rangelands into several camps and do away with one camp system. | Short to Medium term | | |
| 7 | Do firebreaks in rangelands. | Yearly | | |
| 8 | Remove aliens' vegetation inside rangelands | Yearly | | |
| 9 | Involve coastal communities in the management of marine resources. | Yearly | | |
| 10 | Maintain and restore ecological infrastructure in rangelands areas. | Ongoing | | |
| 11 | Protect Ecological Infrastructure for flood attenuation | Ongoing | | |
| 12 | Prioritise areas supporting climate change resilience | Ongoing | | |
| 13 | Protect biodiversity priorities (including terrestrial and freshwater Critical Biodiversity Areas, and key unfragmented areas) | Ongoing | | |
| 14 | Social Priorities where people have the greatest direct demand for services from intact natural landscapes. | Ongoing | | |

Adapting to energy

| | IMPLEMENTATION STRATEGIES | DURATION | PRIORITY AREA (WARD) | STAKEHOLDERS |
|---|---|----------------------|----------------------|------------------------|
| 1 | Change streets lights in town into solar. | Short term | All Wards | WMMLM, ADM, DMRE, NGOs |
| 2 | Have the new municipal buildings fitted with renewable energy. | Medium term | | |
| 3 | Change all globes in the old municipal building into chargeable led lights. | Short term | | |
| 4 | Fit All municipal facilities with solar panels | Short to medium term | | WMMLM |

Awareness campaigns

| | Implementation strategies | Duration | Priority area (ward) | Stakeholders |
|---|--|----------|----------------------|------------------------------------|
| 1 | Conduct awareness campaigns with establishment of climate change committees in all tribal authorities. | Ongoing | All Wards | WMMLM, DFFE, DEDEA, ADM, DWS, DMRE |

Adapting emissions

| | Implementation strategies | Duration | Priority area (ward) | Stakeholders |
|---|--|----------|----------------------|--------------|
| 1 | Manage and reduce emissions by developing bylaws in relation to air quality management | Ongoing | 1 | WMMLM, DFFE, |

| | | | | |
|---|--|-------------|--|---------------------------------|
| 2 | Develop bylaws to regulate alien plant and general conservation of environment | Ongoing | | DEDEA, ADM, NGOs, DMRE |
| 3 | Waste to energy projects | Medium term | | |

2.1.17.9. Coastal Management

According to Winnie Madikizela Mandela LM Integrated Coastal Management Programme, the coastal belt stretches approximately 25 kms and forms part of the areas of high conservation value and is regarded as the second coast with the most species rich floristic region in South Africa. Therefore, it is important to ensure that this area is protected and conserved for the present and future generations. There are 5 beaches in Bizana Stretching from Mzamba to Mtentu Beach. The municipality as a coastal municipality has a responsibility to develop an Integrated Coastal Management Program (ICMP) which has currently been developed adopted by the councils, both WMM LM and ANDM. The municipality in trying to implement the programme has partnerships with WESSA and the National Department of Tourism to assist in achieving full status for our 2 Pilot Blue Flag Beaches. However, the municipality has prioritised only Mzamba Beach for Blue Flag and Water sampling in this financial year.

The Pilot Blue flag status prioritizes critical areas in which the municipality needs to improve: -

- ⇒ Improved road infrastructure to the beaches.
- ⇒ Signage leading to all tourism attractions spots needs to be clearly indicated
- ⇒ Improved beach management in terms of life guards in all beaches, especially those which host a number of people during holiday seasons.
- ⇒ Alien removal and creation of walking paths and boardwalks in sensitive areas programme along the 1 km zone.
- ⇒ An informative mapping of the area which is inclusive of topographic, biodiversity, land-use and all other critical aspects.
- ⇒ Ablution facilities in all the 5 beaches including parking space, clearly demarcated and camping spots which are clearly demarcated.

It is thus worth mentioning that most of our beaches lack basic facilities. The National Department of Tourism (NDT) and the municipality conducted a project scoping exercise aimed at identifying possible projects for Mzamba and Mtentu beach. The visit was because of Bizana Beach Infrastructure Development, a project by NDT in its initial stage. The following were identified and proposed for possible funding by NDT for the two beaches:

Mzamba Beach

Access road (Mzamba mouth)

Flat board walk

Life guard tower/structure (Both Sites)

Life guard training

Parking area (Mzamba mouth)

Bins (Mzamba main, mouth)

Braai stands (ten more could be added each site)

Ablution facilities including showers (one has been designed and paid for by the Coast care project, but ablution facilities are needed in Mzamba mouth as well.

Mtentu Beach (Skiet bay)

Road regravelling

Bridge upgrade

Ablution facilities including showers

Braai facilities

Concrete chairs & tables

Waste receptacles

2.1.17.10. Integrated Coastal Management Programme

WMM Local Municipality is known for its beautiful and diverse coastline, which is part of the captivating Wild Coast of the Eastern Cape. In the past, South Africa's coastline has not always been utilized and managed in an appropriate manner, resulting in the degradation of significant portions of this valuable national asset. In response, the Integrated Coastal Management Act No. 24 of 2009 as amended by Act No. 36 of 2014 (ICM Act) was developed to promote ecologically, socially and economically sustainable coastal development and resource use, as well as to control inappropriate development along our coast. In respect to coastal management tools, Chapter 6 of the ICM Act mandates all three spheres of Government to prepare Coastal Management Programs (CMPs). A CMP, in general terms, is a policy or strategy document that contains vital coastal management objectives, which serve as a system of principles to guide decisions and achieve rational outcomes relating to the coastal environment.

The situational analysis provides a review and interpretation of existing information on the biophysical and socio-economic characteristics and management context of the Bizana coastal area in order to identify and describe emergent and recurrent coastal issues, constraints and opportunities. The intention of this component of the CMP is not to re-sample the social, economic or ecological situation of the area but rather to synthesise the numerous existing documents, reports and publications that have done so previously.

The primary objective of the situational analysis is therefore to integrate the findings of the relevant Spatial Development Frameworks (SDF.s), Environmental Management Framework, numerous documents and plans for the Wild Coast and other information that is relevant to coastal management within the region. In so doing, this CMP component highlights issues of priority or concern that require specific attention. Emergent and recurring environmental and socio-economic issues of the Mbizana coastal area are summarized in the document.

The inventory analysis on the entire Bizana coastal belt is as follows:

- ⇒ Land use is dominated by natural areas, scattered agriculture / plantations, rural settlements and limited tourism development.
- ⇒ Shoreline is very diverse with estuaries, sandy beaches, pebble/shingle beaches and wave cut platforms.
- ⇒ Vegetation Types comprises of coastal sourveld (grass land) & dune forest

⇒ Estuaries – critical and need a proper management plan.

2.1.17.11. Coastal Committee

WMM Local Municipality established WMM LM Coastal Working Committee in 2015 which is a provision made by the Integrated Coastal Management Act (Act No. 24 of 2008) with the intention of broad stakeholder engagement in the management of the coastline. The Coastal committee has been re-established and seats on quarterly basis.

Amongst the objectives of formulating the committee is promoting cooperative governance and provide a conducive environment for all stakeholders to participate in managing our beautiful coast; creating a platform to discuss coastal management issues with a purpose of creating a well-coordinated service delivery to the more vulnerable communities. The sitting of the Coastal Committee has been difficult since the beginning of the pandemic as it involves rural community structures where there is mostly no network.

2.1.17.12. Working for the Coast Project

A prominent program (Working for the coast Project) has pioneered Coastal management in our coast for many years, through dune rehabilitation, alien plant removal, cleaning of 5 beaches, construction & installation of beach facilities.

Currently the project is on-hold and DFFE has indicated that the working for the coast project for coastal municipality will be continuing and as such we are awaiting the processes of the department for further implementation of this project. At the moment the municipality utilises Flood mopping beneficiaries (a project funded by DFFE) and EPWP beneficiaries for cleaning and clearing alien plants in Bizana coastal belt.

2.1.17.13. Marine Resource Management

In the management of the Marine resources, there are two government departments operating in our coast: -

- ⇒ DFFE (Fisheries) - operates from a high-water mark towards the sea. Its function is to ensure compliance from all fishers.
- ⇒ DEDEA- Responsible for monitoring activities within the 1 km zone from the high-water mark towards inland, enforcement and compliance.
- ⇒ DFFE – Assist in management of the Coast through The Working for the Coast Project, which mainly focuses on cleaning of the beaches and maintenance/installation of beach facilities.
- ⇒ DFFE (Forestry)- manages the indigenous forests in the coastal dunes, development of a policy regarding small scale fisheries is soon to be adopted, which will assist small scale fishers.

Fishing activities are mainly happening in the estuaries. Estuaries serve as a nursery home for marine species; however agricultural practices seem to play a role in interfering with this habitat. Due to inappropriate agricultural practices close to the estuary's siltation causes blockage hence a habitat for marine species is disrupted. ECPTA extended the conservation area and hired rangers to oversee the area. The programme is funded by the Wild Coast Project. The WMM Local Municipality plans to establish a public boat launch in Mzamba which has attained Environmental Authorization. This launch site will primarily be used for Small Scale Fisheries and members of the community who hold permits for small scale fisheries in order to access the off-shore fishing grounds. Furthermore, having a launch site within the area of the municipality will boost the economic potential of the Municipality as a coastal tourism destination.

Winnie Madikizela-Mandela Estuaries:

| Estuary | Features | Challenges | Opportunities |
|-------------------|--|--|--|
| Mtentu Estuary | It is a protected area Fishing is prohibited Boats with engines are prohibited It is a nursery for marine species It is a perennial river Considered to be one of the two biggest and longest protected estuaries in the Eastern Cape. | Illegal fishing by nearby communities Jet skis enter the estuary illegally | Fly fishing can be successfully done Influx of seasonal king fish hence fishing is possible Canoeing Beautiful cliffs that can be viewed by tourists Indigenous forests, hence it falls on the Wild Coast strip Campsite next to the estuary for accommodating tourists It forms division from the Mkhambathi nature reserve |
| Skhombe | No activities are done in this estuary Non-perennial | Agricultural practice on the river banks causes degradation then the sand is eroded to the estuary hence a build-up of silt in the estuary Sand dunes not covered by vegetation Illegal cottages that are in a very close proximity to the estuary which somehow interferes with the marine habitat. | Canoeing |
| Khwanyana Estuary | The Khwanyana camp is no longer in existence, hence there are no more activities done such as horse hiking trails | There is a lot of sand build-up that has almost clogged the river hence there is agricultural practice next to the estuary. It is surrounded by bare sand dunes (without vegetation) | |
| Mnyameni Estuary | Perennial rivers Fishing is good Campsite next to the estuary is currently operated by DEA, however it is supposed to be operated by the Municipality and the community | Agricultural practice next to the river which may affect the estuary | There is a proposed accommodation development |
| Mzamba | Fishing is good Proposed boat launching site Used as a film production area due to its extraordinary natural features Perennial river It is supposed to have a management plan The Wild Coast Sun uses the river as their main water supply Registered launching site (not functional) | | |
| Mtamvuna | Boats are permitted Host for boat competitions and jet ski's Fishing is not that good hence there are a lot of activities in the river. | | |

2.1.17.14. Boat Launching Site

Department of Economic Development, Environmental Affairs granted the Environmental Authorization after the final BAR which was submitted in May 2019. The project now is in the process of implementation. The operational plan has been done and approved by the council. The consortium has been formed and terms of reference for consortium have been developed

and currently, compiling the MOU to be signed by the parties involved. DEDEA has assisted the municipality with the process of gazetting the launching site and it has been included in the Gazette for comments. The Mdatya community in Ward 28 has also shown interest in the establishment of the boat launching site in their area siting long distance to the Mzamba boat launching site.

2.1.17.15. Environmental Management Framework

The WMM Local Municipality developed an Environmental Management Framework for the municipal/geographical area under its jurisdiction as per Sections 2, 23 & 24 of the National Environmental Management Act (Act 107 of 1998) and the EMF Regulation promulgated under the same Act.

The EM-Phase 1 process has three (3) deliverables, namely the Environmental Status Quo Report, The Desired State of the Environment and Environmental Management Zones Reports. The Final Draft of Desired State of the Environment, Environmental Management Zones and the consolidated EMF-Phase 1 Report was adopted during 2019/20 financial year.

2.1.17.16. Air Quality Management Plan

The Air Quality Management Plan drafted & adopted by ANDM will be adopted by WMM Local municipality as well, it was presented to EXCO in December 2020 and awaiting approval by council and MOU will be signed between the two municipalities to clearly outline roles and responsibilities of the local municipality and district municipality. There is a proposed charcoal factory in Zikhuba location. The factory where alien plants are utilised in making charcoal.

2.1.17.17. N2 Wild Coast Biodiversity Offset Project

The focus of the N2 Wild Coast Biodiversity Offset Project is on engaging affected communities along the Wild coast area where N2 Toll Road construction is underway. Affected communities are those within the proposed polygons (Chaguba Corridor, Mbotyi, Lambasi, Ntentule Falls, Mkambati [often referred to as TRACORLANDS], and Mthentu Gorge). Upon consultation and widespread interest from the affected communities and from those adjacent to the initially proposed polygons, it is worth noting that some additional land parcels have been identified for consideration. These include KwaThahle, KwaCele and Mngazana Mangroves and outreach facilitation underway at KwaThahle and KwaCele.

The approach seeks to find ways to entering into agreements with private and communal landowners to protect and manage land in biodiversity priority areas. This is based on voluntary commitments from landowners with a range of different types of biodiversity stewardship agreements available to support conservation and sustainable resource use. The proposed areas for offsetting are in Port St Johns, Ingquza Hill and WMM Local Municipalities which all form part of AmaMpondo Kingdom which has been actively and wholeheartedly supportive of the efforts to achieve and realize goals of the project.

Outreach facilitation which revolves around engagement with the affected communities along the Wild Coast proposed offset areas in order to reach agreements with the landowners on the protection of the proposed land parcels is underway. Community facilitation derives its credibility and anchored on the three spheres; (i) Traditional Leadership, (ii) Local Municipal Leadership and Local Based Communities. Within the N2 WCBOP itself, for continuous monitoring and evaluation, dissemination of information, strategic support of the project planning and implementation, promotion of the project and community engagement support, four structures were formed; (i) Project Steering Committee (PSC), Biodiversity Technical Committee (BTC), Stakeholder Forum (SHF) and Community Conservation Committees (CCCs).

(i) Planning Phase

The project is planned for a period of ten years with the first two years set for planning and the remaining eight years set for implementation. The planning phase has been completed.

(ii) Outreach Facilitation

Outreach facilitation has managed to secure preliminary agreements with the traditional leaders – communities with regards to land acquisition. This achievement has been realised throughout the entire proposed offset areas from Port St Johns Local Municipality to WMM Local Municipality. The final milestone in the Mthentu Gorge negotiations was the inclusion of Nyavini village/community which had not formed part of the initially agreed area. However due to persistent negotiations and unwavering support from the WMM Local Municipality and the Traditional Leadership this became successful and giving a good complete picture of the initially planned Mthentu Gorge offset site. The Mthentu Gorge site is the only offset site ahead of the rest with regards to site demarcation which is a very significant activity whereby all relevant stakeholders witness the process of actual demarcation of the desired/ proposed protected area by the local community representative from different aspects of the community.

(iii) Outreach Facilitation Actions (after resumption of activities)

- (a) Resumption of CCC capacity building
- (b) Visit of Mnyameni Gorge
- (c) Re-engagement of the community in relation to proceeding with demarcation beacons (as agreed in the demarcation exercise).
- (d) CCC joint workshop (which was hampered by AAL3 lockdowns)
- (e) SMME meeting (hampered by AAL3 lockdown regulations)

(iv) Challenges

- a. Facilitation of Community Resolutions has been delayed because it's not solely driven from our process has been delayed due to COVID-19 pandemic.
- b. Inconsistent support from the local municipality structures
- c. Dwindling support from the traditional leadership
- d. COVID-19 Pandemic with subsequent lockdown regulations has made it impossible to work directly with the CCCs and communities.

(v) Biodiversity Offset Management Plans

The service provider (Sigwela & Associates) appointed by ECPTA to put together management plans on the different aspects of the project delivered the task submitted the plans and exited in September 2020. These pertain to:

- a) Alien Invasive plant management,
- b) Ecosystems and Rehabilitation and
- c) Skills transfer plans. To execute this, additional staffing will be required to enhance the existing capacity.

Much more specific, the project implementation plans will assist to manage execution phase that consists of:

- Ecosystem and rehabilitation
- Invasive Alien Plants Monitoring, Control and Eradication Plan Project
- Management Unit Implementation Plan: Staffing
- Stakeholder Engagement Implementation Plan
- Tourism Implementation Plan
- Monitoring and Evaluation Implementation Plan
- Training Needs Assessment Implementation Plan
- Occupational Health & Safety Framework for Rehabilitation Activities
- Occupational Health & Safety Framework.



(iv) Implementation Phase

The project is currently at a transitional stage from phase One to phase Two. There is not much to share on this now. However, as soon as the PAE, Scientific Services and Stakeholder Engagement units have been given direction by the Executive, there will be sharing of the outcomes through PSC, SHF and CCCs. The appointment of the Project Manager (PM) was approved and the Project Manager has been appointed. This person is responsible for putting together a team (appointing relevant people) to advance Phase Two of the project. Currently, Biodiversity Assessment is undertaken by specialists.

2.1.17.18. Mbizana Catchment Management Forum

The catchment management forums have been voluntary non- statutory bodies with open membership providing a voice for catchment residents, particularly people who in the past have little say over the management of water resources. These forums have not been formally established under the National Water Act (Act 36 of 1998), however they are referred to under Section 90 (1) (b) of the Act; hence it is important for the department of Water and Sanitation to support the establishment and

maintenance of these forums. The Forum strive towards healthy and adequate water resources for sustainable development for all through proactive stakeholder participation with the Mbizana Catchment Management Forum. Furthermore, to progressively ensure the effective management of water in the forum catchment, for the ongoing benefit of all stakeholders, using the tools of integrated planning, stakeholder participation and active and effective co-operation with the CMA and among stakeholders.

2.1.17.19. Alien Plants Encroachment

Alien invasive plants pose one of the biggest and most problematic threats to the environment of this region, not only may their effects be latent and sometimes difficult to detect and assess in extent, but they may just as easily be explosive and overwhelming. Similarly, new areas have been invaded that were previously considered “clean” and safe from immediate threat. Within our coastal terrain there is a high invasion currently at a tough and challenging pivot point as alien species are arriving and reproducing at an alarming and increased rate, the invasion of alien grasses has dramatically increased the frequency and intensity of fires in dry forests is a combination of natural and man-made factors (such as floods and inappropriate land use practices).

The municipality has thus prioritized alien species removal for addressing present and future problems of alien plant control in inland and coastal areas, through putting up proposals for sourcing of funding from various potential funders i.e. DEDEA, DFFE etc. The program has always been intended for protection, preservation, management, or restoration of natural environments and the ecological communities that inhabit them.

- ⇒ Increased water security with enhanced stream flow and improved water quality.
- ⇒ More productive wetlands, estuaries and water tables.
- ⇒ Rehabilitation of degraded land with a strong emphasis on Land Care to secure the sustainable productivity of land.
- ⇒ Conservation of biodiversity and catchment integrity and the reduction in the frequency and intensity of fires and floods.
- ⇒ Inappropriate farming methods on commercial farms have given rise to severe land degradation and soil erosion. Environmental management policies and practices remain sectoral and fragmented.
- ⇒ Inadequate resources that can assist in fostering sustainable and integrated environmental management practices to improve the life of Mbizana citizens.
- ⇒ Poor skill development in the aspect of environmental management, hence there is less development.
- ⇒ Inappropriate development due to shortage of lands in area/lands that need to be protected, e.g. Wetlands.

The Alien encroachment is currently cleared by EPWP beneficiaries (its done in-house)

2.1.17.20. SANBI Groen-Sebenza Programme

The Groen Sebenza Phase II Programme is a bridging into work programme funded to the value of R300m for the next three years. GS Phase II aims to recruit 1050 unemployed graduates (diploma – PhD level) and place them nationally in different organisations (government and non-governmental) where they will be incubated (trained and mentored) to further develop their competence and confidence in the management of environment/biodiversity.

The programme goals

- Enable workplace-based learning for graduates aimed at building and strengthening their capacity at various levels.
- Creation of job opportunities and possible permanent placement beyond funding.
- Transformation and organizational strengthening - strengthen different organizational development aspects including transformation in its totality, mentoring, proactive skills and planning to better respond to organizational mandates and other national priorities.
- Research informed - through research, develop a 'live' skills intelligence system that will enable the sector to proactively plan for skills development and track and trace the utilization of the developed skills.

Winnie Madikizela Mandela Local Municipality has partnered with The South African National Biodiversity Institute (SANBI) and currently in the process of recruiting 3 Environmental Management Science graduates who will be based at Winnie Madikizela Mandela Local Municipality (Environmental Services) for a period of 2 years. The duties for the interns include but not limited to- coastal management, Environmental Impact Assessments, assisting in nurseries.

2.1.17.21. Environmental Management By-Laws

The municipality is currently developing environmental by-laws i.e. Air Quality by-law, Parks and Recreational By-law, Beach by-laws, Coastal Management By-law. The by-laws have been drafted, have been presented to the Standing Committee and currently in preparing for presentation to the EXCO. In addition to this, there is Air Quality Management Plan developed by the district and WMMLM is working towards adopting the plan in order for it to be implemented.

2.1.17.22. Alternative sources of energy

The alternative sources of energy are tabulated below;

| | IMPLEMENTATION STRATEGIES | DURATION | PRIORITY AREA (WARD) | STAKEHOLDERS |
|---|---|----------------------|-----------------------------|------------------------|
| 1 | Change streets lights in town into solar. | Short term | All Wards | WMMLM, ADM, DMRE, NGOs |
| 2 | Have the new municipal buildings fitted with renewable energy. | Medium term | | |
| 3 | Change all globes in the old municipal building into chargeable led lights. | Short term | | |
| 4 | Fit All municipal facilities with solar panels | Short to medium term | | WMMLM |

2.1.17.23.

2.1.17.24.

2.1.18. WASTE MANAGEMENT

The Council has a responsibility to:

- ⇒ Provide equitable waste collection to all households within its jurisdiction.
- ⇒ Achieve integrated waste management reporting and planning.
- ⇒ Encourage separation of waste at source especially domestic waste generated by households.

- ⇒ Encourage community involvement in recycling programs.
- ⇒ Ensure that health and safety, communication, awareness creation and complaints are addressed.
- ⇒ That such collection, disposal or recycling take account of the waste management hierarchy.
- ⇒ Optimisation of Waste Collection Systems.
- ⇒ Waste Transportation and Disposal strategies.
- ⇒ Waste Education & Awareness programs.
- ⇒ Waste Minimization and profitability plans & programs.

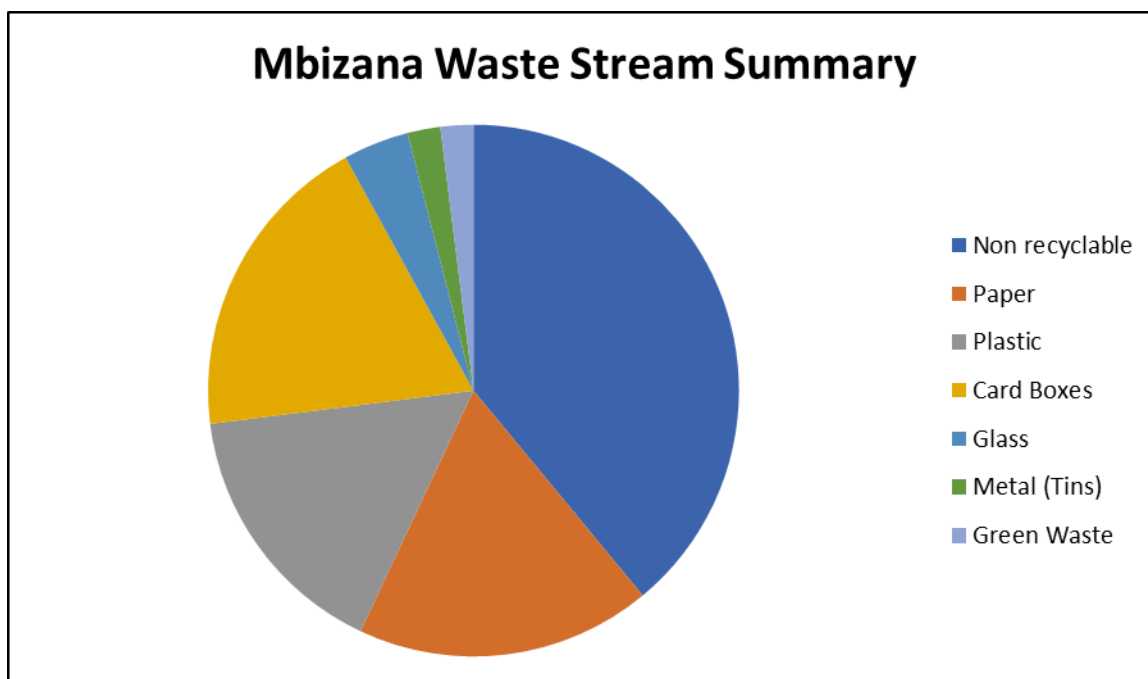
The Municipality operates under the eight strategic goals around which the National Waste Management Strategy is structured:

2.1.18.1. PROMOTE WASTE MINIMIZATION, RE-USE, RECYCLING AND RECOVERY OF WASTE

As means of minimizing large volumes/amounts of waste taken for disposal, the section is working with a number of local registered and unregistered recyclers which deals with collection of cardboards, papers, plastic, tins and bottles/glasses for recycling. Currently, most of these local recyclers are at primary stage of recycling meaning that they sell their products to other companies such as CONSOL, Mondi, Collect A Can and Reclamation for processing and manufacturing. Their impact towards securing/increasing the life span of EXT 03 dumping site is indeed noticeable, as most of the recyclables (cardboards, papers, plastic, tins and bottles/glasses) are diverted from site for recycling, and this contributes a lot in preventing the site from reaching its carrying capacity before anticipated period. The municipality has assisted in registration of recycling cooperatives. The municipality has partnered with several businesses where they agreed to allow our waste pickers or recyclers to collect the recyclables, for bottle recyclers cages have been placed for proper storage of bottles for proper storage before collection and the municipality provides transportation for collection.

The waste pickers mainly focus on collecting metals, cardboards and bottles in urban and rural communities.

A total number of 2 Waste Management Awareness Campaigns were conducted, and planning to have 6 more awareness's. This target was set purposely to encourage/motivate communities to take care of the environment, understand the negative impact of not conserving and to promote cleanness amongst others.



The current waste management practices within the Winnie Madikizela-Mandela Local Municipality were evaluated against the principles contained in the waste management hierarchy and waste management aspects were evaluated on a cradle to grave principle. That is, current waste management practices were evaluated from the points of generation all the way through to end disposal/landfill.

In the above pie chart of waste streams, the number of non-recyclables is more than other forms of waste. Papers, card boxes and plastics are the second largest waste streams that the municipality is receiving on a daily basis, with metals, green waste and glasses which are relatively of small amounts. In conclusion, the concept of recycling has played huge role in preventing large amounts of waste streams from taken for disposal, hence increasing the life span of our disposal sites.

2.1.18.2. ENSURE THE EFFECTIVE AND EFFICIENT DELIVERY OF WASTE SERVICE:

The municipality is currently servicing residential areas in the CBD i.e. Ward 1 (EXT 1,2,3, &4), waste collection is done once per week as per the National Norms and Standards. The municipality provides 1362 households at EXT 1, 2, 3 & 4 with waste receptacles in the current financial year. Waste service to the businesses in the CBD ranges from 3 -7 days a week depending on the demand.

The municipality has extended waste services to the rural areas, to achieve this target the municipality is intending to appoint a service provider who will be responsible for the project, or the service will be provided in-house to assist with waste collection in areas identified by the community stakeholders in the following Wards: 13, 23 and 24. The following areas in the following wards are serviced by the municipality assisted by the Community Works Program and DFFE Mopping Project as stipulated below:

Ward 04 (Ludeke Halt, Siwisa Bus stop area), Ward 6 (Mhlanga entrance), Ward 07 (Nyanisweni, Jerusalem Bus stops), Ward 08 (Dudumeni, Magusheni business centre), Ward 10 (Ntlenzi area), Ward 19 (Zamokuhle Special School), Ward 20 (Imizizi Clinic), Ward 21 (Greenville Hospital and Clinic), Ward 23 (Zikhuba, Marina & Seaview areas) Ward 24 (Lubusi Boutique Hotel, EMampingeni Lodge), Ward 26 (Magadla, Nomlacu bus stop, Nompumalanga bus stop, Hluma Flea Market and Lodge) and Ward 31 (Zizityaneni bus stop). This program also assists in illegal dumping in the areas mentioned.

The municipality has introduced the skip bin system where 30 skips bins were purchased and were placed strategically in all identified waste hotspots in and around the town. This system required a specialized vehicle which was also purchased by the municipality. The 30 skip bins were serviced by a service provider, after which the municipality continued with the service in-house. This is one of the successful projects and more skip bins are planned to be purchased to cover areas beyond the CBD.

It is important to mention that a huge number of households do not receive this basic service due to inadequate resources and poor infrastructure. The municipality has thus put up a business plan to access MIG funding for specialized vehicles for waste management i.e. 1 Compactor Trucks, 1 skip loader trucks, and 1 front end loader.

The municipality is currently having 3 compactor trucks, 1 skip loader and 1 mini-truck for waste collection services within the municipality. The municipality is having permanent staff under refuse section and EPWP beneficiaries under environment and culture sector.

Service Plan for WMMLM Waste Collection

| Category | Storage | Frequency |
|------------------------------------|---|---------------------------------|
| Households | Uses 100l black refuse bags or 240l wheelie bins provided by the municipality | Once a week on Mondays |
| Category 4-5 | Uses their own storage | 3 times a week or more |
| Category 1-3 | Uses 240l wheelie bins provided by the municipality or bins along the pavements | Everyday |
| OTHER ACTIVITIES | | |
| Street sweeping and litter picking | Municipal employees | Everyday |
| R61 | EPWP beneficiaries and Mopping Project beneficiaries | Monday to Friday and on Sundays |

2.1.18.3. GROW THE CONTRIBUTION OF THE WASTE SECTOR TO THE GREEN ECONOMY

The municipality is supporting recycling initiatives in trying to contribute into the green sector. 3 recycling cooperatives have been registered by the municipality. All 3 recycling cooperatives are assisting in diverting recyclables from going for disposal. Their impact is notable, as currently we are noticing a huge decrease in cardboards, plastics, bottles and metals amounts that are taken for disposal.

2.1.18.4. ENSURE THAT PEOPLE ARE AWARE OF THE IMPACT OF WASTE ON THEIR HEALTH, WELL BEING AND THE ENVIRONMENT

The municipality plans to have 8 waste awareness campaigns where communities, businesses, government institutions will be educated about waste minimisation strategies, how to handle waste effectively before it reaches its final stage and as well as impacts of unmanaged waste to environment and human health.

2.1.18.5.ACHIEVING INTEGRATED WASTE MANAGEMENT PLANNING

Integrated Waste Management Plan was completed and adopted by Council and was sent for MEC's endorsement in 2019. However, because of technical support offered by MISA, the IWMP will be reviewed only status core as we believe there are progressive changes that have happened in the municipality needs to be featured in.

2.1.18.6.ENSURE SOUND BUDGETTING AND FINANCIAL MANAGEMENT FOR WASTE SERVICES:

In terms of section 62(1) of Local Government: Municipal Finance Management Act (MFA), Act no 56 of 2003, The accounting officer of the municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has implements like tariff policy referred to in section 74 of the Local Government: Municipal Systems Act (MSA), Act no 32 of 2000 as amended. The purpose of the Municipal Solid Waste Tariff Strategy is to provide a framework and guidance for municipalities in setting solid waste tariffs that are aligned with the intentions of the National Waste Management Strategy (NWMS, 2011). The NWMS (2011) recognizes the importance of full cost accounting as the foundation of financial sustainability, which is critical in the delivery of effective and efficient waste services and in the promotion of waste minimization, reuse, recycling and recovery. Full cost accounting considers all operational and capital expenditure pertaining to solid waste services. The introduction of cost-recovery tariffs enables municipalities to fund the "maintenance, renewal and expansion of solid waste infrastructure" (NWMS, 2011). The underpricing of waste services sends inappropriate signals to households and waste generators and discourages waste minimization.

The service is still rendered at a deficit, and for that reason the municipal tariffs are adjusted yearly to consider all other factors at hand. The Waste Management Tariff Policy was also developed, as means of basis on the reviewed and approved tariffs.

2.1.18.7.PROVIDE MEASURES TO REMEDIATE CONTAMINATED LAND:

The municipality responds to issues of contaminated land by providing machineries such as TLB's and tipper truck to remove and dispose waste, after which the municipality convert that land to mini parks or open spaces.

2.1.18.8.ESTABLISH EFFECTIVE COMPLIANCE WITH AND ENFORCEMENT OF THE WASTE ACT:

The municipality has reviewed its Refuse and Sanitary By-Law to address and talk to current situations, and as per Waste Act. The name of the By-Law was changed to Control and Regulation of Waste Management By-Law, and it is currently sent for gazetting after which it will be available to be used. Furthermore, the municipality has also reviewed its Waste Management Tariff Policy to be more aligned with the current waste tariffs used by the municipality. The policy was adopted by the municipal Council in May 2022, and is currently in use, and in line with Waste Act.

2.1.18.9.ENSURE SAFE AND PROPER DISPOSAL OF WASTE

The municipality is currently operating in a dumping site for waste disposal services called EXT 03 Dumping Site. The site does not meet licensing standards; however, the municipality is planning to close the site as it is also running out of air space for disposal. The financial projection with rehabilitation plan of the site in preparation for closure is reviewed annually and was last reviewed during 2021/22 FY.

The municipality appointed service provider each year for rehabilitation and management of EXT 03 dumping site. All waste disposed on site is pushed, compacted and buried on site daily by the contractor. Entrance and exists on site are managed by private security working in the municipality. Disposal of waste by other vehicles other than the municipality is also controlled by the availability of permit for disposal which is issued by the municipality after assessing the type, nature and tonnages of waste to be disposed and vehicle used.

The Majazi license has expired and application for condonation has been done and sent DEDEA for extension of License. The municipality had set aside a budget for construction of the site. Consultations with the district municipality began to pursue possible establishment of a regional landfill site which will serve the entire district. The Municipal Infrastructure Support Agency (MISA) is currently providing technical support.

2.1.18.10. WASTE MANAGEMENT COMMITTEE

Waste Management Committee was established in 2017. The main purpose of this committee is to implement the IWMP and recommend to council positive initiatives to continuously improve waste management in the municipality thus promote reduction, reuse and recycling of solid waste, together with plans and programs of community education & empowerment. The stakeholders are as follows: ANDM (Municipal Health Services, Water & sanitation and Disaster Management), Government Department like DFFE, DEDEA, DOE, DOH, Transport etc, and Hawkers Association, Bus & Taxi Association, Business Chamber, Property Owner's Association, Rate Payer's Association, Women Forum, Youth Council, Disability Forum).

The designation of Waste Management Officer to lead the Waste management programs has been done.

2.1.18.11. CONSTRUCTION OF MAJAZI LANDFILL SITE

The municipality has appointed a consultant to facilitate the construction of Majazi landfill site. The consultant has done the scoping of the project, where the project has been phased into 3 phases. Phase 1A this phase will be focusing on securing the site, Phase 2 will be focusing on the site to be operational with 1 cell completed and Phase 3 will be focusing on the entire scope of the project with 4 cells.

The municipality has requested DFFE to again assist in the completion of the project and currently awaiting commitment of the department.

2.1.18.12. EFFLUENT MANAGEMENT

The municipality does not have effluent policy but working closely with ANDM EHPS and Water and Sanitation to manage effluent issues around Bizana. The municipality will jointly develop the Effluent Policy with the district municipality.

EXTERNAL SUPPORT

| DEPARTMENT/ORGANIZATION | ACTIVITY |
|---|--|
| DFFE-Mopping project | Municipality received 63 beneficiaries responsible for clearing of areas which affected by recent disasters/storms, this includes rivers, drains, bridges and roads. |
| DFFE-Construction of Majazi Landfill site | Waiting for commitment by Department in trying to assist by the municipality. |
| DFFE | Mopping Project |
| DFFE | Youth Environmental Service-Up-coming Project |

| | |
|------|---|
| MISA | The municipality received funding from MISA for development and implementation of Innovative Technologies for Solid Waste Management Solutions. The project was to come with waste management solutions in innovation, technology, rollout plan and socio-economic benefits in waste management. The project was to employ 455 beneficiaries and the contract ended in April 2022. Currently waiting for the project to be re-funded. |
|------|---|

2.1.18.13. SOUTH AFRICAN WASTE INFORMATION SYSTEM (SAWIS)

The municipality is contributing to SAWIS, by reporting quarterly about tonnages and quantiles of waste disposed at the municipal disposal site. From July 2022 to September 2022 we have managed to submit 2670 tons of waste.

2.1.18.14. OVERALL ENVIRONMENTAL MANAGEMENT CHALLENGES:

- ⇒ Over exploitation of natural resources due to extraction and changes in land use which result in loss of bio diversity through sand mining, unmanaged harvesting of species and unmanaged harvesting of mangrove forest and other forest stands.
- ⇒ Soil erosion leading to siltation of rivers and estuaries, and loss of valuable agricultural land.
- ⇒ The spread of invasive alien species which in turn has the potential to disrupt natural ecosystem functioning. Removal of aliens is being currently carried out by our EPWP employees.
- ⇒ Poor reporting rate of environmental damage such as degradation due to illegal sand mining which usually occurs in wards 16,22, 25, 28, 29; borrow pits that are used without permits and have been left thereafter without being rehabilitated and natural causes like sinkholes in areas like ward sixteen (16) and ward three (3).
- ⇒ Inadequate, overloaded or defective sewage treatment infrastructure which leads to environmental and health risks.
- ⇒ Limited storm water management
- ⇒ Pathogenic contamination of inland waters due to poor sewage treatment and disposal.
- ⇒ Habitat degradation. Restoration of plants in their habitats by replanting them.
- ⇒ Loss of arable land to housing developments
- ⇒ Lack of awareness of environmental principles and relevant environmental and planning legislation and policy.
- ⇒ Environmental non-compliances, lack of prioritization of environmental issues.
- ⇒ No management of wild animals/ problematic animals, causing risks to human lives more especially in rural areas
- ⇒ No legal operational dumpsite/ landfill. Majazi land fill site still under construction.
- ⇒ No slipway/launching site for boats to fish offshore.
- ⇒ A growing number of illegal cottages seem to be a challenge along the coast. These cottages are established by tourists in rural homesteads along the coast.
- ⇒ Limited land for extension of cemetery.
- ⇒ Few wards have demarcated land for cemetery.
- ⇒ Limited space for urban green space in Mbizana.
- ⇒ Littering in green spaces such as wetland.
- ⇒ Effluent not properly managed in town, no Effluent Policy.

2.1.18.15. CURRENT AND PLANNED INTERVENTIONS TO OVERCOME ENVIRONMENTAL BACKLOGS:

- ⇒ Ward based Environmental and Waste Management awareness's.
- ⇒ Removal of Alien Plants in various areas.
- ⇒ Compiling proposal for Restoration of degraded land for sustainable livelihoods through upscaling the implementation of Sustainable Land Management practices (GCF Funding) and Proposal Green Climate Fund where attended the stakeholder workshop for this proposal.
- ⇒ Greening of open spaces in town and surrounding areas.
- ⇒ Planting of Indigenous Trees in various schools and other public places.
- ⇒ Working for the Coast Project
- ⇒ Proclamation of Mthamvuna Nature Reserve
- ⇒ Construction of Majazi Landfill site
- ⇒ Establishment and support of recycling initiatives
- ⇒ Environment and Culture sector – EPWP
- ⇒ Development of Environmental management by-laws
- ⇒ Review Cemeteries and crematoria by-laws
- ⇒ Review of Refuse and Sanitary by-laws.
- ⇒ Adoption of ANDM Air Quality Management Plan.
- ⇒ N2 Wild Coast Biodiversity Offset Project
- ⇒ Presidential Employment Stimulus Project.
- ⇒ Specialized Waste Management vehicles

2.1.18.16. LIST OF CAPITAL PROJECT REQUIRING ENVIRONMENTAL AUTHORIZATION

| PROJECT NAME | STATUS |
|--|-------------------------------------|
| Forestry Development (1000 ha) in Swane, Mpisi and Mkhambathi areas) | Process not yet started |
| Township Establishment (Middle income and Mixed-use Development) | Environmental Authorization granted |
| Leonard to Simakadeni Access Road | Awaiting Authorization |
| Mapheleni via Mbumbazi to Dutyini Access road | Awaiting Authorization |
| VAV Memorial College Access Road | Awaiting Authorization |
| Sidanga Bridge | Application underway |
| Sigingqini to Marina Access Road with Bridge | Application underway |
| Tshuze to Luphilisweni Access Road | Application underway |
| Sixhanxeni Access Road | Application underway |
| Regional Landfill site | Process not yet started |

2.1.19. Disaster Management

In terms of the Disaster Management Act, 2002 (Act 57 of 2002), municipalities are required to compile municipal disaster management plans. The municipality developed and adopted a Disaster Risk Management Plan (Level 1) in 2015; this document is due for review; Services provider was appointed. Launched Disaster Advisory forum, training of officials in Community Based Disaster Risk Assessment. Launched Public Information Education relations. Conducted Community Based Disaster Risk Assessment in Coastal communities and Inland communities. The function is done by both the ANDM and Local Municipality, the district municipality has a satellite office with 4 Disaster Officials, also agreement has been reached with the district to develop disaster management by-laws which will be used by local municipalities. Municipality has adopted Social Relief of Distress policy as a tool to respond to affected and qualifying beneficiaries.

2.1.19.1. Summary of Disaster Management Plan Objectives

The overall objective of this document is to define and describe the essential elements and procedures for preventing and mitigating major incidents or disasters, but also to ensure rapid preparedness and effective response and aspect specific contingency planning in case of a major incident or disaster that will: -

- ⇒ Save lives; Reduce risk exposure; Reduce suffering; Protect property; Protect the environment; Reduce economic and social losses; and Provide for the safety and health of all responders.
- ⇒ Establish integrated institutional capacity within the municipality to enable the effective implementation of disaster risk management policy and legislation i.e. a series of workshops and awareness campaigns was conducted.
- ⇒ Establish a uniform approach to assessing and monitoring disaster risks that will inform disaster risk management planning and disaster risk reduction undertaken by the municipality and other role-players.
- ⇒ Develop and implement integrated disaster management plans and risk reduction programs in accordance with approved frameworks.
- ⇒ Ensure effective and appropriate disaster response and recovery.
- ⇒ Prevention and reduction of disaster risks;
- ⇒ Mitigation of impacts; preparedness for effective response to disasters;
- ⇒ Minimize loss and property damage; and quick recovery from the impacts.
- ⇒ To establish Disaster Local Advisory Forum.
- ⇒ Reduce the risk of disasters caused by human error, deliberate destruction, and building or equipment failures
- ⇒ Be better prepared to recover from a major natural catastrophe
- ⇒ Ensure the organization's ability to continue operating after a disaster
- ⇒ Recover lost or damaged records or information after a disaster

2.1.19.2. LOCAL DISASTER ADVISORY FORUM

The Local Disaster Management Advisory Forum is collaboration between a range of stakeholders from key sectors – government, business, academia, labour and civil society. Its main objective is to enhance the municipality's efforts to reduce

risk where possible; assist people to better understand the roles that they could play in reducing the impact of disasters; to assist in the development of clear actions to address all aspects of disasters risk reduction

Winnie Madikizela Mandela Local Municipality launched Local Disaster Advisory forum on the 02 September 2022.

The objectives of the forum are as follows;

- Give advice and make recommendations on disaster-related issues and disaster management;
- Contribute to disaster risk management planning and coordination;
- Establish joint standards of practice;
- Implement incident management systems;
- Gather critical information about the municipality's capacity to assist in disasters and to access resources;
- Assist with public awareness, training and capacity building;
- The forum sits quarterly, minutes and attendance registers are indicators for this target.
- ANDM is working together with Local municipality and also Provincial Disaster Management Centre.

2.1.19.3. Fire and Rescue

Fire and Rescue service is done by ANDM, operating a Satellite centre, there is no signed (MOU) memorandum of understanding, the ANDM is currently working on it and Fire Prevention Plan & Fire Tariffs and By-Law's where in jointly Fire tariffs will be determined and implemented.

Municipality Conducts Veld Fire awareness in various wards of Bizana in partnership with Alfred Nzo District Municipality Fire and Rescue. The municipality is planning to develop Fire Risk Assessment in order to develop Fire Protection Plan and tap into opportunities for funding projects like working on fire.

Objectives of working on fire

- Is intended for protection of natural vegetation;
- To create a community upliftment programme that will employ people especially the disadvantaged groups e.g. Women and Youth.
- To secure livelihoods and sustainable environment;
- To promote environmental strategies in minimizing veld fires through fire and life safety awareness and education campaigns;
- To provide trainings in different skills.
- The forum sits quarterly, minutes and attendance registers are indicators for this target.

2.1.19.4. Social Programmes:

Social Relief of Distress Policy has been reviewed& adopted by the council,

Provision of Social Relief Material for qualifying households that are affected by disasters in various Wards. 4 Wards has been affected with accidents 1 disaster was caused by fire that affected 21 beneficiaries that were working in Extension 1 Dumping site those were Informal Waste Pickers that they were qualifying for assistance as per our Social Relief of Distress policy. 3 Families that were affected by Moto vehicle Accident in Ward 05: 3 deceased people 2 in 1 family assessment was conducted and Social relief material was provided, Ward 17: 3 deceased people in 1 family assessment was conducted and Social Relief Material was provided assisted with Social relief material. Ward 07 2: 2 deceased people in 1 family assessment was conducted and Social relief of distress material was provided.

2.1.19.5. Free Basic Energy (FBE)

WMM Local municipality is subsidizing free basic energy to the indigent households both in urban and rural people. In urban we are providing about **29** indigent beneficiaries and in rural villages there are **4515** indigent households receiving free tokens on a monthly basis through Eskom.

2.1.19.6. Free Basic Alternative Energy (FBAE)

The municipality has been implementing the solar energy project funded by the Department of Energy since 2011; this solar energy project is mainly used as our alternative energy source. The municipality is currently aiding about **2646** installed. Initially we had an idea of de installation since we had a challenge of many people who were still interested in solar due lack of grid electricity but now we were given more solar by the DMRE we decided stop it.

2.1.19.7. Indigent Register

The municipality has developed and adopted an indigent register for **2021/2022**. The review process is a yearly program. The municipality has an adopted reviewed indigent policy in June 2022. This policy is a guiding document which determines how the institution can provide the Free Basic Services. It is taken from the National Indigent Policy framework and also some of the legislative frameworks like:

- ⇒ The constitution of the RSA (Act. 108 1996)
- ⇒ The Municipal Systems Act. 2000 (Act 32 of 2000)
- ⇒ The Municipal Finance Management Act 2003 (Act 56 of 2003)
- ⇒ The promotion of Administrative Act; 2000 (Act 3 of 2000)
- ⇒ The promotion of access to information Act 2000 (Act 2 of 2000)
- ⇒ The municipal Property Rates Act; 2004 (Act 6 of 2004)

The municipality has established an Indigent Steering committee which constitutes of all Ward Councilors, CDW's, Traditional Leaders, Service Providers for free basic services and ANDM.

2.1.19.8. Community Facilities/Recreational Facilities

There are 36 functional community halls. The operation of the halls is done through the adopted policy: The Municipality has recently planned for fe2.3.ncing of Mzamba Community Hall and Extension of fencing for Dudumeni Community Hall in Ward 8. There are caretakers employed under the EPWP that are safeguarding all community halls. The Hire of Recreational facilities policy which is reviewed and adopted by council, the municipality continues to maintain and operate all recreational facilities and this is possible with cooperative assistance from established Hall Management Committees.

Hall Management Responsibilities

- To ensure proper management of the halls.
- Receiving and consider requests from community and stakeholders for the use of Municipal Facilities; responding and/or recommending requests.
- To ensure general routine maintenance of halls.

2.1.19.9. Library Services

WMM Local Municipality through the assistance of DSRAC has four libraries: Mbizana Public Library situated in town (Ward 01), Nkantolo Modular Library placed at Nkantolo Junior Secondary School (ward27) and Monwabisi Mfingwana Public Library (Ward 08) placed next to Dudumeni Community Hall. DSRAC has managed to assist the community of Ward 24 with Classroom library at Ebenezer J.S.S. DSRAC has provided furniture, telephone and books for the library and the municipality with professional staff. All our libraries have been given telephone connection by DSRAC. Libraries conduct the following awareness's to various wards: South African Library week, World Book & Copyright Day, National Book Week, International Literacy Day, Book Club Festival and Holiday Program.

South African Library for the Blind has managed to place a Minilib section for the visually impaired individuals through funding from DSRAC and we are working closely with Zamokuhle Special School as our targeted school and Mbizana communities. SALB has provided the library with new furniture for the Minilib users. Statistics of the number of people using the library has increased and also the membership. Libraries functions with Library Committee. Library committee is responsible for the promotion of readership, supporting literacy projects, effectiveness & efficiency of library services, provision of support and establishment of other libraries, mobilization of resources for libraries, represent community library related matters, library advocacy, organizing the events for library promotion.

2.1.19.10. LIBRARY POLICY

The municipality has developed and adopted a Library policy addressing the following:

- Legislative Mandates which governs the library
- Loan Periods
- Library hours
- Computers / internet usage
- Reserving items on issue

DSRAC and the Municipality sign annually the memorandum of agreement which is to ensure the provision of an effective and efficient library and information services for the benefit of the communities of WMM Local Municipality. DSRAC provides yearly funding to municipality with the sum of R500 000 to assist in library needs.

DSRAC responsible for capacity building programs, co-ordination and support establishment of library structures, provision of security services and Monitoring and evaluation. Build new libraries and provide modular library structures to rural areas and hand them to Municipality. Purchase library furniture. Purchase and process library materials. Provide security of library materials-detection systems.

Municipality is responsible for maintaining existing library facilities, assist in supervision and administration of staff in public libraries, and establish library structures: Friends; committees, support awareness programs.

Library and Community Development

- Educational support
- Reading for leisure
- Personal development
- Community development initiatives support

Library and Information Services are valuable collaborators in providing and promoting:

- Access to information holistically
- Compelling customer service
- Lifelong learning
- Assistance with research and data collection
- Access to infrastructure, publicity, and other expertise
- Places and spaces for community programmes and community involvement
- Innovation and critical thinking

2.1.20. PROTECTION SERVICES

Protection Services is subdivided into five units viz; Traffic law enforcement, Security & VIP unit, driving license Testing Centre, Vehicle licensing and Pound. The Entity is guided by the following regulations: National Road Traffic Act 93/96, Administration Adjudication Road Traffic Offences, National Land Transitional Transportation Act, Private Security Industrial Regulation Act, Municipal Bylaws, Municipal Policies, Pound Act, and Animal Act (SPCA).

2.1.20.1.FUNDAMENTAL FUNCTIONS OF TRAFFIC SECTION:

- To ensure free traffic flow
- Provide law & order and ensure safety for all road users
- To reduce road accidents and carnages
- To create awareness campaigns addressing traffic safety issues
- To project a professional image of the enforcement practitioners
- To assist in crime prevention activities and proactive policing initiatives
- To enforce Municipal Bylaws

Winnie Madikizela Mandela Local Municipality have eight (8) traffic officers to cover the its area of jurisdiction and seven (7) traffic wardens to enforce the law around town but Two traffic wardens have attended Traffic college from January 2022.

⇒ **The issuing of fines:** We have an annual target of 1500 fines to be issued and conducted 20 road blocks to ensure the safety of road users and maintaining law and order in the year 2022/2023. The section utilizes three (03) traffic vehicles for the day to day duties. In the first quarter 469 fines were issued, 04 roadblocks conducted to date. We have currently issued 44 fines and two (2) roadblock in the first month of the second quarter and believe that we will achieve our target.

Traffic lights and CCTV cameras, calibration of speed machine: Service provider that was appointed to maintain four traffic lights (robots) for a three-year contract expired and the project was advertised and we still await sitting of Adjudication to appoint the suitable service provider to maintain the four set of robots. Only two sets of robots that are still working. Speed machine calibrated once a year during fourth quarter.

Road markings and signs: 22 kilometers road marking and 08 road signs is our annual target. we are now seating at 12,6m road marking done up to date. The purchase of road signs, road marking paint has been delivered and erected as per our specification.

Protective clothing: The project of supplying 48 employees with protective clothing is on re -advert once again for the fourth time because we always receive non-responsive bidders.

Awareness campaigns: our annual target is to conduct four awareness campaigns two of them during festive season and another two before the Easter holidays. The concept document was drafted and signed by Municipal Manager and submitted to SCM for advertisement hence the event will take place end November 2022.

National road traffic Law enforcement code: As per the workshop that was held in East London it was advised by Department of Transport that they need to standardize traffic law enforcement all over the country inclusive of traffic vehicles and uniform looking the same across. All traffic officers from WMMLM were present in the workshop.

Provision of security equipment: The project for the current financial year is in quarter two and we have already started the process of submitting acquisition letters for approval.

Purchase of traffic consumables: The project implementation is in quarter three and the processes have started.

Operations at Winnie Madikizela Mandela taxi rank: Meeting with Transport industry has been held where they were informed about the state of readiness of the taxi rank, taxi rank by law which was submitted to government printers for gazette and also, they were made aware that they will be paying for occupying the facility.

CHALLENGES:

- Events and protests take more time of traffic officers as they supposed to spend in traffic related work.
- Street Vendors trading on Sidewalks.
- No pound zone for confiscated motor vehicles.

SOLUTIONS:

- Traffic section and Local Economic Development Manager to find the common ground as they are working together to resolve the issue of street trading.
- The building of pound for vehicles must be prioritized.

2.1.20.2.SECURITY

Winnie Madikizela Mandela Local Municipality has 15 fifteen sites that are safe guarded by the in-house and private security. Currently this financial year the Municipality security personnel are still sitting at twenty and they are still working from Monday to Friday covering morning and afternoon shift. On the 01st of November 2021 Winne Madikizela Mandela Local Municipality appointed Bukhobethu Security services to safe guard 15 Municipality sites on weekends, night and proclaimed public holiday for a period of three years until 30TH of November 2024. In May 2022 there was a threat directed to the Mayor where the Institution had to extend the scope of work to Bukhobethu with three security guard during the day and three at night for a period of three months until end of August 2022. Two in house security officers are deployed in the Mayor protection team to guard against threat until the situation calms down.

FUNDAMENTAL FUNCTIONS OF SECURITY:

- To ensure safety of the Municipal properties, assets and staff.
- To ensure safety and security on the work place.

CHALLENGES:

- All Municipal sites are dark at night.

- All Municipal Sites are not properly fenced while the Main Municipal building is still incomplete.
- Most of Municipal sites do not have sufficient Parking space for both Municipal staff and the clients at large.
- No proper Guard-houses for Municipal sites but two sites are budgeted for this current financial year.

2.1.20.3.DRIVING LICENCE TESTING CENTRE

- ⇒ Winnie Madikizela Mandela Local Municipality Driving License Testing Centre has been operational since 2009 where credible learner's license, Professional driving licenses and renewal of driving license cards are produced. Mbizana Driving License testing Centre was graded by the Department of Transport as Grade B Testing Station. This infrastructure benefits the community of Mbizana and South Africa at large. The system used in the DLTC belongs to Department of Transport and the total collected amount goes to Municipality as per Service Level Agreement. That will promote service delivery which is the mission and the vision of Winnie Madikizela Mandela local Municipality. In 2021/2022 financial year the Driving License Testing Centre manage to produce 5385 driving license, 974 Professional Driving License and 1533 learner's license. The DLTC has just been renovated where the cashier cabinet has been improved, the Centre has been completely fenced with galvanized steel fence and the construction of the ramp for physically disabled has been reconstructed. The routine annual inspection by both provincial and national inspectorates has been made and some recommendations were made during the visits and those recommendations were addressed by the institution for compliance. For 2022/23 financial year DLTC has processed 676 applications for Learners licenses, issued 202 Learners license, 1605 driving license and 296 PrDP's.
- ⇒ Procurement of DLTC stationery has been done and delivered for the 2nd Quarter of this financial year to the value of R180 730.00

Fundamental functions of Driving License Testing Centre

The core functions that are presently being conducted at Mbizana testing center are as follows:

- Monday to Friday the learner's license bookings are done and in between driver's license bookings, PrDP's and renewals for driving licenses are conducted simultaneously.
- DLTC also runs learner's license classes from Monday to Thursday, two classes a day and each class consist of 9 applicants the total is 72 applicants because of the computerized learner's license system where we have been provided with 10 tablets in the class room.
- Our Centre is currently testing 8 applicants per day for driving license test.

⇒ REGISTERING AUTHORITY

This is registration and licensing of motor vehicles. During 2021/22 financial year the station managed to register 8723 vehicles.

- ⇒ Out of the total amount collected from Registration and Licensing 81% goes to Department of Transport and 19% goes to Mbizana Local Municipality as according to service level agreement in place.

Fundamental functions of Vehicle registration and licensing

- Registration of all types of motor vehicles
- Licensing of motor vehicles

- Notices of change of ownerships
- Handling all motor vehicles queries
- Issuing of temporal and special permits
- Issuing of motor trade numbers
- Attending to deregistration's reasons whether it's because of theft or any other reasons
- Applications for documentations
- Filing and any other issues related to motor vehicles
- Issuing of forms for all transactions

Challenges:

- The issue of load shedding badly affecting the Centre as it interferes with our network connections.
- No parking space for staff and clients at DLTC.
- Chairs for clients that were purchased in 2009 are broken and the clients don't have chairs to sit meanwhile they are waiting for the services at the DLTC.
- The Centre has no flood lights outside and that poses a security risk.
- The DLTC has been provided with four EPWP workers to assist and were trained on the system by the department of transport but only two workers were reinstated after the expiry of their contracts.

2.1.20.4. SAFETY AND SECURITY SERVICES

Winnie Madikizela Mandela Local Municipality have five police stations situated within the Municipal Jurisdiction, Bizana, Mzamba, Mpisi, Ndengane and Qhasa.

The above is contrary to the policy provision which states that a new police station may be required when there is a new settlement, drastic increase in population density, increase in crime rate as well as travelling distance and per capital costs to access police stations. This in effect means that on average, 1 Police Station is serving an area of 701.5 km² and 58 831 people. The establishment of new additional police station at Qhasa Location in ward 11 now assist reduction in crime and also workload from other Police Stations. Qhasa is now under WMMLM in terms of demarcation and policing, as such reporting becomes easy.

Due to distance between Police station and most communities, SAPS has organised a mobile SAPS truck with all the equipment which is used as a contact point roving all the wards in order to bring services closer to the communities. Furthermore, it is used as point centre for all the Departments including the Municipal Desk for Proof of Residence.

The department has identified Gender Based Violence, Murder and Stock theft as leading crimes in Mbizana also not forgetting housebreaking, assault, rape and armed robbery as prevailing crimes in all the police stations due to increased number of cases reported.

The department has established a maximum of 72 Community Policing Forums in all the stations i.e. 32 structures under Mbizana police station, 22 structures under Mzamba police station, 11 structures under Mpisi, 4 structure under Ndengane satellite station and Qhasa has formulated 5 structures, however the department is experiencing a number of challenges viz:

-

- Bad conditions of access roads

- Poor street lightening in town
- Poor conditions of access bridges
- Lack of personnel, transport and non-maintenance of police stations.

Despite the shortage of human resources and mobile resources, the department has undertaken cluster operations and station operations conducted to reduce crime and as result there is a general decrease in crime levels in terms of contact crimes and property. The department has planned some intervention to further reduction of crime levels which include: -

- Motivation of communities to cooperate with Community Policing Forum and police in reporting crime and identifying offender
- Encouraging communities to register as police informers.
- Conducting operations and increase police visibility.
- Some of the locations from ward 2 are poled by Mt Ayliff although in terms of demarcation they fall under Mt Ayliff and that also needs to be addressed. The proposal of Satellite station in ward 2 (Ntamonde Village) is underway and that will cover the distance between Bizana SAPS and Mount Ayliff. As according to the statement released by the President after the national state of disaster all the covid 19 level were suspended.

2.1.20.5.Mbizana Community Safety Forum:

- ⇒ District Community Safety Forum was launched in 2013 and was last revised in November 2021.
- ⇒ Mbizana Community safety forum was adopted by the council.
- ⇒ Mbizana Community Safety Forum reports quarterly in a bigger Forum at a district level - ALFRED NZO.
- ⇒ Winnie Madikizela Mandela Local Municipality Safety Forum has a focal point on Awareness campaigns after it had been established that people in WMMLM are most vulnerable due to ignorance. Identified critical areas in terms of crime rate receive serious attention from the Forum and the plan for the forum is to conduct awareness campaigns to all identified hotspots. Law enforcement operations are also on progress to focus mainly on those that are transgressing the laws of Country.

2.1.20.6.Mbizana Transport Forum:

- ⇒ The forum was also established in 2012 with intentions to specifically deal with issues of public transportation in Mbizana. All stakeholders of transport around Winnie Madikizela Mandela will be called in a meeting before end November 2022 with the aim of revising transport plan for 2022\2023 financial year.

Challenges:

- ⇒ The Transport Forum was only launched but did not function due to lack of co-operation by the concerned role players.

Funds:

- ⇒ Community Safety had confirmed the availability of budget to deal with issues of intervention where required and Alfred Nzo District Municipality had confirmed availability of an amount of R 200 000.00 for the current financial year.

- ⇒ Mbizana Municipality budgeted R345 492.00 for the projects in relation to the Program of Mbizana Community Safety forum.

2.1.20.7. To Enforce Municipal Bylaws:

- ⇒ Winnie Madikizela Mandela Municipality had 46 gazetted By-laws in total and these bylaws are actively served by Protection Services – law enforcement unit trained as Peace Officers (Peace Officers are designated to enforce any piece of Legislation whether Traffic bylaw, Building regulations, Waste management bylaws, Municipal Policies etc.
- ⇒ Protection service has been requesting skills program section to allocate budget for training of members building inspector, waste management and LED to be trained on by laws enforcement.
- ⇒ Winnie Madikizela Mandela Municipality has an operating landing- strip, an accredited infrastructure by the South African Aviation Board. The infrastructure had been operating for some ages situated in an open space with loitering stray animals as it currently coincidentally serves as an unauthorized grazing land.

Challenges:

- ⇒ The landing strip in question is not taken good care of in terms of maintenance, the upgrade of its infrastructure and so forth. Bylaws in place cannot be implemented to a satisfactory point when the infrastructure is at that stage.

2.1.21. POUND SECTION

Winnie Madikizela Mandela Local Municipality Pound is operational with effective By-laws. The animal Pound is run in a way that is stipulated in bylaws, policies and SPCA standards. The Pound is comprised of three permanent staff members i.e. Pound Master and two Pound Rangers. There is also two EPWP staff members who look after the Pound and the impounded animals. They herd and shepherd the animals, see to it that the animals are well fed, given clean water, dosed and vaccinated (with the assistance of Pound Master) as is a requirement due to different seasons experienced also keeping the pound out of invasive alien plants, sharp objects that might endanger animals. A random routine check by SPCA is done and so far, they have found everything in place according to the required standards as they are the national overseers of all animal Pounds.

2.1.21.1. Core functions of Pound

The core function is mainly to foster the culture of responsibility amongst our communities to take care of their livestock, keeping them away from the roads thus limiting the number of accidents and also eradication of stock theft.

The pound keeps animals that are found by Stock theft straying/trespassing within our communities until they are rightfully identified by owners.

Impounded animals are usually charged immediately they enter the Pound according to the rates stipulated by the council, only when they are brought by stock theft unit and have cases that they can only be charged after 14 days of stay in the Pound.

According to 2021/22 SDBIP the Pound was supposed to collect 200 stray/trespassing animals' year the pound has collected 318 and that shows smooth running as far as meeting targets is concerned.

R20 571.00

The Equipment(troughs) that is used to put feed and water were procured at a cost of R19 050.00 and delivered in good order and also the maintenance of Pound shelters, pound enclosures and pound premises was done at a cost of R143 165.00.

The Pound vehicle which was supposed to have been bought during 2021/2022 financial year was removed from the SDBIP due to 2021 July unrest which caused factories to be unable to have the car in their stock and as such the Pound has no vehicle and it's not possible to have it during this financial year hence it was not budgeted for.

For this current financial year 2022/23 the Pound is collecting 240 stray/trespassing animals of which it has already collected 154 stray/trespassing animals and then revenue collected is R7052.00

Purchase of feed for the 2nd Quarter is already on advert closing on the 28th October 2022 and maintenance of Pound shelters/premises for the 2nd Quarter is also on advert closing on the 3rd of November 2022.

CHALLENGES

- No access road to the animal Pound and this has become a biggest challenge for the delivering vehicles and owners collecting their animals from the Pound.
- In/ around May 2022 it was reported that a Bakkie which belongs to one of the guards from the private security guarding municipal sites including the pound was left idling in the morning when the owner was preparing to leave the site where the handbrake of a car just released thus making the Bakkie to move without control to hit the palisade fence of the Pound yard.
- The matter was reported to the Asset Officer who was furnished with all the documentation he requested pertaining to the matter so as to claim from the insurance.
- The office still awaits response from the Asset Office.

2.1.22. KPA 2: LOCAL ECONOMIC DEVELOPMENT & SPATIAL PLANNING

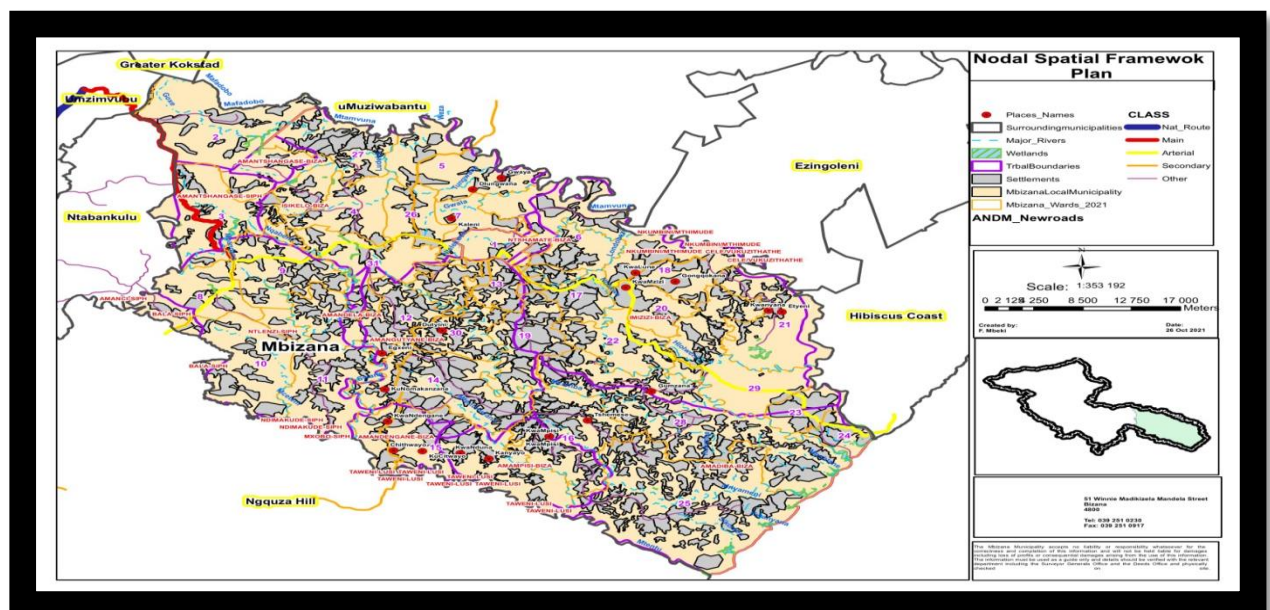
2.1.23. SPATIAL PLANNING AND LAND USE

2.1.23.1. Land Issues - Settlement Patterns

WMMLM is predominantly rural and consists of scattered low-density rural settlements which are surrounded by communal grazing and arable land. Settlement densities appear to be directly correlated with accessibility. Over recent years a considerable number of people have crowded settlements along the R61 and other arterial commuter routes and in close proximity to urban centres in search of better services and economic/employment opportunities. This has resulted in uncontrolled occupation of valuable agricultural land, which is contributing to eroding the remaining resources available for people to sustain their rural livelihood. These areas of higher settlement density, being situated on the main route through the area (R61) and in close proximity to the urban centres of Bizana Town and Port Edward, can be classified as peri-urban. Peri-Urban Settlements of Sirhasheni and Ebenezer (at Mzamba near Port Edward), Redoubt (along R61), Ngcingo and Didi (near Bizana Town), kuBha and Magusheni.

Settlement patterns in Bizana still reflect, to a large extent, spatial planning of the Apartheid past. The current structure and spread of rural settlements and households therein makes it difficult for the municipality to provide services in an effective and efficient manner. Furthermore, sprawling settlements are also located along steep sloping terrain on the crests of hills which further puts more strain on the limited resources the municipality has in terms of providing services to its communities. However, the municipality has made strides in redressing the imbalances of Apartheid spatial planning in identifying and providing basic services in those areas that were ignored in the past.

Map: Illustrating Settlement Pattern within Winnie Madikizela-Mandela

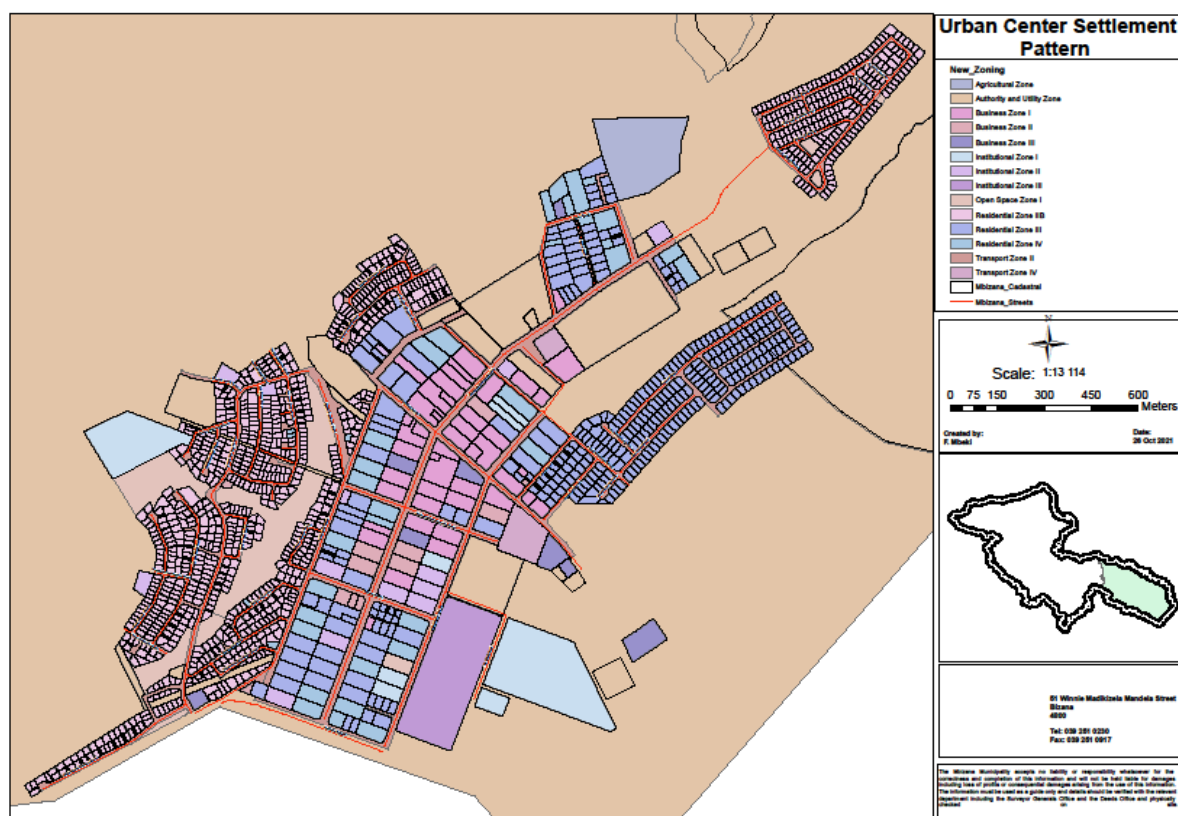


2.1.23.2. Settlement Pattern - Urban Centre (Bizana Town)

The main urban centre in the WMML municipality is Bizana Town. According to the Mbizana Nodal Development Framework (2013) the town serves as an administrative centre for the municipality with several other land uses such as residential, retail, commercial, service industry, civic facilities and limited light industrial.

Generally, residential activity in the town is scattered and isolated. The main residential suburb is located east of the town. It is characterized by low density units with a height of 2 storeys. To the north of Bizana town is a mix of informal settlements and low-cost housing. To the east is also low-cost housing and to the south of the town are low density rural settlements.

Map: Illustrating –Urban Centre Settlement Pattern



2.1.23.3.

2.1.23.4. Available Land for Development

The proposed district zones divide the CBD into portions of distinct character and use which presents unique opportunities for intensification and diversification of land uses. The district zones indicate where higher density development, business areas and the like are permitted. The CBD is divided into 9 zones:

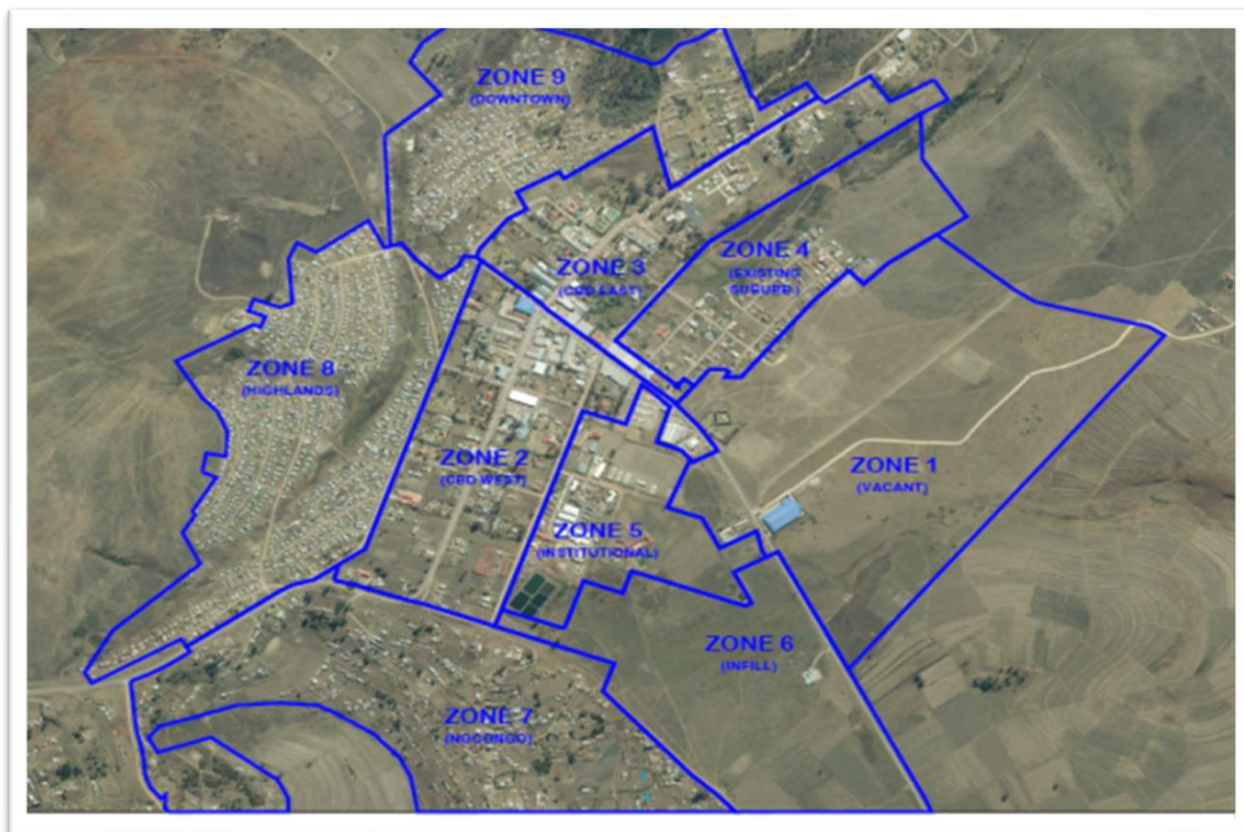
Zone 1: The area is currently vacant but future development would include light industries, commercial, business, mixed use, educational and residential development.

Zone 3, 4 & 5: Proposed site for infill development such residential, commercial business and mixed used.

Zone 6: Proposed site for new development such as commercial, business offices and mixed uses.

Mixed use development site will be associated with shops and offices on the ground floor of high-density residential development. Commercial, light industrial, business and retail uses are to be located outside the existing commercial, business and retail core in Zone 1, and 6.

Map illustrates the available land for development



2.1.23.5. Winnie Madikizela-Mandela Land Claims

Number of erven in the town are subject to land claims. In terms of Section 11 (7) (A) of the Restitution of Land Rights Act (Act 22 of 1994 – as amended) – no person may sell, lease, donate, subdivide or develop land that is the subject of a land claim. This, as a result, is preventing much needed development of land within the town. It is therefore of extreme importance that unresolved land claims be attended, or where land is required for essential facilities and services, the commissioner grant permission for such development applications to proceed. The Department of Rural Development and Land Reform and Ntshamathe have appointed a service provider to survey and register land portions to finalize land claim.

Various individuals, groups and communities lodged restitution claims for various portions of land within the municipal area. The nature of these claims vary from one claim to another, most of them are community claims which involve large portions of land. Some of these land claims fall within the Integrated Sustainable Rural Development Program (ISRDP) nodal point. They are as follows: -

- ⇒ Betterment claims
- ⇒ Commonage claims
- ⇒ Forestry claims
- ⇒ Conservation claims
- ⇒ Sugar cane claims

The table below shows 22 rural and urban restitution claims that were lodged and registered with the Land Claims Commission within WMMLM:

| Project Name | Reference | Status | Location |
|--|------------------------|----------------|---|
| Mhlanga Community/ Chief Mandlenkosi Sontsele | 6/2/2/D/967/0/0/12 | Finalization | Mhlanga Section A locality no. 13 at Ntshamathe A/A in Bizana |
| Ndabakhe Mnisi/Ncura Community | 6/2/2/D/974/0/0/7 | S 42D | Ncura, Bukweni AA |
| Vuyani Mabude | 6/2/2/D/967/0/0/22 | Research | Esikhumbeni A/A |
| Nkosiphendule Wiseman Mqhaka/Nomlacu Community | 6/2/2/D/967/0/0/23 | Research | Nomlacu Section A |
| Makhaola Bolofo | 6/2/2/D/967/0/0/1 | | Lot 161 |
| Peter Pretorius | 6/2/2/D/967/0/0/2 | Research | Mngungu Trading store |
| Mgungundlovu Community | 6/2/2/D/967/0/0/3 | Court Referral | Farm 1 - D.T. |
| Zebulon Mhlongo | 6/2/2/D/967/0/0/14 | | Mgungundlovu No. 24 |
| Gretta Pholo | 6/2/2/D/967/0/0/16 | Research | Ntshangese A/A Dumsi locality. |
| Pieter Johannes Christian Pretorius | 6/2/3/D/967/2108/195/2 | | Erf 93; Erf 94 and Mngungu Trading site in Madiba AA |
| Belina Gasa | 6/2/2/D/967/0/0/21 | Research | Trust land - Mfolozi Area |
| Etyeni Community | 6/2/2/D/967/0/0/20 | | Etyeni Location 19 |
| Muziwandile Tobo | 6/2/2/D/967/0/0/19 | Research | Mzamba Sikelweni A/A |
| Willie Smith | 6/2/2/D/967/0/0/18 | Court referral | Umngungundlovu A/A Fram D Location 24 |
| Herbert Tshutsha | 6/2/2/D/967/0/0/17 | Research | Lorolweni 124 Amadiba A/A |
| Nomlacu Community | 6/2/2/D/967/0/0/15 | Research | Nomlacu Section A |
| Mahlubandile Msalela | 6/2/2/D/967/0/0/13 | Verification | Unspecified Land |
| Esikhumbeni Community | 6/2/2/D/967/0/0/7 | S 42D | Unspecified Land |
| Mhlanga Community | 6/2/2/D/967/0/0/8 | Finalization | Ntshamate Loc 13 |
| Mzamba Community | 6/2/2/D/967/0/0/10 | S 42D | Sikhumbeni Admin |
| Winfred Sogoni | 6/2/2/D/967/0/0/9 | S (6) (2) B | Amantshangase Location No. 25 |
| Zolile H Sikotoyi | 6/2/2/D/967/0/0/11 | Verification | Unspecified Land |

2.1.23.6. Unresolved Land Claims

There have been difficulties in mapping all areas subject to land claims within Bizana. The Department of Rural Development and Land Reform in the Eastern Cape is in the process of issuing and finalising title deeds. Mapping of these areas have been completed and we are busy with valuation. These fall within the following communities:

- ⇒ Izinini
- ⇒ Ntshamathe

2.1.23.7. Resolved Land Claims

- ⇒ North Pondoland Community Claim (Sugar Estate)

2.1.23.8. Pockets of Land Still in other Spheres of Government Possession

The majority of land in Bizana is mainly state land held in trust by the Minister of Land Affairs. Some state land (former commercial farms) has been surveyed and registered, however much, particularly communal land, has only recently been surveyed and is still unregistered in the Deeds Registry. The municipality is restricted in terms of identifying land for development since most of the land in the municipal area is subject to land claims. However there are small pockets of land that is privately owned in the urban centre and around Mzamba (Wild Coast Sun) which forms part of a successful land claim. The following table represents land earmarked for development that is owned by the Department of Public Works within Bizana town:

2.1.23.9. Land Owned by Government

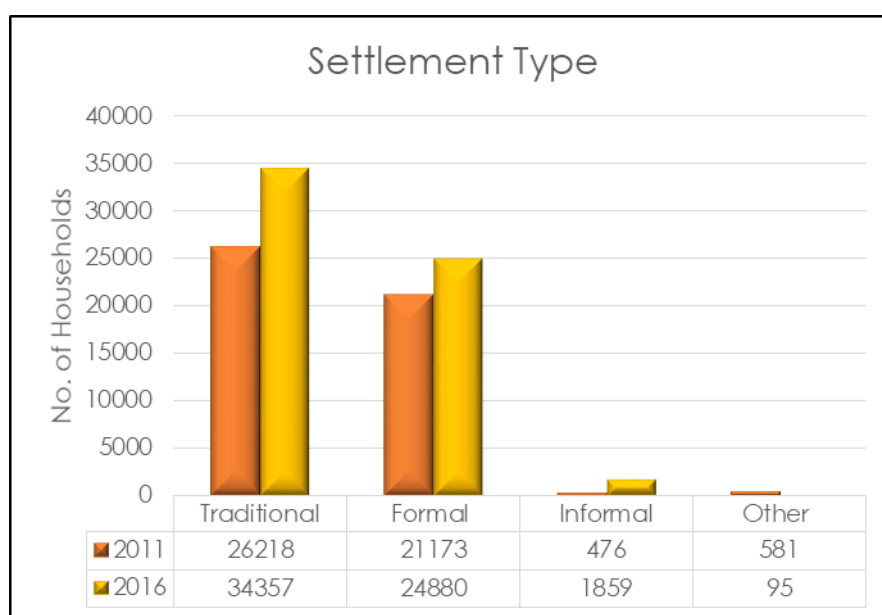
| Erf | Property Type | Property use | Extent | Description of property | Intended land use |
|-----|---------------|--------------|---------|-------------------------|-------------------|
| 76 | Residential | Vacant | 0.2231 | R61 Bizana main road | N/A |
| 86 | Business | Government | 0.4561 | R61 Bizana main road | N/A |
| 87 | Business | Government | 0.4561 | R61 Bizana main road | Business |
| 102 | Government | Government | 1.2059 | R61 Bizana main road | N/A |
| 103 | Government | Government | 0.5968 | R61 Bizana main road | N/A |
| 104 | Government | Government | 4.6156 | R61 Bizana main road | Business |
| 105 | Government | Government | 6.6841 | R61 Bizana main road | N/A |
| 111 | forestry | forestry | 2.7269 | R61 Bizana main road | N/A |
| 112 | Government | Vacant | 0.1674 | R61 Bizana main road | N/A |
| 152 | Government | Hospital | 10.5091 | R61 Bizana main road | N/A |
| 169 | Business | Business | 0.4292 | R61 Bizana main road | N/A |
| 170 | Business | Business | 0.6703 | R61 Bizana main road | Business |
| 173 | Business | Business | 0.5799 | R61 Bizana main road | N/A |
| 175 | Government | Government | 0.1877 | R61 Bizana main road | Business |

Dwelling Types

According to Stats SA, the majority of households in WMMLM municipality reside in traditional dwellings. It is evident that much of the housing projects will be rural in nature given traditional character of the dwelling houses in the municipality. However, the biggest challenge with rural areas is the lack of amenities and facilities which are essential for sustainable

human settlements. Facilities therefore, are to be provided as part of the human settlement projects. The settlement types are classified as:

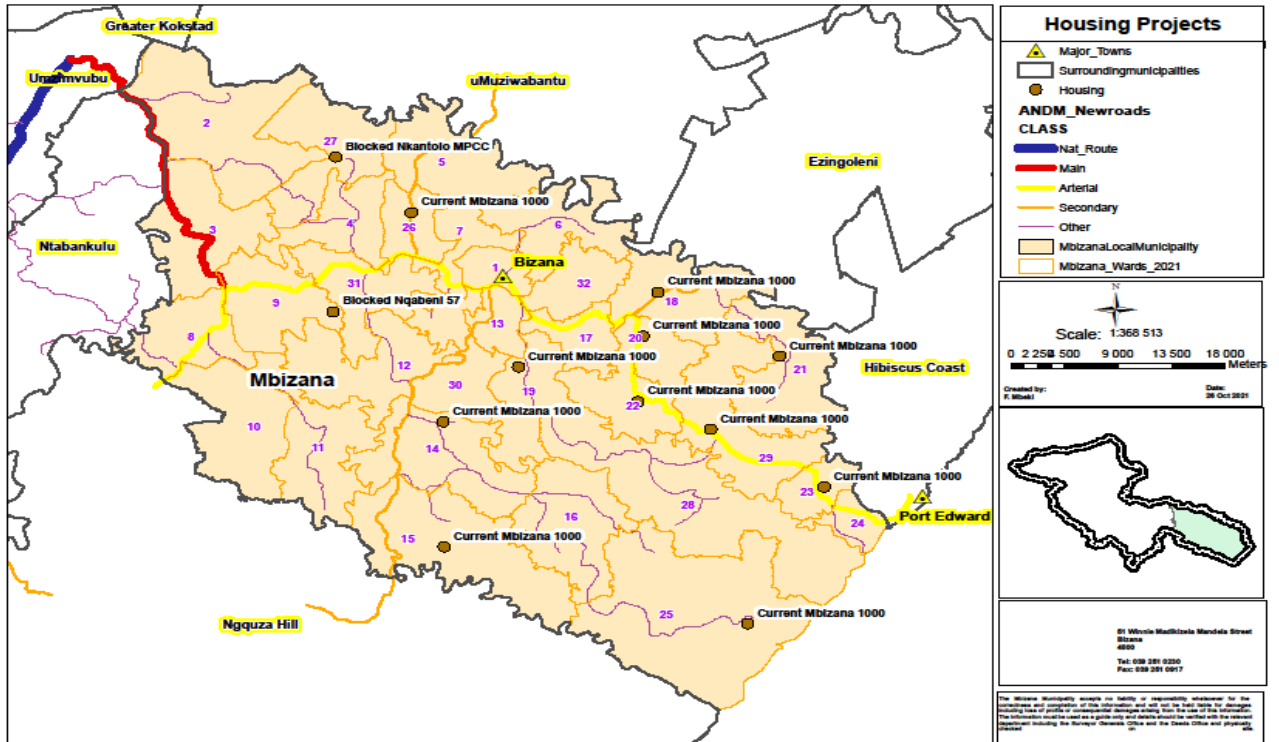
- **Formal:** formal dwelling house or brick/ concrete block structure on a separate stand or yard or on a farm, flat apartment in a block of flats, cluster house in complex, townhouse (semi-detached house, formal dwelling house/flat/room in backyard, room/flatlet on a property or larger dwelling /servants' quarter/grant flat/cottage
- **Traditional:** Traditional dwelling/hut/structure made of traditional materials
- **Informal:** Informal dwelling/shack in backyard dwelling/shack not in backyard (e.g. in an informal/settlement or on farm)
- **Other:** Caravan or tent



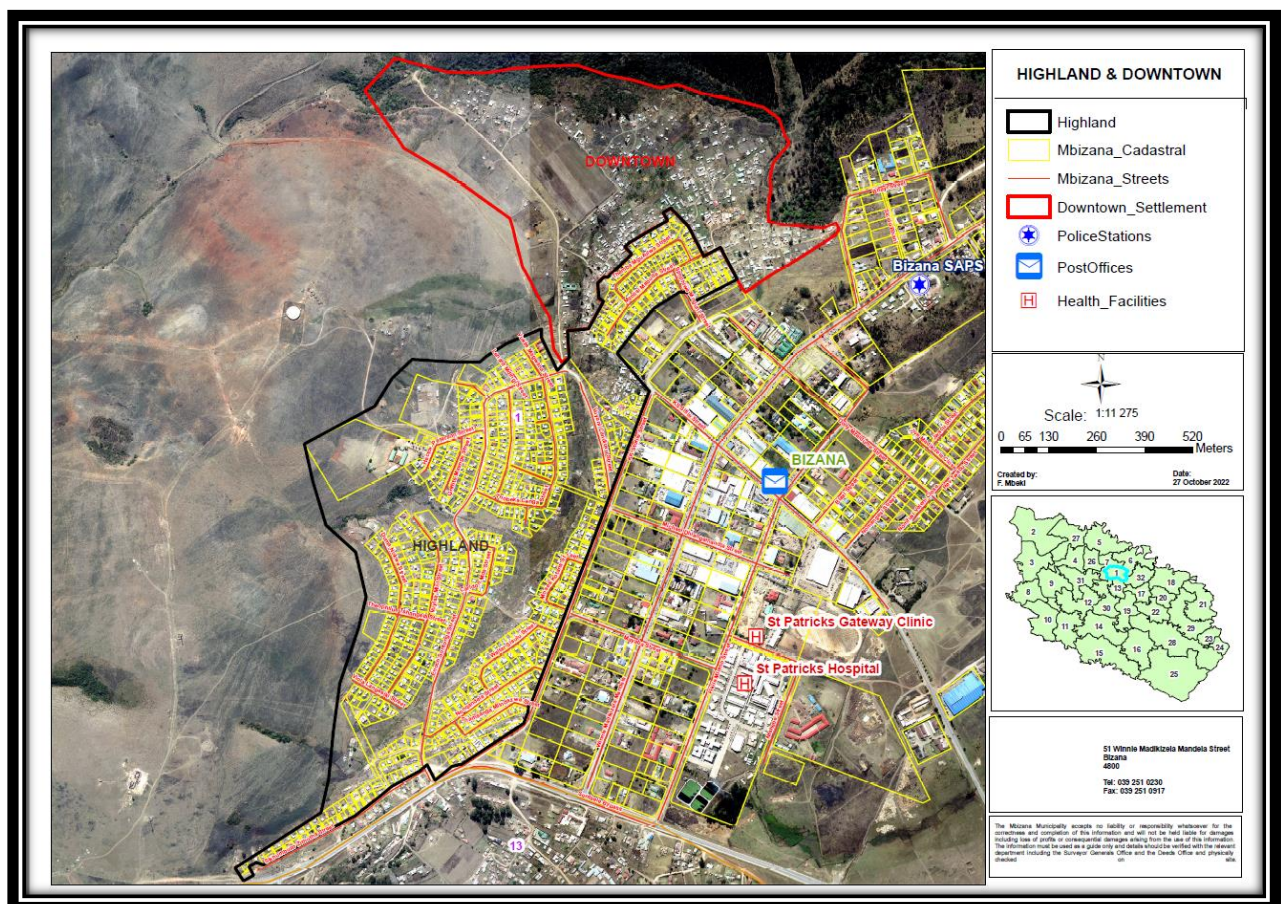
2.1.24. Human Settlement Project

The municipality has developed a housing sector plan in 2017/18 financial year. This is our guiding document in facilitation and implementation of sustainable Human Settlement development. Part of this IDP's project list, a sector plan has been developed in the 2017/18 financial year for guiding our role in facilitating the implementation of sustainable housing and settlement development, the housing sector plan is currently under reviewal and will be implemented from 2023/24 to 2025/26. Alfred Nzo Region has planned to develop Projects in WMM Local Municipality (WMMLM). Since the Municipality doesn't have the developer status, the Department plays the role of a Developer in all the below mentioned projects' under WMM Local Municipality, the backlog is just above 376 99 beneficiaries waiting for the housing subsidy. This is informed by the number of units on Running Projects, Projects at Pre-Planning, Blocked projects and Projects at Feasibility Study Stages.

Map: Illustrating completed, current and blocked housing projects



Map: illustrating informal Settlement planned for insitu upgrading



There is an ongoing project of Upgrading of Informal Settlements Programme which consists of Highland and Downtown. However, Highland is mainly UISP and Downtown is both UISP and in-situ upgrading.

[illegible]

The main purpose of the rural land audit was to obtain the information on the surveyed/ unsurveyed properties and registered/unregistered properties in all rural wards through a ward-based approach. The municipality obtained the cadastral information that will assist in influencing planning and decision making within these rural spaces and is aligned with the rural zoning.

Implementation of by-laws,

The by-laws have been adopted by the council and gazetted.

2.1.24.4.Pockets of Land under Communal Possession

Mainly, rural settlements in WMMLM fall within the jurisdiction of Traditional Councils. In terms of the Guidelines issued by the MEC for Local Government and Traditional Affairs in 2011, there are currently 14 Traditional Councils which are operational. Due to the rural nature of the WMML Municipality, the participation of and cooperation with Traditional Leaders is critical for the success of the municipality's development programs. Communal land is held in trust by the Minister of Rural Development and Land Reform (DRDLR).

Traditional councils are formally registered in the name of the state, it is occupied by individual members of the respective communities under Permission To Occupy (PTO) and/or customary tenure commonly referred to as beneficial occupation rights. Individual's rights on the land are protected in terms of the Interim Protection of Informal Land Rights Act, ActNo.31of1996 also known as IPILRA.

The municipal ward demarcation prior the 2021 municipal elections resulted in re -demarcation of wards and an addition of one ward, bringing the total number of wards to 32. The municipal ward boundaries are all surveyed and demarcated within the municipal jurisdiction. Although most of the boundaries follow natural features such as rivers, valleys and hills, all of them symbolize a set of values, customs and habits that are common among the members and serve to create a sense of belonging.

In addition to traditional leadership functions, traditional authorities are also responsible for land use management within their areas of jurisdiction. They allocate sites and regulate the relationship between the neighbours. The municipality has 32 municipal wards with the majority being administered by traditional authorities and one ward out of 32 is urban and administered by the municipality. However, the municipality works in conjunction with traditional authorities in major developments as categorised by Spatial Planning and Land Use Management Act of 2013 (SPLUMA).

Tribal Authorities

- Tribal Boundaries
- Major Towns
- Surrounding municipalities
- Major Rivers
- Wetlands
- Mbizana Local Municipality

Scale: 1:352 799

0 2 125 250 500 1250 17 000 Meters

Created by: S. Mkhali Date: 28 Oct 2021

81 Muzila Street, Muzila Street, Muzila

Tel: 033 281 6330 Fax: 033 281 5917

This map is a simplified representation of the geographical area shown. It is not intended to be used for navigation or as a substitute for a detailed map. The map is a simplified representation of the geographical area shown. It is not intended to be used for navigation or as a substitute for a detailed map. The map is a simplified representation of the geographical area shown. It is not intended to be used for navigation or as a substitute for a detailed map.

The department of Rural Development and Land Reform and Ntshamathe CPA is in the process of finalizing land claim which will result in a portion of land being handed over to the municipality. Currently the municipality is in the process of finalizing one township establishment (mixed use township) and revalidating another township establishment in the 2022/2023 financial year.

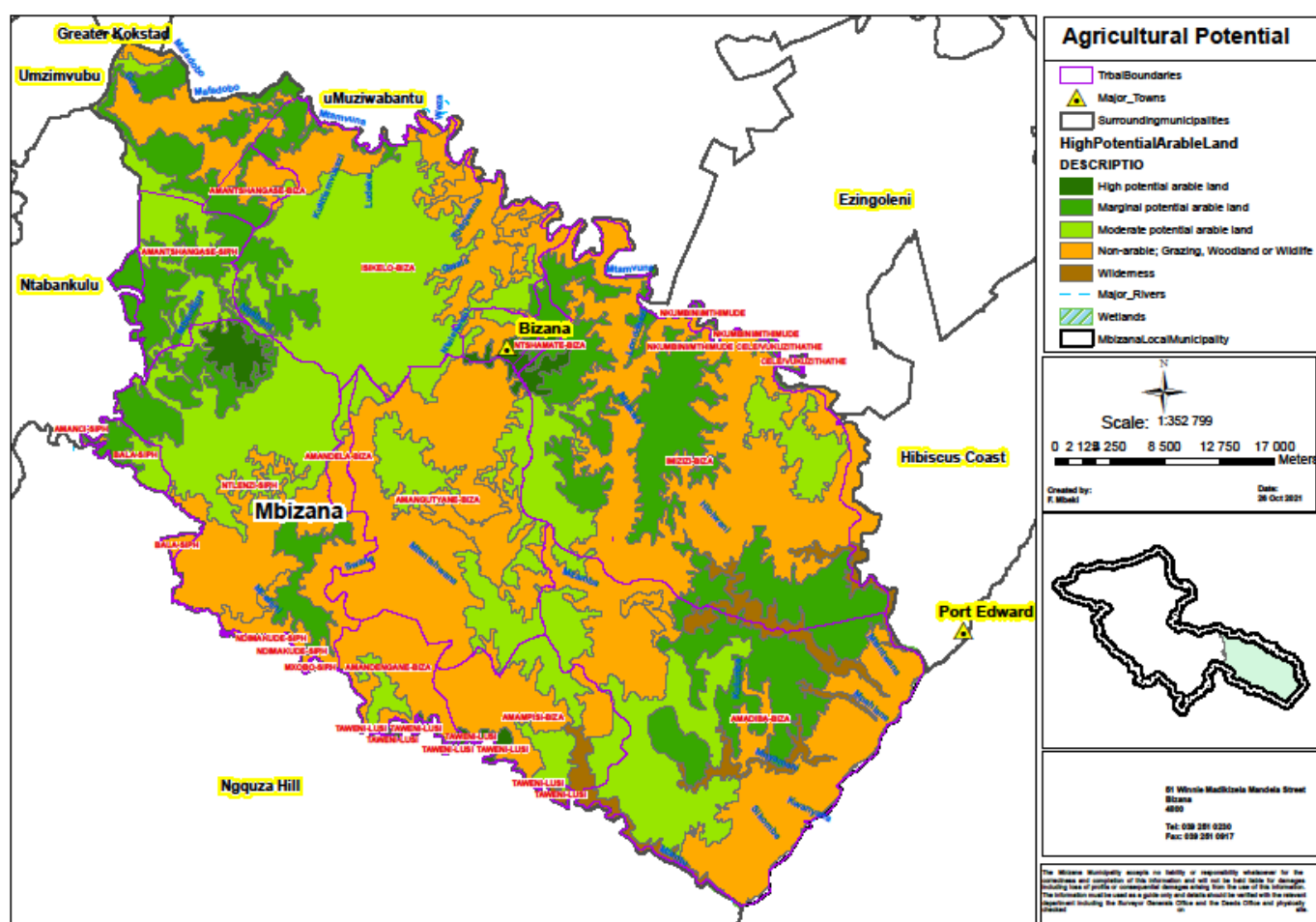
2.1.24.6. Percentage of land available and classified for farming

Agriculture is regarded as the primary sector of opportunity in Bizana. However, it is presently poorly developed and consists mainly of subsistence activities. Issues raised in the analysis so far, which are regarded as having an impact on the potential of this sector include:

- ⇒ The present land tenure system is regarded as hampering investment in agricultural production.
- ⇒ Sprawl of low-density rural settlements is regarded as one of the leading factors in the loss of high potential productive agricultural land.

Agricultural potential for any given land area is generally classified into eight potential ratings as: very high, high, good, moderate, restricted, very restricted, low, and very low potential. Agricultural potential within WMML Municipality falls within 4 of the eight potential ratings namely: High potential, Marginal potential, moderate potential and non-arable (very low potential) areas. WMML Municipality occupies large areas of land of relatively poor agricultural productivity. As can be seen in the map below, only two small areas have high has only moderate to marginal agriculturally productive land or is not productive at all.

Map: Illustrating Agricultural Potential Land



2.1.24.3. State of Availability of Land for Residential against Commercial

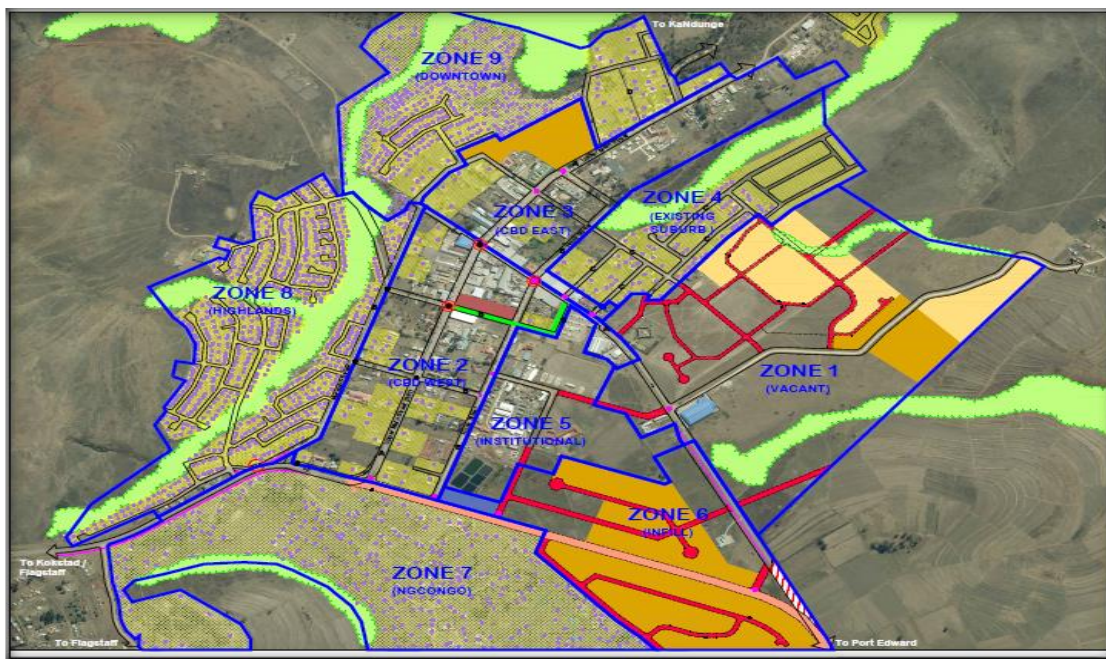
Generally, residential activity in the town is scattered and isolated. The main residential suburb is located east of the town. It is characterized by low density units with a height of 2 storeys. To the north of Bizana town is the mix of informal settlements and low-cost housing which is low density. To the east is also low-cost housing and to the south of the town are low density rural settlements. There are various accommodation activities in the town such as the guest house within urban edge. The spatial development framework classifies settlement areas according to their intensity of development that could be undertaken in such areas e.g.

- ⇒ Existing townships
- ⇒ High density areas
- ⇒ Medium density
- ⇒ Low density – rural areas

The following map illustrates the existing residential settlements within the CBD.

- ⇒ Zone 7 is Ngcingo / Didi rural settlements which is approximately 6du/ha.
- ⇒ Zone 8 is Highland Township which is approximately 10-15du/ha.

Map: Illustrating availability of land for Residential against commercial



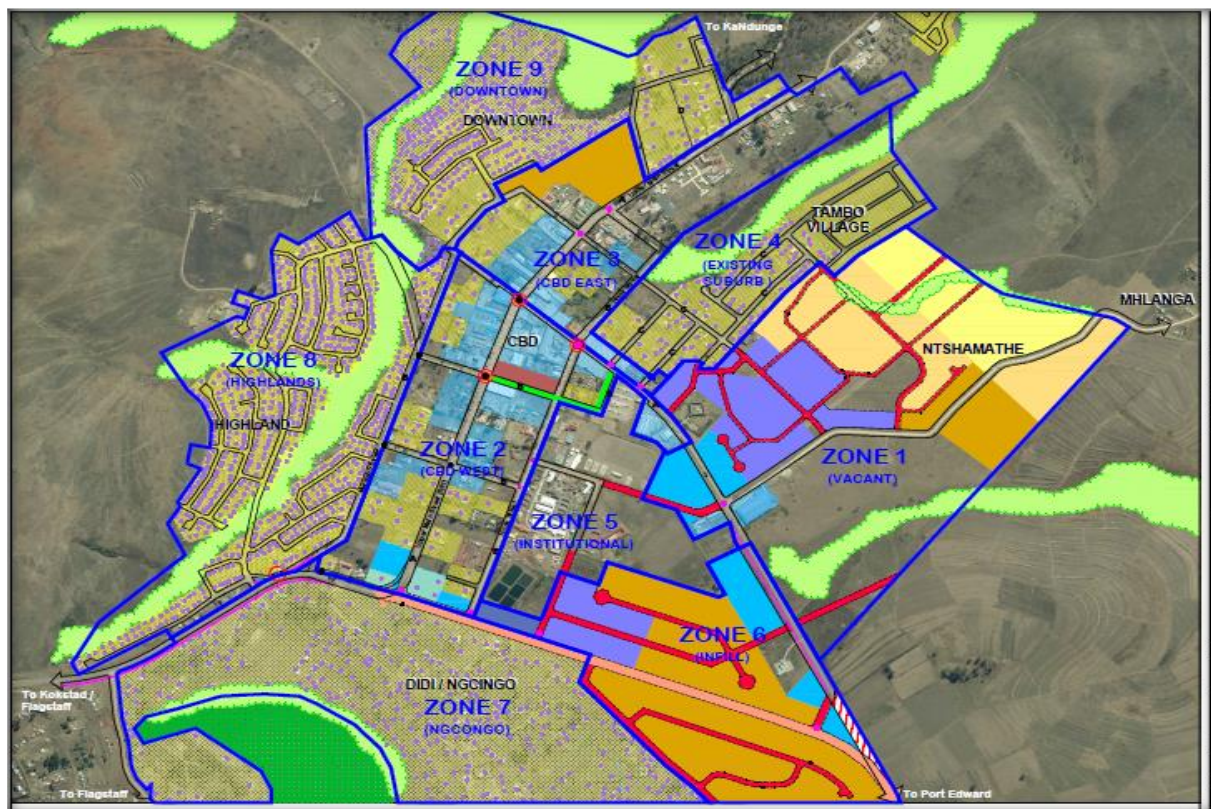
2.1.24.4. Commercial, Business and Retail Uses

Most commercial and retail activities in Bizana town are developed along Main Street (Winnie Madikizela Mandela Street) and KS Sifile Street. This development spine caters for both vehicular and pedestrian movement. The land use arrangement in Bizana

CBD is predominantly mixed use comprising of retail, business, commercial, service industry, civic facilities and limited light industrial. These uses are distributed as follows:

- ⇒ The core of Bizana Town comprises of retail and commercial uses which are located mainly along Winnie Madikizela Mandela and KS Sifile streets.
- ⇒ Mixed uses, offices and service uses are concentrated north easterly. These include municipal offices, government offices, bed and breakfasts and retail. This area can also be regarded as an administrative precinct.
- ⇒ Commercial, business, mixed use and retail uses are to be located outside the existing commercial, business and retail core in Zone 1, 2 and 6 (see map above).
- ⇒ The current CBD structure suggests that the space to allocate commercial, business and retail services will be limited. It is important to allocate land for such activities.
- ⇒ Commercial, business and retail activities are to be located along corridors.
- ⇒ The bypass has minimal economic implications since vehicles no longer pass through the town and utilizing existing retail and commercial.

Map: Illustrating Commercial, Business and Retail Uses



2.1.24.5. Implementation of SPLUMA (Spatial Planning and Land Use Management Act No.16 of 2013)

The municipality developed a wall to wall scheme that was adopted by the municipal council. The scheme has been amended and reviewed in the 2020/2021 financial year. The Spatial Planning and Land Use Management Bylaws were also developed and

adopted by council with the scheme. After the municipality advertised numerous times for the appointment of planning tribunal members, the municipal council took a resolution to form part of the District Municipal Planning Tribunal.

The municipal council took resolutions for the implementation of SPLUMA (Spatial Planning and Land Use Management Act), below is the status of the municipality on the implementation of the said act;

2.1.24.6. SPLUMA IMPLEMENTATION READINESS

| ITEM | STATUS |
|-------------------------------------|--|
| By-law gazetted | Gazetted as per the council resolution |
| Authorised Official Appointed | Appointed as per the council resolution |
| DMPT members appointed? | Yes |
| DMPT member's appointment gazetted? | Yes |
| Appeals Authority established? | Item sent to council for adoption |
| Delegations in place | Yes, adopted as per the council resolutions |
| SPLUMA tariffs approved by Council? | Tariffs approved and reviewed by council prior existence of SPLUMA but aligned with SPLUMA Tariffs |

2.1.24.7. HUMAN CAPACITY AUDIT

| Personnel | No of posts |
|------------------------|-------------|
| Registered Planner | 3 |
| Non-Registered Planner | 0 |
| Planning Interns? | 0 |
| GIS professional | 1 |
| Non-Professional GIS | 0 |
| Administrative Staff | 1 |

2.4.2.7. VALUATION ROLL (Local Government Municipal Property Rates Act, No 6 of 2004 and Regulations

The municipality has developed and adopted the Valuation Roll for the third cycle that was implemented as from first of July 2019 - June 2024 for purposes of billing properties in terms of the Local Government Municipal Property Rates Act, No 6 of 2004 (LGMPRA). The Municipality uses the services of appointed professional valuer (Sizanane Consulting) for the completion General Valuation Roll and the related supplementary roll that will be implemented for the period of five years.

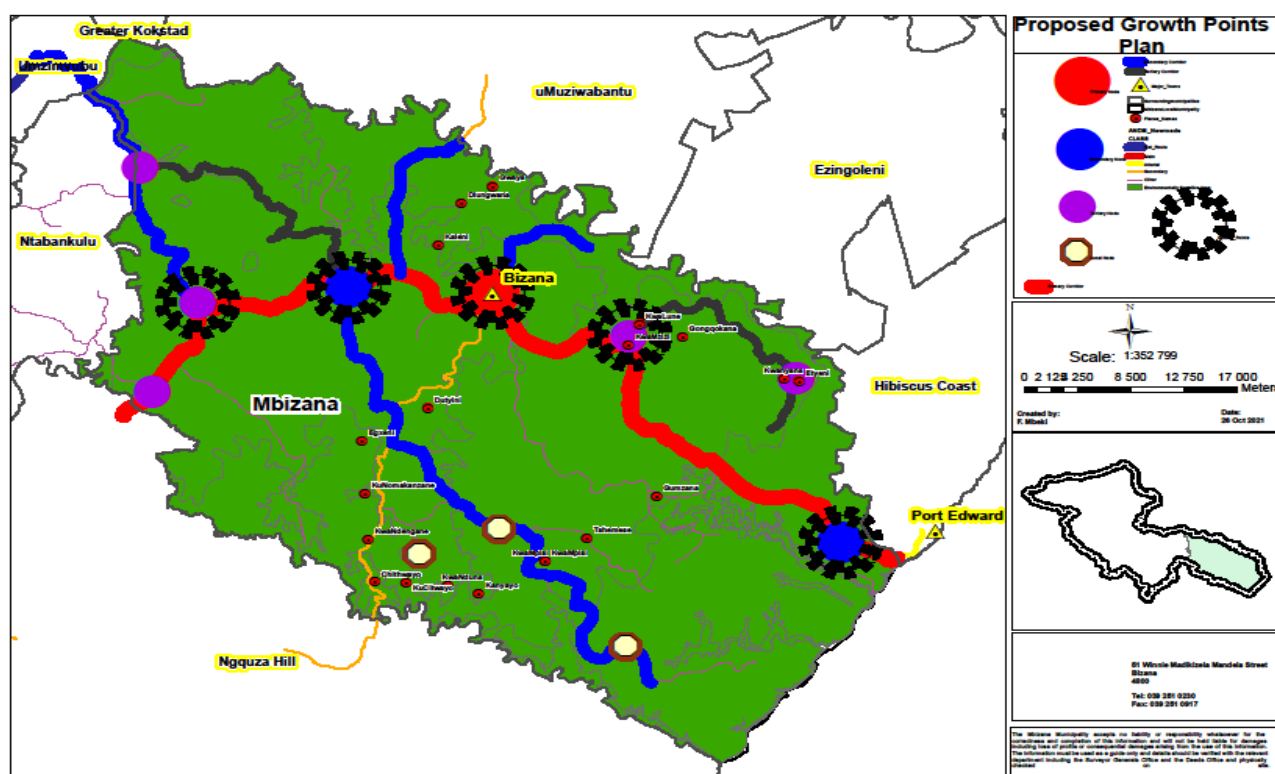
The Council has adopted 2019-2024 General Valuation Roll in terms of the Municipal Property Rates Act (MPRA) as amended. The company will act as Municipal valuer for the period of the Valuation Roll.

The council also reviewed the municipal rates policy as it is done on annual basis with the bylaws inclusive of tariffs that are advertised and gazetted by-laws. The rates policy was adopted by the council and the bylaws that give effect to rates policy along with the resolutions to levy rates.

The municipality is currently implementing the 3rd Supplementary Valuation Roll for the 2021/22 financial year, as an update in the general valuation of 2019, which is updated annually in the form of supplementary valuation roll as contained in the IDP. The Valuation Roll is available in the municipal website for public viewing.

2.1.24.8. SPATIAL DEVELOPMENT FRAMEWORK

The municipality has reviewed its Spatial Development Framework in alignment with SPLUMA for the period of Five years. The municipality has developed the Local Spatial Development Framework of Mzamba nodal area in the 2020/2021 financial year. This is to guide the development in the fast growing Mzamba node and the incorporation of N2 construction that is underway. The Municipality intends to develop the N2 corridor development plan with the intension of promulgating a town along the coast. The municipality is currently developing the Magusheni/Kubha Local Spatial Development Framework in the 2022/23 financial year.



2.1.25. LOCAL ECONOMIC DEVELOPMENT

2.1.26. ECONOMIC PROFILE

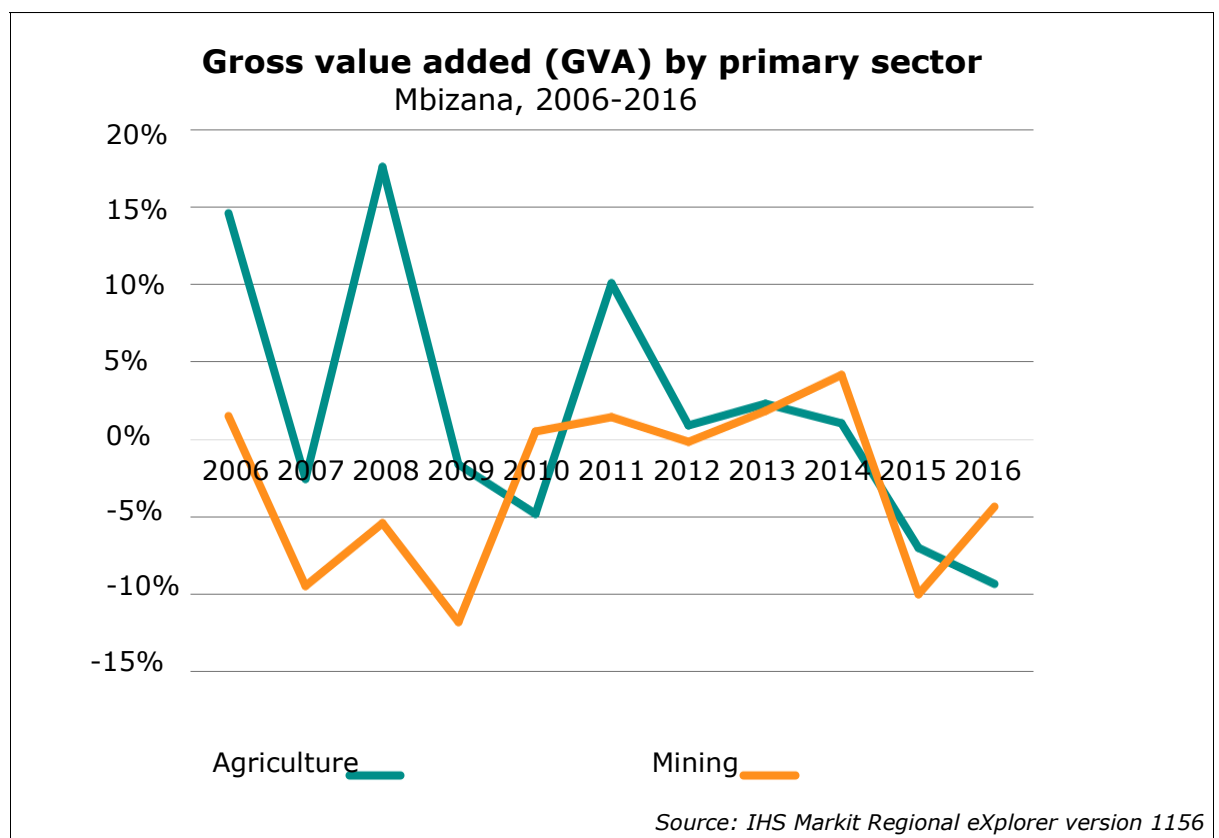
2.1.26.1. SECTORAL ECONOMIC PERFORMANCE

This section will look at the local economy in terms of its different constituent economic sectors. The purpose is to observe the performance of the economy from a sectoral perspective. They are categorised into the *primary, secondary and tertiary* sectors, and the classification of economic activity shall be based on the South African Standard Classification of all Economic Activities (SIC) approach. The table below shows the detailed breakdown of the various economic sectors and activities between 2006 and 2016.

2.1.26.2. PRIMARY SECTOR

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Mbizana Local Municipality from 2006 to 2016.

GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - MBIZANA, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



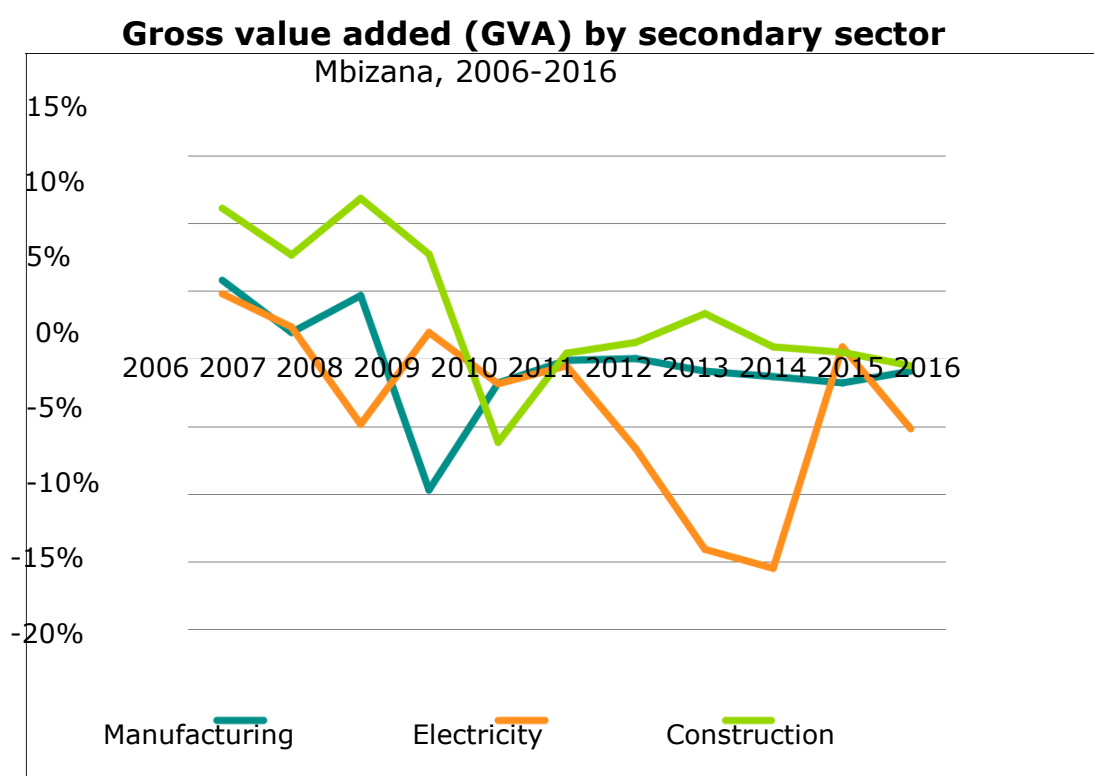
Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 17.6%. The mining sector reached its highest point of growth of 4.2% in 2014. The agricultural sector experienced the

lowest growth for the period during 2016 at -9.4%, while the mining sector reaching its lowest point of growth in 2009 at -11.8%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period

2.1.26.3. SECONDARY SECTOR

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Mbizana Local Municipality from 2006 to 2016.

GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - MBIZANA, 2006-2016 [ANNUAL PERCENTAGE CHANGE]

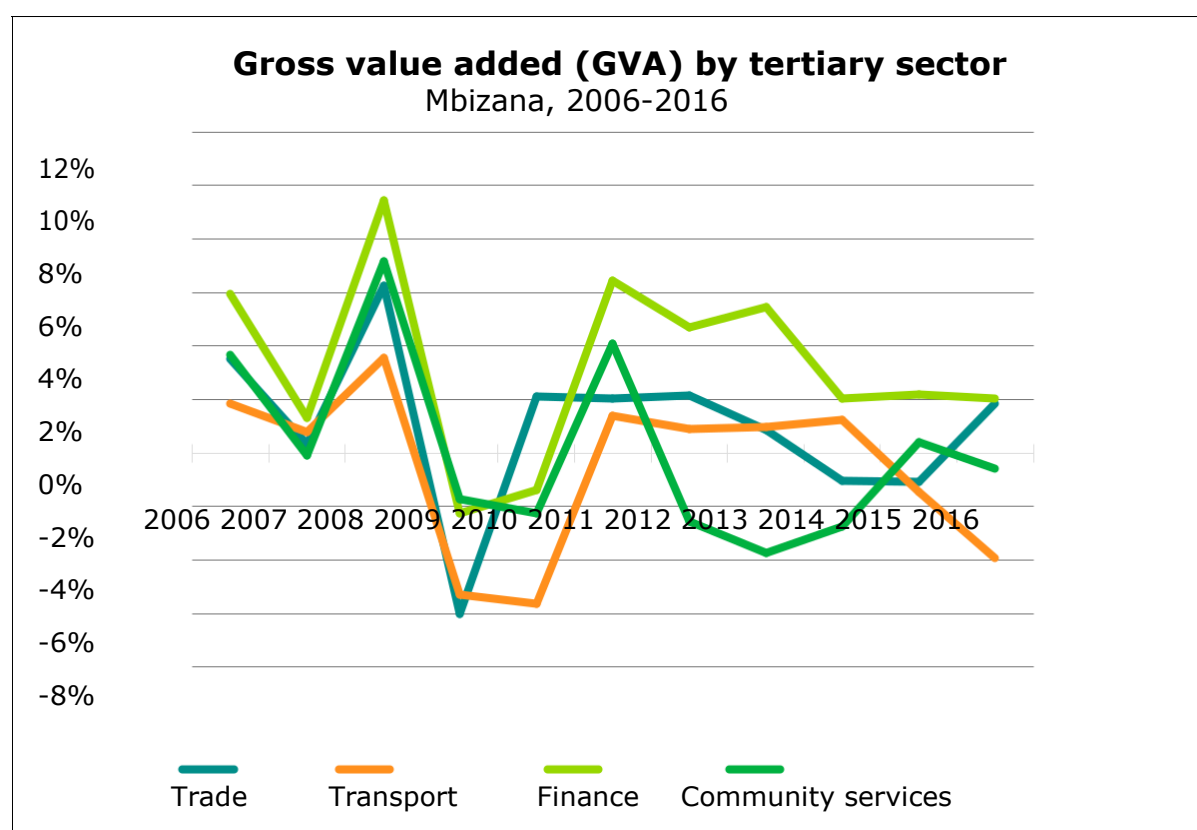


Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2006 with a growth rate of 5.8%. The construction sector reached its highest growth in 2008 at 11.8%. The manufacturing sector experienced its lowest growth in 2010 of -9.7%, while construction sector reached its lowest point of growth in 2010 a with -6.1% growth rate. The electricity sector experienced the highest growth in 2006 at 4.8%, while it recorded the lowest growth of -15.5% in 2014.

2.1.26.4. TERTIARY SECTOR

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Mbizana Local Municipality from 2006 to 2016.

GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - MBIZANA, 2006-2016 [ANNUAL PERCENTAGE CHANGE]



Source: IHS Markit Regional eXplorer version 1156

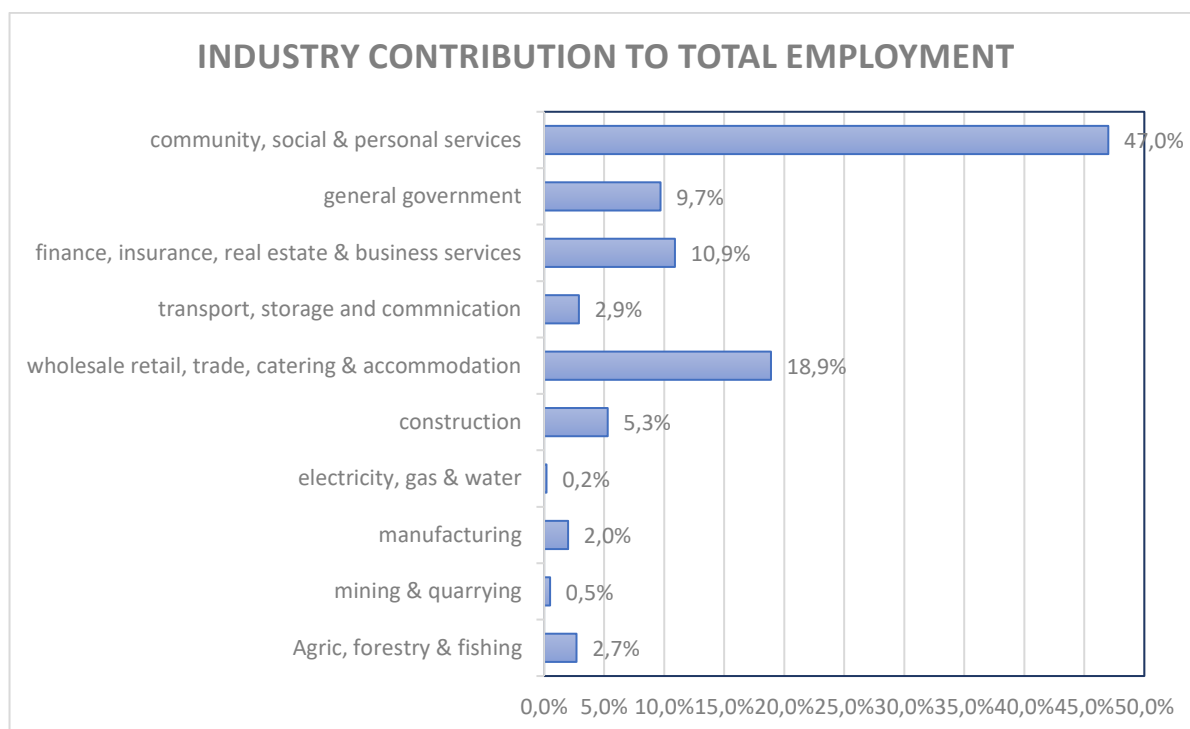
The trade sector experienced the highest positive growth in 2008 with a growth rate of 6.3%. It is evident for the transport sector that the highest positive growth rate also existed in 2008 at 3.5% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2008 when it grew by 9.4% and recorded the lowest growth rate in 2009 at -2.3%. The Trade sector also had the lowest growth rate in 2009 at -6.0%. The community services sector, which largely consists of government, experienced its highest positive growth in 2008 with 7.2% and the lowest growth rate in 2013 with -3.8%.

2.1.26.5. SECTORAL EMPLOYMENT

This section provides an indication on how sectoral economic performance has contributed to the sectoral employment profile in the study area. The figure below show how each of the performing sectors has contributed to employment.

**TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - WMM LOCAL MUNICIPALITY, 2021
[PERCENTAGE]**

Total Employment Composition



Source: Quantec Research 2021: Easy Data

Overview

It is evident that the primary sector, which is the direct use of raw materials from natural resources, does not make much GVA contribution towards the growth of the local economy. Improvements in this sector would have a resultant positive effect to the secondary and the tertiary sectors, and therefore improvements in the primary sector should become a strategic priority focus for this rural based area.

| Opportunities | Constraints |
|--|--|
| A number of estuaries and river mouths can be utilised for Mari-culture initiatives. | Illegal fishing and traditional agriculture practises are polluting the estuaries. |
| A large seafood market exists in Durban, which is bordering this municipality. | No Biodiversity Conservation Plan. |
| | No Mari-culture development strategy in place |

Overview

This is a sizable sector even though it is largely undocumented. The informal component is visible in the form of informal traders or hawkers on pavements, markets and taxi ranks in Mbizana, Mzamba and Magusheni

In the more isolated rural parts of the municipality, the sector takes the form of spaza shops that provide for the daily needs of the communities. General products traded in include basic foodstuffs, clothing, hair products, fruit, vegetables, paraffin, airtime and toys. The municipality has an informal trader policy which seeks to regulate the sector. The sector in town seems to be fairly organized, but there is however limited availability of trading facilities for the informal sector

| Opportunities | Constraints |
|--|---|
| ▯ Government legislative framework and support programmes targeted towards SMMEs, Cooperatives and the Informal Trade Sector development | Lack of an SMME, Cooperatives and informal trade development strategy |
| ▯ Current collaborations with other organs of state to support the sectors, eg SEDA | Poor governance within the co-operative sector |
| Business Support Centre | No local procurement bias in government nor supply chain policies |
| Informal trading policy | No red tape reduction programme and awareness initiatives around government processes |
| | Limited informal trade facilities |

As it could be noted from above, there is still a huge untapped development potential within the key growth sectors of the municipality, which through dedicated and well-planned sector development, could promote social development, and thus stimulate sustainable economic growth.

2.1.26.6. INFRASTRUCTURE PROFILE

Economic development is dependent on the socio-economic traits of an area and its economic characteristics. However, a pre-requisite for the unlocking of economic potential from these elements is the presence of economic infrastructure, which is often a trigger for any potential investment within any local area. This chapter will assess the status quo of available LED related infrastructure in WMMLM in terms of:

- Water services
- Sanitation;
- Electricity;
- Telecommunication;
- Waste Management

- Road and Transport

The provision and availability of economic related infrastructure is a determining factor in the implementation of economic development programmes, as it provides an enabling environment for development, and without a proper enabling environment, economic development cannot be fully realised.

From the above analysis, it is evident that there is a general lack of basic service provision, coupled with economic development infrastructure in WMMLM, and this need to be addressed, as an enabler for local development, as well as the attraction of private sector investment, which is necessary for broad economic development

2.1.26.7.LED Forum

The WMMLM LED forum has revived and reviewed its structure. The forum acts as *“a Platform (institutional arrangement) where residents (individuals, private organizations, government, NGO’s, CBO’s, traditional authorities) within a particular locality gather, with an aim to share information and experiences, pool resources and solve problems.”* The LED Forum is represented by the following institutions, with each institution represented by an individual/s who are expected to consult, and also report back to the nominating institution:

2.1.26.8.OBJECTIVES OF LED FORUM

- Ensure the integration of LED initiatives into the Integrated Development Plan (IDP) of the municipality.
- Support the municipality to develop the LED Strategy and its implementation thereof.
- Cooperate with other similar structures on formulating appropriate strategies and work mechanisms to meet the challenges of globalization, namely economic liberalization, privatization, intellectual property and partnership agreements with other countries and other organs of the state (Troubleshooting).
- Analyze the economic trends within the municipality, assess the impact of the economic strategies of the municipality.
- Serve as a monitoring mechanism of the municipality on the implementation of the economic development projects and policies (Monitoring).
- Ensure that, the resolutions of the economic summits are implemented and reviewed accordingly.
- Facilitate access to funding for the implementation of the projects identified through the IDP processes (Leveraging).

2.1.27. BUSINESS RETENTION AND EXPANSION

Business Retention and Expansion is the foundation of effective economic development that seek to invest time and resources to recruit new business while losing other businesses due to changing needs or emerging obstacles. An effective retention and expansion program is based on accurate knowledge of the business community and constant communication, the municipality has conducted a business data base collection where we wanted to know businesses in our area and challenges they are

confronted with. WMM Local Municipality currently does not have Business Retention and Expansion strategy but however we use manual that gives guide lines and recommendation for the institution, in order for the municipality to encourage and motivate local businesses to fully comply with the developed Business Licensing System, and also to avail land for business expansion guided by land use management scheme. Businesses need to see and experience value added services and benefits from the municipality, and the implementation of the developed BR&E Manual could be one of the measures that could assist in ensuring that local businesses continue to prosper and thrive, even through tough economic situations. Also, to stimulate local economic development and create employment opportunities by retaining and expanding existing businesses. Sometimes meetings are conducted with business community.

2.1.28. ECONOMIC INFRASTRUCTURE

2.1.28.1. RED HUB

In 2019 the municipality was given an opportunity to apply for funding from the National Treasury. The call was for municipalities in the Neighborhood Development Partnership Grant (NDPG) programme and of those municipalities in the programme only municipalities that received unqualified audits without findings (clean audits) and those that received unqualified audits with certain findings for the 2016/17 financial year could apply. The municipality had unqualified audit for the 2016/17 financial year and as a result was part of 29 municipalities across the country that were selected to apply for this call. The objective of the call was to support proposals that aimed to enhance and promote local economic development (LED) mechanisms in the municipalities, through ensuring that the initiatives contribute to;

- ✓ economic inclusion
- ✓ Addressing challenges and efficiency improvement
- ✓ facilitating economic development within historically neglected areas.
- ✓ facilitating infrastructure development initiatives that are catalytic to creating economic corridors that eliminate the spatial inequalities of the past.

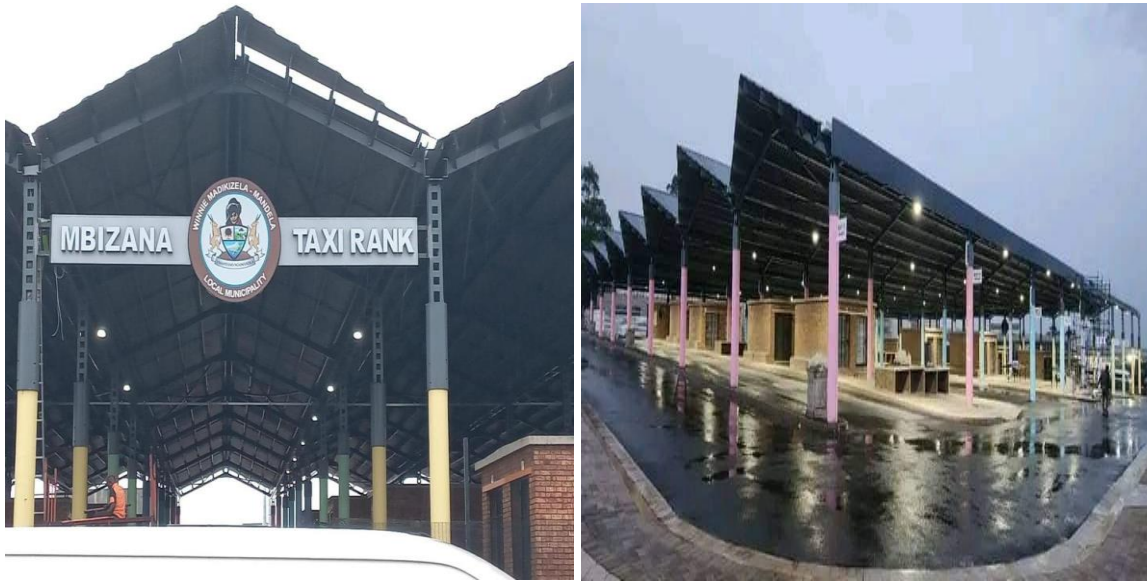
The Bizana Rural Economic Development (RED) HUB is one of the 4 RED HUBs in the Eastern Cape, implemented by Eastern Cape Rural Development Agency (ECRDA) and it covers 6 wards within the WMM-LM which constitutes 14 villages. The RED- Hub is a concept linking the three market elements of *production, processing and marketing* in order to boost competitiveness for the targeted communities. Currently the RED HUB is a mechanisation centre which will then become an aggregate centre with Izambane Labantu Secondary Co-op included

The RED Hub is focusing on agricultural transformation and commercialization of agriculture to enable and to create markets and employment opportunities. ECRDA & DRDAR has conducted crop yield estimate.

The physical infrastructure available on site are:

- 2 storage silos which is 1000 ton, milling plant
- Weighbridge
- Milling shed with toilet block
- 2 showers
- 2 maize dryers
- Mechanization shed
- Milling shed
- Trading shed
- Backup generator
- Borehole
- Combine harvest
- Potato shed (in construction)
- 14 tractors with implements
- Storage container
- Currently the RED HUB has employed 16 employees

2.1.28.2.MBIZANA TAXI RANK



Winnie Madikizela-Mandela Local Municipality recently constructed a state-of-the-art taxi rank facility within Mbizana Town Main Road. The project is a huge investment and assist in ensuring realization of the municipal vision which is “A vibrant socio-economic growing municipality that creates sustainable communities with equal opportunity for all” as the project has small town development & local economic development connotations.

2.1.28.3.MARKET PLACE

WMM-LM has identified the challenge of over-crowding of Hawkers in town and to address this challenge the Municipality is embarking on development of a mini market place to accommodate hawkers in town. Plans and designs have been developed and the contractor has been appointed to commence the construction of phase 1.

2.1.28.4.MBIZANA SPORTING COMPLEX

Winnie Madikizela Mandela Local Municipality invested huge amount of financial resources towards construction of Mphuthumi Mafumbatha Sport Complex and the facility was open to the public on the 11th September 2023 (Soccer pitch) although the facility is not yet completed for example race track not complete. The facility is of high standard and is the first of its kind within the municipal area of jurisdiction. The facility may be utilised for various events and activities ranging from sport, music, including council activities

2.1.29. COMMUNITY WORK PROGRAM

The CWP programme is implemented in 23 wards with 1820 participants. The following wards: (02,03,04,05,06,07,08,09,10,12,13,14,15,16,17,18,19,20,22,23,26,27,29,30,31 and 32) workplace activities for these participants are Agriculture (house hold gardens), construction (Maintenance of Roads) and social sectors (Cleaning in schools, assistance of old age with care giving).

2.1.30. AGRICULTURE

The Municipality is in the process of reviewing the Agricultural plan.

As part of executing the Agricultural plan, the Municipality continue to support agricultural projects both financial and non-financial through Farmers development programme. Currently the municipality is in a process of assisting 47 projects that were affected by April floods disaster and the Agri parks programme from the district will also assist 26 projects in different commodities.

2.1.31. Mari-culture

The municipality is endowed with under-utilized coastal belt that the coastal community rely on it for living, maricultural program was established in support of the fisheries in the area with the view to improve economic well-being and quality of life of coastal community. The municipality assist small scale and commercial fisheries both financial and non-financial, currently an assessment was done on 3 wards with 6 different fishing cooperative and these cooperatives will be assisted with trainings, equipment and material.

2.1.32. Infrastructure – stock water dam and fencing

The municipality together with the department of Agriculture have provided the following wards 3 amantshangase, 4 ludeke, 12 nkundla and 18 mzingana with stock water dams and grazing camps fencing.

2.1.33. TOURISM:

2.1.34. Beach infrastructure

The National Department of Tourism has funded Mzamba and Mtentu beach for development of feasibility study on beach infrastructure development such as Showers, Toilets, life guard tower and braai areas. The municipality is in the process providing Mzamba beach with life guards tower.

2.1.35. Boat launching site

The municipality has appointed service provider to assist in establishing the boat launching site and to do the plans and designs, operational plan and MOU have been developed. The boat launching site have been listed and gazetted by the MEC of environmental affairs.

2.1.36. Visitor information centre

WMM Local Municipality in collaboration with the National Department of Tourism has provided tourism Visitor Information touch Screen, that has been a solution towards the provision of Tourism related information across the municipal jurisdiction and beyond. The touch screen has been placed at the Wild Coast Sun Visitor Information Office as per the partnership made between the municipality, ECPTA and the Wild Coast Sun. It provides Information on all tourism products and services being rendered across the municipal jurisdiction and also serves as a curio shop with local arts & craft.

2.1.37. HERITAGE DEVELOPMENT

2.1.37.1.O. R. Tambo garden of remembrance

O. R. Tambo garden of remembrance is a memorial heritage site precinct intended for the promotion and preservation of arts, culture and heritage through the interpretation of what Oliver Reginald Tambo Stood for besides being a staunch.

The Department of Sport, Arts and Culture has funded the development the O. R. Tambo Legacy project from construction of an online library, with interpretative walkways, fencing, landscaping and a parking area. Within the library currently there is a service provider installing ICT equipment and interpretative LED screens.

2.1.37.2. Khananda Hill Grave Site

Khananda Hill Grave Site is a site where 10 members of the Pondo Revolt are re-buried from Pretoria where they were hanged & buried then repatriated in 2003. This site is in ward 22 of WMM-LM and has an interpretative centre that has been constructed by the Department of Sport, Art & Culture. The 10 graves were upgraded by DSRAC District office & a monument was done by the Alfred Nzo District Municipality.

2.1.38. TOURISM MAKRETING

The Municipality has attended the tourism Indaba which is an international trade show to market its products and expose the Product owners to the trade travel show. Training has been done prior the tourism Indaba and the Municipality exhibited packaged brochure for the Municipality.

2.1.39. FORMAL AND INFORMAL BUSINESS LICENSING SYSTEM

The Municipality has developed the manual for formal business licensing system as part of revenue generation. The system links the licensing system from the application process up to the issuing stage. Formal businesses are being registered in order to regulate the services and goods sold within the jurisdiction. For informal business the Municipality in collaboration with Boxer super stores have provided hawker stands and stalls. The municipality collaborated with SEDA and provided 250 spaza shop owners with speed points.

2.1.40. BY-LAWS

The municipality has adopted informal trade by-law to regulate informal trading in town as well as to enforce compliance, and also liquor trading by-law to regulate the selling of liquor and trading hours.

2.1.41. EXPLOIT COMPARATIVE AND COMPETITIVE ADVANTAGE

Bizana is endowed with pristine beaches and appealing scenery. The coast is known for its internationally acclaimed biodiversity hotspot hence it's called Pondoland centre of endemism. The Wild coast sun resort with various amenities and activities contributes positively in the attraction of tourists to the destination. The coastal area makes Winnie Madikizela Mandela Local Municipality the best tourist destination, a must-see precinct to invest also. The expansion of Wild Coast sun resort heightens the economy of WMMLM and has created more sustainable job opportunities.

The political and natural heritage also makes WMMLM unique from other tourist's destination WMMLM prides itself as the birthplace of the anti-apartheid leader Oliver regional Tambo and Mam Winnie Madikizela Mandela to the region. Political heritage throughout the country has been underexploited and these initiatives seek to exploit the intrinsic natural, political and historical heritage of WMMLM.

With the approved N2 toll road development the road network will be improved and will attract investment in the region.

2.1.42. WILD COAST DEVELOPMENTS

2.1.43. N2 Wild Coast Road

The National Road Agency is in the process of constructing the N2 toll road from Durban to East London via Wild Coast area (Greenfields). The road will have a distance saving of 85 Km and time saving of approximately 3 hours.

The project is one of the Anchor projects with ripple effects within the Wild Coast region as it will provide and enhanced access to basic facilities such as health care and education. It will provide mobility, access to economic activities, job creation and SMME development within the Wild Coast region as well as WMMLM.

2.1.44. EASTERN SEABOARD DEVELOPMENT

Based on the District Development Model (DDM) Stakeholder Engagement that was led by the Minister of Cooperative Governance and Traditional Affairs (CoGTA), Dr Nkosazana Dlamini Zuma, she put emphasis on Eastern Seaboard as part of the build-up programmes ahead of the President's visit to UGU on the 12 November 2021. The Eastern Seaboard Development spans across two provinces, 4 districts and 17 municipalities situated along the 600km coastline. This coastal development is an example of what we can achieve if we plan and work together across all spheres towards building inclusive local economies through leveraging district endowments, comparative advantages and optimising industrial structures. Currently as the municipality we are participating on workstreams developed.

2.1.45. BUSINESS INCUBATION PROGRAMME

The municipality is using the business incubator concept to support SMMEs. Through the building inclusive green municipality (BIGM) programme, the municipality recruited 20 SMMEs in the ICT, Recycling, branding and manufacturing sector for a period of 2 years. Currently the Municipality has issued an advert to recruit a business incubates.

2.1.46. INVESTMENT INTO TOWNSHIP/RURAL ECONOMIES

2.1.47. TOWNSHIP ESTABLISHMENT

The municipality has identified the establishment and development of a township to comprise of a predominately Single Residential township for middle income with a mixed-use component consisting of Business, Institutional, Government and Municipal land uses. The Township Establishment is a key initiative towards developing the local community as per the spatial proposal of the council adopted Spatial Development Framework 2019. This development is in line with the municipality's focus in promoting more integrated human settlement orientation as part of the paradigm shift from merely providing low income erven. The mixed-use component will unpack many business opportunities and allow the municipality to collect rates, these business opportunities includes;

- **Light industrial** – this will allow our local SMME's to have space of operating and showcasing their work or end products.
- **Chicken abattoir** – this will allow our local farmers to participate in value chain processes and it will enable market for chickens.
- **Fresh produce Market** – this will give local SMME's and Cooperative an opportunity to market their fresh produce.
- **Commercial and Office Space** – this will allow SMME's, Sector department and private sector an opportunity to rent space for business

2.1.48. MANUFACTURING HUBS

In the context of the European Union (EU) country strategy, the EU moved towards using country systems to deliver development assistance and is currently using the general budget support (GBS) approach. GBS involves transfer of funds to the partner country for allocation within the country, using country allocation processes, to support national development policy and strategy of the partner country.

In June 2019 National Treasury opened a ring-fenced call for 29 municipalities with clean or unqualified audit of which Winnie Madikizela-Mandela Local Municipality was part of the group; Municipalities were applying for a minimum of R20 million and maximum of R60 million

The municipality together with district municipality compiled a manufacturing hub proposal and the proposal was approved by National Treasury's General Budget Support Grant for the planning and implementation of manufacturing hubs program. The approved funding is R59 657 842.00 to be utilized for a period of 3 years starting from 2020/21 to 2022/23 financial year. Manufacturing hubs have been identified on the following wards 4,8 and 16 this is the strategy to attract investment into rural economies. Currently the technical committee was established, PSC committee. A service provider was appointed to conduct feasibility study, EIA, operational model, permits license, plans and designs.

3. KPA 03: INSTITUTIONAL TRANSFORMATION AND HUMAN RESOURCE DEVELOPMENT

3.1.1. Overview

This section deals with analysis of our state of readiness to deliver on our assigned constitutional as well as powers and functions mandate. It analyses the extent to which we have put in relevant systems, processes and tools to ensure smooth operations and development of the municipal organization. In order to give effect to the implementation and operations of the above mandate it is both necessary and imperative to put in place a relevant institutional structure and administration.

3.1.2. Political Structure

Political Structure is led by the Honourable Mayor as the political head of the institution. The structure is composed of six directorates and each directorate is led by political head and is illustrated below: -

- Good Governance : Part time Councillor
- Corporate Services : Full time Councillor
- Budget and Treasury : Full time Councillor
- Community Services : Part time Councillor
- Development Planning : Full time Councillor
- Engineering Services : Full time Councillor

3.1.3. Administration Structure

Administration is led by the Municipal Manager as the principal accounting administrative officer. The Municipality is composed of six directorates and each directorate is managed by a section 56 manager illustrated below as reflected in the Organizational Structure: -

- Office of the Municipal Manager
- Corporate Services
- Budget and Treasury
- Community Services
- Development Planning
- Engineering Services

This section deals with analysis of our state of readiness to deliver on our assigned constitutional as well as powers and functions mandate. It analyses the extent to which we have put in relevant systems, processes and tools to ensure smooth operations and development of the municipal organization. In order to give effect to the implementation and operations of the above mandate it is both necessary and imperative to put in place a relevant institutional structure and administration.

3.1.4. Municipal Offices

The Winnie Madikizela-Mandela Local Municipality has the main office, one satellite office (DLTC) and two sites utilised for Municipal activities. The main office is the nerve centre of all operations in the municipality; the following departments are allocated space in the main offices:

- ⇒ Municipal Office
- ⇒ Budget and Treasury office
- ⇒ Corporate Services
- ⇒ Engineering Services
- ⇒ Community Services
- ⇒ Development Planning

Offices for Political office bearers are situated in the main office.

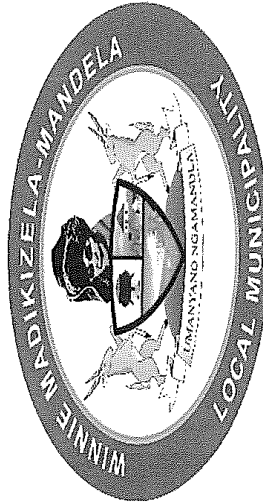
Multi-Purpose Youth Centre: The concept of a Multi-Purpose Youth Centre has been broadly accepted as an effective means of drawing together youth specific service in a local community setting. It accommodates a range of youth related activities and the location is central and accessible. Educational programmes are also done for career guidance and assistance in completing tertiary application forms. Library services are also offered in this satellite office and information for job seekers is also available in the form of newspapers. The office is in the process of being renovated as it is not in good condition and it also requires internet connections and installation of more telephone lines that will be linked to the mother office.

Traffic Offices (DLTC): All services related to licensing, car registration and protection services are performed on this site. Learners and driver's license renewal services are also issued on this site. The construction of license testing centre is completed and functional.

3.1.5. Organizational Structure

The municipality has reviewed its organisation structure and was adopted by Council on the 28th of June 2022. The total number of approved positions in the Organizational Structure is 307 with 256 filled positions and 51 vacant positions. Due to budget constraints the Municipality is planning to fill all positions within 2022/23 financial year.

WINNIE MADIKIZELA MANDELA LOCAL MUNICIPALITY



MACRO ORGANISATIONAL STRUCTURE

WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12 BIZAMA 4800

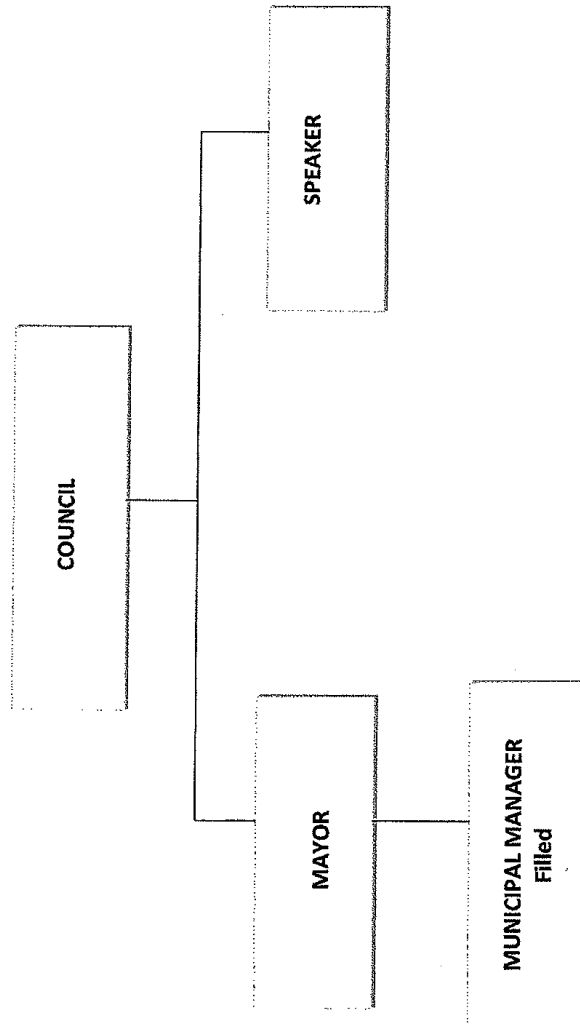
28 JUN 2022

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TEL : 039 251 0230
FAX: 039 251 0917

Council Adopted – 28 June 2022

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Organisational Structure reviewed in 2021/22 Financial Year



WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 72 BIZANA 4800

28 JUN 2022

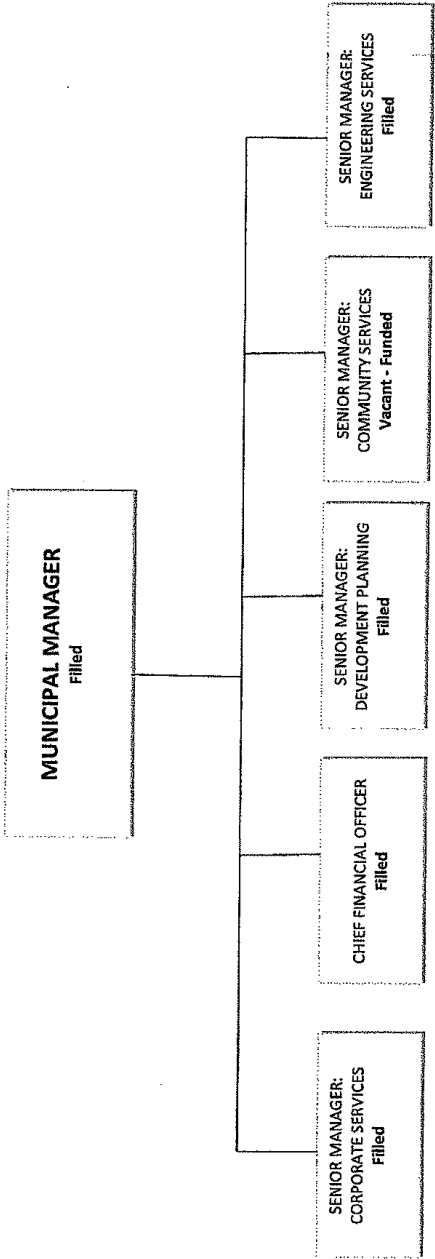
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Organisational Structure reviewed in 2021/22 Financial Year

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OFFICE OF THE MUNICIPAL MANAGER



WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
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28 JUN 2022
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Organisational Structure reviewed in 2021/22 Financial Year

OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL MANAGER
Filled

PA TO THE MUNICIPAL MANAGER
(Fixed Contract) Filled

MANAGER: Council Support & Public
Participation – TG 16 Filled

ADMIN CLERK
(Fixed Contract)
Filled

ADMIN CLERK
TG 6 Filled

COUNCIL
SECRETARY
TG 11 - Filled

PUBLIC PART
OFFICER X2
TG11- Filled

COMMITTEE CLERK
TG 6 X4
Filled

CUSTOMER
CARE
OFFICER
TG 10
Filled

COMMUNICATIONS
OFFICER TG 11 X2
Filled

STAKEHOLDER
MANAG &
LIAISON OFFICER
TG 11
Filled

SENIOR INTERNAL
AUDITOR TG 12
Filled

JUNIOR INTERNAL
AUDITOR TG 10
Filled

AUDITOR CLERK
TG06
Filled

MANAGER: INTERNAL AUDIT
TG 16 Filled

MANAGER: LEGAL SERVICES
TG 16 Filled

LEGAL OFFICER
TG11 –
Vacant-Not
funded

ADMIN CLERK
TG6

WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12 BIZANA 4800

Organisational Structure reviewed in 2021/22 Financial Year

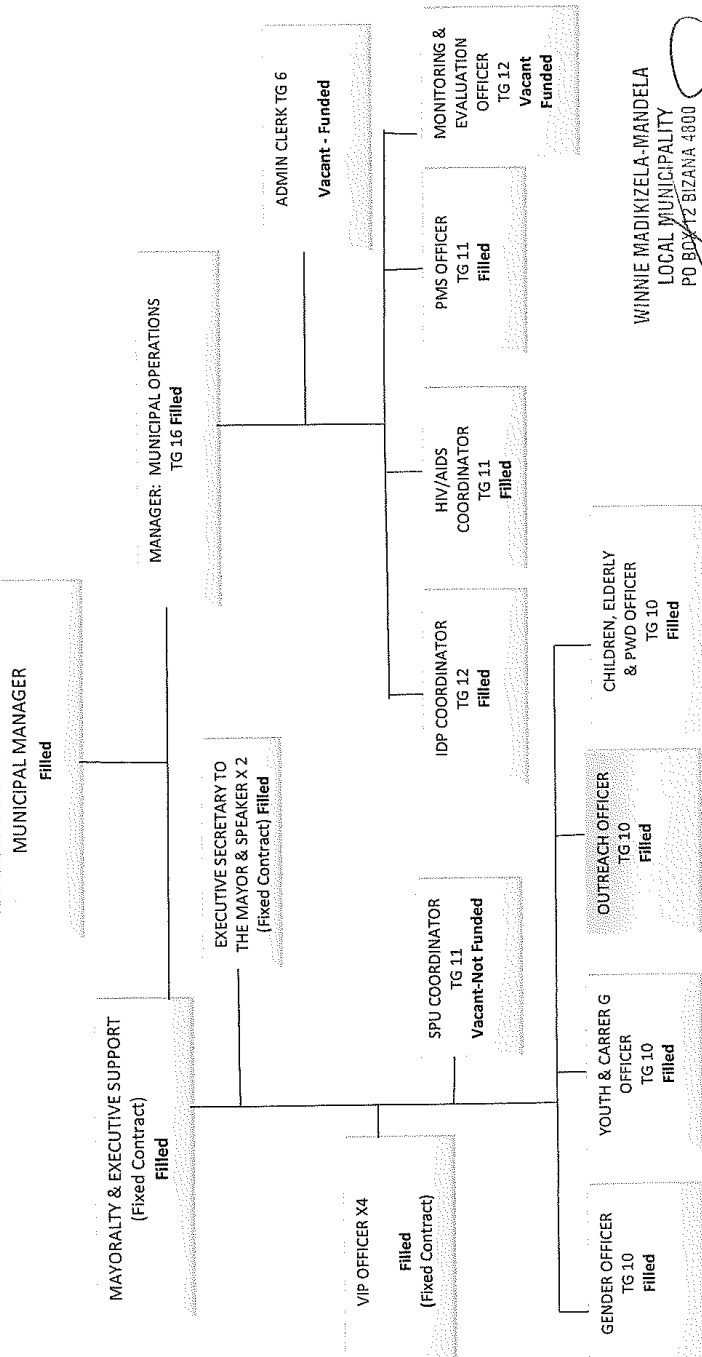
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28 JUN 2022

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OFFICE OF THE MUNICIPAL MANAGER



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LOCAL MUNICIPALITY
PO BOX 12 BIZANA 4800

OFFICE OF THE MUNICIPAL MANAGER

TEL : 039 251 0230

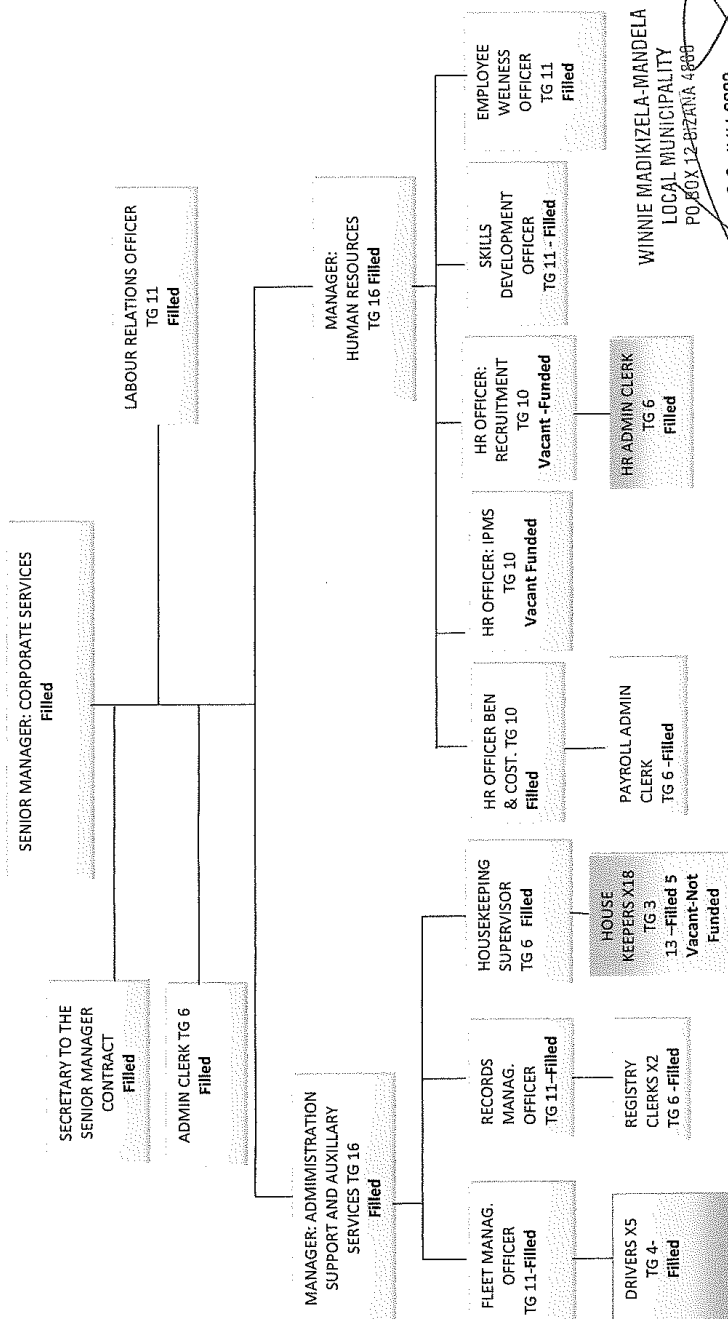
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Organisational Structure reviewed in 2021/22 Financial Year

CORPORATE SERVICES DEPARTMENT



Organisational Structure reviewed in 2021/22 Financial Year

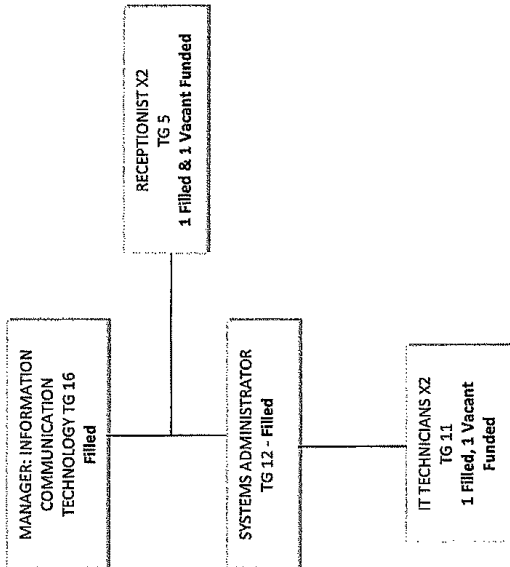
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WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12-BIZANA 4000

OFFICE OF THE MUNICIPAL MANAGER
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CORPORATE SERVICES DEPARTMENT



WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12-BIZANA 4800

28 JUN 2022

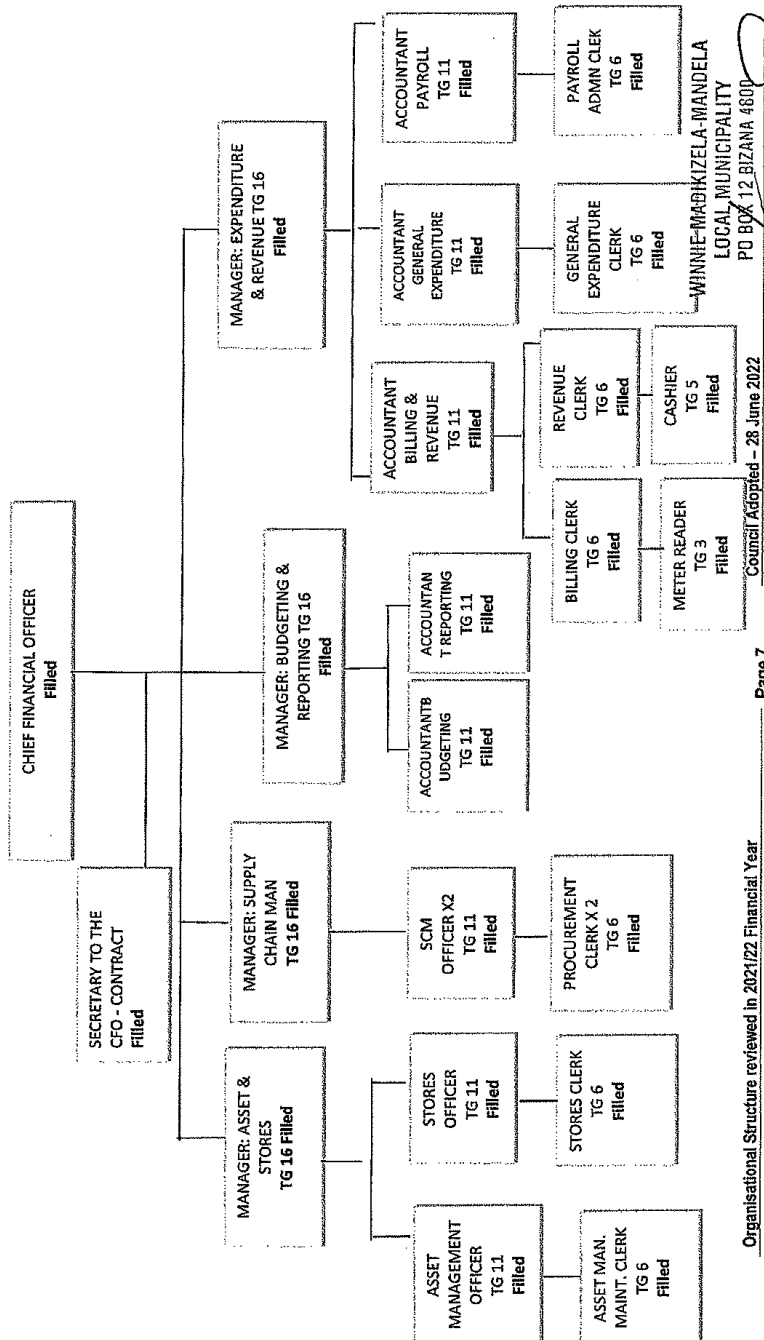
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TEL : 039 251 0230
FAX: 039 251 0917

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Organisational Structure reviewed in 2021/22 Financial Year

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BUDGET AND TREASURY OFFICE



Organisational Structure reviewed in 2021/22 Financial Year

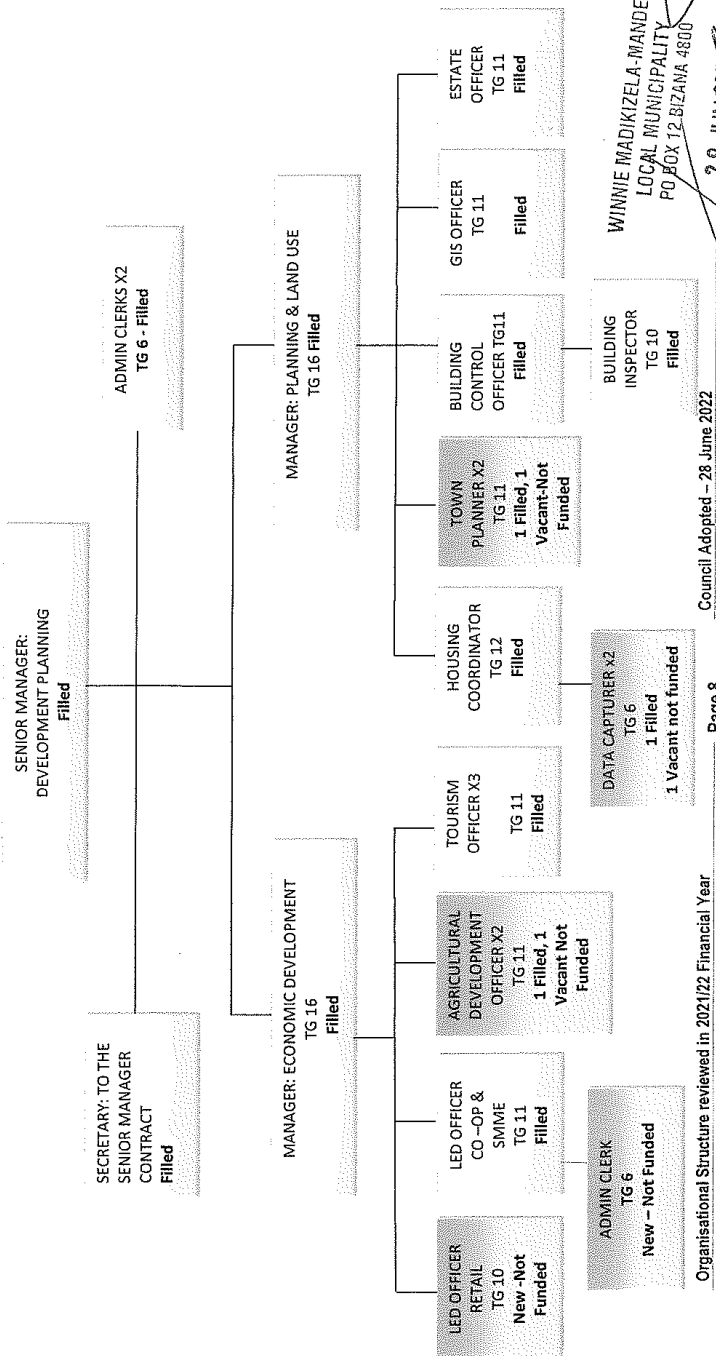
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28 JUN 2022

OFFICE OF THE MUNICIPAL MANAGER
TEL : 039 251 0230
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DEVELOPMENT PLANNING DEPARTMENT



COMMUNITY SERVICES DEPARTMENT

WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12 BIZANA 4800

28 JUN 2022
OFFICE OF THE MUNICIPAL MANAGER
TEL: 039 251 6230
FAX: 039 251 0917

SENIOR MANAGER:
COMMUNITY SERVICES
Filled

SECRETARY TO THE
SENIOR MANAGER
CONTRACT
Filled

ADMIN
CLERK
TG 6 - Filled

MANAGER: TRAFFIC & LAW
ENFORCEMENT TG 16
Filled

CHIEF TRAFFIC OFFICER
TG 12
Vacant - Not Funded

MANAGEMENT
REPRESENTATIVE
TG 11 - Filled

EXAMINERS X4
TG 10
2 Filled
2 Vacant - Not Funded

SUPERVISOR
LICENCING
TG 7 - Filled

HELP DESK
CLERK
TG 5
Filled

RA CASHIERS
X2, TG 5
1 Filled, 1
Vacant -

DLTC CASHIERS
X2, TG 5 Filled

TRAFFIC
WARDENS X7
TG 7
Filled

TRAFFIC
OFFICERS X7
TG 10
Filled

SECURITY SUPERVISOR
X2
TG 7
Filled

SECURITY GUARD
X20
TG 5
Filled

SUPERINTERNDENT LAW
ENFORCEMENT
TG 11 - Filled

VIP OFFICERS X3
TG 10
Filled

POUND MASTER
TG 11
Filled

RANGERS X2
TG 3
Filled

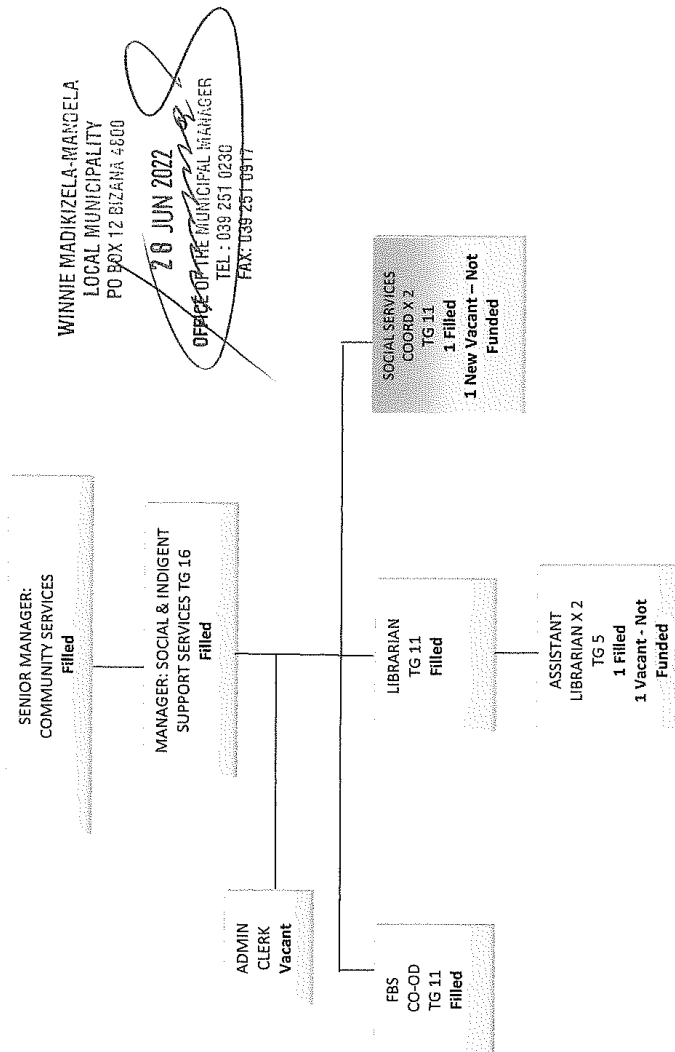
POUND
ASSISTANTS X
2 TG 3
New- Vacant
- Not funded

ure reviewed in 2021/22 Financial Year

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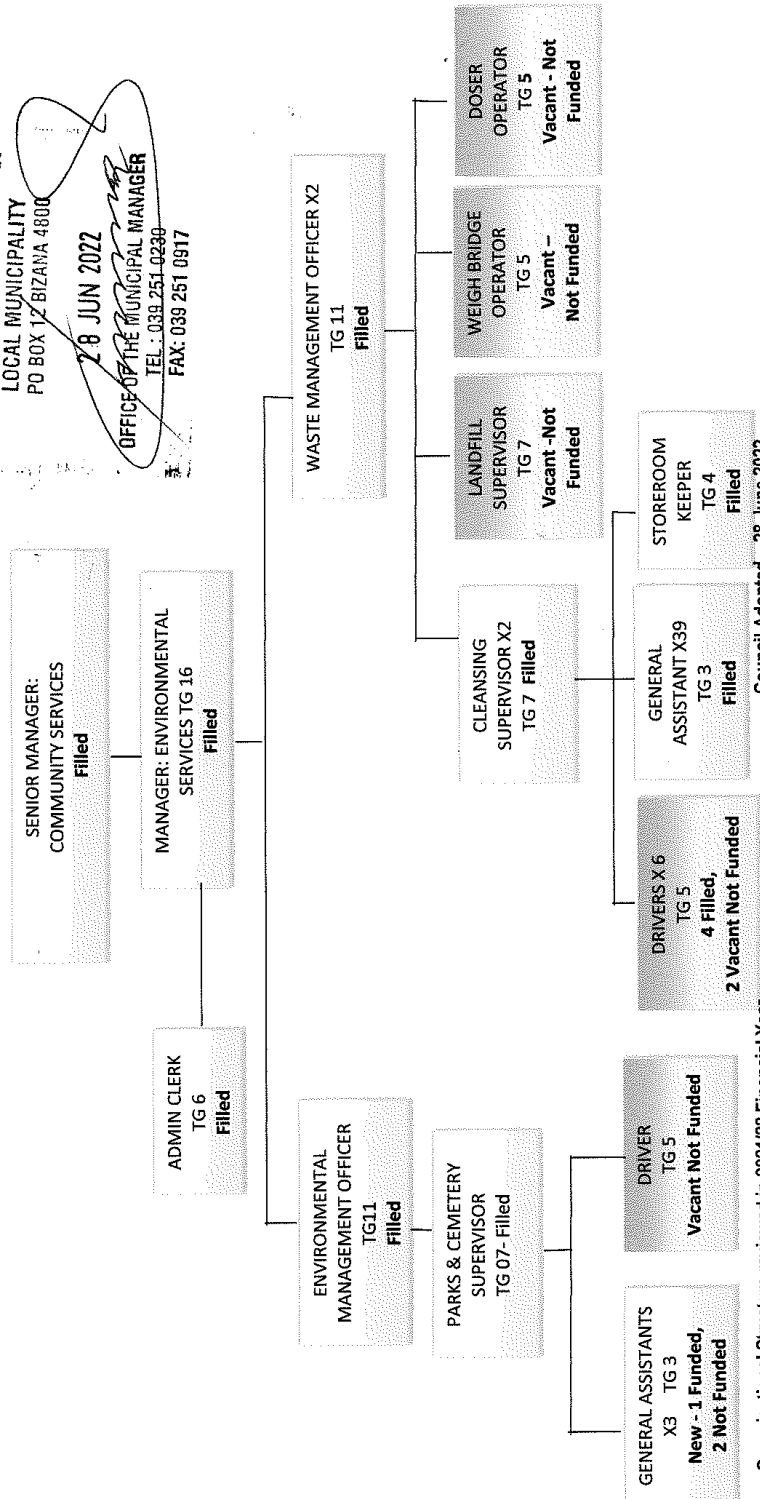
Council Adopted - 28 June 2022

COMMUNITY SERVICES DEPARTMENT



COMMUNITY SERVICES DEPARTMENT

WINNIE MADIKIZELA-MANSELA
LOCAL MUNICIPALITY
PO BOX 12 BIZANA 4800
28 JUN 2022
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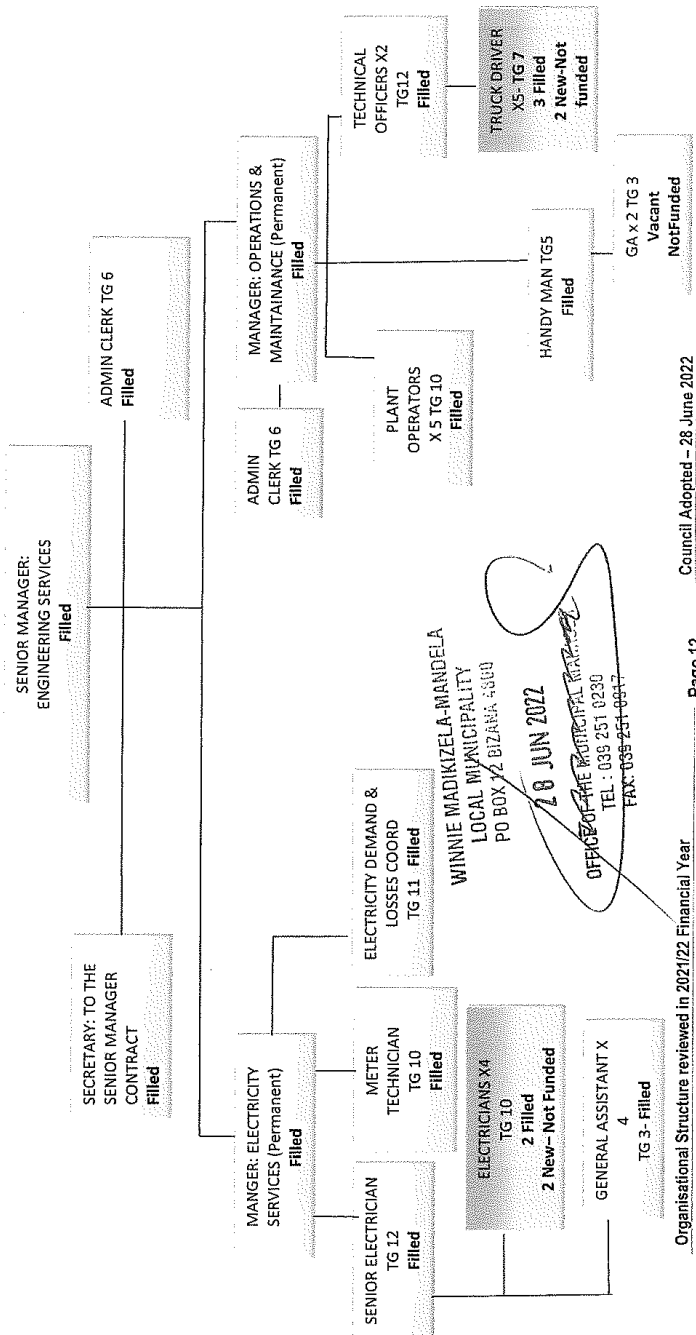


Organisational Structure reviewed in 2021/22 Financial Year

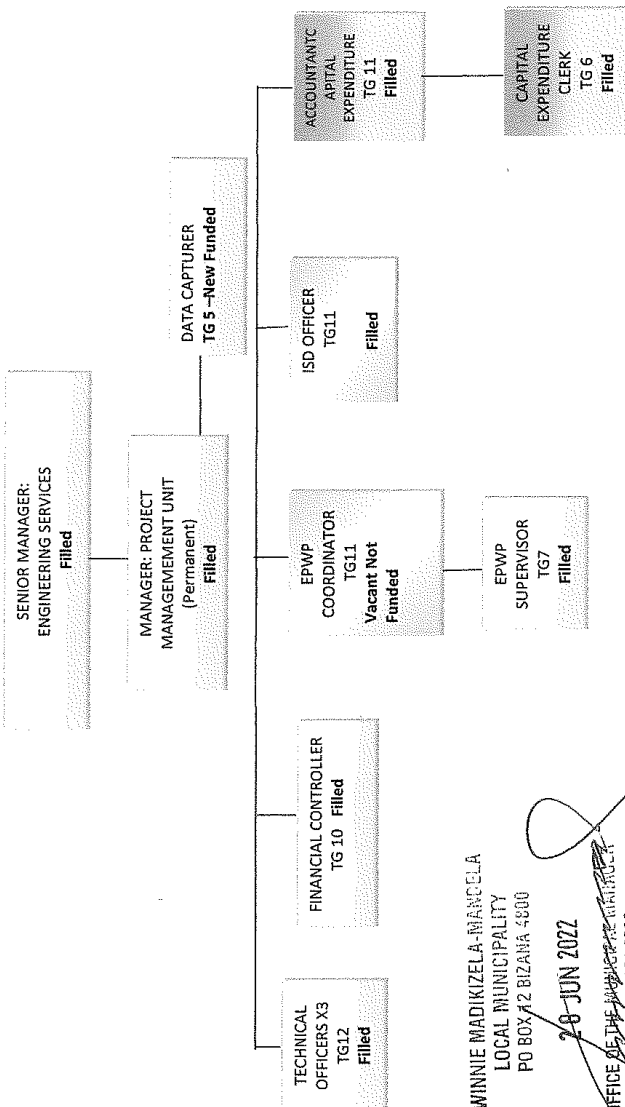
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ENGINEERING SERVICES DEPARTMENT



ENGINEERING SERVICES DEPARTMENT



WINNIE MADIKIZELA-MANCALA
LOCAL MUNICIPALITY
PO BOX 42 BIZANA 4800

28 JUN 2022

OFFICE OF THE MUNICIPAL MANAGER
TEL : 039 251 0230
FAX: 039 251 0517

SUMMARY OF AMENDMENTS

NOTE: The boxes highlighted in blue are affected by the changes detailed below:-

| DEPARTMENT | POST DESCRIPTION | AMENDMENT |
|----------------------------|---|---|
| MUNICIPAL MANAGER' OFFICE | <ul style="list-style-type: none"> Admin Clerk Legal Officer Youth & Career Guidance Officer – TG 10 | <ul style="list-style-type: none"> Post filled and contracted (must reflect as such on the structure) Change reporting lines to Manager: CS & PP Funds to be utilised to fund Agricultural Officer Transfer to Development Planning |
| CORPORATE SERVICES | <ul style="list-style-type: none"> Drivers X2 Housekeepers X5 Admin Clerk | <ul style="list-style-type: none"> To transfer to Engineering Services pending consultation To add – new and need funding To transfer to Community Services |
| BUDGET AND TREASURY OFFICE | <ul style="list-style-type: none"> Meter Reader Accountant: Capital Expenditure | <ul style="list-style-type: none"> To remove from the department – position was not funded To move to Engineering Services under PMU |

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LOCAL MUNICIPALITY
P.O. BOX 12 BIZANA 4880
28 JUN 2022
OFFICE OF THE MUNICIPAL MANAGER
TEL : 039 251 0230
FAX: 039 251 0917

| | | |
|-----------------------------|---|---|
| | <ul style="list-style-type: none"> Capital Expenditure Clerk Cashier X1 Procurement Clerk | <ul style="list-style-type: none"> To move to Engineering Services under PMU To move to DLTC pending consultation To abolish position and place incumbent in another department |
| DEVELOPMENT PLANNING | <ul style="list-style-type: none"> Agricultural Dev. Officer – TG11 LED Officer: Retail – TG 11 Admin Clerk – TG 06 Assistant Town Planner – TG 10 Data Capturer – TG 06 | <ul style="list-style-type: none"> To add To add – to be funded by the transfer of Youth & Career Guidance Officer from MM office To add (To contract) To abolish position To fund via (EPWP) |
| ENGINEERING SERVICES | <ul style="list-style-type: none"> Admin Clerk General Assistants X3 Truck Drivers X2 – TG 07 Artisans X2 – TG 10 Admin Clerk | <ul style="list-style-type: none"> Change reporting lines to M&O Change reporting lines to Technician To add – utilise drivers from Corporate Services Change titles to Electricians X2 – TG 10 To add as it was erroneously left out on the structure |
| COMMUNITY SERVICES | <ul style="list-style-type: none"> Admin Clerks Pound Master & Rangers | <ul style="list-style-type: none"> To update |

WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12 BIZATLA 6003

28 JUN 2022

OFFICE OF THE MUNICIPAL MANAGER
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FAX : 035 251 0517

| | | |
|--|---|---|
| | <ul style="list-style-type: none"> • Assistant Librarian – TG 05 • Admin Clerk – TG 06 • Social Services Co-ordinator – TG 12 • Landfill Supervisor – TG 07 • Weighbridge Operator – TG 05 • Drivers X2 • Drivers X 06 • Driver • Examiners X2 – TG 10 • RA Cashier – TG 05 | <ul style="list-style-type: none"> • Change reporting lines to law enforcement • To be funded • To add – to fund utilising admin from Corporate Services • To add • To be funded • To be funded • To be funded • Change reporting lines to Cleansing Supervisor • To remain reporting to Parks & Cemetery Supervisor • To be funded • To add – to utilise cashier from BTO |
|--|---|---|

WINNIE MADIKIZELA-WINTERA
LOCAL MUNICIPALITY
PO BOX 12 BIZANA 4000

28 JUN 2022

OFFICE OF THE MUNICIPAL MANAGER

TEL: 039 251 0736

FAX: 039 251 0917

Winnie Madikizela-Mandela Local Municipality

Physical Address
51 Winnie
Madikizela
Mandela Street
Postal Address
P O Box 12
Bizana



Office of the Speaker
Tel: 039 251 0230
Fax: 039 251 0917
speaker1@mbizana.gov.za

EXTRACT FROM MINUTES OF THE ORDINARY COUNCIL MEETING

Venue Oliver and Adelaide Tambo Regional Hospital Auditorium
Date 28 June 2022
Time 08H00

7.2 PROPOSED STAFF ESTABLISHMENT AND STRUCTURE

On the motion of Councillor X Ntsethe seconded by Councillor T Dlamini it was resolved that:

- Council notes the report together with the process followed in developing the proposed staff establishment
- The Council resolves to accept the current Departmentalisation as it is accordance to Regulation 5 (1) (a) and (b) of the Municipal Staff Regulations No. 45181 of 20 September 2021.
- The proposed changes to the micro level structure (posts) in order to enhance productivity and efficiency in implementing the approved municipal strategic objectives and the conducted consultation amongst others with organised labour at Restructuring and Local Labour Forum be noted.
- The 62:38 ratio achieved by management in implementing a plan of ensuring compliance with Regulation 5 (2) on the four key dimensions of the organisational design and more specifically with the Core to support employee ratio 70:30 is noted and approved as a measure towards a progressive realisation of this objective.
- Upon the approval of the revised staff establishment by the Municipal Council, the Municipal Manager is authorised to submit the approved structure to the MEC of Cogta as prescribed in Regulation 6(6) and (7) of the Municipal Staff Regulations No. 45181 of 20 September 2021.


Chir Z Mhlwazi
The Speaker

WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12 BIZANA 6050

2022-06-28

OFFICE OF THE SPEAKER
TEL: 039 251 0230
FAX: 039 251 0917

3.1.6. Populated Staff Establishment

The municipality has reviewed its organisation structure taking into consideration the newly proposed and implemented Local Government: Municipal staff regulations which came into effect on the 01st of July 2022. The process of review took place regarding the election of new council and the drafted integrated development plan (IDP). The reviewed staff establishment was adopted by Council on the 28th of June 2022. The total number of approved positions in the Organizational Structure is 307 with 256 filled positions and 51 vacant position.

| Departments | Number of budgeted posts | Filled posts | Vacant posts |
|----------------------|--------------------------|--------------|--------------|
| Municipal Manager | 43 | 37 | 06 |
| Corporate Service | 47 | 38 | 09 |
| Budget & Treasury | 25 | 23 | 02 |
| Community Services | 130 | 108 | 22 |
| Engineering Services | 39 | 32 | 07 |
| Development Planning | 23 | 18 | 05 |
| Total | 307 | 256 | 51 |

3.1.7. Municipal Manager S56 Managers and Line Managers

The Winnie Madikizela Mandela Municipality has in its employ six (6) section 56 Managers including Municipal Manager and CFO. The position of the Municipal Manager, CFO and Senior Manager: Community were recently advertised and all recruitment processes were finalised in this financial year. Appointment and employment offers have been made and the dates reflected here below will depict such (appointment and assumption date:

| Post Description | Date of Appointment | Nature Of Employment | Duration of Contract |
|-------------------------------------|---------------------|----------------------|----------------------|
| Municipal Manager | 01 August 2022 | Contract | 5 years |
| Chief Financial Officer | 01 December 2022 | Contract | 5 years |
| Sen. Manager Corporate Service | 12 March 2018 | Contract | 5 years |
| Sen. Manager Engineering Services | 03 June 2019 | Contract | 4 years |
| Senior Manager Development Planning | 01 March 2018 | Contract | 5 years |
| Senior Manager Community Services | 01 December 2022 | Contract | 5 years |

3.1.8. Skills Development, Training and Capacity Building

In terms of Government Gazette No. 27801 every Municipality is obligated to submit the Work place Skills Plan and its annual Training Report to the LGSETA in April of every year. Employees are nominated for training according to Work place Skills Plan (WSP) which is informed by skill gaps in the Municipality. There are no challenges on Critical skills as all Critical positions are filled. The following is the progress report for the reporting period under review.

- 10 employees have been granted study assistance;
- 03 finance interns are registered and studying Municipal Finance Management Programme (MFMP);
- 01 employee is registered and studying Municipal Finance Management Programme (MFMP);
- 01 middle manager is registered and studying Municipal Finance Management Programme (MFMP);
- The municipality adopted a new programme called the Work Integrated Learning (WIL) which saw 25 students afforded an opportunity to experience the working environment. The programme was funded by the educational institution and started on the 04th of July 2022 and ended on the 30th of September 2022;
- As of the 01st of October 2022, 15 students have been admitted onto the Municipal in-service training programme;
- The SETA awarded learnerships, 4 to the BTO and 2 to the Engineering Services Department, has been extended to April 2023;
- The Internal Audit section has been trained in the following short courses in this financial year:
 - Senior Internal Auditor and Manager – (CIA) certified internal audit assessment;
 - Jnr IA, IA Admin clerk and 2 Interns – How to Audit financial statements and
 - Jnr IA, IA Admin clerk and 2 Interns – Excel for external auditors;
- All municipal councilors have been trained on the following: -
 - Basic Computer and
 - Understanding Local Government.
- 3 employees from the electricity section have been trained on High Voltage Safety and Operating Regulations and
- 2 employees have attended the Medium Voltage Cable Jointing and Termination as a recommendation from DOL.

3.1.9. Labour Relations

The Local Labour Forum is fully functional and has been convening meetings quarterly and/or as and when the need arises to discuss matters of mutual interest between employer and employees. The Local Labour Forum (LLF) operates through sub-committees in terms of the main collective agreement (SALGBC) as follows: -

- Training & Development Committee;
- Restructuring Committee;
- Occupational Health & Safety Committee.

3.1.10. Employment Equity Plan

The Municipality has adopted its Employment Equity Plan and policy drawn in line with the provisions of Employment Equity Act (EEA). In terms of staff establishment, there is one (1) female Senior Manager employed as per the section 56 managerial positions out of six (06) managers and none of them is disabled. The required 2% employment of people living with

disabilities has been achieved. The intention of the Council is to utilise the HR recruitment vehicle to ensure that the transformation of the current employment demographics is in line with its targets.

The following Status reflects Employment Equity in Winnie Madikizela-Mandela Local Municipality.

| Departments | Number of Posts Filled | E.D. Males | E.D. Females | E.D Disabled | Total |
|----------------------|------------------------|------------|--------------|--------------|-------|
| Municipal Manager | 37 | 16 | 27 | 00 | |
| Corporate Service | 38 | 16 | 24 | 02 | |
| Budget & Treasury | 23 | 15 | 12 | 00 | |
| Community Services | 108 | 55 | 47 | 01 | |
| Engineering Services | 32 | 24 | 08 | 02 | |
| Development Planning | 18 | 09 | 09 | 01 | |
| Total | 256 | 135 | 127 | 06 | |

Key objectives of the Employment Equity Plan

These are based on the implementation of the affirmative action measures, elimination of unfair discrimination in employment policies, practices and working environment.

- Improve the gender representation at senior management down to lower levels from 25% to 50%;
- Improve the over/under-representation of people from different designated groups in all occupational levels within WMMLM;
- Eliminate barriers identified in employment policies and the working environment;
- Compliance with the requirements of the Employment Equity Act.

3.1.11. Performance Management System

Performance management is implemented at the level of section 56 managers and middle managers. It has been cascaded down to the level of officers with a plan to reach every employee by June 2023. Assessments are being conducted mid-yearly and annually to all employees that have signed performance agreements and formulated performance agreements. The Individual Performance Management System is linked to the performance of the Municipality. The Internal Audit Section is assisting in ensuring that assessments are audited to maintain the link between the organizational and individual performance management.

Performance is currently being managed manually but the ICT has obtained a system tailor made to suit the needs of the municipality. Champions have been appointed to represent each section in ensuring that the required information is captured onto the system. The anticipated time for the system to be fully functional is July 2023.

3.1.12. Staff Retention

The WMMLM Employee Retention policy developed and adopted by Council has since been reviewed. The reviewed version of the policy was adopted together with the rest of the Municipal policies on the 28th of June 2022.

Succession Plan

The plan is in place and is being implemented on a regular basis in collaboration with HR officials by:

- Examining the staff establishment to establish posts that are likely to become vacant over the next five years due to retirement.
- To earmark employees that are ready for promotion and prepare them to contest promotional positions.
- Encourage potential employees who are not in possession of formal qualification to register to Universities. Nominate employees for training to close the skills gaps.

3.1.13. Employee Health and Well – being

The municipality is committed to promoting equal opportunities and fair treatment in for all its employees, through the elimination of unfair discrimination and integrated wellness programmes and policies. The municipality has adopted a holistic approach to address social and work-related problems through awareness programmes for its employees on the of HIV and AIDS, Chronic illness, Disability, Occupational Health and Safety for its employees.

The Wellness policies e.g. OHS Policy, Chronic Policy and EAP policy were reviewed and adopted on the 28th of June 2022.

The Wellness section has reached the following milestones: -

- ⇒ Formation of the OHS Committee;
- ⇒ Appointment of OHS Representatives per section and departments and
- ⇒ Quarterly sitting of the OHS Committee.

3.1.14. Payroll Management

Employee Self Service (ESS) is functioning and is being utilised by employees. Employees who do not have access to ESS are assisted by departmental user impersonators and the Payroll Office. Employee attendance is monitored on a weekly basis and reconciled with leave applications monthly

Leave Management

The Municipality has started the process to identify and correcting discrepancies pertaining to employee's leaves. The process will incorporate the upgrading of VIP system. The following are the issues that require correction:

- ⇒ The system to make a provision to carry over leave credits;
- ⇒ To correct date of engagement;

- ⇒ To find measure in communicating leave credits or compulsory leaves to employees and Managers of department, by making sure that Managers are encouraged to allow employees to take their compulsory leaves before the end of the cycle;
- ⇒ To Conscientise employees about the Municipal leave policy.

The Municipality was utilizing VIP Premier System has been upgraded to People Management system. The advantage about the system is that the Municipality will be able to retrieve number of reports for example: -

- ⇒ Skill Development Reports;
- ⇒ Employment Equity Reports;
- ⇒ It will assist Job description for employees;
- ⇒ It will assist with SALGA reports;
- ⇒ Tables to calculate medical aid, long service bonus, pension fund, annual salary increment etc.

Date of engagements for employees

3.1.15. Auxiliary Services

Auxiliary Services Section is composed of the following units: -

- ⇒ Fleet Management unit;
- ⇒ Housekeeping unit;
- ⇒ Records Management unit

The following is the status of the aforementioned units under Administrative Support and Auxiliary Services Section:

3.1.16. Fleet Management Unit

The Municipality has 43 vehicles on site and are allocated to departments/ sections but managed by Fleet Management section. The forty-three (43) vehicles mentioned above are an inclusive total of plant (utilised by Engineering Services), 12-Seater Toyota Quantum and 23-Seater Mini bus. Each vehicle has fuel card that enables them to function daily. Those fuel cards are also used for toll-gates and minor repairs.

The above vehicles are used for transporting Councillors and officials to their respective areas of council businesses. Quantum and Mini-bus are usually utilised for transporting large number of people when attending council businesses or sport activities. Municipal vehicles are permitted to leave the municipal site only if there is a signed trip authority and only the authorised people who are permitted to use the municipal vehicles. All employees who receive travelling allowance are not permitted to use municipal vehicles. All Municipal vehicles are installed with tracking devices in order to track movement of vehicle and eliminate abuse of Municipal Vehicles.

3.1.17. House Keeping Unit

The House Keeping unit is responsible for ensuring that Municipal building and offices are clean at all times. The unit is operating with thirteen (13) Housekeepers who are employed permanent, five (5) Housekeepers employed temporary and one Supervisor.

3.1.18. Records Management

[Sections 141 and 195\(1\) \(f\) of the Constitution, 1996](#) determine that governance should be accountable and transparent. Accountability and transparency can only happen if -

- The public, to which [governmental bodies](#) are accountable, has ready access to all information that underpins the decision-making processes of governmental bodies.
- [The Office of the Auditor General](#) has ready access to information on the financial transactions entered into by governmental bodies to enable it to report to the public on the spending of their tax monies

The establishment of a records management unit is envisaged in Eastern Cape Provincial Archives and Records Services Act no. 7 of 2003. Upon the setting up of the unit a records management system had to be developed whose objective is to centralise documents in order to manage the inflow and outflow of information. To create a unilateral information management system that operates within the bounds of a centralized source of information management. Staffing composition is a Records Management Officer and two (2) Registry Clerks. The following has been achieved during the establishment of the records management unit:

The file plan was developed, approved by Provincial Archiving in Mthatha and adopted by the Municipal Council. The Records Management Policy adopted, approved by Provincial Archiving in Mthatha and adopted by Municipal Council. Procedure Manual was drafted approved and adopted by Municipal Council. Records File Plan drafted approved and adopted by Municipal Council. The Registry space identified and in the process of renovation. Records from Development Planning, Budget and Treasury Office were taken and placed at Registry Office. Records ready for archiving were identified and reported to Provincial Archives in Mthatha

General Disposal authorities issued by Provincial Archivist for Pre-TLC AND TLC records. Records qualifying for disposal were identified and reported. Disposal Committee is appointed and functional. Developed PAIA and POPI manual which was adopted by council and published on the municipal website. Developed records strategy and adopted by council. Periodically train records end-users on records classification systems and policy reviews. Reviewed file plan, records policy and procedure manual periodically. Conducted destruction of records that were due for disposal. Compiled destruction registers and certificates for that group of records as per issued disposal authority. Facilitated and coordinated trainings for records end-users on file plan use and proposed file plan revisions. Responsible for organizational widespread communication of records management compliance and legislative requirements thereto.

3.1.19. Information and Communication Technology

The Information and Communication Technology (ICT) section is responsible for the architecture, hardware, software and networking of computers for the Main site and two satellite offices (DLTC and Library) of Winnie Madikizela Mandela Local Municipality. Information technology (IT) has become a vital and integral part in all government spheres in introducing efficiencies and ensuring data integrity. ICT supports a fibre backbone network with a server room in the main site. The network is supported by a backup Generator, Uninterruptible Power Supply (UPS) at the server room as well as in all distribution cabinets.

The ICT section is anchored by 3 basic pillars

Demand - for information, processes and technology (*Why ICT services are required and what functions they'll be performing*)

Supply - of services by the ICT function (*How to deliver the services and where from*).

Governance - If and when investments in services should be made. Governance must be a shared activity between demand and supply to ensure the right investments are made and delivered, and the expected benefits are realised.

3.1.20. ICT Governance Framework

The municipality policy manuals for standard ICT policies and Security related policies. all policies and existing frameworks were reviewed and adopted by council in the 2021/22 financial year. In addition to the existing frameworks and strategy the municipal council added ICT RISK and CONCTROL framework.

The Municipality adopted in the prior year a Business Continuity Plan (BCP), Disaster Recovery Plan (DRP), ICT Governance Policy Framework, ICT Charter and ICT Strategy as part of the documentation that will assist with the governance of ICT. The plan is to review all these documents in the next 2 financial years (2022/23 to 2023/24) to align with the new 5-year term IDP that was adopted when the new council started in November 2022.

3.1.21. ICT Infrastructure and Projects

ICT supports a server room with 2 hosts with 12 virtual servers, a UPS for the entire server room with a backup generator. UPSs are installed in all our cabinets and in both our satellite offices cabinets. The municipality has a fully functional VoIP telephony system with mobile VoIP handsets used in satellite offices.

To improve internet and email traffic, the municipality has a 20mb fibre (Metro-E) running Voice over IP (VoIP), VIDEO and standard Data traffic. The Municipality has both physical and wireless Access points (Wi-LAN).

All our Distribution points (cabinets) have POE switches providing power to all IP phones. With the use of Redstor the municipality is able to back up all critical information from laptops and desktops and all servers.

The Municipality has an offsite storage. Daily backups are kept and stored in this offsite storage that is fire proof, in a Data Centre in Centurion, Gauteng.

3.1.22. Municipal Website

Winnie Madikizela-Mandela Local Municipality website is up and running, URL: <https://www.winniemmlm.gov.za>. ICT is responsible for compliance on the website in terms legislations and laws applicable to municipal websites. The role of Winnie Madikizela-Mandela LM website, as a platform for information dissemination, participation and disclosure has been significantly catered for in various pieces of legislation, including:

- The Local Government Municipal Systems Act No 32 of 2000 ("the Systems Act");

- The Local Government Municipal Financial Management Act No 56 of 2003 ("the MFMA"); and
- The Municipal Property Rates Act, no 6 of 2004 ("the MPRA").

ICT is responsible for uploading compliance documents in terms of s75 of the Municipal Finance Management Act No. 56 of 2003 and all applicable laws of the republic of South Africa. With the collaboration with Municipal directorates, ICT is able to maintain fresh content and legislated compliance documentation or content on the website including social media platforms.

3.1.23. Disaster Recovery

The Municipality has an adopted Disaster Recovery Plan to be implemented with the adopted Business Continuity Plan. This is to ensure smooth recovery with minimal negative impact when a disaster occurs. The municipality has two hosts with several Virtualised servers and a dedicated server housing VEEAM with HYPER-V for back-up and replication. For off-site back up, the municipality has a service level agreement in a data centre in Centurion, Gauteng province providing a cloud solution.

As part of recovery plans and archiving, the municipality procured a records management system specifically for the managing of Finance records that are growing at a higher rate. The rest of the documents that are critical are Stored on the SharePoint Server.

4. KPA 4: FINANCIAL PLANNING AND REPORTING

4.1.1. FINANCIAL VIABILITY

Overview of the Municipal Financial Management

Winnie Madikizela-Mandela Local Municipality has an established Budget and Treasury Office in terms of section 80 of the Municipal Finance Management Act No. 56 of 2003. The department is tasked with overseeing the financial administration of the municipality and is focused on the following four areas: - revenue and expenditure management, financial planning and reporting, asset and stores management, as well as supply chain and contract management. The municipality has remained financially viable over the past years which has assisted in the fulfilment of all financial obligations as they fall due. As a result of this there has not been a need for a financial recovery plan or bailout from any sphere of government as the municipality has been able to settle its commitments as they fall due, paid for service delivery initiatives like roads construction, electrification of villages and provision of community facilities, and has been able to pay for all operational requirements ranging from remuneration of its workforce to repairs and maintenance of municipal assets and others. The municipality has in the past five years been able to avail its own funds in the form of reserves to speed up service delivery which is still expected to continue in the near future considering the level of cash backed reserves the municipality has accumulated between 2017 and 2022. It is however very important to note that the financial results for the year ended 30 June 2022 have begun to show a decrease in the level at which cash reserves have grown.

Financial Viability Overview

Winnie Madikizela-Mandela Local Municipality is a predominantly rural municipality, and currently only derives revenue from the very small, town area for service charges, rental of facilities and property rates. There are government properties in the rural areas though that the municipality charges and collects property rates in line with the Municipal Property Rates Act. These are properties owned by government and other qualifying properties like, in our case, the Wild Coast Sun Hotel and Casino which the municipality no longer collect rates. During the implementation of the debt collection processes of the municipality it was discovered that the land in which the Wild Coast Casino and the establishment were transferred to the community and granted an exemption from property rates for 10 years. This resulted in a loss of revenue for the municipality from the year 2019 to year 2029.

To counter this, the municipality has reviewed its Revenue Enhancement and Debt Collection Strategy that was approved by council in 2014. Management has during the 2020 to 2021 financial year embarked on an exercise to review and update that revenue enhancement strategy. The review and update was completed during the 2021 year with an action or implementation plan to avoid similar challenges faced with the old strategy implementation. The emphasis of the strategy is on providing quality services to the communities served and providing information early whilst it is still relevant. Whilst identifying new revenue streams, the strategy also emphasizes maximising on the already existing streams which has also been assisted by the renegotiated lease agreements. Management has also identified that it needs to work closely with businesses as they are the ones who have more capability to settle their debts, all that needs to be improved is the willingness to settle.

Apart from the strategy, the municipality has already made some inroads in ensuring that the revenue generating capacity is improved. An analysis of the revenue generated from refuse removal against the cost of providing such a service for the municipality was made and it was discovered that not all customers benefiting are billed. A data collection process was initiated to identify all customers who should be billed for the service, known as refuse generators. These accounts were then updated to ensure that they are billed and the billing for customers who are not owners of the properties was consolidated into that of the owner to mitigate the risk of the municipality being unable to trace its debtors should the occupants leave the premises without fully settling all accounts. A Drivers' License Testing Center has been operating for a number of years now. This has ensured that Mbizana communities have easier access to the service whilst improving the revenue generation capacity of the municipality.

A significant part of the municipality's revenue is from the grants received from the National fiscus for various programmes and service delivery objectives. The table below gives a list of the grants that the municipality receives and is expected to receive in the medium term:-

| Description | 2021/22 Actuals | 2022/23 Budget | 2023/24 Forecast | 2024/25 Forecast |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| Equitable Share | R 289,620,000.00 | R 320,095,000.00 | R 339,797,000 | R 361,325,000 |
| Financial Management Grant | R 2,000,000.00 | R 2,100,000.00 | R 2,100,000.00 | R 2,100,000.00 |
| Municipal Infrastructure Grant | R 51,023,004.00 | R 55,038,000.00 | R 57,433,000.00 | R 59,984,000.00 |
| Integrated National Electrification Grant | R 28,453,000.00 | R 16,400,000.00 | R 28,000,000.00 | R 29,257,000.00 |
| EPWP Grant | R 3,570,000.00 | R 3,687,000.00 | | |
| DSRAC Library Subsidy | R 500,000.00 | R 500,000.00 | R 500,00.00 | R 522,000.00 |
| Government Support Grant | R 19,819,500.00 | 22,819,458.00 | | |
| Municipal Disaster Management Grant | | 12,790,000.00 | | |
| Total | R 394 985 504.00 | R 433,429,500.00 | R 427,830,000.00 | R 453,188,000.00 |

The municipality makes an effort to ensure that a bigger share of the total budget is always directed at funding capital programmes as the municipality has a responsibility of delivering services to the people in the form of Infrastructure assets like roads, community facilities, electrification, social and economic infrastructure. As mentioned earlier, Winnie Madikizela-Mandela Local Municipality also generates its own revenue from the following sources: -

- ⇒ Municipal Property Rates: for ratable properties both in town and rural areas, including government properties
- ⇒ Refuse Collection and removal: for the town area and some parts outside of town including some schools
- ⇒ Electricity Distribution for the town area
- ⇒ Rental of municipal facilities
- ⇒ Agency fees for vehicle licensing services
- ⇒ Business Licensing and vending

Although these streams produce revenue for the municipality, it is not nearly enough as to cover all responsibilities that the municipality is required to undertake. The municipality also receives other income that is not in the main functioning of the municipality. These include interest on investments, Advertising, Traffic fines, funeral fees and a few other revenue streams. New initiatives have been embarked on to ensure that cash that is not immediately required is invested in short term portfolios that have high returns whilst the initial capital amounts are guaranteed. The collection rate for the municipality has averaged just above 85% over the five years from 2018 to 2022. This is below the revenue collection norms proposed by the National Treasury of 95% and needs to be improved to ensure sustainability of the municipality. The situation is however, expected to remain the same if not worsening as a result of the economic challenges posed by the Russian invasion of Ukraine that has seen fuel prices and interest rates soaring to the highest levels ever seen in recent years. The municipality continues to explore means to encourage consumers to priorities municipal accounts. As mentioned earlier, the revenue enhancement and debt collection strategy are key to ensuring that this is realised which we hope and expect that the review and update will bring the much-needed assistance.

Electricity sales still pose a challenge due to illegal connections, meter tempering, distribution losses and ageing electricity infrastructure. The Winnie Madikizela-Mandela Local Municipality has implemented projects that are meant to turn the situation around. These include the changing of meters to split meters to reduce the tempering of meters, meter audits, to determine the status of the meters as currently used by consumers. There has also been a targeted effort at the large users of electricity like businesses and other institutions. The meters in these businesses have been replaced with modern ones that can be monitored and irregularities can be identified early. These initiatives have started to yield results, but need to be given time to ensure that the desired outcomes are realised.

In an attempt to reap full benefits of the investment made into the municipality's metering system, the municipality installed an automated meter reading and monitoring system during the current past year. The electricity department of the municipality is currently replacing old Low and Medium voltage lines, which was expected to be completed by 30 June 2022 and the second phase continues in the current and future years.

4.1.2. Funding Streams

The municipal operations and capital programs are funded largely from grants and to a lesser extent from own revenue. The grant funding, is to a larger extent, conditional, and this means the grants can only be utilized for the purpose for which they have been allocated and within the stipulated terms and conditions. The grant funds are utilized as follows:

- ⇒ **Equitable Share:** is utilized mainly for funding operations and efforts are also made to ensure that this is used for capital programs to boost the service delivery funding.
- ⇒ **Municipal Infrastructure Grant:** is a conditional grant for the funding of municipal infrastructure developments.
- ⇒ **Integrated National Electrification Programme Grant:** this is a conditional grant to fund electrification of villages within the municipal area to support efforts by Eskom to achieve universal access.
- ⇒ **Financial Management Grant:** is aimed at building and maintaining financial management capacity as well as for the procurement and maintenance of financial systems used to management financial data and reporting. This includes ensuring that mSCOA, as introduced by the National Treasury is appropriately implemented.

- ⇒ **District Municipality Transfers:** is funding received from the District Municipality for planning and implementation of functions that we undertake on their behalf and for the compilation of the Integrated Development Plan of the local municipality.
- ⇒ **Other grants:** these are received at various intervals for Library subsidies, for the EPWP and for other specific ad-hoc purposes.

4.1.3. Auditor General's Concerns

The Auditor General of South Africa is currently auditing the 2021/22 Annual Financial Statements and an audit opinion has not been issued. This outcome is expected by the end of November 2022. The table below indicates the outcomes that the municipality received in the past financial periods. The audited results of the municipality were as follows for the past four years:-

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|----------------|-------------|-------------|-------------|-------------|-------------|
| Audit Outcomes | Unqualified | Unqualified | Unqualified | Clean Audit | Clean Audit |

An audit action plan was developed for the 2020/21 financial year's findings. The action plan addresses all the findings by the Auditor General during the 2020/21 audit and efforts have been made to ensure that all the findings are addressed as we progressed with the 2021/22 financial year. Some of the findings can only be addressed when the 2021/22 annual financial statements are prepared and finalised for audit which will then be confirmed by the Auditor General as they finalise their audit. The major issues the municipality has been struggling with is historical non-compliance with laws that since been dealt with fully, however, there are plans the municipality has started to implement to ensure that these are sustained over the years and made the ordinary way of doing business.

4.1.4. Filing System and the Audit File

One of the requirements of the audit by the Auditor General is that a municipality should be able to produce supporting documentation for the transactions that have occurred. Central to this, is the safe keeping of the documents for the audit and for future reference. The municipality currently experiences a challenge with this because we do not have central and functional archives that can accommodate all municipal documents. Above that, there is limited space on which files are kept and this result sometimes in documents being misplaced.

The municipality is currently implementing alternative means to avoid the loss of documents and thereby limiting the scope of auditing and lacking reference documents in future. The alternative means include purchasing and installation of a electronic filing system that will assist in reducing the need for keeping documents in hard files for longer. This is whilst the Corporate Services and Engineering Services departments finalize on long term plans to address the issue of lack of filing and office space. The outbreak of Covid-19 has also presented another opportunity to minimise handling of hard documents where almost everything has gone virtual and digital. This has resulted in bulk documents handling been eliminated and providing for safer and lasting filing solutions.

4.1.5. Financial Plans

The municipality prepares a budget that takes into consideration operational and capital programs over a period of 3 years. A budget process plan has been adopted for each of the last five years to guide the compilation of the annual budgets including the 2022/23 adjustments budget as well as the compilation of the 2023/24 annual budgets and the MTERF. These budgets or financial plans form part of this IDP document. It is important to note that a significant change happened in the preparation of the budget from 2017/18 as it was required to be mSCOA compliant.

Municipal Standard Chart of Accounts (mSCOA) is a business reform that all municipalities were required to comply with and transact on from July 01, 2017. This reform has brought about uniformity amongst all municipalities in terms of reporting as the chart of accounts is the same for all. The municipal manager through a council resolution delegated the function of championing the whole process to the Chief Finance Officer. Significant work including setting up committees made up of senior managers and managers was carried out in terms of ensuring that the set target date is achieved and our municipality is also able to transact on mSCOA compliant platform.

The municipality prepared annual financial statement for the fourth time since the implementation of mSCOA, this introduced a number on new classifications that have not been catered for in terms of GRAP. The municipality had to find a balance between the requirements of mSCOA and GRAP to ensure compliance with both while the audit was mainly going to be on GRAP compliance. The municipality does not foresee any compliance challenges with GRAP interpretation and application as a result of the reform.

4.1.6. Grant Usage

The municipality receives a number of national and provincial grants as stated earlier. Conditional grants are utilized only for the purposes for which they were intended in line with their conditions. These funds are ring-fenced for the specific conditions for which they are meant. The funds are both ring-fenced within the accounting system such that they have specific ledger accounts assigned to them, but at the same time, specific banking call accounts have been opened for each conditional grant as required by the funders. This makes it easy in the event of unspent grants to prove to the funders that these funds are actually available and set aside in the bank accounts of the municipality.

As indicated in the table below, the Municipal Infrastructure Grant, Integrated National Electrification grant, Financial Management grant, EPWP Grand and Disaster Relief Grant all had no unspent balance at the end of last year while DSRAC – Library Grant, Greenest Municipality grant and Government Support Grant had unspent balances of which a roll-over was applied and awaiting finalisation of approval processes but the Government Support Grant was surrendered to the RDP fund as instructed by the funder.

| Description | 2021/22 Adjusted Budget | 2021/22 Expenditure | 2021/22 Unspent Grant | 2022/23 Budget |
|--------------------------------|-------------------------|-------------------------|-----------------------|-------------------------|
| Equitable Shares | R 289,620,000.00 | R 289,620,000.00 | R 0.00 | R 320,095,000.00 |
| Financial Management Grant | R 2,000,000.00 | R 2,000,000.00 | R 0.00 | R 2,100,000.00 |
| Municipal Infrastructure Grant | R 51,023,004.00 | R 51,023,004.00 | R 0.00 | R 55,038,000.00 |
| Electrification Grant | R 28,453,000.00 | R 28,453,000.00 | R 0.00 | R 16,400,000.00 |
| EPWP Grant | R 3,570,000.00 | R 3,570,000.00 | R 0.00 | R 3,687,000.00 |
| DSRAC – Library Grant | R 500,000.00 | R 143,814.00 | R 356,186.00 | R 500,000.00 |
| Government Support Grant | R 19,819,500.00 | R 686,007.00 | R 6,285,217.00 | 22,819,458.00 |
| Disaster Relief Grant | R 0.00 | R 0.00 | R 0.00 | 12,790,000.00 |
| Total | R 394 985 504.00 | R 375,495,825.00 | R 6,641,403.00 | R 433,429,500.00 |

4.1.7. Debtors' and Creditors turnover rate

Our municipality bills consumers for property rates, solid waste removal and electricity. Consumers are then expected to settle their debts by the 7th of each month after they have been billed. The debtors' turnover rate, which is basically the number of days it takes our consumers to settle their debts is more than 30 days. This is more than the expected norm and could have a negative effect on the municipality's cash flow. The efforts directed towards the improvement of the collection rate need to be intensified and this should start to yield results in the 2021/22 financial year and subsequent years. The municipality has reviewed its credit control and debt collection policy. This policy has been promulgated into a by-law to ensure that all debt collection measures to be taken are well protected to avoid legal challenges.

Suppliers and creditors, by law, should be paid within 30 days after the receipt of a valid invoice.

The municipality's creditors turnover rate, which is the number of days it takes the municipality to pay its creditors, has improved over the five years to within 30 days. This is a result of the efforts that have been made to change and maintain the situation over the years. The SCM processes have been centralized to ensure that all processes and documents are dealt with and followed up at a central point. This has shown some improvements in the turnaround times but there is still a lot to improve to ensure that service delivery reaches the communities.

The implementation of new tax verification laws by SARS and the introduction of the central supplier database by National Treasury have become one of the measures that the municipality uses to verify creditor information to minimise time of going through different documents to perform any form of verification including banking details. These reforms require that every time payments are processed; the municipality verifies the creditors' tax matters with either SARS or on the central supplier database and ensure that the banking details have been verified.

4.1.8. Internal Controls

Over the past five years training initiatives have been undertaken for all Budget and Treasury Officials to ensure that their level of understanding of financial procedures and controls is enhanced. This was also done with the intention of increasing

the level of understanding of internal controls and what the implications of GRAP standards application are. There has been an increased understanding of the internal controls, but management of budget and treasury office continues to emphasize on the importance of internal controls. These processes and procedures are then reviewed annually to check as to whether they still achieve the intended outcomes.

Due to drastic changes in the municipal supply chain management environment and the new financial reforms we have identified a need to review these processes and possibly redesign them to ensure that they assist the municipality in correctly applying and interpreting the laws and regulations as well as avoiding irregular expenditure.

The Budget and Treasury Office has policies in place from which procedures are derived for the daily running of the department and the municipality at large. These policies are reviewed annually to consider their relevance and to ensure that they comply with updates that take place in legislation and National Treasury regulations and other developments. The latest review happened at the end of 2021/22 financial year and these were ultimately approved by Council on 31 May 2022. The review ensured that policies are updated and new ones were introduced. Some of these policies however require an annual review as they form part of the budgeting process and usually there are changes that need to be effected in each one of them. The Winnie Madikizela-Mandela Local Municipality has the following financial policies that have been adopted but have not as yet been promulgated into by-laws but process of promulgation has been started by our legal section-;

- ⇒ **Cash Management and Investment Policy:** - deals with investment of monies that are not immediately required. This is in accordance with the framework prescribed by the minister in concurrence with the cabinet member responsible for local government and consistent with Municipal Cash Management and Investments. This policy also takes into consideration the handling of borrowing by the municipality, how it is approved and items that can be funded using borrowed funding. It also takes into consideration the borrowing of funds from finance institutions, how these are approved and who decides to enter into a borrowing arrangement.
- ⇒ **Supply Chain Management Policy:** - seeks to comply with the constitutional requirements that the procurement of goods and services is conducted through a system that is fair, equitable, transparent, competitive, and cost effective. Amendments have been effected to the policy but it has emerged from the audit by the Auditor General that there are still some gaps that need to be closed in terms of having this policy complying to all the legislations of the country on contract management to be specific.
- ⇒ **Asset Management Policy:** - deals with the way in which the municipality manages its fixed as well as moveable assets. The policy deals with the accounting treatment of all infrastructure assets, categorization, depreciation, useful lives of assets in line with the provisions of GRAP.

The following are the policies that the municipality currently has and are being reviewed at least annually: -

- ⇒ **Tariff Policy:** this policy deals with processes and guidelines that need to be followed in adjusting tariffs, taking into consideration the changes in the Consumer Price Index and inflation. This also takes into consideration the Valuation roll, that is the values of properties that determine the Property Rates which consumers will be expected to pay. This policy is reviewed annually and forms part of the budgeting process.

- ⇒ **Rates Policy:** guides the municipality on how Property Rates will be charged and who will be charged and is informed by the Municipal Property Rates Act. It determines the minimum value of properties that are subject to property rates. The policy also determines the properties that will be exempt from the levying of property rates.
- ⇒ **Supply Chain Management Policy:** This outlines the processes and procedures that need to be followed in the acquisition and disposals by the municipality.
- ⇒ **Supply Chain Management Policy for Infrastructure Procurement and Delivery:** The National Treasury has introduced a guide for the development of this policy, whose intention is to ensure effective and efficient procurement and delivery of infrastructure assets. The policy introduces controls that ensure accountability various levels of the procurement process.
- ⇒ **Credit Control and Debt Management Policy:** This policy guides the municipality on how debtors to the municipality should be dealt with, how long outstanding debts should be collected.
- ⇒ **IDP and Budget Policy:** This guides the municipality on how and when municipal annual budgets and adjustments budgets should be compiled. It gives guidance on how to do virements and transfers and who has the authority to do those.
- ⇒ **Petty Cash Policy:** This policy gives guidance on how transactions that are within the Petty Cash threshold are handled. It outlines the documents that need to be attached as supporting evidence as well as authorization of such transactions.
- ⇒ **Accounts Payables Policy:** This is a new policy to the municipality and it deals with procedures that need to be followed to ensure that creditors and all service providers are paid within the stipulated time periods and the documents that need to be attached as source documents.
- ⇒ **Irregular, Unauthorized, Fruitless and Wasteful Expenditure Policy:** This also is a new policy to the Municipality and it outlines processes that need to be followed to prevent the instances of such expenditure. Where these expenditures have occurred, the policy gives guidance on how they can be recovered, and the disciplinary action that should follow these instances.
- ⇒ **Debtors impairment policy:** This is a new policy to address the specific issues relating to management of debtors and also setting parameters for the impairment of debtors whose behavior indicates a possible non-collectability. This is also in response to the new dynamic added by the recognition of revenue from traffic fines and the general behavior of those debtors to settle these debts.

- ⇒ **Indigent policy:** This is a policy that deals with processes to identify those who qualify to be classified as indigent and therefore qualifying for free basic services as well as defining benefits and setting levels that the municipality can afford from time to time.

4.1.9. Municipal Asset Register

The municipality has maintained a GRAP Compliant asset register over the past five years. This enables the municipality to keep track and have a record of what assets are there, both moveable and immovable, the value of the assets, the depreciation thereof as well as any additions or disposals that may have taken place during a financial period. The register is maintained through the course of the year with all the additions and disposals as they occur. This register was presented to the Auditor General for the 2019/20 financial year where concerns relating to incorrect valuation of investment properties were raised, corrected and subsequently the municipal accounting records updated. These issues were not identified on the 2020/21 fixed assets register. The 2021/22 asset register has been submitted to the Auditor general for audit at the end of August 2022 in compliance with the MFMA.

It is the plan of the management team that an asset register is compiled and updated regularly to meet the requirements of GRAP and is able to be used as a monitoring and accounting tool for all the financial years.

4.1.10. Revenue Enhancement and Collection Strategy

As indicated on the overview of the financial viability, our municipality is largely rural and as such has a limited base from which to derive revenue. This implies that the municipality has to come up with innovative and robust strategies to ensure that its revenue is enhanced. A revenue enhancement strategy that has been implemented as was developed and approved by Council has been reviewed and updated. The management of the municipality is currently implementing the recommendations of the strategy which are categorised into short, medium- and long-term goals. These strategies need to be implemented swiftly so as to realise better revenue generating capacity.

The strategy encompasses some revenue sources that the municipality already has like the Vehicle and license testing station which has been operating for over five years now. Other alternatives include enhancing revenue related to natural and heritage resources that the municipality is endowed with. The municipality is seeing a lot of development of businesses and residences around town. This has a positive impact on the revenue that the municipality is able to generate. Efforts are also placed at making sure that the electricity department, which has a potential to provide profits to the municipality, is run efficiently and optimally. Due to the age of this strategy the municipality identified the need to update the strategy to provide the most relevant information and analysis to ensure that current revenue streams are identified and explored while an analysis of what has changed since the implementation of this strategy is made.

Apart from the strategy, the municipality has already made some inroads in ensuring that the revenue generating capacity is improved. An analysis of the revenue generated from refuse removal against the cost of providing such a service for the municipality was made and it was discovered that not all customers benefiting were billed. A data collection process was

initiated to identify all customers who should be billed for the service. These accounts were then updated to ensure that they are billed and the billing for customers who are not owners of the properties was consolidated into that of the owner to mitigate the risk of the municipality being unable to trace its debtors should those decide to vacate the premises without fully settling all accounts and without informing the municipality, which is always the case.

4.1.11. Financial Recovery Plan to address cash flow problems

Winnie Madikizela-Mandela Local Municipality has not compiled a financial recovery plan. This is mainly due to the fact that it has not experienced any problems with cash flow as it currently has healthy liquidity that has helped it to meet its obligations as they fall due. Assessments are carried out on a regular basis to consider whether a financial recovery plan would be required. Having said this, the municipality is actively engaged with efforts to ensure that this status is maintained. This includes, as mentioned earlier, active investment of cash not immediately needed, soliciting funding for infrastructure projects and ensuring prudent budgeting and spending practices.

It is important to note as well that the municipality has committed itself on electrification projects, which in turn are handed over to ESKOM. This means that the cash reserves of the municipality have been seriously tapped into, and from the 2016/17 financial year, and going forward, there has been a need to implement serious cut back on non-essential spending assisted by the implementation of the cost containment regulations, what is normally referred to as 'nice to haves'. There is no need to panic yet as the municipality has continued to grow its cash reserves year on year, but emphasis is made on the fact that the municipality needs to be vigilant in terms of taking decisions that could be far reaching and over committing available financial resources.

4.1.12. Valuation Roll

The municipality developed and adopted the valuation implementation plan for the first cycle valuation roll in terms of the Municipal Property Rates Act (MPRA) as amended. The valuation roll was adopted by the municipal council on the council meeting of the 31st May 2019 and informed the office of the Member of the Executive Committee (M.E.C) in the province as required.

The council has since closed the last (fifth) cycle in implementing the 2014 valuation roll on 30 June 2019. This has since meant the start of the process of implementing a new valuation roll for 2019 till 2024 for five years.

The council then advertised the 2019 valuation roll that was implemented on the 01 July 2019 for the period of five years ending in 2024. The valuation roll was gazetted in the provincial gazette of 04 March 2019 No 4200. The advert was for the call of the inspection of the general valuation roll by the property owners as required in terms of the act as amended

The council allocated the budget of conducting the first cycle valuation roll that has been implemented as from 1 July 2019 to date. The council also reviewed the municipal rates policy as it is done on annual basis with the bylaws inclusive of tariffs that are advertised and gazetted. The rates policy was adopted by the council and the by-laws that give effect to rates policy along with the resolutions to levy rates on 14 August 2019, No 4289.

The municipality is in the process of implementing the 3rd supplementary valuation roll, an update in the general valuation of 2019, which is updated annually in the form of supplementary valuation rolls as contained in the IDP. The valuation roll is further reconciled and submitted to the M.E.C responsible for Cooperative Government in the province annually.

4.1.13. Supply Chain Management

The Municipal Finance Management Act No 56, of 2003, section 80, deals with the establishment of a Budget and Treasury Office by all municipalities. The established Budget and Treasury Office must then be headed by the Chief Financial Officer with several responsibilities assigned to him/her. One of the responsibilities assigned to the Chief Financial Officer also include supply chain management. Winnie Madikizela-Mandela Local Municipality has established the Budget and Treasury Office, within which a Supply Chain Management Unit has further been established. This unit is responsible for all demand management, procurement, logistics and disposals within the municipality as well as contract management.

The unit is headed by a Supply Chain Management Manager, who reports directly to the Chief Financial Officer. In turn, there are two Supply Chain Management Officers who report to the manager. Further to this, there are three SCM Clerks who report to the officers, and this totals to a unit with six personnel. These personnel are further enhanced by financial management interns who rotate and therefore, as part of rotation form part of the SCM Unit team. All the SCM officials meet the minimum competency levels required for SCM officials.

As part of the section 71 reports that are tabled to council committees and then to council, SCM issues are also reported. This means that there are at least twelve (12) reports that are tabled to council on an annual basis. The supply chain management policy is reviewed on a yearly basis and forms part of the budget related policies. This review therefore also happened for the 2020/21 financial period. The following thresholds are outlined in that policy: -

| STRUCTURE OF APPROVAL | | |
|--------------------------|--|---------------------------------|
| Goods/Service Value | Procurement Method Minimum | Approval Authority |
| R0 – R2 000 | Petty Cash: One Quote | Head of Department |
| R2 001 – R10 000 | Three Quotations | Head of Department |
| R10 001 – R30 000 | Three Quotations | Head of Department |
| R30 001 – R200 000 | 7 days advert Notice Board via Website | Accounting Officer or delegated |
| R200 001 – R2 Million | Competitive Bidding Process | Accounting Officer |
| R2 Million – R10 Million | Competitive Bidding Process | Accounting Officer |
| Above R10 Million | Competitive Bidding Process | Accounting Officer |

The bid committees are appointed for specific projects with the following principle applied at all times:

- ⇒ The Bid Evaluation Committee is composed of managers reporting to senior managers, and each committee always has a SCM practitioner as a member.

- ⇒ The Bid Adjudication Committee is composed of at least 4 Senior Managers, a senior SCM official and is chaired by the Chief Financial Officer

The committees have performed at acceptable levels although an improvement would be welcome to ensure that there are no delays experienced.

4.1.14. Preparation of Annual Financial Statements Plan

The municipality has, for the past six financial years compiled its financial statements using the internally employed officials. This has meant that there is a significant saving on the amounts that are spent on consultants to prepare the same while officials with sufficient skills are also draw a monthly salary from the municipality. In doing this, the municipality prepares a annual financial statements preparation plan that looks into all the components of the financial statements, due dates, as well as allocating responsible officials. This plan also looks into more immediate and regular timelines for tasks to be performed daily, monthly and quarterly. The plan then looks into the year-end processes with key deadlines which are usually set as follows for all financial years:

| | |
|--|-----------|
| Draft AFS and Submit to the CFO | 16 July |
| Draft AFS and submit (with the audit file) to Internal Audit for review and external reviewer if available | 23 July |
| Draft AFS and submit to Audit Committee | 23 July |
| Draft AFS submit to Executive Committee | 23 July |
| Compile the final audit file | 16 August |
| Finalise AFS and Submit to MM for Approval | 27 August |
| Submit AFS to AG | 31 August |

The impact of COVID-19 to the municipality and Post COVID-19 Operations

The President of South Africa declared a nationwide lockdown, where all citizens, except those that form part of essential services, were ordered to stay home for a period of 21 days. Those working in essential services, as defined in the latter announcement, were exempted from the nationwide lockdown declaration. The nationwide lockdown commenced at midnight on Thursday, 26 March 2020. This was eventually extended to the end of April 2020. The president then announced that the country will continue being on a risk adjusted lockdown with levels ranging from 4 to 1 alert expected to take until the country reaches herd immunity. This announcement broadly affected how municipalities and municipal entities undertake their financial management responsibilities for the remainder of the 2019/20 financial year in terms of the MFMA and more imminently the 2020/21 MTREF budget preparations process.

As a result, the Minister of Finance issued a conditional Exemption Notice in terms of section 177(1)(b) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) on 30 March 2020 to facilitate and enable the performance of

legislative responsibilities by municipalities and municipal entities during the national state of disaster. Below are some of the areas that have been greatly affected and will continue to be affected as long COVID-19 is still within our shores.

a. Financial Performance

The municipality generates its revenues from a number of sources including provision of services. With the lockdown in full force, it meant that the municipality will not be generating any revenues from some services. The most affected areas are as follows:

i. Refuse removal

Due to the number of businesses that were closed during the lockdown, it meant the municipality was not providing any service to those as they did not generate any refuse. This required the municipality to exempt those from paying during the period of the lockdown.

ii. Electricity distribution

The municipality provides electricity in the town area with businesses forming the bigger part of the municipality's revenue generation capacity. With most of these businesses closed during the hard lockdown, it meant less electricity was consumed and therefore less revenue generated.

iii. Licences and permits

The municipality as indicated earlier in the report runs a driver's license testing centre which was unfortunately not operating during the lockdown and sometimes continues not operating for the duration required should any positive case be detected. This means loss of income to the municipality that has continued to show its effects in the current financial year.

iv. Spending on conditional grants

The municipality received a number of conditional grants that should have been fully spent by the end of the financial year. The COVID-19 enforced national lockdown could not have come at a worse period for the municipality in this respect. Conditional grants could not be spent in full due to the time lost as a result of the national lockdowns and the regulations thereof.

b. Handling of tenders

In attempt to continue delivering services to the communities, decisions needed to be taken to ensure that the municipality proceeds with the procurement processes in line with the limitations placed by the regulations governing the movement of people and other things.

The municipality introduced virtual tender briefings using the Facebook live platform to share information with interested parties and provide clarities on tenders issued by the municipality. This was coupled with creation and introduction of email addresses where tenders can be submitted. This was done to address the following:

- Procurement to proceed despite the lockdown
- Protect the public and municipal staff from direct human interaction
- Limit movement in line with the lockdown
- Avoid documents which are known to be one of the carriers of COVID-19

To continue ensuring these processes are transparent the following has been introduced:

- After each live Facebook briefing a register is generated of all those who interacted with the presentation as instructed and posted on the municipal website so that all interested parties know who is considered to have fully complied

- Once the tender closing time passes, a register indicating the name of the company, tender amount, email address, date and time is prepared and posted on the municipal website for all bidders to know if their tenders will be considered
- All tenders are evaluated in electronic versions
- The recommended bidders are then requested to make a submission of the hard copies of their submission (originals)

Only the hard copy of the winning bidder is then filed which also addresses issues with filing space and safety of the documents.

5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.1.1. Council Support and Public Participation

Good Governance and Public Participation is a key priority for the municipality. On good governance and public participation, the emphasis of the municipality will be on following: -

- Implementing democracy through investment in public participation and ward capacity building programmes.
- Fighting tendencies of corruption in our system
- Increasing trust and support from our communities and also ensuring the maintenance of a good image and profile for the municipality
- Implementing community outreach initiatives such as those activities undertaken in the special programmes unit (focusing on youth, women and disabled)
- Attainment of a clean audit outcome within two prior to installation of the next council
- Putting in place effective systems and processes for improving council oversight and administrative accountability through implementation of functional PMS and SDBIP regular reporting.
- Intensive capacity building of ward committees.
- Ensuring functionality of the audit committee

5.1.2. Council Structures

The Council have been established for the five- year term with 64 councillors and two (2) traditional leaders from the Provincial house. Council has appointed eight (8) full time councillors with four (4) fulltime councillors heading structure the following departments: Engineering Services, Corporate Services, Budget and Treasury as well as Development Planning. The Executive Committee comprises of 10 members inclusive of ruling political party and opposition parties was appointed by Council. Currently there are six (6) committees, namely: -

- Budget and Treasury;
- Corporate Services;
- Good Governance, IGR, PP & SPU
- LED & Spatial Planning;
- Engineering Services;
- Community Services.

The council has established two Section 79 committees which are MPAC and Petitions Committee. The Executive Committee and the Mayor are responsible for overall management, coordination, monitoring of performance of administration and drafting of policies and by-laws. Some members of executive committee are heading standing committees which then reports to the Executive Committee.

The following is the Council Mandate:

- The passing of by-laws and formulation of policies;
- The oversight of the executive and administration;
- The approval and amendment of budgets;

- The imposition and amendment of rates and other taxes, levies and duties;
- The approval or amendment of the Municipality's Integrated Development Plan;
- The setting of tariff charges;

The entering into Municipal Service Partnerships; and the appointment of the Municipal Manager and Sec 56 Senior Managers.

5.1.3. Sitting of Council and Council Committees

The municipal council adopted a schedule of council and council committee in June 2022 as a guidance in respect of sec 29 (1) of the municipal structures act. Ordinary council meetings are convened at least one per quarter and council committees sits bi monthly and special meetings are convened as of when the needs arise.

Council committees monitors progress in the implementation of SDBIP and escalate recommendations to executive committee for a decision as well as council. Resolutions taken by council are compiled on quarterly basis in a form, shared with respective department in giving progress on the implementation. The council considers the progress of resolutions implementation twice in a financial year.

Municipal Public Accounts Committee (MPAC)

The council has established a Municipal Public Accounts Committee (MPAC) in order to meaningfully play the oversight and progress monitoring role over municipal performance in the implementation of the IDP. The committee comprises of seven multi political party members and in February 2022 the Department of CoGTA, National Treasury conducted the Induction workshop, in April 2022 SALGA conducted the training to capacitate members in their roles and responsibilities.

Upon the oversight of the council reports, findings with recommendations are tabled to the council for adoption as and when the oversight is being performed.

Petitions and Public Participation Committee

The council also established Petitions Committee in terms of section 79. The committee comprises of six members being responsible for receiving and analysing of service delivery petitions, complaints from communities and hold meetings with petitioners before the march for clarity and planning purposes in order to put control measures. The committee performs duties under the assistance of customer care office and office of the municipal manager in coordinating responses on the issues with other government departments. The Speaker or Delegatee is responsible for receipt of the petition and thereafter submit the petition to the office of the Mayor for responses through the affected municipal departments. Customer Care Office, Public Participation Manager are responsible for the administration process related of all petitions including registration of petition, issuing of all correspondences to the petitioners, validation of petition, referral of the petition for translation and legal consideration to the relevant section and report to the Chairperson of Petitions and Public Participation Committee.

Public Participation

Public Participation is enhanced through Imbizo's, IDP Road Shows and Public Hearings Consultative meetings, Radio Slots and print media platforms with the assistance of ward committees' structures, Councillor Support Assistants and CDWs.

Mayoral Imbizos, IDP & Budget Road Shows and Annual Report Road Shows are held to report on the municipality's progress in terms of service delivery and also the progress in attending issues raised by communities in the previous IDP sessions. Suggestions on how to improve service delivery and turnaround time in responding to issues raised by communities were put forward. Strengthening of Intergovernmental Relations was raised as another mechanism to collaborate in provision basic services. Community education have been conducted in 10 wards since the start of the new term of council with the purpose of educating communities about municipal services, voter registration, awareness on safe initiations through moral regeneration movement structure and NGO's, upcoming processes of redetermination of municipal boundaries and general social ills affecting the respective communities such as GBV, Abuse of Drugs etc working together with government departments.

Functioning of Ward Committees

In terms of Section 72-78 of the Municipal Structures Act, the Council under the new term of council the process of establishment of ward structures in 32 wards was completed. The municipality has conducted a ward committee orientation and CoGTA rolled out an intense induction to ensure that they provide proper assistance to the communities and ensure effectiveness and providing support to ward councillors. Ward committee report during their monthly sittings with ward councillor as the chairperson on activities taking place in their respective villages. Their reports are consolidated on quarterly basis submitted to the Speaker for perusal.

Community Development Workers (CDW's)

The Municipality has 19 Community Development Workers, they work very closely with Public Participation Office assisting in awareness campaigns together with other sector departments, attending Mayoral Imbizos, IDP Road Shows and Annual Report Road Shows. The Municipality is in the process of reviving all 32 ward war rooms as it is the new term of council with majority of new ward councillors who serves as chairpersons of war room, CDW's provide secretariat of ward war rooms and have played a great role in assisting with the functionality of war rooms.

Traditional Leadership Partnership

Traditional leaders working with relevant Government Departments and NGO's champion the program of Moral Regeneration in all wards to ensure that there is a coordinated and sustainable way of reviving morals, promote respect for human dignity, enhance a comprehensive family and community values as well as promote death free circumcision within WMMLM jurisdiction. Local initiation forum led by traditional leaders participated fully during winter initiation season (June-July 2022) to ensure that customary male circumcision is safe and is done in a way to achieve zero death. We had 78 initiation schools with 2402 initiates, Zero Amputations and Zero deaths reported during the winter season of 2022.

5.1.4. Internal Audit Unit

5.1.4.1. Risk Management

The risk management of Winne Madikizela Mandela Local Municipality is under the internal audit unit. Risk management policy was adopted by the Council in May 2022. Internal Audit Unit facilitates the risk assessment on regular basis together with the management. The internal audit unit has conducted the municipal wide risk assessment during July 2022. Risk

registers were developed for all departments within the municipality detailing the risks identified on all the strategic objectives as per Integrated Development Plan, root causes and by rating the effectiveness of the existing controls for the risks identified. This strengthens the risk management within the organisation and mechanisms to mitigate those risks and contain them to an acceptable level. The top ten (10) risks faced by the municipality were identified.

- i. Climate change
- ii. Untimely response to events of Disasters /calamity;
- iii. Poor use of natural resources (Land, Marine, General);
- iv. Unauthorised access to municipal system;
- v. Easy access to municipal buildings that expose ICT equipment;
- vi. Long outstanding debtors and high impairment rate;
- vii. state of disasters has drastic impact of creating a credible disaster;
- viii. Inability to get accreditation entities within area of training;
- ix. Lack of appetite to study/improve amongst workers and councillors; and
- x. Poor or none identification of skills gap

Fraud and Corruption

Winnie Madikizela Mandela Local Municipality has the Anti-Corruption Policy and implementation plan which encompass the whole range of activities. The objective of this policy is to ensure that all fraudulent activities are discouraged, mitigated and attended to in a coherent and integrated manner, and promoting ethical conduct or behaviour amongst its employees and councillors. Fraud & anti-corruption policy is in place and was adopted and approved by the council during May 2022.

The municipality has got Fraud & anti-corruption burners that are displayed in all municipal events, ranging from Council meeting, awareness events, imbizo, and etc.

Poster with theme of fraud & anti-corruption in senior managers offices are on display. Fraud & anti-corruption awareness campaigns will be done twice a year. The first session will be in during quarter two of the current financial year and will be conducted in councillors and officers and the second one for all the other employees. The Municipality takes the cognisance of the challenges faced with when rolling out these campaigns in particular non-responsive of bidders which delays the timing of staging these campaigns as embodied in the Municipal Planning Document (SDBIP).

Winnie Madikizela Mandela Local Municipality is committed to fighting fraudulent behaviour at all levels within the organisation for the promotion of ethical conduct and early warnings of fraud and corruption. All fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the mighty law and the implementation of appropriate prevention and detection controls.

The scope of the Anti-Corruption policy applies to all fraud, corruption, theft, maladministration or suspected irregularities involving the following persons or entities: -

- All employees of the municipality;
- Consultants, suppliers, contractors and other providers of goods or services to the Municipality; and
- Any other parties receiving benefits from the Municipality.

The Winnie Madikizela Mandela Local Municipality Fraud Prevention Plan comprises of five pillars, namely;

- Prevention of Fraud and Corruption;
- Detection of Fraud and Corruption;
- Investigation of Fraud and Corruption;
- Resolution of Fraud and Corruption; and
- Maintenance and evaluation of the Fraud Prevention Plan.

Internal Audit / Audit committee and Compliance.

The audit committee; an independent advisory committee is required in terms of s166 of the Municipality Finance Management Act; MFMA s56 of 2003 to among others perform functions required by the Act in line with the terms of reference; the audit Committee Charter.

As provided for in terms of section 166(2) of the MFMA, the municipality had an audit committee established to address matters relating to the compliance, performance and internal controls assurance and any other activity the council may deem necessary. These matters include amongst others the following:

- Governance; Ethics; and policies and procedures
- Assessment of the effectiveness of Internal Controls;
- Performance management
- Risk Management

Effectiveness of Internal and External Auditors

The Council appointed five independent members. Audit Committee is functional with 5 independent members selected from different areas of expertise to enhance the audit committee's overall knowledge of the municipality or entity and the ability to discharge its obligations and provide appropriate recommendations to the council. Two more members have since been appointed during the year 2022/23 financial year. At the moment the Municipality enjoys full complement of the members. However, the term of office of one ordinary member and Chairperson will come to an end by the end of February 2023. The Municipality is currently undergoing the process of recruitment for the replacement of these two members.

Winnie Madikizela Mandela local municipality Audit Committee members acquired the following skills:

- Financial Management
- Legal
- Admin and Governance (i.e. Internal Audit, Risk Management, IT, Human Resources, Planning, etc.
- Performance Management
- Medical practitioner,

Audit Committee terms of reference was adopted by Council and Audit committee is executing their responsibilities as set in the approved Audit Committee Charter.

The Audit opinion over the last two years was unqualified audit opinion and clean audit in 2019/20 and 2020/21 financial year. After the final audit report received from the Office of the Auditor General, follow up procedures are currently

implemented by internal audit to ensure the implementation of action plan prepared by management to address issues raised by Auditor General. The audit committee played a major role in this regard.

Municipality is required to have an internal audit function in terms of section 165 (1) of the Municipal Finance Management Act no 56 of 2003 ("MFMA"). This requirement is re-enforced by the recommendations of the King IV Report on Corporate Governance.

Winnie Madikizela Mandela Local Municipality has functional Internal Audit unit. Internal Audit Risk based Audit coverage plan have been drafted during the financial year. The Internal Audit structure has six warm bodies being the Manager, one Senior Internal Auditor, Junior Auditor, Audit Clerk and two interns.

Audit report showed positive results in these areas, performance information, compliance with laws and regulations as well as improved operations within the municipality. It is further noted that there is a significant decrease in Auditor General's findings compared to previous years.

The Municipality is undergoing the process of acquiring the services of the external service provider on a co-sourced arrangement to boost the capacity of the Internal Audit Unit as well to transfer skills particularly to Junior Auditor, Audit Clerk and two interns.

5.1.5. Special Programs Unit

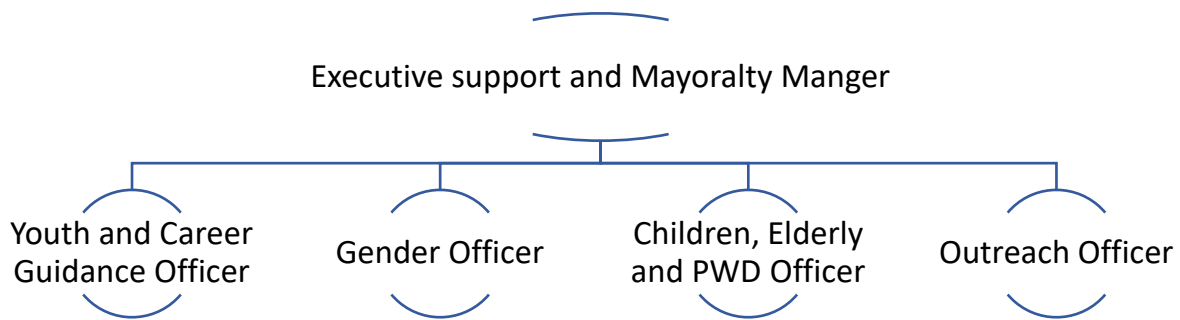
FOCUS ON SPECIAL GROUPS

Special groups refer to the previously marginalise and discriminated members of our society. During the apartheid regime, they were infringed from accessing their basic need and rights. They were suppressed into feeling of inferiority, regret and shame.

South African prides itself on having one of the most progressive Constitutions in the world and it is this Constitution along with various legislative frameworks which protect the rights of vulnerable groups and provides for community participation in decision making at municipal level.

As part of the South African legislation, The Municipal Systems Act (Act no 32 of 2000), Section (2) states that "a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality"; Section (3) of the same Act states that, when establishing mechanism, processes and procedures in terms of Section (2) the municipality must take into account the special needs of People with disability, Children, Women, Elderly and Youth.

Winnie Madikizela Mandela Local Municipality has Special Programmes Unit which is dedicated to lobby and advocate for the mainstreaming of special group into all government processes. The unit is structured as follows:



Children

Winnie Madikizela Mandela Local Municipality has to ensure the wellbeing and protects the rights of children as provided by the bill of rights. Today's Mbizana children are exposed to so many social ill and difficult circumstances (drug and substance abuse, HIV and AIDS sexual harassment and rape, teenage pregnancy, parent negligence etc).

Hence the Municipality has adopted three strategic interventions in securing the future of children:

Inkciyo Programme

Over the years, The Inkciyo programme has grown from 500 participants in 2011 to 3560 in 2021. This number gives a positive indication that the war against the spread of sexually transmitted diseases and teenage pregnancy in Mbizana is gradually declining. It sends a signal that if we work tirelessly in advancing and promoting this programme we will have a municipality with healthy children and secured future.

We are currently having 23 inkciyo centre where maidens are mentored and couched every weekend.

Support of early childhood development centre.

The Municipality support ECDC with educational tools to ensure that children have a foundation required for their development. We support three preschool per financial year.

Support of Child headed households

The Municipality also profiles the child headed families to make sure that their developmental needs are prioritised and institutionalised within all government departments.

Back to school Campaign

The Municipality has developed back to school campaign where of children would receive full school uniform. This initiative is developed to protect image and self-confidence of children from disadvantaged back ground and child-headed households. It promotes dignity and also motivates, boost their self-esteem and self confidence amongst other children at school. 15 schools are targeted per financial year to benefit from the program

People with disability

The Municipality has made remarkable progress in developing Policies, transforming the institution and forming PWD Structures to be representative and responsive to the developmental needs of the People with Disabilities. However, People with Disabilities still face extreme social, economic and political levels of inequality and discrimination in our society.

Currently, The Municipality has gone this far in mainstreaming people with disability:

1. Launched PWD Forum
2. Allocated office with office furniture for PWD Forum
3. Developed and adopted Policy for people with disability and action plan
4. Initiated and conducted campaigns to promote the rights

Women

Women are influenced by the historical conditions that have shaped the country, and its democratic goals. In addressing the impact of historical conditions, our municipality is dedicated in promoting principles of social injustice and economic justice, human rights, active participation of women, the promotion of women benefit and liberal values.

Winnie Madikizela-Mandela Local Municipality managed to:

1. Launch functional Women's Forum to represent the interest and developmental agenda of women.
2. Adopted Gender Policy
3. Launched Women's Caucus
4. Conduct awareness campaigns and dialogue in promoting the rights of women

Elderly

Elderly person remains one of our crucial social strata in this democracy society. Their experience and knowledge of the world are the basic founding ideas of today world. Their role in society in shaping the society we live in has a meaningful contribution to the future we want to see.

Currently, Mbizana Local Municipality has managed to:

1. Launch Older Persons Forum
2. Establish and support 14 service centres where older persons are taken care. The major objectives of these centres is to provide affordable and comprehensive community based care and support to promote independent living as well as the physical, social and emotional well-being of older person who are still active, As the local sphere of local government.
3. Conduct awareness campaigns and dialogue in promoting the rights of older persons

Youth

Mbizana Youth Development is influenced by the historical conditions that have shaped the country, and its democratic goals. In addressing the impact of historical conditions, our municipality is dedicated in promoting principles of social injustice and economic justice, human rights, active participation of youth, the promotion of women benefit and liberal values.

The Municipality has put aside resource and develop strategies for youth development. These strategic interventions were:

1. To Establish and support functioning of South Africa Youth Council to voices out the needs and want of young people in Mbizana. SAYC aims at creating a platform for youth from diverse social and cultural backgrounds to engage in discussions, dialogue and debate; promote volunteerism among the youth; instil a sense of civic ownership in the youth; and provide a platform for youth to see themselves as part of a process that can influence law, government and the way things are done.
2. Develop and adopted Youth Policy that will give direction and purpose of what we want to achieve and how to achieve it.
3. Conduct awareness with the objective to develop education and training, safe male traditional circumcision, job hunting skills and entrepreneurial skills and also initiatives to reduce the consumption of substance and drug abuse, and sexually transmitted diseases.

Youth Programmatic Intervention

| Programme | Purpose of the programme | Stakeholders /partners |
|--|--|--|
| Career Exhibition | This program is intended to assist a young person to develop his own self-awareness, opportunity awareness and career management skills. | Universities, TVET, SETA's, Government Departments, Private Sector, SAYC |
| Support Functioning of Youth Council and Induction | Mandate to create platforms for youth from diverse social and cultural backgrounds to engage in discussions, dialogue and debate; promote volunteerism among the youth; instil a sense of civic ownership in the youth; and provide a platform for youth to see themselves as part of a process that can influence law, government and the way things are done. | COGTA, OTP, NYDA, TRUST, Gov Dept, SAYC |
| Mayors Schools Achievement Awards | This program motivates learners, parents and teacher to keep on doing the best as they could in promoting culture of learning in Mbizana. | Universities, TVET, SETA's, Government Departments, Private Sector, SAYC |
| Initiation support | To promote safe male traditional circumcision in Mbizana | Traditional leader, Gov Dept, NGO's |
| Youth Month Celebration | To revitalise and induce the feeling of patriotism amongst young people in Mbizana | SAYC, OTP, Gov Dept |
| Young Entrepreneur Development Program | Winnie Madikizela-Mandela Local Municipality come up with the Young entrepreneur development program. The program seeks to assist inspiring young entrepreneur with necessary skills to fine tune their business ideas. This will assist young people with lucrative business ideas and skills to start business which in future will create job opportunities. We provide them with digital literacy and financial management | NEMISA, NYDA , Old Mutual |

5.1.6. Sport Development

Sport is an essential and important aspect of Mbizana society. It attempts to define the morals and ethics attributed not only to athletes, but the totality of society. It brings together people of different ages, sex, religion and politics affiliation, it promotes social cohesion, stability and peace. As Mbizana we believe sport is what binds us together in unity in diversity. The municipality has been supporting professional teams from Mbizana that play in provincial and national leagues.

5.1.7. Legacy Projects

As means of preserving OR Tambo legacy WWM municipality council resolved to annually commemorate the life and the legacy of our own legends. This is done to ensure that generations to come will benefit in this rich history. The legendary icons that are celebrated by the municipality every year are: Oliver Regionald Tambo affectionately known as O.R. Tambo, mama Winnifred Nomzamo Madikizela-Mandela and Nelson Rholihlahla Mandela. The municipality honours the life and

times of these stalwarts in celebrations that are not only event driven but departments are pledging and committing service delivery projects in honour of these legends and improving the lives of people of Mbizana. The Council of WMM LM also commits funds to these programs.

5.1.8. COMMUNICABLE DISEASES PROGRAMMES

Winnie Madikizela Mandela Local Municipality formed a collaborative intergovernmental structure known as AIDS Councils. The structure was set to coordinate, implement and monitor programmes relating to HIV/AIDS in our area of jurisdiction. However, through the years related diseases like TB, STI's, Cancer and Covid 19 incorporated into this structure. It constitutes all heads of Government Departments, Local NGO's and CBO's as well as people living with HIV/AIDS.

In the effort to fight all these diseases the following programs are done by the municipality:

- rolling out awareness on preventative measures of communicable diseases at schools in order to limit high teenage pregnancy, drugs, STI's, TB, HIV/AIDS defaulters.
- Distributing Female and Male condoms in taverns, B&B's, ranks, Municipal halls, inside and outside Municipal toilets
- Screening and Education in the communities.

NGO's also supported with health care kits and Personal Protective Equipment and promotional materials to reduce the rate of prevalence of all communicable diseases by conducting door to door in the communities and assisting those who are bedridden.

Traditional Health Practitioners are Municipality Stakeholders which reside and operate in our Local Municipality Wards. They are constitutionally guided by the Health Act 22 of 2007. They play a vital role in the Health Care of the majority of South African Population and elsewhere on the African continent. However, many studies have challenged the role of THP's in Health Care. Therefore, Winnie Madikizela Mandela Local Municipality formed a Structure of THP's to operate in all Wards of Municipality in order to prevent the challenges of the school children who are being taken out of school as they believed that they have a calling and the other children end up uneducated and others being the victims of sexual abuse. The others are being given the Traditional Medicine to abort pregnancy but end-up having complications or death as they are being helped by fake THP's. There are people who are now defaulters as they have been told to stop taking HIV/AIDS medication, so as Municipality we came with the solution of working together with Traditional Health Practitioners and capacitate them by conducting Awareness's, Screening training in order to obtain certificate for them and promoting that all THP's to be registered and well known. The Winnie Madikizela Mandela Local Municipality also supported them while they were commemorating their African Traditional Medicine Day which is conducted every August.

The Winnie Madikizela Mandela Local Municipality also review Communicable Diseases Management Plan. The intention for the review of Local Communicable Diseases Management Plan is to ensure alignment of programs to be undertaken/conducted by relevant stakeholders within Winnie Madikizela Mandela Local Municipality communities. Goals of Local Implementation Plan 2018 – 2023 as ff:

- **GOAL 1**

To accelerate prevention to reduce new HIV, TB and STI infections.

- **GOAL 2**

To reduce morbidity and mortality by providing Treatment, Care and Adherence support for all.

- **GOAL 3**

To reach all key and vulnerable populations with customized and targeted interventions

- **GOAL 4**

To address the social and structural drivers of HIV, TB and STI's infection and linking them to NDP goals.

- **GOAL 5**

To ground the response to HIV, TB and STI's in human rights principles and approaches.

- **GOAL 6**

To mobilize leadership and co-ordination at all levels and promote share accountability for a sustainable response to HIV, TB and STI's

5.1.9. Performance Management System

Performance Management Systems is a system of setting and measuring desired outcomes and activities of a municipality - its individual components as well as its staff who contribute to the achievement of the strategic vision of the municipality. It is a multilevel process that starts with an overall strategy and cascades to individual performance management and appraisal. Performance Management systems enables the municipality to track and monitor the performance of individual employees, departments, and the overall municipality. Performance management systems is a key tool that provides assurance on the use of municipal resources to achieve certain objectives. Performance management systems can also contribute to the identification of value for money opportunities. The municipality developed and adopted its performance management policy in 2007 and a recent review was done and adopted by council with its procedure manual on the 13th May 2022.

Legislative Rationale

Section 45 of the Municipal Systems Act No. 32 of 2000 read in conjunction with Section 121(3) (d) of the Municipal Finance Management Act No. 56 of 2003 state that each municipality must have a performance management system, which sets out appropriate key performance indicators. Municipalities are required to also monitor their performance against the key performance indicators and importantly measure and review performance at least once per year. The Act requires that a municipality must prepare for each year a performance report reflecting the performance of the municipality and of each external service provider during that financial year, a comparison with the targets set and measures taken to improve performance. This performance report must be included in the municipality's annual report. The performance of the municipality must be audited as part of the municipality's internal auditing processes.

The performance management Unit managed to craft the Service Delivery and Budget Implementation Plan for the 2022/23 Financial Year that was adopted and signed by the Honourable Mayor just before the start of the financial year. Further to that and as legislated, Performance Agreements of Senior Managers were crafted, signed and submitted to relevant

government departments. The Unit also managed to deliver in its objective of mandated reporting as it managed to produce all four projected quarterly reports and their submission to Council.

The Unit further compiled the Annual Performance Report for 2021/22 FY and had it submitted to the Office of the Auditor-General for auditing purposes as legislated. These deliverables were realized through the on-going support from Internal Audit & IDP Units and their relentless endeavors in ensuring that alignment and compliance are not compromised at all material times. Further co-operation was further solicited from user departments from within the municipality as they went out of their way to ensure that they provide whatever performance information requested by the Unit. There is an established Monitoring and Evaluation Committee at the municipality. Monitoring and Evaluation Sessions for 2022-2023 have been conducted to ensure that Performance is monitored on a continuous basis. The Monitoring & Evaluation Sessions are conducted on a quarterly basis from 2022-2023 financial year.

5.1.10. Communications Unit

The communications unit is made up of a lot of components including branding, marketing, providing sound effective communication and capturing the moments where the municipality/ government changes people's lives through service delivery. As the communications section, we provide media platforms for our principles through radio slots, live broadcasts and media statements. This makes it easier for the municipality to have an input on topics and debates made by the community through media platforms. Through our social media platforms (Facebook, Twitter and Instagram) we found a way of making sure that all communication channels are available and effective and through this mostly we reach our young people of Mbizana, those who are around and those who are at school. These social media platforms help us a lot in terms of communicating as it is a very powerful way of communicating these days as we are keeping up with 4IR. We try to strengthen our relationship with stakeholders through the sitting of our Local Communicators Forum which is a forum for local government communicators to share events and ideas on improving the communications system and this is consistent. Media Liaison and management is also part of our main function as this unit as it is our biggest medium/stakeholder that we use to communicate what government and, in this case, the municipality has done. We are also responsible for municipal publications which include the bi annual newsletter and are responsible for the content of the municipal website.

Challenges

One of our main challenge is having a website which we as the communications unit do not have access to whatsoever for implementing our part of communicating through the website.

5.1.11. Customer Care

The Customer Care Office is effective and Customer careline is operating, though the line itself have a challenge, it was reported to ICT Department and is going to be solved soon. Presidential Hotline is functioning very well the municipality is at 98%, only one case is pending since it is sub-judicare. Eight Customer Care programs were planned for 2021/22 financial year but conducted seven, the eighth program will be conducted on the second quarter of this financial year. Customer Satisfaction survey was conducted in 20 wards which represents 62 % of the total wards of Winnie Madikizela-Mandela. The

key purpose of the survey was to capture the levels of satisfaction with service delivery within the municipal area, it was captured both household and businesses. This survey provides information related to the prioritisation of service delivery sectors within the municipality and interventions that may be developed to improve service delivery.

5.1.12. IGR

There are terms of reference which guide the implementation of IGR work. These terms of reference are operational, and they have the approval of the council. The meeting of IGR is sitting quarterly and the agenda items relevant to the business of service delivery co-ordination across spheres of government although poor attendance by the key stakeholders appears to be a major hindrance in the IGR effectiveness, but this situation is getting the attention of Senior principals within the institution.

The Mayor of Winnie Madikizela – Madikizela Local Municipality and the Municipal Manager sit at the DIMAFO and make input on what issues in Mbizana need the attention of the District Mayors Forum. Issues discussed in the WMM LM IGR forum find expression in the DIMAFO agenda. Both the Mayor of WMM Local Municipality and municipal manager attend MUNIMEC meetings in which issues of relations across spheres of government are discussed.

Except participation in Mbizana IGR forum relations of Winnie Madikizela-Mandela Local municipality with other social partners takes place through Operation Masipathisane at local war rooms. Here local sector departments and the municipality work together in facilitation of service delivery through joint problem solving. Some of the issues that face our Communities which are critical are in Education, Health and Human Settlement.

5.1.13. Functions of Legal Services

Legal Services is tasked with the following Areas of Operations:

1. Litigation Management
2. By Law Development
3. Contract Management
4. Legislation Regulation and Policy Compliance
5. Ad hoc support to departments

Litigation Management

The municipality developed and adopted legal risk management policy and strategy and has a functional legal section. A panel of attorneys for a period three (3) is in place wherein the Municipality selects members of the panel to attend to various matters that the Municipality has such as, litigation, obtaining legal opinions, transactional advices etc.

Currently the Municipality has 21 cases on the litigation register of which the majority of the cases are mostly dormant. Cases instituted against the Municipality have drastically declined in the last financial year as claims that appear to be litigious are promptly dealt with internally before gaining the litigation momentum.

Category of cases:

- Civil Claim for damages
- Labour Related matters
- Debt collection
- Contractual disputes

Challenges

We have dormant cases: people who are suing the Municipality are losing interest in terms of pursuing their matters into finality. (Litigation is very expensive)

Meter readings are either not working or inaccurate, it affects the billings and makes enforcement of payment difficult due to disputes raised leading to litigation

Overaged debtors as the Municipal debtors analysis, it affects the billing and makes enforcement of payment.

Litigation Risk Reduction Action Plan

Every action of the Municipality is potentially litigious and complicated by the requirement for compliance to all Local Government related legislative prescripts, whilst also requiring compliance with other general legislation as may become pertinent, depending on the activity which has resulted in the litigation at hand.

Legal Services created the Litigation Risk Management Strategy by introducing a Litigation Reduction Monitoring Tool. The strategy is aimed at identifying the various areas of litigation risk, develop an action plan to mitigate those risks.

The Litigation Risk Management Strategy of the Winnie Madikizela-Mandela Local Municipality aims to:

- identify, manage, monitor and mitigate risks of litigation throughout the Municipality.
- actively mitigate these risks by identifying them, setting minimum standards for their management and allocating clear responsibility for such management to Management
- ensure that sound legal principles and legislative compliance is mainstreamed into operational activities
- ensure a reduction of litigation against the Municipality through proactive monitoring.

Mitigation Processes

Litigation risk reduction will be implemented through:

- Identification of and continuous review of areas where litigation risk exists
- Documented advisory service aimed at mitigation
- Allocation of responsibility for the development of procedures for management and mitigation of these risks
- Installation of appropriate segregation of duties, so that legal documentation is reviewed and executed with the appropriate level of independence from the persons involved in proposing or promoting transaction
- Ongoing examination of the relationship between litigation risk and other areas of risk management, so as to ensure that there are no gaps in the risk management process¹

- Establishing of minimum standards for mitigating and controlling each risk, including the nature and extent of work to be undertaken by internal and external legal resources
- Establishing of procedures to monitor compliance, taking into account the required minimum standards
- Continuous awareness of legal reform and development in order that current compliance is continuously observed

The litigation risk reduction plan and schematic process was developed to ensure that the municipality complies with the strategy. The plan is disseminated quarterly for departments to populate and indicate compliance to the strategy where applicable.

5.1.14. Municipal By-Laws

The legal support services office is tasked with ensuring that the municipality has all the required by-laws and policies in place in order to have the proper and effective controls to ensure that the services to the community are carried out in compliance with the framework of the by-laws as anticipated by the legislation that creates these by-laws. The municipality continuously researches the areas where by-laws must be developed and periodically reviews and where applicable amends the by-laws.

It is imperative that consumers and the community at large familiarize themselves with the by-laws. This will help the consumer to be aware of not only their rights but equally important their responsibilities. This will be ensured through extensive continuous public consultations/participation, public notices and media statements and stakeholder engagements for harmonious relations which will impact on sound and efficient inter-governmental relations.

Institutional Compliance

The municipality is a creature of statute and such it operates within the ambit of a vast number of legislations. An Institutional Compliance checklist has been developed for the municipality wherein all the issue of legislative compliance are listed, the persons responsible, the actions require, the time frame and the evidence for compliance with same. The legal support services are tasked with ensuring that the compliance checklist is disseminated to departments to populate and provide evidence to show compliance on prescribed legislative provisions. This exercise is to done quarterly with each quarter being guided by the applicable legislative provisions.

Further the unit as one area of priority ensures compliance of the institution through conducting quarterly workshops on updates and/or amendments on legislation, regulations, decided case law etc

Contract Management

The municipality procures services through it, amongst other, SCM processes in compliance with the SCM policy, SCM regulations. The municipality is required by law to conclude contracts for certain services and for the most part this speaks to the majority of the services that the municipality requires.

It is the prerogative of the municipality to ensure that such contracts are compliant, legally binding and implementable. The section is working closely with SCM and various departments to ensure that contracts entered into by the Municipality are sound by either drafting or vetting such contracts and negotiating sound contracts on behalf of the Municipality.

Further the performance of Service providers and Contractors in respect of awarded contracts is closely monitored to ensure optimal performance of Service Providers and Contractors.

Ad hoc support to Departments

Legal Services is also tasked with the duty to provide ad hoc support to departments as and when required to ensure legal compliance to legislation on engagements that departments engage in that are binding or likely to be binding. These include but not limited to legal assistance in respect of transactional advises that departments engage in on behalf of the Municipality, special projects, labour matters etc.

6. FORWARD PLANNING

This chapter outlines the desired future for the development of WMM LM through determination of a strategic developmental vision, Mission and Values of the municipality. It also sets clear developmental objectives, strategies as well as approved projects to be implemented in 2023 / 2024.

6.1.1. Municipal Vision

Winnie Madikizela-Mandela Local Municipality aims to be a vibrant socio-economic growing municipality that creates sustainable communities with equal opportunities for all.

6.1.2. Municipal Mission Statement

The mission for Winnie Madikizela-Mandela Local Municipality is to be a well governed self-sustainable municipality committed to discharging its legislative and constitutional mandate through: -

- Investing in its people to fight poverty through skills development
- Providing affordable, equitable and sustainable services
- Facilitating a people-driven economy
- Building sustainable communities
- Investing in building technologically informed community
- Protecting and preserving its environment to the benefit of its people
- Strengthening a culture of performance excellence, public participation and clean administration.

6.1.3. Municipal Values

In addition to the Batho Pele principles, our municipality commits itself to upholding the following set of values: -

- Good governance
- Accountability
- Public participation
- People development
- People driven
- Integrity
- Tolerance
- Responsibility
- People Development and Transformation
- Ethical conduct and Corruption free

6.1.4. Institutional Score Card and Broad Development Priorities and Targets for 2023/2024

The Council of Winnie Madikizela-Mandela Local Municipality have committed themselves to working towards the realization of the following priorities which have been aligned to the Vision, Mission and Key Performance Areas of the Municipality: -

| Development Priorities | Development Targets |
|--|---|
| Basic Service Delivery 35% | |
| Water and Sanitation Roads, Storm water & Transport Infrastructure Electrification Housing and land use management Educational Facilities Community services and related matters (refuse, waste, disaster management, pounding, cemeteries, libraries, firefighting, traffic & safety etc) Recreational facilities | To construct and maintain roads and related storm water; To ensure that all households have access to a reliable electricity network; To ensure that all waste sites operate according to license conditions; To ensure that all urban households have access to refuse removal services according to predetermined schedule; To ensure that all citizens in WMM LM have access to well-maintained public amenities; To provide a safe and secure environment for all citizens; To facilitate provision of housing for all qualifying beneficiaries |
| Local Economic Development & Spatial Planning 30% | |
| Agriculture & Farming Forestry Tourism Development SMME Support Business, Trade & Manufacturing | To grow and strengthen the agricultural sector to contribute 10% in the local economy by 2024 To promote sustainable use of marine resources for the benefit of the local community and meaningful contribution in the local economy To promote enterprise development to contribute 3% to the local economy by 2024. |
| Financial Viability 15% | |
| Revenue Management Budget & Expenditure Management Financial reporting Supply Chain Management Asset Management Financial policies and management | To obtain a clean audit by 2024 To improve financial management and financial viability linked to the Local Government financial bench-mark standard by 2024; To improve the revenue collection rate to 80% by 2024 To have a complete asset management unit To have a GRAP Compliant asset register To compile credible Annual Financial Statements |
| Good Governance and Public Participation 10% | |
| IDP & Performance Management Internal audit Communication & IGR Public participation and ward planning Special Programmes Customer care relations Legal Services By-laws and policies Council support | To promote participation and effective communication with communities and stakeholders; To promote efficiency and compliance within the municipality; To promote equity and inclusiveness of vulnerable focus groups such as youth, women, people with HIV& AIDS and people with disabilities; To obtain a clean audit by 2024 To address all matters as per the audit action plan; and To mitigate risk to an acceptable level based on the risk model adopted. |
| Municipal Transformation & Institutional Development 10% | |
| Organizational Administration & Development (Organogram + EEP) HR development Training and capacity building ICT infrastructure | To ensure a competent workforce to achieve organizational objectives; To contribute towards the improvement of skills and education levels in WMM LM To create a safe and healthy working environment. To ensure compliance with relevant legislation and to promote high standards of professionalism, and efficient use of resources as well as accountability. To provide a secure ICT infrastructure which delivers appropriate levels of data confidentiality, integrity and availability |

6.1.5. Municipal Partnerships

The situational analysis has demonstrated that most of the development initiatives that the municipality would like to see being implemented in its municipal are a competency of other role – players and in particular the District Municipality and Provincial Government. In some cases, the resources for implementation are in the hands of Parastatals, such as ESKOM and private sector. There is also an issue of working in partnership with Traditional Leaders especially about issue of rural development planning such as allocation of land for residential and agricultural purpose.

6.1.6. Municipal Objectives, strategies and Project Implementation Plans 2023/24

| KPA NO: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| Roads | Improved access to Basic Services | To reduce access roads backlog by constructing 115,10 kms by June 2027 | 1.1 | By constructing 45.9 kms of gravel access roads by June 2024 | 865 kms in place | Constructed 6,7 km Sidanga Access Road with Bridge and concrete slab | Number of Kms constructed from Sidanga Access Road with Bridge and concrete slab | Construct 3 bridges and approaches by June 2024 | R5 287 999,00 | N/A | N/A | N/A | MIG | WMMLM |
| | | | | | 865 kms in place | Construction of 55m long bridge and concrete slab from Mqonjwana to Greenville gravel access road | Number of kms for long bridge and concrete slab from Mqonjwana to Greenville gravel access road constructed | Construction of Mqonjwana to Greenville Gravel access road by June 2024 | R12 500 000,00 | N/A | N/A | Equitable share | | WMMLM |
| | | | | | 877 kms in place | Construction of Ntlanezwe to Sizabonke Access Road | Number of Km of Ntlanezwe to Sizabonke access road with bridge constructed | Construct 5.4 kms of Ntlanezwe to Sizabonke access road with bridge by June 2024 | R9 486 000,00 | N/A | N/A | N/A | MIG | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | | | | | 877 kms in place | Construction of Mwilini to Zibanzini Access Road | Number of Km of Mwilini to Zibanzini access road constructed | Construct 6.7 kms of Mwilini to Zibanzini access road with bridge by June 2024 | R8 686 855,04 | N/A | N/A | N/A | MIG | WMMLM |
| | | | | | 877 kms in place | Construction of Thaleni Bridge with access road | Number of Km of Thaleni access road with bridge constructed | Construct 3.9 kms of Thaleni access road with bridge by June 2024 | R8 447 013,60 | N/A | N/A | N/A | MIG | WMMLM |
| | | | | | 877 kms in place | Construction of Mgomazi Access Road-Phase 2 | Number of Km of Mgomazi access road constructed | Construct 3.5 kms of Mgomazi access road by June 2024 | R4 528 786,85 | N/A | N/A | N/A | MIG | WMMLM |
| | | | | | 877 kms in place | Construction of Mhlwazini Access Road | Number of Kms of Mhlwazini access road constructed | Construct 3 kms of Mhlwazini access road by June 2024 | R 4 364 953,90 | N/A | N/A | N/A | MIG | WMMLM |
| | | | | | 877 kms in place | Construction of Mgqutsalala Access Road | Number of Km constructed from Mgqutsalala | Construct 2.4 kms of Mgqutsalala access | R2 653 653,96 | N/A | N/A | N/A | MIG | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | | | | | | | a access road | road by June 2024 | | | | | | |
| | | | | | 877 kms in place | Rehabilitation of Mbongwana via Dotye to Greenville Hospital Access Road | Number of kms rehabilitated from Mbongwana via Dotye to Greenville Hospital Access Road | Rehabilitate 18.8 kms of Mbongwana via Dotye to Greenville Hospital Access Road by June 2024 | R8 854 887,58 | N/A | N/A | N/A | MIG | WMMLM |
| | | | | | 877 kms in place | Construction of Bhukuveni to Ntshikintshane Concrete Slab | Number of Kms constructed from Bhukuveni to Ntshikintshane Concrete Slab | Construct 2.2km Bhukuveni to Ntshikintshane Concrete Slab by June 2024 | R2 244 550,07 | N/A | N/A | N/A | MIG | WMMLM |
| Buildings | Improved access to Basic Services | To construct 1 Early Childhood Development Centre (ECDC) in the villages of | 1.2 | By constructing 1 Early Childhood Development Centre | 6 Early Childhood Development Centres | Construction of 1 Early Childhood Development Centre (ECDC) in Ward 13 | Number of Early Childhood Development Centres constructed | Ward 13 ECDC constructed by June 2024 | R999 350 | N/A | N/A | Equitable Share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | | Bizana by June 2027 | | (ECDC) using services of service providers by June 2024 | | | | | | | | | | |
| | Improved access to Basic Services | To complete construction of one Civic Centre in Bizana by end June 2027 | | By constructing the Civic Centre through the services of the service provider by June 2024 | MPYC Hall and incomplete Civic centre building | construction of the Civic Centre in town | Number of building infrastructure constructed and completed | MCC construction completed by June 2024 | R5 635 000 | N/A | N/A | N/A | MIG | WMMLM |
| | Refurbishment of the dilapidated infrastructure to acceptable standards | To upgrade buildings structures and related infrastructure by June 2027 | | By employing services of service providers to maintaining, rehabilitating and repairing municipal buildings and | Municipal buildings | Periodic repairs and maintenance of Municipal buildings | Number of building infrastructure periodically repaired and maintained | Municipal building rehabilitated by June 2024 | R 2 800 000 | R 2 928 800 | R 3 063 525 | Equitable share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | | | | related infrastructure by June 2024 | | | | | | | | | | |
| | Improved access to Basic Services | To construct security guard houses at Municipal buildings by June 2027 | | By constructing security guard houses in Municipal Buildings by June 2024 | DLTC, MPYC and Cultural Village Buildings | Construction of security guard house in Municipal Buildings | Number of Security Guard House constructed | Constructed 1 security guard house in Municipal Buildings by June 2024 | R 469 900,00 | N/A | N/A | Equitable Share | N/A | WMMLM |
| | Improved access to Basic Services | To upgrade DLTC Building by June 2027 | | By constructing office block with ablutions, Parking area for public and staff and perimeter lights at DLTC building by June 2024 | DLTC Building | Construction of office block with ablutions, Parking area for public and staff and perimeter lights | Number of building infrastructure upgraded | Upgraded DLTC building by June 2024 | R - | R 5 230 000,00 | R 5 470 580,00 | Equitable Share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | Improved access to Basic Services | To upgrade Vehicle Pound by June 2027 | | By constructing office block with ablutions, Parking area and perimeter lights vehicle pound by June 2024 | Vehicle pound Building | Construction office block with ablutions, Parking area and perimeter lights | Number of building infrastructure upgraded | N/A | R - | R 3 000 000,00 | R 3 138 000,00 | Equitable Share | N/A | WMMLM |
| Sport Fields | Improved access to Basic Services | To provide sporting facilities for the community by June 2027 | 1,3 | by constructing Phase 3 of Mphuthumi Mafumbat ha sport field by using services of consultants & contractors by June 2024 | one sport field in the CBD | Construction of Multi-Purpose Centre for Mphuthumi Mafumbat ha sport field | multi-purpose centre for Mphuthumi Mafumbat ha constructed | constructed multi-purpose centre for Mphuthumi Mafumbat ha by June 2024 | R3 565 000 | R 10 000 000,00 | R 10 460 000,00 | Equitable Share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| EPWP | High unemployment rate | Provide short term EPWP job opportunities to alleviate poverty and unemployment by June 2027 | 1,4 | By facilitating recruitment of EPWP workers in all WMM LM Wards by June 2024 | 745 EPWP Jobs created | Creating of EPWP Job Opportunities | Number of EPWP Job Opportunities created | Create 342 EPWP Job Opportunities by June 2024 | R 3 200 000 | R3 347 200 | R3 501 171 | N/A | EPWP | WMMLM |
| Roads Maintenances | Improved road network in CBD | To routinely maintain a better standard of our CBD Roads by June 2027 | 1,5 | By appointing service providers to maintain CBD Roads and acquisition of small tools and equipment for maintenance by June 2024 | 6.3 km tarred roads | CBD Road Maintenance | Numbers of square meters of potholes patched at the CBD | 300m² potholes patched by June 2024 | R2 533 389,78 | R2 649 925.71 | R2 771 822.29 | Equitable Share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | Road rehabilitation | To routinely rehabilitate 450km gravel access roads by June 2027 | | By utilising the services of service providers and internal plant to maintain gravel access roads by June 2024 | 865 km gravel access roads | Maintenance of gravel access roads | Number of kilometres of gravel access roads maintained | 60km of gravel access roads Maintained by June 2024 | R 15 000 000 | R 15 690 000 | R16 411 740 | Equitable Share | N/A | WMMLM |
| Buildings | Building infrastructure not into accepted standards | To maintain rehabilitate and repair buildings structures and related infrastructure by June 2027 | 1,6 | By employing services of service providers to maintaining, rehabilitating and repairing municipal buildings and related infrastructure by June 2024 | Municipal buildings | Periodic repairs and maintenance of Municipal buildings | municipal buildings periodically repaired and maintained | Periodic repairs and maintenance of Municipal buildings by June 2024 | R 2 800 000 | R 2 928 800 | R 3 063 525 | Equitable Share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
|--|-------------------------------------|---|---------------|---|------------------------------------|--|--|---|----------------|---------|---------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| Electricity | Electrification of rural households | Ensure reliable provision of electricity to households by June 2027 | 1,7 | Connect electricity to formal households within the municipal jurisdiction by June 2024 | 42 834 households with electricity | Electrification of Lower Etheridge Village | Number of households connected and energized in Lower Etheridge | Connecting and energizing of 105 households in Lower Etheridge by June 2024 | R 3 798 000,00 | N/A | N/A | N/A | INEP | WMMLM |
| | | | | | | Electrification of Msarhweni Village | Number of Kms of households connected and energized in Msarhweni | Connecting and energizing of 90 households in Msarhweni by June 2024 | R 3 256 000,00 | N/A | N/A | N/A | INEP | WMMLM |
| | | | | | | Electrification of Zizityaneni Village | Number of Kms of households connected and energized in Zizityaneni | Connecting and energizing of 85 households in Zizityaneni by June 2024 | R 3 075 000,00 | N/A | N/A | N/A | INEP | WMMLM |
| | | | | | | Electrification of Nomlacu Village | Number of Kms of households connected and energized | Connecting and energizing of 191 households in Nomlacu | R 6 871 000,00 | N/A | N/A | N/A | INEP | WMMLM |

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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | | | | | | | in Nomlacu | by June 2024 | | | | | | |
| | Insufficient electricity capacity in rural villages | To ensure that there is enough electric capacity for the increasing growth in rural villages by June 2027 | 1,8 | Construct a new Substation at Zwelitsha village by June 2024 | Vacant land | Construction of Galatyeeni substation | Number of Substation constructed | Designed Galatyeeni substation by June 2024 | R 500 000,00 | R 6 500 000,00 | R 50 000 000,00 | N/A | Equitable Share | WMMLM |
| | Low Voltage lines upgrade | Have a conductive and safe electricity network by June 2027 | 1,9 | Installation of 35mm, 4 core Aerial Bundle conductors by June 2024 | 5 KM of Low Voltage lines upgraded in town | Low Voltage lines Upgrade (Extension 2&3 Mabhanoyi ni & Ferguson) | Number of LV lines and poles replaced | 5KM of Low Voltage lines upgraded by June 2024 | R 3 000 000,00 | R 3 138 000,00 | R 3 282 348,00 | Equitable Share | N/A | WMMLM |
| | Installation of High Mast Lights | Have safer and light efficient streets June 2027 | 1,10 | Facilitating the installation and energising of High Mast lights by June 2024 | Two High Mast Lights Installed in Highland View | Installation of High Mast Lights in Extension 2&3 Mabhanoyi ni & Ferguson | Number of High mast lights installed | Two High Mast Lights installed by June 2024 | R 2 800 000,00 | R 2 928 800,00 | R 3 063 524,80 | Equitable Share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (ENGINEERING SERVICES) | | | | | | | | | | | | | | |
|--|---|---|---------------|---|--|--|--|---|----------------|----------------|----------------|-----------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/25 | 2025/26 | Internal | External | |
| | Maintenance of Electricity Infrastructure | Reduce technical losses and have reliable, safe distribution network by June 2027 | 1,11 | Replacement of damaged and faulty electricity infrastructure by June 2024 | Five vandalised meter kiosks and 22 meters replaced. | Replacement of damaged and faulty electricity infrastructure | Number of damaged and faulty infrastructure replaced | Replacement of all faulty electricity infrastructure in town by June 2024 | R 1 500 000,00 | R 1 569 000,00 | R 1 641 174,00 | Equitable Share | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|------------------------------------|---|---------------|--|---|---|--|--|---------------|---------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| Free basic services | High number of indigent households | To ensure subsidization of poor households in order to receive basic services by 2027 | 1,12 | By providing 4010 beneficiaries with free grid electricity & 2665 FBAE by June 2024 | Subsidize 4994 beneficiaries with free grid electricity & 5980 beneficiaries with FBA | Subsidize qualifying beneficiaries with grid electricity and FBAE | Number of beneficiaries receiving free grid subsidy & receiving FBAE | Subsidizes 4010 qualifying beneficiaries with grid electricity and 2665 with FBAE by 2024 | R4 900 424,10 | R5 125 843,61 | R536 132,42 | Yes | | WMMLM |
| | Inconsistent indigent register | | | By facilitating process of applications for reviewal of indigent register by June 2024 | Adopted credible indigent register | Reviewal and adoption of indigent register, Purchase FBS electronic management system, purchase of FBS Taxi/Bakkie and Storeroom container. | Number of Reviewed and adopted 1credible indigent register, Number Purchased FBS electronic management system, purchased 1 FBS Taxi/Bakkie and Number of Storeroom container | Reviewed and adopted 1credible indigent register, Purchased FBS electronic management system, purchased 1 FBS Taxi/Bakkie and Purchased 1 Storeroom container by June 2024 | R3 000 000,00 | R693 283,43 | R725 174,47 | Yes | | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|---|--|---------------|--|---|--|---|---|---------------|---------------|---------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | By conducting awareness campaigns to assist process of applications for reviewal of indigent register by June 2024 | Conducted 20 indigent awareness campaigns | Conduct Indigent awareness campaigns | Number of indigent awareness campaigns conducted | Conducted 04 indigent awareness campaigns by June 2024 | R514 029,40 | R537 674,33 | R562 407,35 | Yes | | WMMLM |
| | Noncompliance with indigent policy | To ensure provision of poor households in order to receive basic services by June 2027 | | By providing 730 beneficiaries with free refuse removal by June 2024 | New indicator | Facilitate Provision of qualifying beneficiaries with free refuse removal. | Number of beneficiaries qualifying for free refuse removal. | Facilitated provision of 730 qualifying beneficiaries with free refuse services by June 2024 | nill | Nill | nill | Yes | | WMMLM |
| Disaster Management | Lack of systematic approach in responding to disaster risk management | To ensure disaster risk reduction by June 2027. | 1,13 | By Monitoring, assessing and co-ordinating Council's disaster risk management by June 2024 | Assessed & responded to 699 reported & recorded disaster incidences within 72 hours and conducted 20 disaster | Record & assess all reported disaster management incidences & respond within 72 hours and Launch conduct 8 | Number of Assessed & responded to reported & recorded disaster incidences within 72 hours, and number of disaster | Assess & respond to all reported & recorded disaster incidences within 72 hours and conduct 8 disaster awareness campaigns and 4 social | R2 511 999,90 | R1 521 071,90 | R1 581 914,77 | Yes | | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|-------|---------------------|---------------|------------|---|---|---|--|---------|---------|---------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | | awareness campaigns. No disaster bakkie | disaster awareness campaigns and 4 social services awareness campaigns. Purchasing disaster bakkie. Develop DRM By Law. | and social services awareness campaigns conducted. Number of disasters bakkies purchased, Number of Developed DRM By Law. | services awareness campaigns, purchase 1 disaster bakkie, 1 Developed DRM By Law by June 2024. | | | | | | |
| | | | | | Ad hock response to PIER(Public Information Education Relations | Launch PIER as Risk Reduction Strategy | Number of PIER Conducted | Launch of Schools Safety Plans and Community Emergency Response Team (CERT), Girls in Adolescence stage by June 2024 | | | | | | |
| | | | | | 1 Adopted disaster risk management Plan. | Develop Level 2 disaster risk management plan | Number of developed and adopted level 2 disaster risk | Implementation of Level 2 Disaster Risk Management Plan by June 2024 | | | | | | |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|--|---------------|--|---|---|---|--|-------------|---------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | | | | management plans. | | | | | | | |
| Recreational facilities | Adhoc operation management of community facilities | To provide sustainable services of municipal facilities to the communities by June 2027. | 1,14 | By managing proper functioning of municipal facilities by June 2024 | Operated & managed 32 municipal facilities. | Managing & equipping of municipal facilities | Number of municipal facilities managed and equipped | 36 municipal facilities managed and equipped by June 2024 | R251 000,00 | R262 546,00 | R274 623,12 | Yes | | WMMLM |
| | Unsecured recreational facilities | | | By facilitating fencing of recreational facility by June 2024 | 26 recreational facilities fenced. | Fencing of recreational facilities | Number of recreational facilities fenced | Fencing of 1 recreational facilities by June 2024 | R 770 000 | R805 420 | R842 469 | Yes | | WMMLM |
| LIBRARY SERVICES | Poor Access to basic Library Services | To provide reading and study material by 2027 | 1,15 | By achieving mobilisation of a new fully-fledged Mobile Library and operational within the community by 2024 | New Indicator | Purchasing of a new fully-fledged mobile library with cyber cadet | Number of Mobile libraries purchased | 1 Purchased new fully-fledged mobile library with cyber cadet by June 2024 | R - | R1 000 000,00 | nill | Yes | | |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|---|---------------|--|---|--|--|---|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | High rate of illiteracy | To facilitate provision of library services to Mbizana Communities by June 2027 | | By instilling a culture of reading and lifelong learning by June 2024 | Conducted 20 library awareness campaigns, maintained 3 Mbizana libraries, Provided Library signage for 2 libraries. Supplied 3000 periodicals | Conduct library awareness campaigns, maintain & equip libraries, supply of periodicals | Number of library awareness campaigns conducted. Number of libraries maintained and equipped. Number of periodicals supplied. | Conduct 08 library awareness campaigns, 5 libraries maintained and 5 libraries equipped, Supply 3000 periodicals by June 2024 | R800 892,40 | R837 733,45 | R876 269,19 | | DSRAC | |
| Environmental Management | Inadequate legal environmental tools required. | To ensure conservation and management of natural resources for sustainable use by June 2027 | 1,16 | By implementing environmental management tools (climate change strategy), conducting coastal committee meetings, and conduct environmental awareness | Reviewed, adopted Climate Change Strategy, Conducted Environmental Awareness Campaigns , | Implementation of climate change, conducting coastal committee, conduct environmental awareness campaigns, Adopt Air Quality Management Plan | Number of programs towards implementation of climate change strategy, number of coastal committee meetings conducted, number of environmental awareness campaigns conducted. | Implemented Climate change strategy, 4 coastal committee meetings conducted, 4 environmental awareness campaigns conducted by June 2024 | R892 907,40 | R933 981,14 | R976 944,27 | YES | | WMM-LM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|---|---------------|--|---|--|--|---|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | campaigns by June 2024 | | | | | | | | | | |
| | Inadequate legal environmental tools. Required continuous maintenance of beaches | | | By facilitating application for blue flag beaches and provision of beach material by June 2024 | Applied for blue flag beaches & Provided beach material. | Application of Blue Flag Beaches & provide beach material. | Number of pilot blue flag beaches applied for and provision of beach material | Application for 1 pilot Blue Flag Beach and provided beach material by June 2024. | NILL | NILL | NILL | N/A | N/A | WMMLM |
| Parks, Cemetery & Municipal facilities | Irregular maintenance of Parks, Management of Cemetery & other Municipal facilities. | To provide sustainable services of Parks, Cemeteries and municipal facilities by 2027 | 1,17 | By providing grass cutting machines and accessories , maintenance of garden power tools, maintaining proper functioning of cemetery, parks and municipal | Operated Cemetery, Maintained Parks and Municipal facilities, purchased 5 grass cutting machines and accessories. | Maintenance of cemetery, nurseries, parks and municipal facilities, purchasing of grass cutting machines and accessories and maintenance of garden power tools, operation of | Number of grass cutting machines and accessories purchased and number of maintained garden power tools. Number of cemeteries, nurseries, parks and municipal | Purchase 5 grass cutting machines and accessories, maintain garden power tools, Operate, maintain & manage 1 Cemetery, 4 Parks and maintain 36 Municipal facilities, undertake EMPr for chapel by June 2024 | R643 574,04 | R673 178,45 | R704 144,65 | Yes | WMM LM | |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|---|---|---------------|--|---|--|--|---|----------------|---------------|---------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | facilities by June 2024 | | crematorium, operation of chapel. | facilities maintained. | | | | | | | |
| Waste Management | Poor provision measures to remediate contaminated land. | To ensure proper disposal of waste by June 2027. | 1,18 | By rehabilitating contaminated land for disposal at EXT 3 dumping site by June 2024 | 12 routine rehabilitation & maintenance of EXT 03 dumping site were done and 1 financial projections & rehabilitation plan report was compiled. | Routine rehabilitation & maintenance of EXT 03 dumping site, compilation of financial projections & rehabilitation plan report and EIA for closure of dumping site | Number of routine rehabilitation & maintenance of EXT3 dumping site & number of financial projections & rehabilitation plan reports compiled, EIA reports for closure obtained | 12 routine rehabilitation & maintenance of EXT 3 dumping site and 1 Financial projections & rehabilitation plan report complied and Conduct EIA for closure of dumping site by June 2024. | R3 009 760.00 | R3 148 208,96 | R3 293 026,57 | Yes | N/A | WMMLM |
| | Inadequate, compliant landfills which hinders safe disposal of all waste streams. | To establish effective compliance with Waste Act by June 2027 | | By constructing a licensed landfill site by June 2027. By submitting IWMP implementation | Abandoned site, no implementation report submitted | Construction of Majazi landfill site with 1 functional cell and a recycling facility. Submit annual | Number of landfill site constructed . Number of IWMP implementation reports. | Construction of Majazi landfill site with 1 functional cell and a recycling facility by June 2024. Submission of IWMP implementation | R16 200 000.00 | R561 000,00 | R586 806,00 | Yes | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|--|---------------|---|---|--|---|--|---------------|---------------|---------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | tion report by June 2024 | | IWMP implementation report | | report by June 2024. | | | | | | |
| | High volumes of obstacles which causes harm/nuisance to the environment. | To ensure proper collection and disposal of environmental threatening obstacles by June 2027 | | By collecting, transporting and safely disposing of all environmental threatening obstacles by June 2024. | 200 environmental threatening obstacles were attended. | Attend to reported and recorded environmental threatening obstacles. | Number of environmental threatening obstacles attended to. | Attend to 300 reported and recorded environmental threatening obstacles by June 2024. | R404 496.00 | R423 102,82 | R442 565,55 | Yes | N/A | WMMLM |
| | Inadequate delivery of waste service and Limited knowledge to communities about the importance of living in a healthy environment. | To ensure effective and efficient delivery of waste service by June 2027. | | By providing waste management working resources to employees, by conducting waste education programmes, conducting awareness campaigns, and clean | Provided cleaning resources to 168 employees & 1362 households and 50 waste receptacles were installed, provided PPE to 215 beneficiaries and conducted 6 waste | Provide working resources to employees and conduct waste management awareness campaigns, conduct waste management committee meetings | Number of resources provided and issued, number of awareness campaigns conducted, number of waste management committee meetings conducted | Provide working resources to 168 employees, conduct 8 waste management awareness campaigns/Cleaning campaign and conduct 4 waste management forum meetings by June 2024. | R3 009 760.00 | R2 110 890,05 | R2 207 990,99 | | | |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|---------------------|---------------|---|--|---|---|--|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | up campaigns for proper waste delivery, by conducting waste management committee meetings to ensure transparency and effective waste delivery by June 2024. | management awareness campaigns | | | | | | | | | |
| | Limited understanding amongst communities about the concept of recycling by June 2027. | | | By growing the contribution of the waste sector to green economy through encouragement of recycling by June 2024 | Supported 2 waste minimisation projects. | Provide support to waste minimisation projects. | Number of waste minimization programs supported | Provide support to 2 waste minimisation projects by June 2024. | R200 000.00 | R209 200,00 | R218 823,20 | Yes | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|---|--|---------------|---|--|---|--|---|---------------|---------------|---------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | Limited vehicles/fleet to facilitate/undertake waste collection duties. | To ensure that there is enough fleet to achieve an integrated waste management by June 2027. | | By increasing waste collection fleet for effective waste service delivery by June 2024. | 3 Compactor trucks, 2 mini-trucks, 1 skip loader, 1 tractor | Purchase 1 compactor truck, 1 Skip loader truck, 1 front end loader | Number of equipment purchased | Purchase 1 compactor truck, 1 skip loader truck and 1 front end loader by June 2024 | R5 000 000.00 | N/A | N/A | Yes | N/A | WMMLM |
| | Historical backlog, inadequate delivery of waste services in more remote areas. | To ensure that more remote areas receive waste service by June 2027 | | By extending waste collection services to unserved areas and manage illegal dumping by June 2027. By recording number of serviced households and businesses by June 2024 | Extended waste management services to 24 rural areas, and attended to illegal dumping along R61. | Provide waste management services to rural areas. | Number of rural areas provided for waste management services | Provide waste management services to 40 rural areas by June 2024. | R1 786 524.00 | R1 868 704,10 | R1 954 664,49 | Yes | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|---|---------------|--|--|---|---|---|----------------|----------------|----------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | Inadequate delivery of waste service | To ensure proper collection and storage of waste by June 2027. | | By providing bulk waste receptacles for communal collection points by June 2024 | Provided service 30 skip bins | Provide and service skip bins. | Number of skip bins provided and serviced. | Provide, service 30 skip bins by June 2024. | R2 000 000.00 | R2 092 000,00 | R2 188 232,00 | Yes | N/A | WMMLM |
| | Limited facilities for employees. | provision of facilities for employees by June 2027. | | By providing proper change room for employees by June 2024 | 2 showers and 2 toilets. | Purchase of change room container. | Number of change room containers purchased | Purchase of 1 change room container by June 2024. | R1 000 000.00 | N/A | N/A | Yes | N/A | WMMLM |
| Security Services | To comply with Municipal Systems, Act of 2000. | To ensure all Municipal key points, assets and resources are safe by June 2027. | 1,19 | Visibility of Security personnel, installation of CCTV Cameras, providing security equipment, by providing Protective clothing to 48 employees | 44 private security personnel. Main building and DLTC installed with CCTV cameras, 11 Glock 19, 10 firearm cleaning kit and 4 breathalyse r alcohol, | Provision of security services to all Municipal Sites and installation of CCTV Cameras, provision of security equipment and consumables, maintenanc | Number of security personnel on sites, number of CCTV cameras installed, security equipment and consumables provided, percentage of | Provision of security services, acquisition of protective clothing, security equipment and installation of 15 CCTV cameras by June 2024 | R10 811 601,44 | R11 308 934,65 | R11 829 145,64 | Yes | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|--|---------------|--|---|---|--|---|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | by June 2024 | functional CCTV Cameras, robots and calibration of machinery, 48 personnel receiving PPE. | e of robots, CCTV Cameras and calibration of machine, supply of protective clothing to employees | maintenance done for robots, CCTV Cameras and calibration of machine, number of employees supplied with protective clothing, | | | | | | | |
| Traffic Services | Road users disobeying rules of the road that contributed to road carnages and we need to ensure compliance to the NRTA 93\96 and Mbizana Municipal By-laws and Lack of education to communities regarding traffic services | To ensure consistent safety of road users by June 2027 | 1,20 | By ensuring General law enforcement, provision of equipment, vehicles & resources, improve road signage, by facilitating pay parking metres and traffic management systems | 1627 Traffic fines issued 20 road blocks conducted, 7 pay parking signs installed, 8 road signs erected and renewal of 22 km of road markings | issuing of traffic fines, conduction of road blocks, renewal of road markings & erection of road signage, purchase of equipment & resources, gaining on traffic | No of traffic fines issued, No. of Road blocks conducted, gained traffic management system, no of traffic signs erected, no of renewed kms of road markings and purchase | 1500 traffic fines, 20 road blocks conducted, 8 traffic signs erected, renewals of 33 kilometres of road markings, purchase of equipment & resources and progress on traffic management system by June 2024 | R522 080,00 | R546 095,68 | R571 216,08 | Yes | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|--|---------------|---|---|---|---|---|---------------|---------------|---------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | by June 2024 | | management system | of equipment & resources | | | | | | | |
| | | | | | 3 old and worn out vehicles | purchase 2 bakkie vehicles for traffic services | 2 bakkies for traffic services purchased | purchased 2 bakkie vehicles for traffic services by June 2024 | R1 400 000,00 | R1 406 440,00 | R1 471 136,24 | Yes | N/A | |
| | | | | By Facilitating community education programs by June 2024 | 4 Community safety awareness campaigns conducted | Conduct Community Safety Awareness campaigns | Number of community safety awareness campaigns conducted. | 4 community safety awareness campaigns conducted by June 2024 | R345 275,60 | R361 158,28 | R377 771,56 | yes | N/A | WMMLM |
| Driving Licence Testing Centre | Unlicensed motor vehicles on the road contributed to road carnages and we need | To ensure consistent safety of road users by June 2027 | 1,21 | Registration and licencing of motor vehicle by June 2024 | 540 of registration and licencing of motor vehicles | Registration and licencing of vehicles | Number of registration and licencing of vehicles | 3000 vehicles registered and licenced by June 2024 | N/A | N/A | N/A | yes | N/A | MLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|---|--|---------------|---|---|--|--|---|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | to ensure compliance to the NRTA 93\96. | | | application of learners licence, driving licence and PrDPs, By facilitating process of purchasing stationery by June 2024 | 1500 learners' licence,480 driving licence and PrDPs, 10000 professional driving permits and learners license forms and 1000 face value documents | Learners licence, application for learners' licence, driving licence and PrDPs issue, supply of DLTC stationery | Number of learner's licence, driving licence and PrDPs issued, DLTC stationery supplied | 240 learners' licence, Application 500 leaners license application, 2500 driving licence and 500 PrDPs by June 2024 | R605 412,00 | R633 260,95 | R662 390,96 | yes | N/A | WMMLM |
| Pound | Control of stray animals as per traffic NRTA 93 of 96 | control of stray animals within CBD, communities and public roads by June 2027 | 1,22 | By upgrading the pound to comply with prescribed standards, by facilitating purchasing of vehicles, feed, remedies, knapsack sprayers and | 4 camps with shelters. No provision for crush pan. palisade fencing. No provision for feedlot, no provision for remedies and feed. | upgrading & maintenance of pound, impounding of animals and acquisition of feed & remedies. Purchasing of feed bales, bags of concentrate, crushed | Number of upgraded and maintained pound, number of animals collected and number of feed & remedies acquired. | 1 upgraded and maintained pound,250 animals collected and number of feed & remedies acquired by June 2024. | R551 196,00 | R576 551,02 | R603 072,36 | Yes | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| | | | | consumables by June 2024 | | maize, licks, pellets, salt, litres of remedies, knapsack sprayers and consumables. | | | | | | | | |
| | | | | | Nil | purchase 2 bakkie vehicles for traffic services | 2 bakkie services purchased | purchased 2 bakkie vehicles by June 2024 | R1 400 000,00 | R1 406 440,00 | R1 471 136,24 | | | |
| Vehicle Testing Centre | Unroadworthiness of motor vehicles on the road contributed to road carnages and we need compliance to NRTA 93/1996 | To ensure consistency safety of road users by June 2027 | 1,23 | Testing of road worthiness of motor vehicles by June 2024 | None | Construction of Vehicle Testing Centre | Completion of Vehicle Testing Centre | Monitor construction and operation and management of Vehicle Testing Centre (Privately owned) by June 2024 | N/A | N/A | N/A | yes | N/A | WMMLM |

| KPA N0: 01 BASIC SERVICE DELIVERY (COMMUNITY SERVICES) | | | | | | | | | | | | | | |
|--|--|---------------------|---------------|--|----------------------|-------------------------------------|-----------------------------------|--|-------------|---------------|---------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/24 | 2024/25 | 2025/26 | Internal | External | |
| Weigh Bridge | Abnormal loads of motor vehicle on the road contributed to road carnages and we need compliance to NRTA 93/1996 in terms of Loads on vehicle | | 1,24 | Mobile Weighing of heavy-duty vehicles travelling along R61 by June 2024 | None | Construction of mobile Weigh bridge | Completion of mobile weigh bridge | N/A | N/A | R2 000 000,00 | N/A | yes | N/A | WMMLM |
| Motor vehicle pound and confiscated goods | Unavailability of motor vehicle pound and we need compliance to NRTA 93/1996 regarding pounding of vehicle and By-laws | | 1,25 | To regulate impoundment of vehicles by June 2024 | None | Construction of Motor vehicle pound | Completion of vehicle pound | Construction of Vehicle pound and confiscated goods by June 2024 | R300 000.00 | N/A | N/A | yes | N/A | WMMLM |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Spatial Development Framework | Redressing past spatial imbalances | To Implement municipal SDF that will guide development programmes and projects by June 2027 | 2,1 | By implementing municipal SDF adopted by the council by June 2024 | Spatial Development Framework | Development of the wild coast precinct plan | Developed Wild Coast Precinct Plan | Development of the wild coast precinct plan by June 2024 | R286 421,12 | R299 596,49 | R313 377,93 | Yes | No | WMMLM |
| Integrated Land Use Management Systems | Non-Conforming land uses, encroachments and land invasions within municipal jurisdiction | To enforce regulations of the use of land and to ensure controlled land use management by June 2027 | 2,2 | By implementing the council integrated land use scheme and enforcement on land usage by June 2024 | Integrated land use scheme and land use management system | Implementation of the scheme | Number of contravention notices served | Contravention notices served | NIL | nill | nill | N/A | N/A | WMMLM |
| Land Audit | Unsurveyed, unregistered municipal land and properties | By ensuring that properties are registered and survey of, and to maintain and update the register of properties | 2,3 | By implementing municipal land audit by June 2024 | Land Audit | Review Land Audit Report | Land Audit Report reviewed | Reviewed Land Audit Report by June 2024 | R251 000,00 | R262 546,00 | R274 623,12 | Yes | No | WMMLM |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | | within municipal jurisdiction by June 2027 | | | | | | | | | | | | |
| Valuation Roll | New Property developments, subdivisions, rezoning and property transfers | To develop a credible valuation, roll by June 2027 | 2,4 | By formulating valuation, supplementary valuation roll to improve revenue collection by June 2024 | Valuation roll | Compilation of General Valuation Roll | General Valuation Roll Compiled | Compiled General Valuation Roll by June 2024 | R1 400 000,00 | R1 464 400,00 | R263 701,20 | Yes | No | WMMLM |
| Provision of Human Settlements | Housing backlog | To guide human settlements in ensuring access to housing is achieved by June 2027 | 2,5 | By providing beneficiary administration and applications for funding by June 2024 | Municipal Housing sector plan | Maintaining and Updating housing needs register | Housing needs register maintained and updated. | Maintained and Updated housing needs register by June 2024. | R200 800,00 | R210 036,80 | R219 698,49 | Yes | No | WMMLM |
| | | | | | | Submission of Applications for Potential Beneficiaries | Applications for Potential Beneficiaries submitted | Submitted Applications for Potential Beneficiaries by June 2024 | | | | | | |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Building Control | Illegal building construction | To ensure compliance with National Building Regulations by June 2027 | 2,6 | By updating building plan register and conducting inspections on submitted building plans by June 2024 | National Building Regulations | Update building plan register and conducting routine inspection Monitor Installation of sign boards. Installation of Illuminated Signs | Updated building plan register and number of routine inspections conducted Installation of Sign Boards monitored Number of Illuminated Signs Installed | 1 Updated building plan register and 12 routine inspection conducted. Monitor Installation of sign boards. Installation of 2 Illuminated Signs by June 2024 | R1 510 792,00 | R1 580 288,43 | R1 652 981,70 | Yes | No | WMMLM |
| | | | | | | | | | | | | | | |
| Geographic Information System | Outdated municipal geospatial information | To ensure management and update of municipal geospatial information by June 2027 | 2,7 | By implementation of GIS system as a tool to enhance service delivery through spatial information by June 2024 | Council adopted GIS strategy and policy | Implementation of GIS strategy and policy | municipal geodatabase updated. GIS website maintained and updated, | Update municipal geodatabase. Maintaining and update GIS website by June 2024 | R351 400,00 | R367 564,40 | R384 472,36 | Yes | No | WMMLM |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Sub - Resu It Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsi ble Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Extern al | |
| Implementation of SPLUMA | Past Spatial Imbalances | To ensure compliance with SPLUMA by June 2027 | 2,8 | By Facilitating the implementat ion of SPLUMA by June 2024 | Spatial Planning, Land Use Manageme nt Act and SPLUMA Regulations | Conduct SPLUMA Awareness | Number of SPLUMA Awareness conducted | 2 SPLUMA Awareness conducted by June 2024 | R140 861,20 | R147 340,82 | R154 118,49 | Yes | No | WMMLM |
| Land Acquisition & Disposal | Unutilised, undeveloped land | To facilitate acquisition of well-located land and disposal of council land by June 2027 | 2,9 | By ensuring maximum utilisation of prime land by June 2024 | Land Audit Report | Facilitation of Transfers by means of deed of sale/lease agreement | Transfers facilitated by means of deed of sale/ lease agreement | Facilitated transfers by means of deed of sale/lease agreement by June 2024 | R401 600,00 | R420 073,60 | R439 396,99 | N/A | N/A | WMMLM |
| Township Establishment | Unavailability of land parcels for land development | To facilitate township establishm ent applications by June 2027 | 2,10 | By creating land parcels for land developmen t by June 2024 | SPLUMA By-Laws | Approval of Township establishme nt layout plan | number of approved township establishm ent layout plan | 1 Approved Township Establishm ent Layout Plan | R502 000,00 | R525 092,00 | R549 246,23 | Yes | No | WMMLM |
| LED Governance | Lack of stakeholder integration | To revive structures to contribute to local economic | 2,11 | Capacitate and Work in collaboratio n with Structures in all sectors | There are a number of local formations and structures | Facilitation of Stakeholder meetings | number of stakeholde r meetings facilitated | 4 stakeholde r meetings facilitated by June 2024 | R753 100,00 | R787 742,60 | R823 978,76 | Yes | No | WMMLM |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | | development initiatives by June 2027 | | by June 2024 | that are not fully operational and too much contestations in formations | Development of Business Plans for economic development | number of Business Plans developed | 2 Business Plans developed by June 2024 | | | | Yes | Yes | WMMLM, ANDM & SEDA |
| | | | | | | To host Business Conferences | number of Business Conferences hosted | 1 Hosted Business Conference by June 2024 | | | | Yes | No | WMMLM |
| Manufacturing | Undeveloped manufacturing sector | To develop and support manufacturing across municipality until June 2027 | 2.12 | Facilitate Integrated implementation of the LED Strategy by June 2024 | Approved Business Plan by National Treasury | Construction of Manufacturing Hubs | Number of Manufacturing Hubs constructed, operation of the manufacturing hubs monitored and evaluated. | 2 Constructed manufacturing hubs, Monitoring & Evaluation of operation by June 2024 | Nil | | | No | yes | National Treasury |
| | | | | | | Facilitate Capacity Building of manufacturing hubs | Number of people facilitated for Capacity Building of manufacturing hubs | 30 people facilitated for capacity building of operations of the hubs by June 2024 | | | | | | |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Tourism | Tourist Statistics is not prepared monthly | Develop the municipality to be a destination of choice until June 2027 | 2,13 | Facilitate Integrated Implementation of the tourism plan by June 2024 | Tourism plan implementation | Contract Life Guards & Provision of Mzamba tower | Number of life guards contracted and number of Mzamba towers provided | Contracted 15 life guards and 1 Mzamba tower provided by June 2024 | R2 119 283,36 | R2 216 770,39 | R2 318 741,83 | Yes | No | WMMLM |
| | | | | | | Support artists and crafters | Number of Artists & crafters supported and number of festivals hosted. | Host 1 artists & crafters festival and support 5 artists & crafters by June 2024 | | | | | | |
| | | | | | | Support tourism product owners, develop branding and marketing material to attend exhibition & investment attraction. | Number of tourism product owners supported, branding & marketing material for attending exhibitions & investment attractions developed. | Support 2 tourism product owners, develop branding and marketing material to attend 1 exhibition & 1 investment attraction by June 2024. | | | | | | |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | | | | | | Maintain Visitor Information Centre | Maintained VIC | Maintain 1 Visitor Information Centre by June 2024 | | | | | | |
| Agriculture | Lack of access to market and infrastructure | To grow and strengthen the agricultural sector by supporting local farmers by June 2027 | 2,14 | Integrated farmer support by June 2024 | Outdated Agricultural Development Plan | Facilitate farmer support programme and Agri parks programme | Number of local Farmers Supported Programme and Agri Parks Programme | Support 5 Local Farmers by June 2024 | R1 405 600,00 | R1 470 257,60 | R1 537 889,45 | Yes | No | WMMLM |
| | | | | | | Review and implementation of Agricultural Development Plan | Agricultural Development Plan Reviewed and implemented | Reviewed and Implemented Agricultural Development Plan by June 2024 | | | | | | |
| | Congestion in the CBD | To Reduce informal Trading in the CBD by June 2027 | | To create a conducive Environment for Informal Traders by June 2024 | Market Place Feasibility Study Report | Construction of Bizana Mini-Market Phase 2 | Bizana Mini-Market Phase 2 Constructed | Construct Bizana Mini-Market Phase 2 by June 2024 | R2 510 000,00 | R262 546,00 | R274 623,16 | Yes | No | WMMLM |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Mari culture | Unavailability of Boat Launching Site and Infrastructure | To promote sustainable use of marine resources to contribute in the local economy by June 2027 | 2,15 | To Support Commercial and small-scale fishers by June 2024 | District Ocean Economy Sector Plan | Beach Infrastructure Development | slip way and ablution facilities constructed, number of movable life guard tower purchased | Constructed slip way and ablution facilities, purchased 1 movable life guard tower by June 2024 | R597 380,00 | R624 859,48 | R653 603,00 | Yes | No | WMMLM |
| | | | | | | Support Small Scale Fishers and Commercial Fishers | Number of Small-Scale Fishers and Commercial Fishers supported | 2 Supported Small Scale & Commercial Fishers by June 2024 | R392 564,00 | R410 621,94 | R429 510,55 | Yes | No | WMMLM |
| Enterprise Development | Lack of Finance | To promote enterprise development to contribute 10% by June 2027 | 2,16 | Implementation of SMME & Cooperative Plan by June 2024 | Adopted SMME & Cooperative Plan | Support and Capacitation of SMMEs | No of SMME's supported and capacitated | Supported and capacitated 30 SMMEs by June 2024 | R3 972 329,00 | R4 155 056,13 | R4 346 188,72 | Yes | No | WMMLM |
| | Unsustainable Businesses | | | | | Support and capacitation of incubates | number of Supported and capacitated Incubates | 20 Supported & Capacitated Incubates by June 2024 | | | | | | |

| KPA N0: 2 Development Planning | | | | | | | | | | | | | | |
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| Sub - Resu It Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsi ble Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Extern al | |
| Mining | Mining not fully supported | Coordination of Mining activities by June 2027 | 2,17 | Integration of key industry players for mining activities by June 2024 | Uncoordinated mining activities | Conducting SLP meetings | Number of Social Labour Plan meetings held | 2 SLP meetings facilitated by June 2024 | Nil | nill | nill | N/A | N/A | WMMLM |
| Wholesalers and Retailers | Lack of growth and skills on local wholesalers and retailers | To capacitate and promote small wholesalers and retailers by June 2027 | 2, 18 | collaboration of key industry players for wholesalers and retailers by June 2024 | WMMLM Database | Capacitate and support wholesalers and retailers | Number of wholesalers and retailers capacitated and supported | 80 capacitated and supported wholesaler s and retailers by June 2024 | R100 400 | R105 018 | R109 849 | Yes | N/A | WMMLM |

| KPA N0: 3 INSTITUTION TRANSFORMATION AND HUMAN RESOURCES DEVELOPMENT | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Employee Wellness | promotion of employee wellbeing | To ensure Sustainable Provision of wellness services to all employees by June 2027 | 3.1 | By developing and implementing Employee Wellness Programmes by June 2024 | One Employee wellness campaign and, 150 medical check-ups conducted, training of OHS Committee Members, one induction for 15 OHS committee members and 08 OHS representatives, conducted 01 OHS awareness, two site inspections facilitated | Conduct Employee Wellness campaigns, Refer employees for medical check-ups, training and induction for OHS Committee and Representatives, Conduct OHS awareness, Facilitate inspections of municipal buildings and facilities | Number of Employee Wellness campaigns conducted, number employees referred for medical check-ups, number of OHS committee members and representatives trained, number of OHS awareness's conducted, number of inspections facilitated | One (1) employee wellness campaign conducted, Refer 150 employees for medical check-up, Conduct one (1) OHS awareness, Two (2) inspections of municipal building and facility by June 2024. | R890 389,37 | R931 347,28 | R974 189,26 | Yes | N/A | SM-CPS |
| | | | | | | | | | | | | | | |

| KPA N0: 3 INSTITUTION TRANSFORMATION AND HUMAN RESOURCES DEVELOPMENT | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Performance Management System | Instil a culture of higher performance management and accountability | To implement and sustain a functional and effective Performance Management System (PMS) by June 2027 | 3.2 | Evaluating employee performance through midyear and annual assessments by June 2024 | Contracted 60 employees and assessed 52 employees below senior managers. Conducted a workshop for 20 employees below TG10 | IPMS workshops conducted to employees below TG10, Signing of PMS agreements and formulation of workplans for employees below senior management, Bi-annual assessment of employees below senior management. | Number of IPMS workshops conducted for employees below TG10, Number of PMS agreements signed and workplans formulated for employees below senior management, number of employees below senior managers assessed. | Conduct IPMS workshop for 20 employees, Signed PMS agreements and formulated work plans for fifty (50) employees below senior management, Bi-annual assessment of 50 employees below senior management conducted by June 2024. | R97 086,80 | R101 552,79 | R106 224,22 | Yes | N/A | SM-CPS |
| | training and development of Human capital | Providing comprehensive education, training and human resource development | 3.3 | By Capacitating Councillors and Employees through Skills Development | WSP submitted to LGSETA in the 2020/2021 Financial Year. | Facilitate training for municipal officials and councillors, provide study assistance to new applicants, provide | Number of employees and councillors provided with training, Number of new applicants | Facilitated training of ten (8) municipal officials, provided study assistance for five (5) employees, provided | R697 780,00 | R729 877,88 | R763 452,26 | Yes | N/A | SM-CPS |

| KPA N0: 3 INSTITUTION TRANSFORMATION AND HUMAN RESOURCES DEVELOPMENT | | | | | | | | | | | | | | |
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| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | | t by June 2027. | | t by June 2024 | | experiential learning to students, provide learnerships to graduates | provided with study assistance, Number of students provided with experiential learning and number of graduates provided with learnerships | experiential learning for (15) students, provided learnerships for five (5) graduates by June 2024 | | | | | | |
| Labour relations | To promote sound labour relations in the workplace | To ensure sound labour relations in the Municipality by June 2027. | 3.4 | By co-ordinating trainings and sittings of organised labour by June 2024. | Twenty (20) LLF sittings co-ordinated, 17 LLF members trained on disciplinary procedures | Co-ordinate LLF sittings, Co-ordinate training of managers and line supervisors. | Number of LLF sittings co-ordinated, Number of LLF members trained and number of managers and line supervisors trained. | Co-ordinated four (4) LLF sittings, Co-ordinated training of 13 managers and line supervisors by June 2024. | R111 483,16 | R116 612,43 | R121 976,60 | Yes | N/A | SM-CPS |
| Review of institutional | Outdated Policies | Review of Institutional Policies by June 2027 | 3,5 | By reviewing institutional policies by June 2024 | Eight (08)HR policies reviewed | Reviewal of institutional policies. | Number of institutional policies reviewed | 8 Reviewed institutional policies by June 2024. | R1 104 400 | R1 155 202 | R1 208 342 | Yes | N/A | SM-CPS |

| KPA N0: 3 INSTITUTION TRANSFORMATION AND HUMAN RESOURCES DEVELOPMENT | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Job Evaluation | Job descriptions not aligned to TASK standards | To integrate institutional development with organisational structure and workforce principles by June 2027 | 3,6 | By developing job descriptions for all filled and vacant positions by June 2024 | 35 job descriptions developed and signed | Drafting and submission of signed job descriptions to the District Job Evaluation Committee, Maintenance of jobs in the organisational structure | Number of signed job descriptions submitted to the DJEC, Number of jobs in the org structure maintained . | 35 job descriptions drafted and submitted to the DJEC by June 2024. | N/A | N/A | N/A | N/A | N/A | SM-CPS |
| FLEET MANAGEMENT | Depreciating Municipal Fleet. | To ensure that there is sufficient and roadworthy municipal fleet by June 2027. | 3.7 | By procuring and Maintaining Municipal vehicles by June 2024 | 30 Licences renewed | Municipal vehicles Licence renewal | Number of municipal vehicles Licences renewed | 30 municipal vehicles Licences renewed by June 2024 | R433 260,00 | R453 189,96 | R477 173,69 | Yes | N/A | SM-CPS |
| | | | | | Two awareness' s conducted to 15 Drivers and operators | Awareness to drivers and operators | Number of awareness' s to Drivers and operators | 1 Awareness to 15 drivers and operators by June 2024 | N/A | N/A | N/A | N/A | N/A | SM-CPS |
| | | | | | Fleet Management tracking System in place | Provision of fleet management tracking system | Renewed of Fleet management tracking system | N/A | | | R321 552 | Yes | N/A | SM-CPS |

| KPA N0: 3 INSTITUTION TRANSFORMATION AND HUMAN RESOURCES DEVELOPMENT | | | | | | | | | | | | | | |
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| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Resu It Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsi ble Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Extern al | |
| | | | | | Fleet Manageme nt tracking System in place | Installation of tracking devices to new vehicles | number of new vehicles installed with tracking device | 2 new vehicles installed with tracking device by June 2024 | R100 400,00 | R105 018,40 | R109 849,25 | Yes | N/A | SM-CPS |
| | | | | | 10 pool vehicles | Provision of new municipal vehicles | number of new municipal vehicles provided | 2 new municipal Vehicles provided by June 2024 | R1 465 800 | R1 533 227 | R1 603 755 | Yes | N/A | SM-CPS |
| RECORDS MANAGEMENT | Insufficient record keeping space and improving adherence to file plan | To ensure adequate record keeping space and records management procedures are practised by June 2027 | 3.8 | By sourcing the services of a service provider towards awareness campaigns by June 2024 | One office serving as storage and office | Provision of Office space for filing | Records keeping filing office | N/A | N/A | N/A | N/A | N/A | N/A | SM-CPS |
| | | | | | Records Manageme nt Policy File Plan Procedure Manual | Awareness on Records Manageme nt to Records users. | number of awareness' s on records manageme nt to manageme nt and records users | 4 Awareness on Records Managemen t to Records users by June 2024 | R208 000 | R217 568 | R227 576 | Yes | N/A | SM-CPS |
| Municipal ICT Systems and | Sporadic challenges affecting ICT systems to support | To ensure maximum availability of efficient ICT Services and Infrastructu | 3.9 | By optimise systems, administrati on and operating procedures | Ict systems in place | ICT licenses and software procuremen t | number of SLA signed and number of licenses renewed | 1 new signed SLA for payroll system and 3 renewed licenses by June 2024 | R6 500 000 | R3 661 000 | R3 829 406 | Yes | N/A | SM-CPS |

| KPA N0: 3 INSTITUTION TRANSFORMATION AND HUMAN RESOURCES DEVELOPMENT | | | | | | | | | | | | | | |
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| Sub - Resu It Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsi ble Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Extern al | |
| | municipal objectives | re by June 2027. | | by June 2024 | | | | | | | | | | |
| | | | | By providing ICT tools of trade for council and staff members by June 2024 | laptops and desktops in place | Procuremen ts of laptops for staff members | Number of laptops Procured for staff members | 10 Laptops procured for staff members by June 2024 | R2 200 000 | R2 320 551 | R2 427 296 | Yes | N/A | SM-CPS |
| | | | | By Improving access to the Municipal ICT infrastru ctur e by June 2024 | server room and cat 6 cabling in place | integration of Civic Centre with the main municipal building | integrated library with civic centre with main municipal building | integration of Civic Centre with the main municipal building by June 2024 | R1 770 478 | R1 856 441 | R1 941 837 | Yes | N/A | SM-CPS |
| | | | | By Improving access to the Municipal ICT infrastru ctur e by June 2024 | Municipal WIFI in place | Building Public WIFI on Municipal approved Sites | Completi on certificates | Deploying public WiFi on municipal buildings and parks by June 2024 | R3 000 000,00 | R3 138 000 | R3 282 348 | Yes | N/A | SM-CPS |
| MUNICIPAL CORPORATE | Complianc e with approved ICT Governanc | To ensure that Corporate Governance of ICT is | 3.10 | By maintaining the Municipal website | Website in place | uploading of 20 items on the municipal | Number of items uploaded on the | 20 items uploaded on the municipal website | N/A | N/A | N/A | N/A | N/A | SM-CPS |

| KPA N0: 3 INSTITUTION TRANSFORMATION AND HUMAN RESOURCES DEVELOPMENT | | | | | | | | | | | | | | |
|--|------------------------------|---------------------------|---------------|--|--|--|---|--|-----------|-----------|-----------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | e principles and Legislation | implemented by June 2027, | | through regular updates of the website content by June 2024 | | website content | municipal website | content by June 2024 | | | | | | |
| | | | | | Website in place | Upgrading and maintenance of the website | website upgraded and maintained | website upgraded and maintained by June 2024 | R200 000 | R209 200 | R218 823 | Yes | N/A | SM-CPS |
| | | | | By implementation of Municipal ICT Governance framework by June 2024 | ICT Governance Policy Framework in place | Reviewal of ICT Strategy | number of reviewed ICT Governance documents | Updated and reviewed ICT Governance Documentation by June 2024 | R522 000 | R546 012 | R571 129 | Yes | N/A | SM-CPS |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|--|---------------|--|---|--|---|--|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Integrated Development Planning | to comply with section 32 of the Municipal Systems Act | To ensure development of credible (accredited by MEC, NT) IDP reviews-aligned with PMS & Budget by June 2027 Achieved through IDP process plan by June 2027 | 5.1 | By developing an IDP process plan, by conducting public participation process. By ensuring alignment of budget to the IDP by June 2024 | An assessed credible IDP document adopted by council May 2023 | Development of annual reviews of IDP adopted by the Council | Council resolutions on adoption of annual IDP reviews | Council approved IDP review for 2024/25 by May 2024 | R905 909,20 | R947 580,81 | R991 169,53 | WMM LM | N/A | WMMLM |
| | | | | By facilitating appointment of a service provider to conduct a socio-economic infrastructure study as part of the situational analysis report by June 2024 | Terms of Reference developed and approved | conducting a socio-economic infrastructure survey as part of the situational analysis report | socio economic infrastructure study conducted | facilitated appointment of a service provider and socio-economic study assessment conducted and final close out report produced by June 2024 | R798 720,00 | N/A | N/A | Yes | - | WMMLM |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|---|---|---------------|---|--|--|--|--|-------------|-------------|-------------|---------------|----------|------------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Performance Management Systems | To comply with Performance planning, implementation, monitoring and reporting regulations | To ensure compliance with laws and regulations and ensure a culture of accountability, performance excellence & monitoring by June 2027 | 5.2 | By Facilitating and monitoring periodic reporting by June 2024 | 4 Quarterly Performance Reports tabled to council and its structures | Quarterly performance reports tabled to council and its structures for consideration | Number of Quarterly performance reports tabled to council and its structures for consideration | 4 Quarterly Performance Reports tabled to Council and its structures for consideration for the 2023/24 Financial Year by June 2024 | R572 280,00 | R598 604,88 | R626 140,70 | WMM LM | N/A | WMMLM |
| | | | | By facilitating formal performance assessments by June 2024 | 2 performance assessments | performance assessments conducted | Number of performance assessments conducted | Two Performance Assessments conducted by June 2024 | N/A | N/A | N/A | N/A | N/A | WMMLM |
| | | | | By Facilitating compilation of the 2022/23 annual report by June 2024 | 2021/2022 annual report adopted by council by May 2023 | Compilation of the annual report | Annual report adopted by council | 2022/2023 annual report adopted by council by May 2024 | R169 676,00 | R177 481,10 | R185 645,23 | WMM LM | N/A | WMMLM |
| Internal Audit | To comply with Section 165 of the MFMA | To promote good governance within the institution | 5.3 | By reviewing adequacy and effectiveness internal | Audit Committee approved Internal Audit Plan and Adhoc | Audit Committee approved Internal Audit Coverage | Number of Internal Audit reports & approved | 20 Internal Audit Report produced and approval of | R104 000,00 | R108 784,00 | R113 788,00 | Yes | N/A | Internal Audit Manager |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|--|---------------|---|--|---|---|--|-------------|-------------|-------------|---------------|----------|------------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | | by June 2027 | | control and compliance with laws and regulations by June 2024. | assignments for 2022/23 | Plan for 2023/24 and completion of IA reports | coverage plan | Internal Audit Plan by June 2024 | | | | | | |
| Risk Management | To comply with section 165 of the MFMA | To improve Risk Management to an acceptable level by June 2027 | 5.4 | By conducting municipal wide risk management workshops. By developing participatory risk management process plan by June 2024 | Implementable risk management plan. Risk Management Policy | Development of the Risk Management Report. Review of the risk management policy | Audit Committee adopted Risk Management Report and Council Resolution adopting Risk Management Policy | Audit Committee adopted Risk Management Report and Council Resolution adopting Risk Management Policy by June 2024 | R208 000,00 | R217 568,00 | R227 576,00 | Yes | N/A | Internal Audit Manager |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|--|---------------|--|---------------------------------------|--|--|---|-------------|-------------|-------------|---------------|----------|------------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Fraud and Corruption | To comply with Prevention and Combating of Corrupt activities Act 12 of 2004 | To combat and defeat the fraud and corruption within the WMM Local Municipality by June 2027 | 5.5 | By implementation of the Fraud and Anti-Corruption policy. By conducting awareness campaigns with all relevant stakeholders by June 2024 | 2 Fraud awareness campaigns conducted | Reviewal of Fraud and Anti-Corruption policy. Conducting fraud anti-corruption awareness campaigns | Fraud and Anti-Corruption policy adopted by council. Number of awareness campaigns conducted | Fraud and Anti-Corruption Policy adopted by Council and 2 fraud and anti-corruption Awareness campaigns conducted | R208 000,00 | R217 568,00 | R227 576,00 | Yes | N/A | Internal Audit Manager |
| Ethics | To comply with Code of Ethics and Municipal Systems Act 32 of 2000 | To instil the moral regeneration within the councillors and employees of the Municipality | 5,6 | By conducting ethics and values awareness campaigns thereby complying with Municipal Systems Act 32 of 2000 as well as Code of Ethics by June 2024 | 2 awareness campaigns conducted | Ethics and values awareness campaigns | Number of awareness campaigns conducted | 2 Ethics awareness campaigns conducted by June 2024 | R208 000,00 | R217 568,00 | R227 576,00 | Yes | N/A | Internal Audit Manager |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|--|----------------|---|---|--|--|---|-------------|-------------|-------------|---------------|-----------|------------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Informatio n | Project to be implement ed | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsibl e Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Extern al | |
| Audit Committee | To comply with section 166 of the Municipal Finance Management Act | To advise the municipal council on the adequacy and effectiveness of the systems of internal controls by June 2027 | 5,7 | By advising on risks, financial, internal controls, performance information and Annual Financial Statements as well as policies by June 2024. | 2 advisory reports relating to the effectiveness of risk management and internal controls as well as Annual Financial Statements and 6 Audit Committee meetings | Annual Report relating to the effectiveness of risk management and internal control and reviewal of Annual Financial Statements and setting up of Audit committee meetings | Council Resolution on adoption of Audit Committee's report and number of audit committee meetings held | Audit committee's annual report for 2022/23 and 4 audit committee meetings conducted by June 2024 | R364 000,00 | R380 744,00 | R398 258,00 | Yes | N/A | Internal Audit Manager |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|--|---------------|---|--|--|---|--|---------------|---------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| SPU Unit | To improve participatory democracy and inclusiveness | To coordinate mainstreaming of special groups and support by June 2027 | 5,8 | By coordinating special groups forums, internal and sector department to contribute towards mainstreaming of young people in all government programmes by June 2024 | 8 Council approved programmes targeting and in support of young people | Support Functioning of SAYC, Young Entrepreneur Development Program, Initiation Support, Career Exhibition, Mayor Schools Achievement Awards, Initiation Awareness campaigns and Youth Month | Number of Council Approved Youth Programmes implemented | 8 council approved Youth programmes implemented BY June 2024 | R1 772 060,00 | R1 853 574,76 | R193 839,20 | yes | no | |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|-------|---------------------|----------------|---|---|--|--|---|-------------|---------------|---------------|---------------|-----------|-----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Informatio n | Project to be implement ed | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsibl e Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Exter nal | |
| | | | | By coordinatin g special groups forums, internal and sector department to contribute towards mainstrea ming of Children in all governmen t programme s by June 2024 | 9 Council approved programme s targeting and in support of children | back to school campaign, support early childhood developmen t centres, Inkciyo stipend, child headed household, inkciyo end year function, and inkciyo support | number of council approved children programmes | 9 council approved children's programme s implemente d by June 2024 | R956 671,44 | R1 000 678,33 | R1 046 709,53 | Yes | No | |
| | | | | By coordinatin g special groups forums, internal and sector department to contribute towards mainstrea ming of elderly in all governmen | 3 Council approved programme s targeting and in support of elderly | Support to elderly centre, elderly wellness campaign and support to functioning of elderly forum | number of council approved elderly programme s | 3 council approved elderly programme s implemente d by June 2024 | R398 286,80 | R416 607,99 | R435 771,96 | Yes | No | |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|-------|---------------------|----------------|--|---|---|---|---|-------------|-------------|-------------|---------------|-----------|-----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsibl e Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Exter nal | |
| | | | | t programmes by June 2024 | | | | | | | | | | |
| | | | | By coordinating special groups forum, internal and sector department to contribute towards mainstreaming of PWD in all government programme by June 2024 | 4 Council approved programme s targeting and in support of People with Disability | support functioning of PWD Forum and Disability Month | number of council approved PWD programmes | 4 council approved PWD programme s implemented by June 2024 | R335 436,40 | R350 866,47 | R367 006,33 | Yes | No | |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|-------|---------------------|---------------|---|---|---|--|---|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | | | | By coordinating special groups forums, internal and sector department to contribute towards mainstreaming of Gender in all government programmes by June 2024 | 6 Council Approved Gender programs implemented by June 2024 | launch of men forum, women month celebration, 16 days of activism against women, men and LGBTQI+ and support, men's summit, support of functioning of women and men's forum | number of council approved gender programmes | 6 council approved gender programmes by June 2024 | R308 027,20 | R322 196,24 | R337 017,27 | YES | no | |
| | | | | | | | | | | | | | | |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|---|----------------|---|----------------------------|---|---|---|---------------|-------------|-------------|---------------|-----------|--|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsibl e Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Exter nal | |
| Legacy Projects | Preserve legacy of prominent figure and historical events in Winnie Madikizela-Mandela | To commemorate prominent figures important events and their legacy by June 2027 | 5,9 | By implementing 7 council approved legacy projects and activities, and facilitating installation of Winnie Madikizela-Mandela statue at a municipal building by end June 2024 | 7 to be programs conducted | Implementa tion of legacy projects | Number of council approved Legacy programmes implemented, number of statues installed | 7 Council approved Legacy programmes implemented, 1 Winnie Madikizela Mandela statue installed in a municipal building by June 2024 | R1 966 480,00 | R943 492,00 | R986 893,00 | Intern al | N/A | Manager Mayoralty and Executive Support |
| | | | | by facilitating appointment of service provider to conduct research on institutional heritage by June 2027 | singed Terms of Reference | To conduct research on institutional heritage | research on institutional heritage | 1 booklet of institutional heritage research produced | R700 000,00 | N/A | N/A | Intern al | | Manager Mayoraalty and Executive Support |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|---|--|---------------|---|---|--|--|---|-------------|-------------|-------------|---------------|----------|------------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Customer Care | Lack of awareness and commitment on customer care relations | To minimize customer care related complaints and create a customer friendly environment by June 2027 | 5,10 | By enhancing capacity within customer care function by June 2024 | Customer Care register, Complaints book, Customer care email and Customer Care Policy | Implementation of Customer care policy and conduct customer care satisfaction survey | Number of Customer care programmes conducted and customer careline reports submitted | 8 Customer Care Programs and 4 Customer Careline Reports by June 2024 | R491 962,09 | R514 592,37 | R538 263,59 | Internal | | Communications Manager |
| Communications | Ineffective communication | To improve sound communication and public liaison by June 2027 | 5,11 | By implementing various mechanisms of communication within the council approved communication strategy by June 2024 | Reviewed Communication strategy | Communication Strategy reviewal and implementation | Number of reviewed communication strategy and Implemented Action Plan | Reviewed Communication strategy by June 2024 | R101 604,80 | R106 277,78 | R111 166,56 | Yes | N/A | Communications Manager |
| | | | | | 2 newsletters | Compilation of the newsletter | Number of newsletters produced | 2 newsletters by June 2024 | R367 213,00 | R384 104,80 | R401 773,62 | Yes | N/A | Communications Manager |
| | | | | By implementing communication strategy by June 2024 | 4 quarterly LCF meetings | Conduct Local Communicator's Forum Meetings | Number of LCF meetings conducted | 4 quarterly LCF meetings by June 2024 | N/A | N/A | N/A | N/A | N/A | Communications Manager |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|--|---------------|---|---|--|--|---|------------|------------|------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Inter-Governmental Relations | Fragmented coordination of government services | to improve coordination of service delivery amongst spheres of government by June 2027 | 5,12 | by implementing IGR terms of reference by June 2024 | adopted IGR terms of references and four IGR meetings | Facilitation of IGR meetings | number of IGR meetings facilitated | 4 IGR meetings facilitated by June 2024 | Nil | Nil | Nil | N/A | N/A | WMMLM |
| Management of Communicable diseases | increasing rate of prevalence in number of communicable diseases | To reduce the rate of prevalence of all communicable diseases by June 2027 | 5,13 | By rolling out awareness on preventative measures of communicable diseases by June 2024 | 1 Reviewed Communicable Diseases Management Plan | Review and Implementation of the Local Communicable Diseases Management Plan and presented to Standing Committee | Reviewed and implemented Local Communicable diseases management plan | Reviewed and implemented Local Communicable diseases management plan and presented to Standing Committee by June 2024 | R23 092,00 | R24 154,23 | R25 265,32 | Yes | N/A | WMM LM |

| | | | | | | | | | | | | | | |
|--|--|--|--|--|-----------------------------------|---|---|---|----------------|----------------|----------------|-----|-----|--------|
| | | | | | 12 programme s conducted | Conduct awareness campaigns on sexual reproductive health, provide support programmes to Communicable diseases Support Groups, Provide Health Care Kits to functional NGOs and CBOs, support PLWH by conducting Candle Light, awareness for Traditional Health Practitioner s, WMMLM community' s education programmes and condom distribution. | number of awareness campaigns on sexual reproductive health conducted, number of support groups, number of CBOs, NGO's supported with Health Care Kits, number of supports PLWH by conducting Candle Light, number of awareness for Traditional Health Practitioner s, number of WMMLM community education programmes and number of condom distribution | 08 awareness campaigns on sexual reproductive health conducted, 08 support groups visited, 4 CBOs, NGO's supported with Health Care Kits, 1 of support PLWH by conducting Candle Light, 12 awareness for Traditional Health Practitioner s, 4 WMMLM community education programmes and 40000 condom distribution. | R500 000,00 | R523 000,00 | R547 058,00 | Yes | N/A | WMM LM |
|--|--|--|--|--|-----------------------------------|---|---|---|----------------|----------------|----------------|-----|-----|--------|

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|---------------------------------|---|---------------|--|----------------------------------|---|---|--|---------------|---------------|---------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Litigations | Centralisation of legal matters | to ensure proper management of legal matters by June 2027 | 5,14 | By implementing council adopted legal risk management and litigation policy by June 2024 | Cases on the Litigation Register | Progress reports on litigation performance of cases on the litigation register submitted to the GG Standing Committee | Number of progress reports on litigation performance of cases on the litigation register submitted to the GG Standing Committee | 4 Progress reports on litigation performance of cases on the litigation register submitted to the GG Standing Committee by June 2024 | R6 577 200,00 | R6 879 751,20 | R7 196 219,75 | Internal | | Legal Services |
| | | | | By implementing council adopted legal risk management and litigation policy by June 2024 | 2 workshops | Awareness workshops on policies, by laws, updates on legislation and/or decided cases conducted | Number of workshops conducted on policies, by laws, updates on legislation and/or decided cases | 2 workshops conducted on policies, by laws, updates on legislation and/or decided by June 2024 | N/A | N/A | N/A | N/A | N/A | Legal Services |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|---|---|---------------|---|---|--|--|--|-------------|-------------|-------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| Public Participation | Improved performance of public participation structures | To strengthen and enhance public participation Mechanism by June 2027 | 5,15 | By building capacity and support to public participation by June 2024 | 320 ward committee member, 20 CDW's and 32 ward war rooms | Provision of training and monitoring of public participation structures, community education programs, ward committee seatings, CDW awareness campaigns, round table meetings and ward warrooms. | Number of training and monitoring of public participation structures provided, community education programs, ward committee seatings, CDW awareness campaigns , round table meetings and ward warrooms | Provision of training to 64 ward committee members and monitoring of public participation structures, 10 community education programs, 12 ward committee seatings, 1 CDW Awareness campaign, 2 round table meetings, 8 ward war rooms. | R857 516,40 | R896 961,88 | R938 222,13 | Internal | N/A | WMMLM |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--|---|---------------|--|---|---|---|---|---------------|---------------|---------------|---------------|----------|----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objective No. | Strategies | Baseline Information | Project to be implemented | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsible Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Internal | External | |
| | Compliance with Section 73 MSA | To ensure coordinated public participation in all municipal programs by June 2027 | | By facilitating consultative sessions with communities to ensure public involvement in all municipal programs by June 2024 | 1 Mayoral Imbizo, IDP & Budget roadshow and 1 Annual Report Consultation held | To facilitate consultative sessions with communities | Number of consultative sessions with communities | To facilitate 03 consultative sessions with communities by June 2024 | R231 522,40 | R242 172,43 | R253 312,36 | Internal | N/A | WMMLM |
| Council | Compliance with Sec 18(1) and (2) of Municipal Structures Act. | To ensure proper sitting of Council and Council Committees by June 2027 | 5,16 | By adhering to the council adopted schedule of council meetings by June 2024 | Adopted schedule of council meetings and its committee for 2022/2023 | Coordinate sitting of Council Meetings and council committees | Number of council meetings and number of councils committees convened | Facilitate four council meetings and 36 council committee meetings by June 2024 | R2 920 234,40 | R3 054 564,76 | R3 195 074,74 | Internal | N/A | WMMLM |

| KPA N0:5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | | | | | |
|---|--------------------------------------|--|----------------|---|----------------------------------|---|---|---|-----------|-----------|-----------|---------------|-----------|-----------------------|
| Outcome 9 Objective | | | | | | | | | | | | | | |
| Sub - Result Area | Issue | Strategic Objective | Objecti ve No. | Strategies | Baseline Informatio n | Project to be implement ed | Output - KPI | Annual Target | Budget | | | Budget Source | | Responsibl e Agency/s |
| | | | | | | | | 2023/2024 | 2023/2024 | 2024/2025 | 2025/2026 | Intern al | Exter nal | |
| By Laws | Compliance with laws and regulations | To ensure proper regulation of the municipal powers and functions by June 2027 | 5,17 | By facilitatating reviewal and/or developed Municipal Bylaws by June 2024 | 42 reviewed and gazetted by laws | Reviewing and/or developing bylaws and approved by Council by June 2024 | Number of gazetted bylaws reviewed and approved by Council by June 2024 | 10 reviewed municipal Bylaws approved by Council by June 2024 | N/A | N/A | N/A | N/A | N/A | Legal Services |

7. DISTRICT DEVELOPMENT MODEL (DDM)

7.1.1. DISTRICT DEVELOPMENT MODEL AND COMMITMENTS BY SECTOR

DEPARTMENTS

The 25 Year government performance review revealed challenges of “patterns of operating in silos” as a challenge which led to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult. The consequence has been non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. In response, National Cabinet in August 2019 approved a District Coordinated Development Model (DCDM), which is the rolling out of “a new integrated district-based approach” to addressing our service delivery challenges and localised procurement and job creation, that promotes and supports local businesses, and that involves communities.

The district-driven development model is directed at turning plans into action and ensuring proper project management and tracking. District Development Model will be pursued through single and integrated plans per district which will be further synchronised with Integrated Development Plans in municipalities. The intervention is also in line with the National Development Plan, which outlines the importance of building a capable state in partnership with the citizens of this country. This requires well-run and effectively coordinated state institutions staffed by skilled public servants who are committed to the public good and capable of delivering consistently high-quality services for all South Africans. The new District Development Model is anchored in the current government legislations and policies.

- The mandate of the DDM is underpinned under Section 154 of the constitution. Sec 47 of IGR Act makes provision for Minister to issue guidelines on a framework for coordinating and aligning development priorities and objectives between the three spheres of government; a framework for coordinating action affecting municipal functions and implementation controls
- The DDM is then a practical IGR mechanism for all 3 spheres of government to work, plan jointly and act jointly in unity.
- It is a single strategically focused “One plan” and “One Budget” for each of district municipalities and metros.
- **The purpose of the Alfred Nzo District DDM One Plan is:**
 - to create an environment which is conducive for investment.
 - To stabilize governance and financial management practices in the Alfred Nzo District.

7.1.2. PLANNED DDM PROJECTS

| SECTOR & SUBSECTOR | CATALYTIC PROJECTS | DETAILS | IMPLEMENTING AGENT |
|--|---------------------------------------|---|--------------------|
| Economic Infrastructure driven initiatives | Wild Coast N2 Highway | 96km between Port St Johns and Port Edward | DRPW |
| Basic Service Delivery Infrastructure | Mzamba to Magusheni road construction | Construction, maintenance and repair of Municipal roads | DRPW |
| | Nkantolo road construction | | WMMLM |
| Agro-Processing | RED Hub | Support maize and sorghum production through provision of inputs, mechanisation, finance, technical support, storage, milling and markets | DRDAR |

7.1.3. DDM PRIORITY ACTIONS, HIGH IMPACT AND CATALYTIC PROJECTS in WMM LM

Oceans Economy & Tourism Projects

- Mzamba boat launching site and beach infrastructure
- Ludeke Dam Development – to exploit the related tourism opportunities
- Amadiba & Imizizi Sand Mining and any relevant and possible mining opportunities (such as Xolobeni Titanium Mining)
- Ocean Economy – Support small scale and commercial fishers (Wild Coast Fishing village and Fish Farming)
- Mzamba gateway centre – revitalise the centre for socio-economic benefits for Mzamba communities, specifically to exploit the related tourism opportunities
- Mthamvuna Nature Reserve – construction of paths, roads, upper structures
- Construction of a market place

7.1.4. DDM IMPLEMENTATION PLAN - ALIGNMENT

| TRANSFORMATIONAL AREAS & GOALS | DDM ONE PLANS TARGETS | DISTRICT PRIORITIES | LOC. GOV. KPA |
|---|--|---|--|
| Demographic Change and People Development | Social compacting for addressing the service delivery in municipalities, GBVF and poverty reduction | Inclusive Growth and Development Basic Services Delivery and Community Empowerment | Good governance and Public Participation. Institutional transformation and Human Resource Development. |
| Economic Positioning | Accelerating land release and land development. Unlock blockages to economic potential. Supporting local economic drivers | Inclusive Growth and Development | Local Economic Development and Spatial Planning |
| Spatial Restructuring & Environmental Development | Spatial integration and spatial transformation programmes and projects at local space | Inclusive Growth and Development Basic Services Delivery and Community Empowerment | Local Economic Development and Spatial Planning |
| Infrastructure Reengineering | Spatial integration and spatial transformation programmes and projects at local space | Basic Services Delivery and Community Empowerment | Basic service delivery and Spatial Planning |
| Integrated Service Provision | Collaborations in the infrastructure investments for integrated human settlement, economic activity and the provision of basic services. Managing urbanisation, growth and development | Basic Services Delivery and Community Empowerment | Basic service delivery |
| Governance and Financial Management | Local government capacitation, governance and administration. | Effective Public Participation, Good Governance and Partnerships A capable and financially viable institution | Good governance and Public Participation. Budget and Treasury |

7.1.5. COMMITMENTS BY SECTOR DEPARTMENTS

7.1.5.1. DEPARTMENT OF HUMAN SETTLEMENTS

| Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|--|----------------|-----------------|--------------------------------|---------------------|--------------------|
| Zinini 150 Ph 2(140) | Housing | | Zinini | R 3 400 000 | Coega |
| Mbizana 160 | Housing | Various Ward | Around Mbizana Town | R 790 000 | Coega |
| Nqabeni 57 | Housing | Ward 9 | Nqabeni | R 1 700 000 | Coega |
| Silangwe 500 | Housing | Ward 27 | Silangwe | R 9 026 000 | Coega |
| Military Veterans 27 | Housing | Various Wards | Around Mbizana | R 4 550 000 | Coega |
| Ebenezer 1000 Ph 2 Ward 22 & 23 (200) | Housing | Ward 22 & 23 | Zikhuba and Lukholo | R 8 700 000 | Coega |
| Ebenezer 1000 Ph 2 Ward 21 & 29 (150) | Housing | Ward 21 & 29 | Greenville and Mfolozi | R 10 200 000 | Coega |
| Ebenezer 1000 Ph 2 Ward 15;19 & 20 (250) | Housing | Ward 15,19 & 20 | Khanyayo; Ntlozelo and Redoubt | R 10 400 000 | Coega |
| WMM 700 | Housing | Various Wards | Around Mbizana | R 500 000 | Coega |
| Down Town | Services | Ward 1 | Down Town | R 1 500 000 | Human Settlements |

7.1.5.2. DEPARTMENT OF EDUCATION

| Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|--|----------------------------|------|-------------|------------------|--------------------|
| SANITATION PROJECTS | | | | | |
| DIAMOND JUNIOR SECONDARY SCHOOL | Under construction | 12 | Dayimane | R 3,772,966.12 | DBSA |
| ESIGODLWENI JUNIOR SECONDARY SCHOOL | Under construction | 11 | Esigodlweni | R 3,911,603.47 | DBSA |
| JALI SENIOR PRIMARY SCHOOL | Under construction | 6 | KwaJali | R 3,951,234.99 | DBSA |
| kwaNDELA PRIMARY SCHOOL | Under construction | 31 | KwaNdelala | R 3,772,966.12 | DBSA |
| kwaNTIKA SENIOR PRIMARY SCHOOL | Under construction | 21 | KwaNtika | R 3,441,604.30 | DBSA |
| LUGWIJINI JUNIOR SECONDARY SCHOOL | Under construction | 22 | Lugwijini | R 4,693,013.53 | DBSA |
| SIDANGA PRIMARY SCHOOL | Under construction | 22 | Sidanga | R 3,220,908.30 | DBSA |
| THEMBALESIZWE COMP TECH SENIOR SECONDARY | Under construction | 21 | Greenville | R 3,437,029.68 | DBSA |
| ZAMOKUHLE JUNIOR SECONDARY SCHOOL | Under construction | 26 | Nomlacu | R 5,196,501.54 | DBSA |
| BEKAMEVA JUNIOR SECONDARY SCHOOL | Under construction | 5 | Ndayingana | R 3,842,878.41 | DBSA |
| AD TSHAYINGCA SECONDARY SCHOOL | On hold due to land issues | | Town | | DBSA |
| BIZANA VILLAGE SENIOR SECONDARY SCHOOL | Under construction | 1 | Town | R 5,516,756.42 | DBSA |
| CAMAGU JUNIOR SECONDARY SCHOOL | Under construction | 8 | Ndakeni | R 3,785,054.92 | DBSA |
| CRITCHLOW JUNIOR SECONDARY SCHOOL | Under construction | 15 | Luthulini | R 4,642,904.21 | DBSA |
| EMDIKISWENI JUNIOR SECONDARY SCHOOL | Under construction | 11 | Bomvini | R 3,965,838.63 | DBSA |

| Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|------------------------------------|--------------------|------|---------------|------------------|--------------------|
| EMTAMVUNA JUNIOR SECONDARY SCHOOL | Under construction | 5 | Mkobongo | R 2,989,069.97 | DBSA |
| ESINYAMENI SENIOR PRIMARY SCHOOL | Under construction | 2 | Goxe | R 2,976,235.70 | DBSA |
| GOXE PRIMARY SCHOOL | Under construction | 2 | Mbuthweni | R 2,976,235.70 | DBSA |
| GUQA JUNIOR PRIMARY SCHOOL | Under construction | 6 | Guqa | R 491,867.65 | DBSA |
| HLAMANDANA SENIOR SECONDARY SCHOOL | Under construction | 5 | Sikelo | R 4,921,615.76 | DBSA |
| INTSINGIZI JUNIOR SECONDARY SCHOOL | Under construction | 17 | Nikhwe | 3,980,893.47 | DBSA |
| IZIBANZINI JUNIOR SECONDARY SCHOOL | Under construction | 3 | Ezibanzini | R 2,976,235.70 | DBSA |
| KANYAYO JUNIOR SECONDARY SCHOOL | Under construction | 15 | Khanyayo | R 4,217,458.27 | DBSA |
| KHALENI SENIOR PRIMARY SCHOOL | Under construction | 7 | Khaleni | R 3,842,878.41 | DBSA |
| kwaNIKWE JUNIOR SECONDARY SCHOOL | Under construction | 17 | Nikhwe | R 4,695,243.23 | DBSA |
| LINDOKUHLE JUNIOR SECONDARY SCHOOL | Under construction | 20 | Mzize | R 3,785,054.92 | DBSA |
| NTLANEZWE SENIOR PRIMARY SCHOOL | Under construction | 9 | Nqabeni | R 645,568.60 | DOE |
| LUCWABA JUNIOR SECONDARY SCHOOL | Under construction | 11 | Emampingeni | R 3,963,479.63 | DBSA |
| MBUNGWA JUNIOR SECONDARY SCHOOL | Under construction | 14 | Emejela | R 3,946,026.73 | DBSA |
| MDATYA JUNIOR PRIMARY SCHOOL | Under construction | 23 | Madibana Q | R 5,266,702.64 | DBSA |
| MHLABI JUNIOR SECONDARY SCHOOL | Under construction | 12 | Ndlovu | R 4,697,177.45 | DBSA |
| MNCWATI JUNIOR SECONDARY SCHOOL | Under construction | 15 | Emangutyaneni | R 4,642,904.22 | DBSA |
| MNGUNGU JUNIOR SECONDARY SCHOOL | Under construction | 28 | Mngungu | R 3,925,581.72 | DBSA |

| Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|--------------------------------------|--------------------|------|--------------|------------------|--------------------|
| MPENI SENIOR SECONDARY SCHOOL | Under construction | 2 | Mtavuna A | R 3,251,165.40 | DBSA |
| MPETSHWA PRIMARY SCHOOL | Under construction | 9 | Mphetshwa | R 3,965,213.24 | DBSA |
| NCURA SENIOR SECONDARY SCHOOL | Under construction | 8 | Magqhabasini | R 3,908,521.86 | DBSA |
| NGALONKULU SENIOR SECONDARY SCHOOL | Under construction | 14 | Mthongweni | R 3,934,476.97 | DBSA |
| NGELE PRIMARY SCHOOL | Under construction | 2 | Mthavuna | R 3,104,246.90 | DBSA |
| NGOJANE JUNIOR SECONDARY SCHOOL | Under construction | 14 | Ngutyana C | R 2,360,203.43 | DBSA |
| NOBAMBA SENIOR PRIMARY SCHOOL | Under construction | 21 | Nobamba | R 3,625,482.76 | DBSA |
| QOBO JUNIOR SECONDARY SCHOOL | Under construction | 27 | Magomba | R 3,842,878.41 | DBSA |
| ROCKVILLE JUNIOR SECONDARY SCHOOL | Under construction | 10 | Mathe | R 3,955,168.58 | DBSA |
| SITHUKUTHEZI SENIOR SECONDARY SCHOOL | Under construction | 3 | Sithukuthezi | R 4,063,060.99 | DBSA |
| SOMTSEU SENIOR PRIMARY SCHOOL | Under construction | 8 | Magqabasini | R 3,546,957.17 | DBSA |
| TOPOZO JUNIOR SECONDARY SCHOOL | Under construction | 28 | Mkolorha | R 3,201,146.47 | DBSA |
| VAYI PRIMARY SCHOOL | Under construction | 12 | Vayi | R 3,180,041.44 | DBSA |
| ZININI JUNIOR SECONDARY SCHOOL | Under construction | 7 | Zizini | R 3,164,071.94 | DBSA |
| LUNDINI JUNIOR PRIMARY SCHOOL | Under construction | 28 | Gumzana | R 3,168,916.67 | DBSA |
| EMAZWENI JUNIOR PRIMARY SCHOOL | Under construction | 31 | Sikhumbeni | R 3,951,234.99 | DBSA |
| KU-BHA SENIOR | Under construction | 8 | Ku-Bha | R 3,208,548.19 | DBSA |

| Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|-------------------------------------|---------------------------|------|-------------|------------------|--------------------|
| XOLOBENI JUNIOR SECONDARY SCHOOL | Under construction | 25 | Xolobeni | R 4,642,904.22 | DBSA |
| GUQA JUNIOR PRIMARY SCHOOL | Under construction | 6 | Guqa | R 491,867.65 | DoE |
| NTLANEZWE SENIOR PRIMARY SCHOOL | Under construction | 9 | Nqabeni | R 645,568.60 | DoE |
| WATER PROJECTS | | | | | |
| Tokozani Primary School | Practical Completion | 19 | Nonja | R 3,848,136.41 | IDT |
| Mbabazo PS | Practical Completion | 19 | Ntlozelo | R 3,828,364.89 | IDT |
| ESIGODLWENI JUNIOR SECONDARY SCHOOL | Under construction | 11 | Madada | R 2,542,116.14 | BOSCH STEMLE |
| NTSIMBINI JUNIOR SECONDARY SCHOOL | Under construction | 30 | Mtsimbini | | IDT |
| Lusindisweni PS | Practical Completion | 15 | Cithwayo | R 2,516,204.05 | BOSCH STEMLE |
| ELECTRICITY PROJECTS | | | | | |
| Mdelwa PS | Awaiting Eskom connection | 19 | Mkolorha | R 2,545,367.55 | DBSA |
| DISASTER PROJECTS | | | | | |
| Nonkqubela SSS | Site Handover | 13 | Mathwebu | R 3,047,303.35 | DoE |
| Mgwede JSS | Practical Completion | 25 | Makhwantini | R 1,881,123.48 | DoE |
| Khaleni PS | Practical Completion | 7 | Khaleni | R 3,127,153.87 | DoE |
| Mdeni JSS | Under construction | 31 | Ludeke | R 2,940,000.00 | DPW |
| Ncura SSS | Planning | 8 | Magqabasini | | DoeE |
| FENCING PROJECTS | | | | | |
| THEMBALESIZWE COMP TECH SS | Under construction | 21 | Esicambeni | | DoE |

| Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|----------------------------------|--------------------|------|--------------|------------------|--------------------|
| MPENI SSS | Planning | 2 | Emtavuna | | DoE |
| NCURA S SS | Planning | 8 | Emagqabasini | | DoE |
| MNCWATI SSS | Planning | 15 | Amangutyana | | DoE |
| MKOMANE SSS | Planning | 10 | Malongwana | | DoE |
| MDATYA PS | Planning | 23 | Madiba | | DoE |
| MAQONGWANA S SS | Planning | 25 | Ntshintshana | | DoE |
| GUMZANA SSS | Planning | 22 | Gumzana | | DoE |
| BALENI SSS | Planning | 25 | Baleni | | DoE |
| WINNIE MANDELA COMP TECH S SS | Planning | 15 | Luthulini | | DoE |
| Mdatya SSS | Under construction | 25 | Madiba | R 865,715.52 | CDC |
| Enyanisweni SSS | Under construction | 30 | Nyanisweni | R 1,129,142.46 | CDC |
| Nomagqwathekana SSS | Under construction | 22 | Ntshintshana | R 1,833,918.91 | CDC |
| Mpondombini SSS | Under construction | 18 | Nyaka | R 1,825,131.97 | CDC |
| DONNER FUNDING | | | | | |
| kwaNIKWE JUNIOR SECONDARY SCHOOL | Under construction | 17 | Nikhwe | R 2,508,354.11 | DPW |
| FULL SCOPE PROJETS | | | | | |
| Mgomazi SPS | Under construction | 16 | Mgomazi | R40'000,000.00 | DPW |
| Mqhokweni PS | PC | 2 | Mpeni | R 35'653'661.34 | IDT |

| Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|---------------------------------|---|------|--------------|------------------|--------------------|
| Stanford PS | Under construction | 20 | Mzize | R 63,555,034.58 | IDT |
| Ntukayi | Under construction | 7 | Ndunge | R 81,074,891.00 | IDT |
| PREFABRICATED STRUCTURES | | | | | |
| ANE District Office | PC | 1 | Town | R 28,155,720.00 | DBSA |
| Vukayibambe SS | Under construction | 11 | Mdikiso | R 12,456,205.07 | IDT |
| Nkantolo PS | PC | 27 | Nkatolo | R10,045,521.83 | DBSA |
| Lower Mkomane | PC | 10 | Esilangwe PS | R10,900,000.00 | DBSA |
| Nonkqubela SSS | Under construction | 13 | Mathwebu | R 516,849.07 | DoE |
| Mpondombini SSS | Under construction | 18 | Nyaka | R 1,165,331.24 | DoE |
| Silangwe SPS | Under construction | 27 | Silangwe | R 1,203,351.77 | DoE |
| Nongeke SSS | Under construction | 20 | Redoubt | R 1,203,351.77 | DoE |
| ECD CENTRES | | | | | |
| Esilangwe PS | Contract terminated. DoE is busy with the procurement of the finishing contractor | 27 | Silangwe | R 10,179,725.12 | IDT |
| Dumile PS | Planning | 12 | KwaNdela | | IDT |

7.1.5.3. DEPARTMENT OF SOCIAL DEVELOPMENT

| Department | Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|--------------------|---------------------------------|----------------|------|-------------------------|------------------|--------------------|
| Social Development | 1. Khananda Service Centre | Service Centre | 22 | Makewini Location | R104 929.00 | DsD |
| Social Development | 2.Lukhanyo Society for The Aged | Service Centre | 17 | Kwa Nikwe Location | R104 929.00 | DsD |
| Social Development | 3.Ikhetelo Serv. Centre | Service Centre | 08 | Magqabasini Location | R86 929.00 | DsD |
| Social Development | 4. Abadala Nkantolo | Service Centre | 27 | Nkantolo Location | R86 929.00 | DsD |
| Social Development | 5. Ncedisizwe Service Centre | Service Centre | 22 | Lukholo Location | R86 929.00 | DsD |
| Social Development | 6.Ncedo service center | Service Centre | 20 | Redoubt Location | R86 929.00 | DsD |
| Social Development | 7.Mthayise Old Age group | Service Centre | 16 | Mthayise Location | R86 929.00 | DsD |
| Social Development | 8.Sakhubomi service center | Service Centre | 26 | Nomlacu Location | R86 929.00 | DsD |
| Social Development | 9.Mgcinephila Service Centre | Service Centre | 24 | Lurolwani Location | R86 929.00 | DsD |
| Social Development | 10.. Sophumelela Service Centre | Service Centre | 31 | Ezityaneni Location | R86 929.00 | DsD |
| Social Development | 11.Ncedisa Service Centre | Service Centre | 10 | Mcetsheni Location | R86 929.00 | DsD |
| Social Development | 12.Simanyene Service Centre | Service Centre | 29 | Bulala Location | R86 929.00 | DsD |
| Social Development | 13.. Khanyisa Service Centre | Service Centre | 19 | Amangutyana Location | R86 929.00 | DsD |
| Social Development | 14.Suthu Service Centre | Service Centre | 03 | Kwa Ntshangase Location | R86 929.00 | DsD |

| Department | Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|--------------------|---|------------------------------------|-------|------------------------|------------------|--------------------|
| Social Development | 15.Mhlabeni Service Centre | Service Centre | 22 | Mhlabeni Location | R86 929.00 | DsD |
| Social Development | 16.Nikolo old age project | Service Centre | 28 | Topozo Location | R86 929.00 | DsD |
| Social Development | 17.Siwisa service center | Service Centre | 09/31 | Siwisa Location | R86 929.00 | DsD |
| Social Development | 18.Senzokwethu service center | Service Centre | 25 | Khumbuza Location | R86 929.00 | DsD |
| Social Development | 19.Luhle service center | Service Centre | 15 | Mabekuteni Location | R86 929.00 | DsD |
| Social Development | 20.Ilinge old age project | Service Centre | 31/07 | Esikhumbeni Location | R86 929.00 | DsD |
| Social Development | 21.Ntola support service center | Service Centre | 03 | Amantshangase Location | R86 929.00 | DsD |
| Social Development | 22. Zamukulngisa Service Centre | Service Centre | 20 | Mamcakweni Location | R86 929.00 | DsD |
| Social Development | 23. Zwelitsha Old Age Project | Service Centre | 04 | Ludeke Location | R86 929.00 | DsD |
| Social Development | 24. Winnie Madikizela Mandela Old Age Project | Service Centre | 14 | Mbhongweni Location | R86 929.00 | DsD |
| Social Development | Nozibele Elderly Project | Service Centre | 13 | Ngcingo | R86 929.00 | DsD |
| Social Development | Masakhane Project | Services to people with Disability | 26 | Mt Zion | R135 000.00 | DsD |
| Social Development | 1.Sinosizo support group | HIV/AIDS | 9 | Envis | R290 444.00 | DsD |
| Social Development | 2.Ixabiso Lomntu | HIV/AIDS | 8 | Ntlenzi | R290 444.00 | DsD |
| Social Development | 3. Sizophila Community and Child Health Forum | HIV/AIDS | 18 | Nyaka | R290 444.00 | DsD |
| Social Development | Sinokhanyo HBC | HIV/AIDS | 03 | Dumsi | R862 800.00 | DsD |

| Department | Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|--------------------|---|--|------|------------------|------------------|--------------------|
| Social Development | Mbizana Masincedane Family Preservation | Care & support services to families | 14 | Luthulini | R86 854.00 | DsD |
| Social Development | Sinosizo Isikelo Drop-in Centre | Drop-in centres | 26 | Nomlacu Location | R231 744.00 | DsD |
| Social Development | Siphumelele Isikelo | Drop-in centres | 26 | Mt Zion Location | R231 744.00 | DsD |
| Social Development | Ikhaya LeMbizana | Childcare and protection special day care centre | 26 | Mt Zion | R120 000.00 | DsD |
| Social Development | Mzamba Victim support Centre | VEP | 24 | Sea View | R150 000.00 | DsD |
| Social Development | Bhekizizwe white door center of hope | VEP | 16 | Mpisi | R150 000.00 | DsD |
| Social Development | Khuseleka white door center of hope | VEP | 31 | Siwisa | R150 000.00 | DsD |
| Social Development | 4. Imizizi Youth Advocate | Crime Prevention | 20 | Imizizi Location | R125 617.00 | DsD |
| Social Development | 5.Youth beyond Expectations | Crime Prevention | 01 | Bizana | R128 850.00 | DsD |
| Social Development | Mavenu Community Nutrition and Development Centre | Poverty Alleviation and sustainable livelihood | 14 | Luthulini | R372 156.25 | DsD |

| Department | Project name | Project nature | Ward | Village | Budget Allocated | Implementing Agent |
|--------------------|--------------------------------|-------------------|------|-----------|------------------|--------------------|
| Social Development | Lithelinamandla | Women Development | 10 | Rockville | R125 000.00 | DsD |
| Social Development | Zingelani Primary Coop Limited | Youth Development | 12 | Mapheleni | | DsD |
| | | | | | | |

7.1.5.4. Department: ECONOMIC DEVELOPMENT ENVIRONMENTAL AFFAIRS AND TOURISM

| Project name | Project nature | Ward | Village | Year / Period of Implementation | Budget Allocated |
|--|---|---|--|---------------------------------|--|
| Local and Regional Economic Development Fund (LRED) | A fund which is aimed at creating an enabling environment to support enterprise development, that were previously unable to access funding from commercial banks and other DFIs due to lack of security / collateral and or lack of credit history. | The Programme targets all wards, meaning all eligible SMMEs and Cooperatives that meet criteria and guidelines as stipulated in policy. | The Programme targets all villages stipulated in policy. | 2023/24 | The budget is capped at R500, 000 for Project Generation and capped at R3m for Project Implementation. |
| Imvaba Fund | The fund is solely to promote the viability of the Cooperatives in the Eastern | The Programme targets all wards, meaning all eligible Cooperatives that meet | The Programme targets all villages | 2023/24 | The budget is capped at R500 000 per applications received, assessed, and approved. |

| Project name | Project nature | Ward | Village | Year / Period of Implementation | Budget Allocated |
|---|--|---|--|--|--|
| | Cape Province and it is administered and implemented by ECDC. | criteria and guidelines as stipulated in policy. | | | Fula Agricultural Primary Coop at Mzizi A/A, Njilo KaBalisa Agricultural Primary Coop at Ntlenzi A/A and Ekuphileni Clothing Coop at amaNikhwe will continue to be monitored in the 2023/24 FY |
| Informal Business Support Programme (IBSP) | Encourage the transitioning of the informal and micro enterprises to formal economy by ensuring compliance with legal and regulatory frameworks that governs business activities in South Africa | Creating an enabling environment to support enterprise development. | The Programme targeted all villages within the municipal jurisdiction. | The budget was capped at R30, 000, per successful applicant and targeted clothing and textiles, small scale manufacturing, small scale automotive aftermarkets, and or services sectors. | The Programme was implemented in the 2020/21 FY, however the Department has approved 23 Informal Businesses within the WMMLM in the 2022/23 FY. The delivery of the items purchased is expected to be on March 2023. These informal businesses will continue to be monitored in the 2023/24 FY |
| Township and Rural Economy | Aimed at reviving the township and rural economy. | Green Paper consultations on the Eastern Cape Township and Rural Economy Bill have been concluded | The Programme targets all municipalities | 2023/24 | Some of the key issues that came up during consultations include but are not limited to the following: need to improve infrastructure like roads, ICT (network and data), water; business development services including the proximity and accessibility of the Development Finance Institutions (DFIs); access to markets and cumbersome funding criteria including stringent and complex application process and forms |
| SST (Self-Service Terminal) | The Programme is aimed at providing businesses an opportunity to register their companies in simple and | The Programme targets all wards | The Programme targets all villages | 2023/24 | N/A |

| Project name | Project nature | Ward | Village | Year / Period of Implementation | Budget Allocated |
|---|---|---------------------------------|------------------------------------|---------------------------------|------------------|
| | accessible manner within a paperless environment | | | | |
| Office of the Consumer Protector | To receive and investigate consumer complaints regarding the Act and initiate an investigation into suspected prohibited conduct. Provide access to efficient and effective redress for consumers through education and awareness creation. | The Programme targets all wards | The Programme targets all villages | 2023/24 | N/A |

CHAPTER 5.

8. INTEGRATION AND ALIGNMENT OF THIS IDP WITH NATIONAL, PROVINCIAL AND DISTRICT PLANS/ STRATEGIES.

| LOC. GOV. KPA | NATIONAL PRIORITIES | PROVINCIAL PRIORITIES | WMMLM Vision 2030 OUTCOME |
|---|---|--|--|
| BASIC SERVICE DELIVERY | Improve health profile of the nation | Improve the health profile of the province | Highly proactive and responsive Service Delivery Machinery |
| Local Economic Development and Spatial Planning | <ul style="list-style-type: none"> Comprehensive rural development strategy linked to land and agrarian reform & food security. Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods. | <ul style="list-style-type: none"> Rural development, land and agrarian transformation, and food security. Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods. | Inclusive and Resilient LED linked to Infrastructure network, Strategy Partnership and Investments |
| Institutional Transformation and Human Resource Development | <ul style="list-style-type: none"> Pursuing African advancement and enhanced international cooperation. | Strengthen education skills and human resource base | Sustainable Municipal Transformation and Institutional Development |
| Good Governance and Public Participation | <ul style="list-style-type: none"> Strengthen skills and human resource base Building a developmental state including improvement of public services and strengthening democratic institutions | Building a developmental state including improvement of public services and strengthening democratic institutions | An improved, Good governance and Sustainable Financial Viability |
| Financial Planning and Reporting | <ul style="list-style-type: none"> A capable, ethical and developmental state | Capable, conscientious and accountable institutions | Inclusive Planning and Collaborative / synergy |

The strategic approach to the development of the Municipality's integrated development plan is underpinned by policies and strategies of the national and the provincial government and as well as District Plans. The development objectives of these policies have influenced the development of the strategic direction that the Municipality has identified. This phase aims to ensure internal strategic consistency with regards to the municipality's identified strategic vision and objectives, financial and institutional resource contexts as well as compliance with policy and legal requirements. The relevant government strategies and policies which this IDP

has been aligned to are National strategic Infrastructure Projects, Millennium Development Goals, Service Delivery Agreement Outcome 9, National Government Programme of Action 2009 – 2014, the Provincial Government Development priorities and district policies & strategies. The section will also list the sector strategies that led the strategic direction of the municipality.

8.1.1. National Development Goals, Vision 2030

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society

The Diagnostic Report of the National Planning Commission, released in June 2011, sets out South Africa's achievements and its shortcomings since 1994. The Vision Statement of the NDP is a step in the process of charting a new path for our country. The NDP has the following objectives: -

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

8.1.2. Delivery Agreement: Outcome 9

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved, viz.:

- Implement a differentiated approach to municipal financing, planning and support;
- Improve access to basic services;
- Implementation of the Community Work Programme;
- Actions supportive of the human settlement outcome;
- Deepen democracy through a refined Ward Committee Model;
- Improve administrative and financial capability;
- A single window of coordination.

The outputs consist of targets, indicators and key activities which need to be achieved. The achievement of these outputs will go a long way in improving the lives of residents whilst at the same time improving the processes within government, so they are able to operate more effectively and efficiently.

8.1.3. National Spatial Development Perspective (NSDP)

The NSDP's objective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. The National Spatial Development Perspective also informs the Spatial Development Framework of the Municipality.

8.1.4. Back to Basics – COGTA Programme for Change

The programme is a national initiative aimed at ensuring that municipalities perform their core mandate of delivering basic services to local communities, as enshrined in Chapter seven (7) of the Constitution of South Africa. The Back to Basics approach is based on five principles which are: -

- Putting people first and engaging with the community;
- Delivering basic services;
- Good governance;
- Sound financial management; and
- Building capabilities.

8.1.5. Local Government: Municipal Planning and Performance Management Regulations, 2001

To develop further guidelines and clarity in the issues of IDP, regulations were issued in 2001. The Municipal Planning and Performance Management Regulations set out in detail the requirements for IDPs and Performance Management System.

8.1.6. Disaster Management Act, No 57 of 2002

The Disaster Management Act, aimed to provide integrated and coordinated disaster management policy, in which the main features of disaster management are described as preventing or reducing the risk of disasters, mitigation the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery and rehabilitation. The Disaster Management Act provides for the declaration of disasters through national, provincial and local government spheres. In the case where Provincial and Local authorities have determined that a disastrous drought occurred or threatens to occur, the disaster management centres of both the province and municipality must immediately:

- Initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;
- Inform the national centres of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster;
- alert disaster management role-players in the province that may be of assistance in the circumstances and;
- Initiate the implementation of any contingency plans and emergency procedures that may be applicable in all circumstances.

8.1.7. Municipal Finance Management Act (MFMA), No 56 OF 2003

Section 21 of the MFMA stipulates that the mayor of a municipality must coordinate the processes for the annual budget and for reviewing the municipality's IDP and budget – related policies to ensure that the tabled budget and any revisions of the IDP and budget related policies are mutually consistent and credible. At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for:-

- The preparation, tabling and approval of the annual budget;
- The annual review of –
- The IDP in terms of section 34 of the Municipal Systems Act (MSA) and
- The budget related policies.
- The tabling and adoption of any amendments to the IDP and budget related policies and
- Any consultative process forming part of the processes referred to in subparagraph (i), (ii) and (iii) above.

8.1.8. Provincial Development Plan, 2030 Vision for the Eastern Cape

The National Development Plan as explained above sets out a vision for South Africa – a prosperous country with no poverty or inequality. The Eastern Cape's Provincial Development Plan (PDP) plan aims to provide creative responses to the province's challenges. A sustainable future for the Eastern Cape rests on people-centred development to achieve five related goals:

- An inclusive, equitable and growing economy for the province
- An educated, innovative and empowered citizenry
- A healthy population
- Vibrant, equitably enabled communities
- Capable agents across government and other institutional partners committed to the development of the province.

These goals will be pursued with a focus on rural development to address serious inherited structural deficiencies – the legacy of apartheid has left the rural regions of the Eastern Cape underdeveloped, with an urban economy that is unduly stressed and experiencing slow growth. Addressing this spatial unevenness in endowment and development will take time and hard work, but it can be done. The PDP's design and implementation planned to shift discriminatory attitudes towards women and other vulnerable sectors of society.

8.1.9. Municipal Systems Act, No 32 OF 2000

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that:-

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: -

- links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;

- aligns the resources and capacity of the municipality with the implementation of the plan;
- forms the policy framework and general basis on which annual budgets must be based;
- complies with the provisions of Chapter 5 of this Act;
- is compatible with national and provincial development plans and planning requirements binding the municipality in terms of the legislation.

As far as the status of an IDP is concerned Section 35 states that an IDP adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning and development as well as all decisions with regard to planning, management and development in the municipality; 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 binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a "by-law".

LOCAL STRATEGIES AND PLANS

Winnie Madikizela – Mandela Local Municipality has all necessary strategies and plans in place that are essential in determining the economic edges that are ready to exploitation in order for the LM to seize competitive and comparative advantage. The strategies and plans are briefly discussed hereunder:

Executive Summary of Communication Strategy

Winnie Madikizela – Mandela Municipality developed and adopted communications this Communication strategy seeks to address the communication issues within WMM Local Municipality and it is based on the communication development approach which stands on the following;

- Access to information, open dialogue, openness and accountability and media freedom are all fundamental tenets of a thriving democracy.
- To achieve these, government should maintain continued interaction with all stakeholders and require that political principals to take on the role of chief communicators within their portfolios.

This is particularly relevant within the context of developmental communication, which focuses on meeting the communication needs of the people in a manner that is accessible to them and which will result in a qualitative difference to their lives. The development-communication approach is aimed at making public programmes and policies real, meaningful and sustainable. Information should be applied as part of community development efforts and should address information needs identified by communities, including various structures and groups within communities. Most importantly, the information should take into consideration the diversity of culture and language and different literacy levels. The intended outcome is to make a difference in the quality of life of individuals and communities.

Strategies and communication and objectives

- A thousand voices speaking without a common message and single purpose will in the end just make an indistinct noise that few will hear
- We communicate in a noisy world, competing for attention with voices that have objectives that are different and often opposing
- And we do so in a world made up of a vast array of interests and concerns, and a world in which everyday concerns weigh heavily on most people
- Government considers communication to be a strategic element of service delivery.
- To communicate government priorities in partnership with the sector departments in the context of the IDP.
- To enhance participatory democracy through capacitating of communities in Community Based Plans (CBP) and IDP processes
- To ensure strengthened internal and external communication.
- To disseminate information to the public in all languages spoken in the municipality.

Public Participation Policy

The Winnie Madikizela – Mandela Local Municipality has developed the policy in compliance with the provisions of the Municipal Structures Act and the Municipal Systems Act to provide for the establishment of appropriate mechanisms, processes and procedures to create conditions for the local community to participate in the affairs of the municipality. The policy aims at promoting the culture of municipal governance that complements formal representative government with a system of participatory governance as well as to give effect to the requirements of the legislation in terms of establishing mechanisms and processes for community participation.

In making effective public participation the policy gives details of key policy guidelines and general principles as well as structures that assist in ensuring community participation in the affairs of the municipality and other stakeholders and culture of creating conducive environment, openness, accountability and transparent system of governance.

Intergovernmental Relations Terms of Reference

The terms of reference for Winnie Madikizela - Mandela Local Municipality IGR serve as a basis for the provision of platform to engage important stakeholders on service delivery. They outline fundamental objectives of Mbizana IGR Forum and provide internal procedures to ensure compliance with Intergovernmental Relations Framework Act No 13 of 2005. Envisaged key role players in these terms of reference are sector departments across spheres of government and they serve to promote co-operation between spheres of government and enhancement of good and harmonious relations for the sake of efficient and effective service delivery.

Risk Management Policy

The Accounting Officer / Authority has committed WMM Local Municipality to a process of risk management that is aligned to the principles of good corporate governance, as supported by the Public Finance Management Act (PFMA), Act 1 of 1999 as amended by Act 29 of 1999 / Municipal Finance Management Act (MFMA), Act no 56 of 2003. Risk refers to an unwanted outcome, actual or potential, to the Municipality's service delivery and other performance objectives, caused by the presence of risk factor(s). Some risk factor(s) also present upside potential, which Management must be aware of and be prepared to exploit. Such opportunities are encompassed in this definition of risk. Risk management is a systematic and formalised process instituted by the department to identify, assess, manage and monitor risks. The Municipality implements and maintains effective, efficient and transparent systems of risk management and internal control. The risk management will assist the Municipality to achieve, among other things, the following outcomes needed to underpin and enhance performance:

Legal Risk Management and Litigation Policy

Winnie Madikizela – Mandela Local Municipality has recognised an increase in litigation cases and that the costs associated with such cases are unacceptably high. The Municipality has also recognised that there appears to be poor legal risk management strategies currently in place needed to assist in reducing the number of litigation cases. In those instances, wherein, litigation is unavoidable and necessary, there appears to be weak management protocols in place to ensure that such cases are disposed of in the most efficient and cost-effective manner. This Policy aims to ameliorate such deficiencies by providing certain risk management and litigation management principles and operating protocols. This Policy must be recognised as a living document in need of regular review. The purpose of this Policy is two-fold: The Legal Risk Management component is intended to identify, respond to and avoid legal risks, thereby avoiding unnecessary litigation; the Litigation Component is intended to manage unavoidable and necessary litigation in a most efficient and cost-effective manner.

Spatial Development Framework

The municipality developed and adopted the spatial development framework in the 2014/15 for the period of five years. The approved spatial development framework was reviewed in the 2019/2020 financial year and adopted on the 13th May 2022. As part of implementing the approved spatial development framework, the municipality is in the process of developing the local spatial development framework of the identified nodes. In this current financial year, the municipality has developed and adopted (26th March 2020) the coastal spatial development framework to guide the development in the fast growing Mzamba node and the incorporation of N2 construction that is underway. The municipality intend to develop the N2 corridor development plan with the intension of promulgating a town along the coast.

Local Economic Development Strategy

Winnie Madikizela-Mandela LM has undertaken a process of reviewing the LED Strategy, from the basis that any strategically planned LED can increasingly be used by its communities to strengthen the local economic capacity, improve the investment climate, and increase the productivity and competitiveness of local businesses, entrepreneurs and the labour force. This can then empower the local communities to restructure their economic situation, through an effective utilization of their hard and soft infrastructure, so as to stimulate growth required to create jobs, and thereby reduce poverty.

An assessment of the local economy indicated a distressed community, which is faced by the triple challenges of poverty unemployment and inequality. Being that the case, the local area has been identified to have a potential in the following key growth sectors, which are mostly underperforming, in terms of their contribution to the local economy: Agriculture; Forestry; Tourism; Wholesale and Trade; Construction; Mining and Mari-culture. This strategy thus proposes an economic development vision; strategic objectives, programmes and projects to enable sustainable development in Mbizana, which are captured below in the following Strategic Framework Matrix:

| STRATEGIC FRAMEWORK MATRIX | | | |
|---|--|---|---|
| Vision | Strategic Objectives | Strategic Programmes | Priority Projects/Initiatives |
| Empowered, growing and self-sufficient local communities | Strengthen municipal institutional governance support systems for effective LED on a yearly basis | LED Institutional and Organisational Development | LED human resource capacity development |
| | | | Local Economic and Marketing Intelligence |
| | | | Supportive local procurement policies and supply chain management processes |
| | | Economic development strategic partnerships and networks | Multiple LED support structures and associational networks |
| | | | Economic development strategic partnerships |
| | Improve the provision of basic services and critical catalytic economic infrastructure by 50% each year. | Enabling Economic Support Infrastructure | Investment in hard infrastructure |
| | | | Investment in sites and premises |
| | Stimulate a culture of entrepreneurship and encourage small business growth by 5% between 2017 and 2021. | SMME, Cooperatives and Informal Trade Development and Support | Small Business One-Stop Shop |
| | | | Ward/ Village Based Cooperatives Trading and Marketing Hubs |
| | | | Informal Trade Shared Economic Infrastructure Facility |
| | Boost economic diversification in key growth sectors with latent developmental potential to contribute to more than 15% to the local GDP by 2021 | Targeted Sector Development | Agriculture Development |
| | | | Tourism Development |
| | | | Wholesale and Retail |
| | | | Construction Sector Development |
| | | | Forestry Development |
| | | | Small Scale Mining |
| | | | Mari-Culture Development |

| | | | |
|--|---|-----------------------------|----------------------|
| | Increase the amount of inward investment into the Municipality by R 10 million per annum over 5 years | Inward Investment Promotion | Investment Promotion |
|--|---|-----------------------------|----------------------|

A five (5) year implementation plan for the strategy is also proposed, to serve as an integrated programming document, that will maintain and clarify the strategic direction, and ensure that programs and projects get implemented over this time frame, before the strategy can be reviewed. The implementation plan proposes estimated annual budgetary figures, which will require leveraging of resources from a wide number of stakeholders, representing both the public and the private sector, such that these stakeholders can be able to bring in both financial and non-financial resources, towards implementing this strategy.

It is further recommended that the strategy be implemented and monitored using a combination of both *internal* and *external* institutional structures, some of which can either be initiated, or strengthened, as a way of developing the economy of WMMLM.

The primary *internal* implementation structure for this strategy will need to be the *Strategic Planning and Economic Development Department* within WMMLM, which in terms of municipal service delivery models, is considered to be the main nerve centre that facilitates co-ordinates and promotes small businesses, within the broader LED Key Performance Area (KPA) of local government. This department will work in close collaboration with *external* delivery structures, which will be responsible for providing the necessary support towards the achievement of the proposed objectives, as well as monitor and evaluate the impact of the strategy, within broader socio-economic development and growth, in WMMLM. The recommended external structures will need to be:

- ANDM;
- ANDA;
- LED Forum;
- Business Chamber/Associations;
- Hawkers/ Informal Trade Association, and
- Co-operatives Forum

A monitoring and evaluation (M&E) framework is further recommended, that sets out of clear indicators necessary to measure inputs, outputs, outcomes, and the impact of each of the proposed project to be implemented in the strategy, which will need to be consolidated to determine program success, and provide an overall assessment of the effectiveness of the strategy, in contributing towards economic growth in WMMLM. This M&E framework needs to also gets integrated within the annual Service Delivery and Budget Implementation Planning (SDBIP) cycles of the LED Unit within WMMLM, and the Performance Management System of the municipality, such that there could be a cyclically and systematic monitoring and evaluation of the strategy, overtime its entire 5 - year implementation timeframe.

Housing Sector Plan

The plan was adopted in the 2010/2011 financial year and it has been reviewed and adopted for the five-year horizon in the 2017/18 financial year. The purpose of the review is to develop a strategic document to inform and guide the Winnie Madikizela – Mandela Local Municipality in the allocation of resources with regards to housing, access to services, administration, and socio-economic

realities. The plan will incorporate the municipal housing need register, determine the backlogs, projects, infrastructure and Spatial Illustration of projects, demand and backlogs in ward-based approach, Housing needs register, informal settlement, migration bulk services etc.

Tourism Development Plan

Winnie Madikizela-Mandela Local Municipality has undertaken a process of reviewing the Tourism Development framework, from the basis that any strategically planned Tourism can increasingly be used by its communities to strengthen the local economic capacity, improve the investment climate, and increase competitiveness of local businesses, entrepreneurs. The municipality has identified tourism as one of the pillars for local economic development hence embarking on reviewal of a tourism development framework. Tourism should be the fundamental sector to stimulate economic growth in the municipality.

With the exception of the Wild Coast Sun Hotel (WCSH), there are several attempted tourism projects, some were tried but failed and some are at conceptual stage. This does not necessarily translate into lack of tourism opportunities but it challenges the nodes and relevance of types of tourism concepts for development.

The first step entails undertaking a status quo and research analysis which will provide a direction towards local economic development through the tourism industry. These form part of phase one of the reviewal of the tourism development framework for WMMLM.

The second phase focuses on the tourism concepts for development and implementation plan. Tourism will be developed to benefit the people of WMMLM area and improve their material and non-material well-being, and to provide them with investment opportunities, incentives, training opportunities etc, while encouraging and expecting them to take leadership roles in the industry. It is expected that the tourism industry will contribute immensely to decrease unemployment and alleviate poverty in the municipal area.

The tourism development framework is a blue print for future tourism development whereby it assists in the chronological process that must be undertaken to embark on tourism projects.

DISASTER RISK MANAGEMENT PLAN SUMMARY

Winnie Madikizela-Mandela Local Municipality developed and adopted a Disaster Risk Management Plan in June 2016. The local authority is committed to ensuring the safety of its inhabitants and the sustainability of its communities, economy and environment and therefore intends to effectively manage disaster risks.

In terms of the Disaster Management Act, 2002 (Act 57 of 2002), municipalities are required to compile municipal disaster management plans.

The key intended outcomes of this plan are the integration of Disaster Risk Management into the strategic and operational planning and project implementation of all line functions and role players within the municipality, the creation and maintenance of resilient communities within the area and an integrated, fast and efficient response to emergencies and disasters by all role-players. This

level 1 Disaster Risk Management Plan must enable the Municipality to adhere to the requirements of a level 1 Plan as per section 3.1.1.2 of the National Disaster Management Framework.

Disaster is defined as progressive or sudden, widespread or localized, natural or human caused occurrence which causes or threatens to cause death, injury or disease, damage to property, infrastructure or the environment, disruption of the life of a community. The municipality has established mechanisms to ensure integration and joint standards of practice in the execution of disaster risk management policy throughout its jurisdiction.

According to the risk prioritization results conducted during November 2015, which indicated the following hazards as being rated as the highest 'total risk' hazards range: Severe storms (strong winds, tornadoes), Motor vehicle accidents, Veld fires, Human diseases, Rough Sea/Tides and Deforestation. The action needed for the above-mentioned risks is risk reduction and preparedness planning. During a stakeholder consultation session, stakeholders were required to identify hazards perceived to be a concern in the Winnie Madikizela-Mandela Local Municipality. This was part of obtaining indigenous and specialist knowledge from stakeholders and verifying/updating current identified disaster risk assessment results and Ensure effective and appropriate disaster response and recovery

Several risk reduction measures are identified related to the highest rated identified risks. These measures were decided upon in consultation with the relevant responsible departments. There are certain responsibilities that the municipal departments must partake on, in disaster management. Each stakeholder has identified its own role in disaster risk management and in its own plans and provide for such information.

Whilst the Disaster Management Functions are cutting across all departments, Integration and Co-ordination will be done by Community Services Department, the municipal department will be assisting with prevention/mitigation, response and recovery actions. The communities will also assist with disaster risk reduction and co-operation as community leaders e.g. Ward Councillors, Traditional leaders assist with community liaison.

Mitigation activities have been considered to include components such as Preparedness, Recovery and Reconstruction. Mitigation activities generally grouped into two levels, namely structural and non-structural. Structural measures refer to any physical construction to reduce or avoid possible impacts of hazards, which include engineering measures and construction of hazard-resistant and protective structures and infrastructure. Non-structural measures refer to policies, awareness, knowledge development, public commitment, and methods and operating practices, including participatory mechanisms and the provision of information, which can reduce risk and related impacts.² In terms of logistical systems in support of mitigation activities, and in line with the above mentioned definition, the aim of mitigation logistics will be to ensure appropriate mitigation related supplies or goods, in good condition, in the quantities required, are available at the place and time they are needed in order to implement

preparedness, recovery and reconstruction activities. This plan is due for review during the 2021/2022 financial year, procurement processes are underway to review the plan.

INTEGRATED WASTE MANAGEMENT PLAN

The development of an Integrated Waste Management Plan (IWMP) is a requirement for certain organs of state in terms of section 11 of the National Environmental Management Waste Act, 2008(Act 59 of 2008) for government to properly plan and manage waste. The municipality has developed and adopted the IWMP in 2019, submitted to DEDEAT and no response of endorsement has been received until MISA committed to assist the municipality to update the plan in 2021 so that when it is endorsed it has current information.

The plan looks at the situational analyses of the municipality and the determination of the desired end state.

- Goal 1: Improve and develop infrastructure to comply with legislative requirements and municipal needs.
- Goal 2: Provide effective waste collection.
- Goal 3: Provide an Effective and a Cost-Efficient Waste Management Service.
- Goal 4: Decrease waste deposited on waste disposal facility
- Goal 5: Minimise/prevent illegal activities
- Goal 6: Capacity building through information sharing
- Goal 7: An educated community that is aware of the principles of responsible waste management

PROJECT IDENTIFIED

- Continue with Construction of the licensed landfill site which will comply with the legislation.
- Extend waste management services to indigent household and rural businesses.
- Review of the current tariff strategy, Waste Management By-laws and Waste Management Tariff Policy.
- Encourage recycling and support recycling initiatives.
- Improve the removal of illegally dumped waste and enforce by-laws.
- Ensure proper waste management practices at medical facilities and funeral parlours.
- Community Awareness Campaigns

INDIGENT POLICY

Due to high level of unemployment in the municipal area there are still households that are unable to pay for normal services, the municipality has developed an indigent policy to provide free basic services in a sustainable manner within financial and administrative capacity. WMMLM strives to fulfil constitutional obligation contemplated into constitution (section 152 of the constitution). The implementation depends on affordability by the municipality and social analysis of the area and this should be included in the municipal IDP.

The beneficiaries shall be determined by the municipality from time to time considering the qualification criteria set. The extent of Indigent Support will be based on the budgetary allocation for that particular financial year. Within the budgetary process the following assistance and support may be granted:

- ❖ Free basic electricity
- ❖ Free basic refuse removal
- ❖ Property rates
- ❖ Transfer of properties
- ❖ Free basic alternative energy

Climate Change strategy

Sections 152 and 156 with schedule 4b and 5b of the Constitution (Act No. 108 of 1996) mandate all local government amenities, inclusive of Winnie Madikizela-Mandela Local Municipality, to promote socio-economic development, and establish a safe and healthy environment for communities. As means of aligning to this obligation for sustainable development, WMM Municipality appropriated an initiative to develop a climate change adaptation strategy. A status quo report was drafted, literature review and a desktop study and site visits were conducted, and Economic drivers were identified.

The WMM Local Municipality adopted a climate change strategy in 2015. The strategy was developed with the responses outlined are aligned with the ANDM Vulnerability Assessment which states that our region is increasingly recognized as one of the areas in South Africa that will be hardest hit by climate change & represents significant opportunities for adaptation and building local community resilience against extreme hazards and adverse climate change impacts due to its natural biodiversity and ecosystems resource base. The climate change response strategy aimed to:-

- Ensure that the municipality is consistent with national priorities, including poverty alleviation, access to basic amenities including infrastructure development, job creation, rural development, foreign investment, human resource development and improved health, leading to sustainable economic growth;
- Ensure alignment with the need to consistently use locally available resources;
- Ensure compliance with international obligations;
- Recognize that climate change is a cross cutting issue that demands integration across the work programmes of other departments and stakeholders, and across many sectors of industry, business and the community;
- Focus on those areas that promote sustainable development;
- Promote programmes that will build capacity, raise awareness and improve education in climate change issues;
- Encourage programmes that will harness existing national technological competencies;
- Review the strategy constantly in the light of national priorities and international trends;
- Recognize that South Africa's emissions, Provincial and Local emissions will continue to increase as development is realized.
- Ensure that Mbizana Local municipality IDP prioritizes building climate resilience through planning human settlements and urban development; provision of municipal infrastructure and services; water and energy demand management; and local disaster response, amongst others

The Climate Change Strategy developed in 2015 was reviewed in 2021/2022 financial year with the following objectives:

- The review of the climate change strategy needs to focus on 3 indicators, which must include Adaptation, GHG Emissions and Knowledge sharing (community and school awareness's)
- The issue of Green House Gas Emissions needs to be clearly captured and data to be presented and quantifiable.
- Ecosystem adaptation projects must be clearly recommended
- It must clearly show National Adaptations as well as current legislation on energy use
- Practical projects which bind the municipality such as usage of energy efficient lights, no printing of paper for meetings and fixing all leaking pipes and taps must be a priority
- Using of solar water geysers for all housing projects must also be one of the practical recommendations
- Mainstreaming Climate change into existing municipal policies
- Use of the green book which is an initiative of national adaptation programmes to assist local municipalities
- Risk of municipality must be presented spatially and this information must be made public
- Securing adaptation to communities must be a priority such as promoting 3 R's.
- Legislative and adaptation gap analysis must be a priority
- Trainings of political leadership and municipal personnel on issues of climate change
- Outline status quo of the municipality in relation to the current climate change strategy
- Identify needs and gaps in the current Climate Change Strategy.
- Identify short- and long-term projects that have recently been done by other local municipalities addressing issues of climate change
- Identify fund opportunities for projects and estimation of budget needed for the projects
- Identify gaps in the current projects and recommend possible strategies to improve the projects
- Minimize adverse social and environmental impacts related to climate change and thereby improve the quality of life for all citizens

Environmental Management Framework

The WMM Local Municipality developed an Environmental Management Framework for the municipal/geographical area under its jurisdiction as per Sections 2, 23 & 24 of the National Environmental Management Act (Act 107 of 1998) and the EMF Regulation promulgated under the same Act. The initial project timeframe was six (6) months. The EMF document was adopted by the Council in December 2019.

The EM-Phase 1 process comprised of three (3) deliverables, namely the Environmental Status Quo Report, The Desired State of the Environment and Environmental Management Zones Reports. WMM Local Municipality developed an Environmental Management Framework (EMF) for the geographical area under the municipality's jurisdiction. The objective of an EMF is to provide a decision-making tool to ensure a balance between developments and environmental resource management decisions.

The Desired State of the Environment Report (DSER), outlines the vision for further development in the municipality, based on broad stakeholder consultation, and sets out objectives and principles for future developments. It is a visionary document that is founded in the opportunities and constraints as identified in the Status Quo Report. The project included community facilitations

which involved councillors and relevant stakeholders whose inputs were noted and included in the document. A literature review was also done with a desktop study on issues of tourism, agriculture and social issues.

Section 23 of NEMA defines the purpose of EMF as to promoting the application of appropriate environmental management tools in order to ensure the integrated environmental management of activities, whereas Section 24 of NEMA makes provision for the various mechanisms to implement the application of the appropriate tools.

Section 24 (3) of NEMA requires compilation of information and maps that specify the attributes of the environment in particular geographical areas, including the sensitivity, extent, interrelationships and significance of these attributes which must be considered by every competent authority.

According to the NEMA-EMF guidelines published in 2012, the EMF purpose is to:-

- Function as a support mechanism in the EIA process evaluation and review of development application;
- As a tool through compilation of information and spatial layers (maps) illustrating attributes of the environment for a specific geographic area;
- As an additional input in planning processes such as Spatial Development Framework (SDF), Integrated Development Plans (IDPs) and open space planning applications;
- Provide applicants with early indication of the areas in which it would potentially be appropriate to undertake an activity;
- Facilitate identification of different regulatory responsibilities and recommending mechanism for addressing needs of relevant competent authorities;
- Guide and inform competent authorities in decision making;
- Used by the Minister or MEC as guide to identify areas where EA will be required for certain additional listed; and
- For coordinated management of strategic spatial environmental information about the area.

INTEGRATED COASTAL MANAGEMENT PLAN

Winnie Madikizela-Mandela Local Municipality is known for its beautiful and diverse coastline, which is part of the captivating Wild Coast of the Eastern Cape. In the past, South Africa's coastline has not always been utilized and managed in an appropriate manner, resulting in the degradation of significant portions of this valuable national asset. In response, the Integrated Coastal Management Act No. 24 of 2009 as amended by Act No. 36 of 2014 (ICM Act) was developed to promote ecologically, socially and economically sustainable coastal development and resource use, as well as to control inappropriate development along our coast. In respect to coastal management tools, Chapter 6 of the ICM Act mandates all three spheres of Government to prepare Coastal Management Programs (CMPs). A CMP, in general terms, is a policy or strategy document that contains vital coastal management objectives, -which serve as a system of principles to guide decisions and achieve rational outcomes relating to the coastal environment.

The situational analysis provides a review and interpretation of existing information on the biophysical and socio-economic characteristics and management context of the municipal coastal area in order to identify and describe emergent and recurrent coastal issues, constraints and opportunities. The intention of this component of the CMP is not to re-sample the social,

economic or ecological situation of the area but rather to synthesise the numerous existing documents, reports and publications that have done so previously. The primary objective of the situational analysis is therefore to integrate the findings of the relevant Spatial Development Frameworks (SDF.s), Environmental Management Framework, numerous documents and plans for the Wild Coast and other information that is relevant to coastal management within the region. In so doing, this CMP component highlights issues of priority or concern that require specific attention. Emergent and recurring environmental and socio-economic issues of the municipal coastal area are summarized in the document. The municipality also established a local coastal committee which needs to be revived.

Human Resources Development Plan

Winnie Madikizela-Mandela Local Municipality has developed its Human Resource Development Plan adopted by the council in 2019. The strategy is based on this background that WMM Local Municipality has considered it necessary to re-look at its work processes. It is further necessary to take stock of what has been achieved and how council would want to impact on service delivery using its strategic trajectories. This strategy sets out the results of a situational analysis, performance and municipal capacity assessment conducted by the Municipal Manager and Senior Managers.

The Service Delivery strategies had undertaken a quick overall scan identifying critical areas of focus. In conducting this scan, a diagnostic approach was adopted (service delivery and budget implementation plan) focusing on all the areas as indicated in this report. This was coupled with sessions held with both the administration and political structures of the municipality on various occasions.

Employment Equity Plan

Winnie Madikizela-Mandela Local Municipality has developed and adopted an Employment Equity Plan with a three year plan starting on the 01st May 2019 and ending on the 30th April 2022. The objectives of the plan are:

- To promote employment of all different races
- to implement unemployed learnership programmes to serve as recruitment pools for future vacancies
- implement a formal succession management program to identify employees for the talent pool in under-represented groups
- conduct audit analysis to ensure that employment of all different races occurs
- To revise the effectiveness of the Employment Equity committee and recommend the appropriate training if need be.

Skills Retention Policy

The Winnie Madikizela-Mandela Local Municipality Skills Retention policy has been developed and adopted by council on the 28th November 2018 with the purpose to outline the mechanisms, tools and strategies that can be applied within the municipality in

order to retain critical, scarce and high-risk skills, whichever is applicable. The primary emphasis of this policy is to ensure that the Municipality proactively retains employees to ensure that the Municipality has the best, well trained and suitable employees occupying key positions within the municipality at all times.

Revenue Enhancement Strategy

In many developing countries, including South Africa, the capacity of local government to give effect to its fiscal power is a serious limitation. In South Africa this problem is compounded by the integration of previously disadvantaged communities into municipal boundaries, a culture of non-payment, and poor administrative systems, all of which it has manifested itself as staggeringly high levels of debt. On paper the solutions are easy: increase revenue; reduce expenditure; or do a combination of both. However, in reality the challenge is more complex and multi-faceted – there are political and socio-economic facets as well as institutional aspects, including shortages of skills, performance-orientation of staff and adequate physical resources. Implementing revenue enhancement strategies can only be achieved by critically reviewing the current revenue management processes, policies and procedures being applied by the municipality.

To effectively deal with the current challenges, the municipality must plan and implement effective and integrated revenue enhancement strategies. The need for an integrated approach should not be taken lightly. The Winnie Madikizela – Mandela Local Municipality (WMM LM) sustainability should be based on the following critical elements: -

- Development and implementation of an effective communication strategy;
- Strengthening of the provision of metered services;
- Strengthening of accurate billing process; and
- Improving Debt and Credit Management.

The WMM LM revenue business model needs to focus on maximizing revenue collection, reducing inefficiency and costs, and reducing uncollectible debt. A holistic approach to local government sustainability is crucial to ensuring that all the above-mentioned critical elements are simultaneously addressed, which encompasses the following elements:

Effective Communication Strategy

A sound communication strategy is a critical element to building local government long term sustainability. Therefore, a sound communication strategy should be one of the cornerstones upon which WMM LM sustainability should be built upon. It is only through a sound communication that customer and municipal expectations are being clearly articulated and understood by all relevant parties. Communication is a two-way process and involves community participation, which is enshrined in our constitution and Municipal Systems Act 32 of 2000. The communication process should facilitate alignment between municipal goals and community expectations. Furthermore, it is also only through this communication that the relationship between the municipality and its customer can be enhanced.

Provision of Metered Services

Accurate consumption information is the key to reducing service delivery losses. The technical component is predominantly focused on the efficient delivery of services to customers and meeting customer expectations. The benefits of managing this aspect of service delivery are the reduction of losses of electricity. This element involves the meter management which addresses the supply losses incurred through the service meter and includes illegal connections and faulty meters.

Strengthening the Accurate Billing Process

Accurate billing for services is a critical element of the WMM LM Revenue Management Business Model. Due to poor billing and revenue collection, WMM LM is becoming increasingly dependent on intergovernmental funding to balance its budget. This component specifically focuses on billing integrity as the basis of municipal revenue. If the customer information and billing information is incorrect the municipality has no basis to effectively collect revenue. The key elements to emphasis accuracy include:

- Billing – Immediately and regularly billing the customer for the services provided;
- Customer Information Auditing – processes and activities of ensuring that customer information is valid, accurate and complete; and
- Data Cleansing – processes and activities of ensuring the credibility of customer data maintained by the municipality.
- Revenue Collection (Debt and Credit Management)

Revenue collection is based on the integrity of the Metered Service Management and Accurate Billing process. This is a critical element which includes collection of revenue, customer service management, debt & credit management and indigent management. A large portion of WMM LM customers are indigent and therefore cannot afford to pay for services provided by the municipality and this has to be factored into financial planning and strategy development. It is critical for the municipality to understand its customer profile and to differentiate between those customers who can pay and who cannot afford. It is based on this customer profile that one can start planning strategies for free basic services implementation, indigent subsidization, LED, indigent management, service delivery and services rollout, billing and revenue collection strategies and debt collection. All these aspects will affect the municipal budget and the budgeting process.

Revenue Enhancement Framework

The revenue enhancement framework for the revenue enhancement strategy, considering the unique requirement of the WMM LM will comprise a phased approach. The timeframe for the implementation of the strategy intervention has been divided between:

- Quick wins strategic interventions that can be implemented within 6 months.
- Medium –term strategic interventions which focus on strategic intervention to be implemented between 6 to 18 months.
- Long term interventions, which focuses on strategic interventions that will take longer than 18 months to be implemented.

ASSESSMENT MATRIX

| CORPORATE SERVICES | | |
|---|----------------------|-----------------------------|
| SECTOR PLAN/POLICY | PLAN / POLICY STATUS | DATE OF ADOPTION BY COUNCIL |
| Organisational Structure | Reviewed and Adopted | 21 October 2021 |
| Human Resource Plan | Reviewed and Adopted | 26 March 2020 |
| Employment Equity Plan | Reviewed and Adopted | 30 May 2019 |
| Workplace Skills Plan | Reviewed and Adopted | 30 April 2022 |
| Acting Policy | Reviewed and Adopted | 13 May 2022 |
| Attendance & Punctuality Policy | Reviewed and Adopted | 13 May 2022 |
| Chronic Illness Policy | Reviewed and Adopted | 13 May 2022 |
| Disciplinary Code & Procedure | Reviewed and Adopted | 13 May 2022 |
| Employee Wellness Policy | Reviewed and Adopted | 13 May 2022 |
| Employment Benefits & Conditions Policy | Reviewed and Adopted | 13 May 2022 |
| Fleet Management Policy | Reviewed and Adopted | 13 May 2022 |
| Grievance Policy & Procedure | Reviewed and Adopted | 13 May 2022 |
| IPMS Policy | Reviewed and Adopted | 13 May 2022 |
| Job Evaluation Policy | Reviewed and Adopted | 13 May 2022 |
| Leave Policy | Reviewed and Adopted | 13 May 2022 |
| Migration & Placement Policy | Reviewed and Adopted | 13 May 2022 |
| Occupational Health & Safety Policy | Reviewed and Adopted | 13 May 2022 |
| Organisational Design Policy | Reviewed and Adopted | 13 May 2022 |
| Overtime Policy | Reviewed and Adopted | 13 May 2022 |
| Records Management Policy | Reviewed and Adopted | 13 May 2022 |
| Recruitment & Selection Policy | Reviewed and Adopted | 13 May 2022 |
| Remuneration Policy | Reviewed and Adopted | 13 May 2022 |
| Skills Retention Policy | Reviewed and Adopted | 13 May 2022 |
| Termination of Services Policy | Reviewed and Adopted | 13 May 2022 |
| Training & Development Policy | Reviewed and Adopted | 13 May 2022 |
| ICT Governance Framework | Reviewed | March 2019 |
| ICT Governance Policy | Reviewed | March 2019 |
| ICT Security Policy | Reviewed | March 2019 |
| ICT Policy | Reviewed | March 2019 |
| MUNICIPAL MANAGER'S OFFICE | | |
| SECTOR PLAN/POLICY | PLAN/POLICY STATUS | DATE OF ADOPTION BY COUNCIL |
| Fraud Prevention Strategy | Reviewed and Adopted | 13 May 2021 |
| Risk Management Policy | Reviewed and Adopted | |
| Performance Management Policy | Reviewed and Adopted | 13 May 2022 |
| Public Participation Policy | Reviewed and Adopted | 13 May 2022 |
| Communication Strategy | Reviewed and Adopted | 28 November 2018 |
| Stakeholder Mobilisation Strategy | | |
| Legal Risk Management and Litigation Policy | Reviewed and Adopted | 13 May 2022 |
| Audit Charter | Reviewed and Adopted | 31 JULY 2021 |
| System of Delegations | Reviewed and Adopted | 04 August 2017 |
| Standing Rules / Orders for Council | Reviewed and Adopted | 13 May 2022 |
| Caucus and Constituency Fund Policy | Reviewed and Adopted | 13 May 2022 |
| Anti – Corruption Strategy | Reviewed and Adopted | 13 MAY 2022 |
| Audit Action Plan | Drafted | Nov 2021 |
| Elderly Policy | Reviewed and Adopted | 13 May 2022 |
| Gender Policy | Reviewed and Adopted | 13 May 2022 |
| Children Policy | Reviewed and Adopted | 13 May 2022 |
| Youth Policy | Reviewed and Adopted | 13 May 2022 |
| Customer Care Policy | Reviewed and Adopted | 04 August 2017 |
| IGR Terms of Reference | Reviewed and Adopted | 04 August 2017 |

| | | |
|---|---------------------------|------------------------------------|
| Councillors Special Risk Insurance Policy | Reviewed and Adopted | 28 November 2018 |
| COMMUNITY SERVICES | | |
| SECTOR PLAN/POLICY | PLAN/POLICY STATUS | DATE OF ADOPTION BY COUNCIL |
| Integrated Waste Management Plan | Reviewed and Adopted | 25 June 2019 |
| Disaster Management Plan | Reviewed and Adopted | 04 August 2017 |
| Indigent Register | Reviewed and Adopted | 04 August 2017 |
| Social Relief Policy | Reviewed and adopted | 13 May 2022 |
| Climate Change Response Strategy | Reviewed and Adopted | |
| Pound Policy | Reviewed and adopted | 13 May 2022 |
| Public Library Policy | Reviewed and Adopted | 04 August 2017 |
| Indigent Policy | Reviewed and Adopted | 13 May 2022 |
| Recreational Facilities Policy | Reviewed and Adopted | 13 May 2022 |
| Coastal Management Policy | Reviewed and Adopted | 04 August 2017 |
| Waste Tarrif Policy | Reviewed and Adopted | 13 May 2022 |
| Ranking Space Allowance Policy | Reviewed and Adopted | 04 August 2017 |
| Security Operating Standards Policy | Reviewed and Adopted | 04 August 2017 |
| ENGINEERING SERVICES | | |
| SECTOR PLAN/POLICY | PLAN/POLICY STATUS | DATE OF ADOPTION BY COUNCIL |
| Road Master Plan | Reviewed and Adopted | 04 August 2017 |
| Storm Water Management Plan | Reviewed and Adopted | 04 August 2017 |
| Comprehensive Infrastructure Plan | Reviewed and Adopted | 04 August 2017 |
| Integrated Transport Plan | Reviewed and Adopted | 04 August 2017 |
| Operations & Maintenance | Reviewed and Adopted | 13 May 2022 |
| Foot Ways Policy | Reviewed and Adopted | 13 May 2022 |
| EPWP Policy | Reviewed and Adopted | 13 May 2022 |
| ISD Policy | Reviewed and Adopted | 13 May 2022 |
| SIPDM Policy | Reviewed and Adopted | 04 August 2017 |
| BUDGET & TREASURY | | |
| SECTOR PLAN/POLICY | PLAN/POLICY STATUS | DATE OF ADOPTION BY COUNCIL |
| Revenue Enhancement Strategy | Reviewed and Adopted | 26 March 2020 |
| Asset Management & Disposal Policy | Reviewed and Adopted | 13 May 2022 |
| Supply Chain Management Policy | Reviewed and adopted | 13 May 2022 |
| Municipal Annual Budget 2022/2025 | Reviewed and adopted | 13 May 2022 |
| Irregular, Unauthorised, Fruitless and Wasteful Expenditure | Reviewed and Adopted | 13 May 2022 |
| Cash Management and Investment Policy | Reviewed and Adopted | 13 May 2022 |
| Accounts Payables Policy | Reviewed and adopted | 13 May 2022 |
| Budget and IDP Policy | Reviewed and adopted | 13 May 2022 |
| Petty Cash Policy | Reviewed and adopted | 13 May 2022 |
| Credit Control & Debt Management Collection Policy | Reviewed and adopted | 13 May 2022 |
| Tariffs Policy | Reviewed and adopted | 13 May 2022 |
| Property Rates | Reviewed and adopted | 13 May 2022 |
| DEVELOPMENT PLANNING | | |
| SECTOR PLAN/POLICY | PLAN/POLICY STATUS | DATE OF ADOPTION BY COUNCIL |
| Spatial Development Framework | Reviewed and adopted | 13 May 2022 |
| LED Strategy | Reviewed and adopted | 13 May 2022 |
| Housing Sector Plan | Reviewed and adopted | 28 November 2018 |
| Tourism Sector Plan | Reviewed and adopted | 04 August 2017 |
| Contractor Development Policy | Reviewed and adopted | 13 May 2022 |
| Funding Policy | Reviewed and adopted | 13 May 2022 |

| | | |
|--|----------------------|----------------|
| Housing Policy | Reviewed and adopted | 13 May 2022 |
| Land Disposal Policy | Reviewed and adopted | 13 May 2022 |
| Geographic Information System Strategy | Reviewed and adopted | 13 May 2022 |
| Integrated Land Use Scheme | Reviewed and adopted | 13 May 2022 |
| Land Use Management System | Reviewed and adopted | 04 August 2017 |
| Outdoor Advertising Policy | Reviewed and Adopted | 13 May 2022 |
| SMME Plan | Reviewed and adopted | 04 August 2017 |
| Agricultural Plan | Reviewed and adopted | 04 August 2017 |

9. 2023/24 TO 2025-26 MEDIUM TERM REVENUE AND EXPENDITURE FORECAST

PART 1 A

9.1. Mayor's Report

The council of Winnie Madikizela-Mandela Local Municipality, as elected during the 2021 Local Government Elections and now in the second full year of its term, has a responsibility of ensuring that basic service delivery is provided for all within its jurisdiction. This is the provision of the Constitution of the Republic of South Africa which is the supreme law of the land. The Municipal Finance Management Act No. 56 of 2003, section 16, provides that a municipality must compile an annual budget before the start of the financial year. A draft budget must be tabled 90 days before the start of the budget year, which means that for a 2023/24 Annual Budget, the draft budget must be tabled to council by no later than March 31, 2023. This draft budget is in response and compliance to the afore-mentioned prescripts. This budget will then be taken to communities for consultation where comments will be solicited and incorporated when the final budget is being prepared for council to approve at least 30 days before the start of the budget year.

The municipality's development priorities are basic service delivery (Roads, storm water management, electrification, housing, land use management, educational facilities, community services, recreational facilities and related matters) and Local Economic Development (agriculture, farming, forestry, tourism development, SMME support, Business, trade and manufacturing).

a) Water and sanitation backlogs

The estimated backlog for water service delivery is 25 577 households with no access to clean water resulting in a 42% backlog in the provision of water. The estimated backlog for sanitation service delivery is 25 741 households with no access to sanitation resulting in a 42% backlog in the provision of sanitation services.

The Alfred Nzo District Municipality as reported in the previous budgets has taken proactive action to develop a strategy and plan for water and sanitation backlog eradication. The success of this strategy relies largely on active participation of all stakeholders to achieve its intended objectives.

The Alfred Nzo District Municipality is currently implementing a number of projects to eradicate water and sanitation backlog within the District which also affects Winnie Madikizela-Mandela Local Municipality.

The following table illustrates the projects that are currently on feasibility and implementation stage in order to eradicate water and sanitation backlogs.

| Funding | Project Name | Status | Comments |
|---------|--------------------------|---|------------------------------------|
| MIG | Mbizana Town Sewer | Implementation Phase | |
| MIG | Mbizana Wards 13 | Project Approved but not funded (funding constraints) | Detailed Designs Completed |
| MIG | Mbizana Ward 27 | Implementation Phase | |
| MIG | Mbizana Wards 21,23 & 24 | Planning stage | Technical Reports submitted to DWS |
| MIG | Mbizana Wards 11,14 & 16 | Planning stage | Technical Reports submitted to DWS |

| | | | |
|-----|-----------------------|----------------|------------------------------------|
| MIG | Mbizana Wards 29 & 30 | Planning stage | Technical Reports submitted to DWS |
|-----|-----------------------|----------------|------------------------------------|

The Greater Mbizana Water Supply project is divided into 17 supply zones. The estimated cost for the bulk water supply (including secondary bulk) for the entire Mbizana is R 3.5 billion. The estimated Phase 1 reticulation cost is R 848 million, broken down into Phase 1 A at R 353 Million and Phase 1 B at R 495 Million. Phase 1 reticulation will cover 9 supply zones out of 17 supply zones.

b) Road Maintenance backlogs

Due the bad conditions of access roads in the entire municipal area, the municipality moved towards insourcing some part of the maintenance of these roads by acquiring two sets of own plant in the past five years. This was an attempt to maximize the available resources to ensure we maintain as much roads as possible while creating enough capacity within the municipality. Over the past three years the municipality has received substantial amounts of rains which have also caused more damage on our gravel access roads. This has increased the demand while lowering community's tolerance levels. The municipality had allocated over R25 million within the next year to support the municipal plant in the maintenance and refurbishment of road infrastructure.

EPWP contract labourers to maintain the storm water drainage and also to fix the small to medium potholes within our CBD roads are being utilized with the municipality supplying the necessary equipment and material.

It is planned that a total of 400m² of pothole patching will be completed by the end of the current financial year as the service provider was appointed earlier in the calendar year.

In 2023/24 financial year, 600m² is planned to be maintained using both service providers and internal capacity as indicated earlier in the report.

c) Electrification backlogs and planning

Electricity backlog is currently sitting at 9701 (13%) households pending completion of the current running projects, however, we estimate an additional 16000 growth of households that need electricity due to new households and newly established villages/extensions

There is a general increase of electricity demand in Mbizana as new households are constructed at a rapid pace than would have been anticipated. It is against this that the INEP Allocation for 2023/24 will be utilized to complete four projects that are currently being implemented by the municipality (Lower Ethrige, Msarhweni, Nomlacu and Zizityaneni villages electrification).

d) Environmental, coastal and waste management

The municipality as a coastal municipality has a responsibility to develop an Integrated Coastal Management Program (ICMP) which has been developed and adopted by the councils, both Winnie Madikizela-Mandela Local Municipality and Alfred Nzo District Municipality. The municipality established a Coastal Working Committee which sits quarterly to discuss all coastal management issues.

Integrated Waste Management Plan was completed and adopted by Council submitted to DEDEAT MEC (EC) for approval, however the plan was never endorsed by MEC and it is currently under review for re-submission to MEC. The municipality gazetted reviewed Waste Management by-laws as per the National Environmental Management Waste Act.

The Winnie Madikizela-Mandela Local Municipality has adopted a climate change strategy which has been included in the IDP and is currently being implemented through conducting workshops in various Tribal Authorities and appointment of a climate change project team which will educate communities and remove alien plants where applicable.

Waste management service is being provided in businesses at an interval of 3 -7 days a week utilizing 3 compactor trucks, 2x 1Ton trucks, 1 Skip loader truck, 39 permanent employees and EPWP participants. Total of 523 businesses and 1367 households area billed by the municipality and 730 households who are receiving free refuse collection services as per the Indigent policy

The municipality has also extended waste management services to rural areas along R61, Ward 13, 23 and 24. The service is provided in the form of communal collection point system. And the collection is inclusive of Formal Businesses and Government Institutions.

The municipality has reviewed and adopted its Waste Management Tariff Policy in May 2022. The development of the policy was for the basis of the tariff imposed by the municipality to different users of the service such as Commercial, Residential and NPO'S. Each user/client is placed under specific category depending on production amounts/volumes, frequency of collection, type of waste produced and collection type. Under areas zoned as Businesses, there are 6 categories and each user/client is billed/charged as per that category. For households' clients, the municipality has a total of 9 categories and again each client is billed/charged as per that category. Exemptions to certain types of clients are applied as specified in the policy.

A total of 295 tonnes of waste characterised as domestic is estimated to be collected on a monthly basis.

The municipality is working with a number of registered and unregistered recyclers, which play a huge role in minimising large amounts of waste taken for disposal. Most of these recycling groups focus mainly on Paper, Plastics, glass bottles and scraps industry. The municipality has 1 registered recycling company which focuses mainly on bottle recycling (Laphum'Khwezi Primary Recycling). The company contributes a lot in diverting large quantities of bottles disposed at dumping site, and as such 10 tonnages of crushed bottles are excavated monthly.

Currently the municipality is operating EXT3 Dumping site which will be rehabilitated for closure as soon as the Majazi landfill site is operational

e) Local economic development

The following plans were developed, adopted by council and are being implemented:

- LED strategy
- Tourism Plan
- Agricultural Plan
- Spatial Development Framework.

The municipality initiated and implemented a Contractor Development programme in the previous years which proved to be fruitful and helpful to the emerging contractors even though the project was discontinued due to a number of teething challenges identified. There is however a plan to revive the programme or similar, while addressing the issues that lead to it being discontinued.

A total of 16 enrolled contractors were provided with job opportunities, 12 contractors graduated from Grade 1 to different grades up to Grade 6, 40 contractors were trained on Project Management, Tendering Processes, Quality Management Systems, Occupational Health and Safety, and Contracts Management

- O. R. Tambo Garden of Remembrance Construction Project Completed
- Khananda Hill Grave Site completed
- Received General Budget Support Grant from National Treasury for Manufacturing Hub
- Agric -park programme about 28 projects benefited
- 30 New cooperatives registered
- Boat launching site approved
- 35 cooperatives assisted with production inputs
- 50 Cooperative and SMMEs have been trained on basic financial management and cooperative governance by SANAMI
- 20 Enterprises benefited in the Business Incubation Programme
- Dept. of Sport, Recreation Arts & Culture (DSRAC) sponsored Artist with a Complete set of Music system
- 15 crafters benefited from Resident Fashion Designer Program facilitated by Alfred Nzo District Municipality (ANDM) working with Alfred Nzo Development Agency (ANDA)

LED CHALLENGES HINDERING ECONOMIC DEVELOPMENT

- Infrastructure
- Access to market opportunities
- Land tenure
- Financial Constrains

RED HUB:

This was funded by ECRDA and Facilitated by Mbizana Local Municipality and Alfred Nzo District Municipality. The RED HUB has planted 638ha from the 2020/2021 planting season and each farmer contributed R1500 per hectares.

This is an Agro-processing business that has 14 primary Cooperatives and one secondary with 759 Beneficiaries and has employed 54 people in various Departments.

The CWP programme is implemented in 19 wards with 1564 participants and the funding allocated for this programme was R16 518 296.00.

The following wards (04,05,06,07,08,12,13,15,17,18,19,20,22,23,26,27,29,30 and 31) have Agriculture, construction and social sectors.

f) Tourism and Agriculture

The tourism plan was developed, executed and is currently being reviewed to ensure relevance with the current tourism trends and opportunities.

Mbizana Municipality in partnership with ECPTA, Wild Coast Sun and South Coast Tourism have signed a MOU for the promotion and marketing of tourism.

The Municipality purchased paddle boats and mountain bikes for Mzamba Ndikini tours which is operating in Mzamba area as part of tourism development.

On an annual basis the municipality identifies a number of projects in the area with the potential to grow the local economy and create employment. These are assessed to identify the support that the municipality may be able to provide to ensure they are sustainable. Below is the list of projects and activities identified and are currently being assisted by the municipality.

AGRICULTURAL MUNICIPAL FUNDED PROJECTS

| No. | Project Name | Ward | Activities |
|-----|---|-----------|--|
| 01 | Ndunge Soycoo Cooperative | 7 | Soya milk |
| 02 | Moonlight Glass & Aluminium | 01 | Aluminium products |
| 03 | Blatter's Panel beaters | 20 | Mechanic |
| 04 | Mcniya (Pty) LTD | 24 | Mechanic |
| 05 | Njilo Kabalisa Agric Co-op | 08 | Vegetable & Maize Production |
| 06 | Lecolin Green | 04 | Potatoes & Vegetable production |
| 07 | Slimdo Pty Ltd | 18 | Poultry |
| 08 | Fula's elect and welding | 22 | Vegetable Production |
| 09 | Masiqhubekeni Project | 23 | Poultry |
| 10 | Amahomba Co-op | 05 | Vegetable production |
| 11 | Mzamba Pig & Poultry co-op | 24 | Piggery and Poultry |
| 12 | Sigidi Development | 28 | Vegetable production & Small stock |
| 13 | Mbizana Wool Growers association | all wards | Sheep and Wool Production |
| 14 | Mbizana Fruit & Veg Secondary Co-op (association) | all wards | Potatoes, Maize & Vegetable production |
| 15 | Mbizana Poultry farmers (association) | all wards | Poultry Production |

g) Land use and spatial planning

Settlement patterns in Mbizana still reflect, to a large extent, spatial planning of the Apartheid past.

The current structure and spread of rural settlements and households therein makes it difficult for the municipality to provide services in an effective and efficient manner.

The municipality has made strides in redressing the imbalances of Apartheid spatial planning in identifying and providing basic services in those areas that were ignored in the past

Land claims still poses a challenge in development of some areas in town but municipality is in talks with CPAs to resolve those issues.

h) Electrification of villages

The Winnie Madikizela-Mandela Local Municipality has contributed to ensuring that electricity is rolled out to a number of villages within the jurisdiction of the municipality working with Eskom through the INEP grant supplemented by the municipality's own funds. This has seen the electrification of the following villages in the 2021/22 financial period which were implemented: -

| Project Name | Allocated Amount | Funding Source |
|---------------------------------------|-------------------------|-----------------------|
| Mabhenguteni Electrification | R 8 291 637.00 | INEP |
| Bhekela/Mdatya Electrification | R 4 569 454.17 | INEP |
| Xholobeni Mgungundlovu Dumasi Village | R 24 150 000.00 | INEP/OWN FUNDING |
| TOTAL | R 37 011 091.47 | |

This was still however less than the amounts required to complete projects with the municipality topping up with its own resources to ensure these are completed within stipulated times.

This resulted in the electrification of 1250 households when the projects were completed.

In the current financial year (2022/23) Winnie Madikizela-Mandela Local Municipality received R 16 400 000 INEP funding allocation to implement four (4) projects as per the table below.

| Project Name | Allocated amount | Funding Source |
|--|-------------------------|-----------------------|
| Electrification of Lower Etheridge | R 2 100 000.00 | INEP |
| Electrification of Msarhweni Village | R 2 100 000.00 | INEP |
| Electrification of Zizityaneni Village | R 2 100 000.00 | INEP |
| Electrification of Nomlacu | R 2 100 000.00 | INEP |
| TOTAL | R 16 400 000.00 | |

For the next three years the municipality will continue to depend on the INEP electrification grant to implement the projects prioritized to strive towards universal access within the municipality. The allocations for the next budget year have been prioritized according to the following projects which are all anticipated to be completed by the end of 2023/24:

| Project Name | Allocated amount | Funding Source |
|--|-------------------------|-----------------------|
| Electrification of Lower Etheridge Phase 2 | R 3 798 000.00 | INEP |
| Electrification of Msarhweni Village Phase 2 | R 3 256 000.00 | INEP |
| Electrification of Zizityaneni Village Phase 2 | R 6 871 000.00 | INEP |
| Electrification of Nomlacu | R 3 075 000.00 | INEP |
| TOTAL | R 17 000 000.00 | |

The implementation of these projects in conjunction with Eskom projects is expected to reduce the backlogs drastically bringing the municipality close to universal access which is anticipated to be achieved by 2023/24.

i) Infrastructure development

The municipality also receives a Municipal Infrastructure Grant for the construction of infrastructure assets that enhance service delivery to all communities. The total amount to be received of just above R 57 million has been allocated as follows:

| NAME OF PROJECT | BUDGETED AMOUNT | |
|--------------------------------|------------------------|-----|
| Construction of Sidanga Bridge | R 5,287,999.00 | MIG |

| NAME OF PROJECT | BUDGETED AMOUNT | |
|---|-----------------|-----|
| Upgrading of Mbongwana via Dotye to Greenville Hosp Access Road | R 8,854,887.58 | MIG |
| Construction of Bhukuveni to Ntshikintshane Concrete Slab | R 2,244,550.07 | MIG |
| Construction of Mwilini to Zibanzini Access Road | R 8,686,855.04 | MIG |
| Construction of Ntlanezwe to Sizabonke Access Road | R 9,486,000.00 | MIG |
| Construction of Thaleni Bridge | R 8,447,013.60 | MIG |
| Construction of Mngomazi Access Road | R 4,528,786.85 | MIG |
| Construction of Mhlwazini Access Road | R 4,364,953.90 | MIG |
| Construction of Mgqutsalala Access Road | R 2,653,653.96 | MIG |
| | R 54,554,700.00 | |

The compilation of the 2023/24 annual budget has also taken into consideration the following key considerations that impact directly to our communities: -

Repairs and Maintenance of Infrastructure and other municipal assets: The municipality has the understanding that at least 8% of its budget must be set aside for the repairs and maintenance of the existing infrastructure. As part of its drive to ensure that road infrastructure assets are maintained adequately, earthmoving plant has been acquired over the past three years so that the municipality would be able to carry out its own repairs and maintenance. Planned maintenance of rural roads and CBD roads has also been planned to be done internally using labor intensive methods while budgeting for procurement of materials and tools to carry out this task. There is however an additional allocation to supplement the internal mechanisms to fast track rural and CBD road maintenance of up to R25 million. A further R2.8 million has been set aside for the maintenance of municipal buildings and another R4.5 million for the maintenance of municipal vehicles and plant.

Legacy programmes : The municipality prides itself of being the home of the legendary struggle icons for the freedom of the people of South Africa, Oliver Reginald Tambo and Winnie Madikizela-Mandela. It is a live conviction of this council to ensure that their legacy lives for the generations to come. It is not the wish of this council to only celebrate through events but tangible legacy projects that will ensure that our claim and ownership of these international icons is validated. A budget allocation of R708 thousand has been provided for these important activities.

Public participation: Municipality will continue to embark on community education programs in all wards in order to capacitate our communities on their role during public participation/ hearings on municipal documents. Capacitation of ward committees will also continue getting attention in an attempt to ensure coordinated servicing of our communities as structures closer to people. Program of revival and support of ward war rooms will continue this financial year as part of strengthening community and stakeholder involvement on government programs. An amount of R6.9 million has been set aside for this.

IDP and performance management: Council will continue to ensure that our IDP maintains its high credibility status through enhancing maximum public participation of all role players. We will continue to ensure that our mission of promoting and ensuring a culture of performance excellence is achieved at all costs. Although resources are very limited, these important planning and monitoring tools have been budgeted for.

Special Programs and youth Development: Council will always contribute in changing lives of our special groups, our focus will be towards improving education in our region through supporting educational improving initiatives, we will also be strengthening capacity to community based structures that assist particularly in fighting violence and crimes targeting our elderly, children and

women. We will continue to ensure that our council educates our communities on rights of people with disabilities and support initiatives that combats discrimination against them. An amount of just above R2.5 million has been set aside for these special groups.

Implementation of SPLUMA: Implementation of the act and running of the municipal tribunal and payment of the members to sit in the tribunal. The municipal council taken a decision to continue utilizing the district tribunal. The tribunal will consider development applications that will in turn increase the revenue base. We trust that the R203 thousand set aside as well for this purpose will be sufficient.

Geographic Information System (GIS): Acquisition tool to assist to improve the immovable asset. It is the compliance issue for spatial analysis. This will also assist in the identification of municipal assets and their locations. An amount of just above R209 thousand has been set aside for this.

The Annual Budget as compiled by the municipality seeks to address the imperatives as set out in the Integrated Development Plan and the indicated Delivery Agreement – outcome 9, which is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved, viz.

- Implement a differentiated approach to municipal financing, planning and support;
- Improve access to basic services;
- Implementation of the Community Work Programme;
- Actions supportive of the human settlement outcome;
- Deepen democracy through a refined Ward Committee Model;
- Improve administrative and financial capability;
- A single window of coordination.

The Winnie Madikizela-Mandela Local Municipality annual budget and the Integrated Development Plan therefore seeks to ensure that the service delivery priorities as mandated by the constitution like electricity, roads, solid waste removal are provided to the communities. This is done at the same time whilst ensuring co-ordination of other organs of state like the District Municipality for the provision of water and sanitation and other provincial departments for respective services to the communities.

9.2. Council Resolutions

The Council of Winnie Madikizela-Mandela Local Municipality seat on the 31st of March 2023 to consider the annual budget tabled by the Mayor at least 90 days before the start of the financial year 2023/24 and the Medium Term Revenue and Expenditure Framework. The council must then consider the following resolutions which will become final when the budget is adopted.

The Mayor of Winnie Madikizela-Mandela Local Municipality, acting in terms of section 16(2)(1) of the Municipal Finance Management Act, (Act 56 of 2003) tabled the draft budget in a council meeting which adopts:

- a. The draft annual budget of the municipality for the financial year 2023/24 and the multi-year and single-year capital appropriations as set out in the following tables:
 - i) Budgeted Financial Performance (revenue and expenditure by functional classification);
 - ii) Budgeted Financial Performance (revenue and expenditure by municipal vote);
 - iii) Budgeted Financial Performance (revenue by source and expenditure by type); and
 - iv) Multi-year and single-year capital appropriations by municipal vote and functional classification and associated funding by source.
- b. The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are adopted as set out in the following tables:
 - i. Budgeted Financial Position;
 - ii. Budgeted Cash Flows;
 - iii. Cash backed reserves and accumulated surplus reconciliation;
 - iv. Asset management; and
 - v. Basic service delivery measurement.
- c. The Council of Winnie Madikizela-Mandela Local Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) adopts the following proposed tariffs with effect from 1 July 2023:
 - i) the tariffs for property rates
 - ii) the tariffs for electricity
 - iii) the tariffs for solid waste services
 - iv) Other municipal charges
- d. The Council of Winnie Madikizela-Mandela Local Municipality, acting in terms of 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) adopts the proposed tariffs with effect from 1 July 2023 the tariffs for other services, as set out in the paragraphs on tariffs;
- e. To give proper effect to the municipality's annual budget, the Council of Winnie Madikizela-Mandela Local Municipality adopts:
 - i) That cash backing is implemented through the utilisation of a portion of the revenue generated from property rates to ensure that all capital reserves and provisions, unspent long-term loans and unspent conditional grants are cash backed.
- f. To enable the proper implementation of the municipality's budget, the council of Winnie Madikizela-Mandela Local Municipality adopts the following budget related policies;
 - i) The IDP and Budget Policy
 - ii) Credit control and debt collection policy
 - iii) Property Rates Policy
 - iv) Supply Chain Management Policy
 - v) Tariff Policy

vi) Asset Management Policy

vii) Supply Chain Policy for Infrastructure Procurement and Delivery Management

viii) Cash Management and Investment Policy

ix) Contract Management policy

x) Debtors write-off policy

xi) Indigent policy

xii) Contract Management policy

xiii) Retention policy

xiv) Cost Containment Management policy

xv) Unauthorised, Irregular, Fruitless and Wasteful Expenditure policy

xvi) Petty Cash policy

xvii) Accounts payable policy

9.3. Executive Summary

The municipality continues to find itself highly dependent on grants from the national fiscus which makes it impossible to contribute with the development and service delivery needs as it wishes as these allocations do not depend on the municipality. Despite the municipality having implemented a number of incentives for property rates within the past years where property rates tariffs remained unchanged, collection levels on household and business debt have not improved putting a strain on the limited resources required to deliver services. Monthly reports continue to show growth in the amounts owed to the municipality while resources are required to deliver services in the town area to keep it attractive for business investments. This unfortunately means that the municipality continues to utilise the grants allocated to assist the poor to deliver services in areas that are expected to be able to fund their own development. The report shows just over R21 million increase on the equitable share allocation to the municipality in the next year which is less than the over R30 million that was seen last year causing a further strain on the available resources in funding the municipal operations and possibly contribute to capital funding. This coupled with debt collection efforts by the municipality with its appointed debt collector is expected to bring in the much-needed financial resources to assist the municipality in the implementation of its programmes and plans. This then requires a serious balancing act that is coupled with realistic analysis of affordability levels before any decision is taken.

Previous years audit outcomes

The municipality has, in the recent years, ensured that there are improved audit outcomes. This has been a concerted effort between the municipality's council and the management in ensuring that there are improved internal controls, historical issues and disparities in the reported information are dealt with and cleared, and that accounting records and procedures are carried out at appropriate intervals. This has seen the municipality receiving unqualified audit opinions since 2015/16 to 2019/20 financial years and a Clean Audits in 2020/21 and 2021/22 financial years. The municipality seeks to improve on these achievements and avoid regression at all costs including the formation of a clean audit committee that is tasked with monitoring the implementation of the audit action plan as proposed by management and adopted by council.

mSCOA Implementation

The National Treasury issued a government gazette in 2014, directing that a Municipal Standard Chart of Accounts – mSCOA – would be used by all municipalities from July 01, 2017. This meant that all municipalities have a common set of accounts from which to choose from, instead of each municipality having its own chart of accounts. This resulted in a seamless reporting regime where information from all municipalities can be compared. The introduction of the business reform has meant that management needed to acquaint itself with the requirements and legislations that were meant to ensure implementation of mSCOA by July 01, 2017. The municipality complied with this requirement and the migration from the old system to the new system was done seamlessly with the assistance of the municipality's system vendors.

It is important to note that this did not represent a new system, but rather an introduction of a more detailed and streamlined way of doing business, starting from planning, where it guides you to do proper planning, informed by adequate costing. mSCOA also encourages revenue and expenditure items to be identified for what they really are and not grouped together with no detailed planning and calculation behind. We will now be able to identify the true cost of the projects that the municipality engages on, and be able to identify, from early on, the communities that stand to benefit from those projects.

Winnie Madikizela-Mandela Local Municipality is no different and has ensured that measures are put in place to ensure compliance. It is therefore important to note that we have made all efforts to ensure that the budget that will be approved is mSCOA compliant.

The impact of mSCOA on the virement policy

Earlier treasury circulars highlighted the principles that must be incorporated into municipal virement policies. Those principles are still applicable and relevant. The only difference is that a transaction in mSCOA relates to six regulated segments, therefore all segments must be considered when making a virement. As a result of this we have had to review and update our reference to “vote” to align to the function segment and indicate the funding applicable to the item being transferred in relation to the funding segment. This therefore means that with the implementation of mSCOA, virements can only take place within a function or sub-function and the same source of funding. The creation of new projects and savings across functions can only take place through an adjustment budget. Virements are not permitted from the repairs and maintenance project in the project segment.

Clarification of core and non-core functions

Core functions provides for the matters in terms of section 156 (1) of the Constitution. These are functions performed by local government and constitutionally assigned to local government in terms of Part B of Schedule 4 and Part B of Schedule 5. Non-core functions performed by local government that are constitutionally assigned to provincial government in terms of section 156(4) of the Constitution. Local government are compensated for delivering these functions on behalf of provincial government and typically receive a management fee from the provincial department.

Version changes

On an annual basis, the mSCOA chart is reviewed to address implementation challenges and correct chart related errors. Towards this end, Version 6.7 was released with MFMA circular 122.

Version 6.7 of the chart will be effective from 2023/24 and has been used to compile the 2023/24 MTREF and is available from 20 December 2022.

In accordance with section 8(2)(j) of the Municipal Property Rates Act (MPRA) as amended in 2014, municipalities may apply for categories other than the categories in 8(2)(a) to (i). Towards this end the Minister of Cooperative Governance and Traditional Affairs approved the following categories:

- **Sports Clubs and Fields for Bitou Municipality and**
- **Residential sectional title garages for Drakenstein Municipality.**

These categories were only approved for use by municipalities indicated above. System vendors must therefore block the use of these categories for all other municipalities. The Project Summary Document (PSD) on the National Treasury webpage will be aligned to the chart changes in version 6.7 where applicable.

By now, all municipalities should:

Have acquired, upgraded and maintain the hardware, software and licences required to be and remain mSCOA compliant;
Budget, transact and report on all six (6) legislated mSCOA segments and directly on the core financial system and submit the required data strings directly from this system to the LG Portal;

Lock down the budget adopted by Council on the core municipal financial system before submitting the budget (ORGB) data string to the LG portal;

Closed the core financial system at month-end as required in terms of the MFMA before submitting the monthly data string to the LGportal; and

Generate regulated Schedules (A, B, C) directly from the core municipal financial systems.

Municipality that have not achieved the above level of implementation as yet, should do the following:

A road map must be provided to the National and respective provincial treasury to indicate how the municipality will become mSCOA compliant;

The municipality's mSCOA Project Steering Committee (chaired by the Accounting Officer) must meet at least monthly (if not more often) to track the progress against the road map and take corrective action where required;

Provincial treasury should be invited to the mSCOA Project Steering Committee meeting; and

Progress against the road map should be presented at the Mid-Year Budget and Performance and Budget Benchmark engagements.

Municipalities are reminded to follow the required due diligence processes in terms of MFMA Circulars No. 80 and 93 and mSCOA Circulars No. 5 and 6 when they procure a core financial system. If the procured system will impose financial obligations on the municipality beyond the three years covered in the MTREF budget, then the provisions of Section 33 of the MFMA should be adhered to.

SLAs with system vendors must also be managed properly.

The NT conducted independent audits on all municipal core financial systems in 2020 to determine to what extent these systems comply with the functionality requirements and 15 business processes required in terms of mSCOA. These results will also inform the new transversal tender for the procurement of municipal financial and internal control systems

Balance sheet and Cashflow budgeting

A budgeted balance sheet is a report that management uses to predict the levels of assets, liabilities and equity based on the planned revenue and expenditure the current accounting period. The budgeted balance sheet shows where all of the accounts would be at the end of the period if actual performance matched the budgeted estimates. All revenue and expenditure impacts on the Financial Position of the municipality.

Accurate cash flow information will assist the municipality to calculate the cash available using the historical trends.

The following should be considered when preparing estimations for balance sheet budgeting:

- The estimated revenue billings per month. Importantly, assumptions must be based on historical performance, projected growth, cost drivers and economic factors;
- Information on outstanding debtors, debt impairment and actual debt write offs;
- The roll forward movement accounts to establish opening balances; and
- Historical trends the sale of bulk electricity and water inform the estimation for bulk purchases.

Municipalities must not spend what they do not have available in the bank. It is important to link all revenue and expenditure to a funding source through the Fund segment when budgeting and transacting. The Fund segment must be used correctly for cash receipts and payments (i.e. FD001 and FD002). This will enable budgeting, transacting and reporting on the same data string and the identification of the actual cash available per funding source that can be utilised for service delivery. Non-funding should not be used.

Furthermore, budgeting, transacting and reporting must be done directly in and from the integrated ERP system solution on the relevant posting levels to sure that the built-in controls are triggered to prevent unauthorised expenditure. The high levels of unauthorized expenditure reported by the Auditor-General is evident that a number of municipalities are still working outside of their ERP systems and bypassing budget control functionality.

Municipalities are required to implement balance sheet budgeting and movement accounting to ensure that the cash flow for the 2023/2024 MTREF is populated correctly. If the cash flow is not budget for correctly, transactions will be a challenge.

Depreciation and asset impairment budgeting

In terms of MFMA circular no 115, from the analysis of the mSCOA data strings it is evident that a number of municipalities are allocating non-funding as the funding source in the fund segment for depreciation charges. Depreciation charges must be funded from operational funds such as service charges for electricity if assets are utilised for electricity purposes, service charges water for water management purposes, waste and wastewater management in the same manner and property rates for services like roads that is primarily funded from property rates. When depreciation is funded, it will assist the municipalities to accumulate sufficient surpluses that must be transferred to cash backed reserves. Depreciation is the method to provide for the replacement of the assets. If depreciation remains a journal without the funds being ringfenced, municipalities will not be in a financial position to fund future infrastructure assets.

The above indicates that the municipality must have revenues that are not allocated for spending in its budget to achieve this goal.

9.4. The South African Economy and Inflation Targets

The National Treasury forecasts real economic growth of 1.9 per cent in 2022, compared with 2.1 per cent projected in the 2022 Budget Review, in response to global and domestic shocks. Growth is projected to average 1.6 per cent from 2023 to 2025. Implementing structural reforms, especially in the energy sector, remains crucial to improve the economy's productive capacity and competitiveness.

The recovery in economic activity that began in 2021 was driven by a strong rebound in global economic activity, high commodity prices and easing COVID-19 restrictions. The scarring impact of the pandemic on employment and investment decisions will likely weigh on the recovery over the medium term. Investment remains well below pre-pandemic levels.

The economy grew by 1.4 per cent in the first half of 2022 compared with the first half of 2021. Real GDP grew more than expected in the first quarter of 2022, with output returning to prepandemic levels. However, a deteriorating global environment, flooding in KwaZulu-Natal and

the Eastern Cape, industrial action in the electricity and mining sectors, and prolonged and intense power cuts resulted in a broad-based contraction across most sectors during the second quarter. The third quarter was marked by frequent and prolonged power cuts, which significantly disrupted economic activity.

GDP is expected to grow by 0.9 per cent in real terms in 2023, compared with an estimate of 1.4 per cent at the time of the medium-term budget policy statement (MTBPS), recovering slowly to 1.8 per cent in 2025.

The economic outlook faces a range of risks, including weaker-than-expected global growth, further disruptions to global supply chains and renewed inflationary pressures from the war in Ukraine, continued power cuts and a deterioration in port and rail infrastructure, widespread criminal activity, and any deterioration of the fiscal outlook.

Government is taking urgent measures to reduce load-shedding in the short term and transform the sector through market reforms to achieve long-term energy security. Several reforms are under way to improve the performance of the transport sector, specifically freight rail and to improve the capability of the state.

Budget Assumptions

As the municipality provides services to the communities, a significant amount of costs are incurred and these must be recovered somehow from the consumers. This is where the issue of tariff setting comes in, and we have in this regard been guided by the municipality's performance in the previous financial years, and the guidelines set by the National Treasury in numerous circulars, last of which was MFMA Treasury Circular No. 122 and 123. According to this circular, municipalities must consider the following consumer price index or inflationary indications:

| Fiscal year | | 2023 Estimate | 2023/24 Forecast | 2024/25 Forecast | 2025/26 Forecast |
|--------------------------------|--|----------------------|-------------------------|-------------------------|-------------------------|
| Consumer Price Inflation - CPI | | 6.9% | 5.3% | 4.9% | 4.7% |

Local government also confronts tough fiscal choices in the face of financial and institutional problems that result in service-delivery breakdowns and unpaid bills. Municipalities can offset these trends by improving its own revenue collection, working more efficiently and implementing cost-containment measures.

The following are the key budget assumptions used to prepare the draft budget with the guidance of National Treasury, NERSA, and SALGBC –

- a) 18.49% increase on electricity tariffs
- b) 18.65% increase on Electricity Bulk purchases
- c) 5% increase on property rates
- d) 5.4% provision for employee costs which is the projected average CPI percentages for 2023 and 2024.
- e) 4.5% increase on the remuneration of councilors
- f) 5.3% for all other expenses, and
- g) 5.3% for other revenue municipal Tariffs

Revenue budgeting

Similar to the rest of government, municipalities face a difficult fiscal environment. The weak economic growth has put pressure on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past. Some municipalities have managed these challenges well, but others have fallen into financial distress and face liquidity problems. These include municipalities that are unable to meet their payment obligations to Eskom, Water Boards and other creditors. There is a need for municipalities to focus on collecting revenues owed to them and eliminate wasteful and non-core spending. It is important to note that the municipal equitable share as a policy instrument is meant to subsidise services to the poorest of the poor and not to pay municipal creditors. This bad practice by municipalities will have to be addressed as a matter of urgency. Municipal creditors should be advised that municipalities cannot use funds allocated for basic service provision to pay creditors.

Municipalities must ensure that they render basic services, maintain their assets and a clean environment. Furthermore, there must be continuous communication with the community and other stakeholders to strengthen awareness and participation and to improve the municipality's reputation. This will assist in attracting investment in the local economy which may result in increased employment.

Some municipalities are experiencing serious liquidity challenges. Therefore, the new leadership is advised to:

- Decisively address unfunded budgets by reducing non-priority spending and improving revenue management processes to enable collection; and

- Address service delivery failures by ensuring adequate maintenance, upgrading and renewal of existing assets to enable reliable service delivery.

Maximising the revenue generation of the municipal revenue base

Reference is made to MFMA Circulars No. 93, paragraph 3.1 and No. 98, paragraph 4.1. The emphasis is on municipalities to comply with Section 18 of the MFMA and ensure that they fund their MTREF budgets from realistically anticipated revenues to be collected. Municipalities are cautioned against assuming collection rates that are unrealistic and unattainable as this is a fundamental reason for municipalities not attaining their desired collection rates.

The purpose of the above mentioned MFMA Circulars is to ensure that the municipalities are using their entire revenue base as the basis for the revenue budget. It is essential that municipalities reconcile their most recent consolidated valuation roll data to that of the current billing system data to ensure that revenue anticipated from property rates is realistic. The municipalities should implement a data management strategy and develop internal capacity to perform these reconciliations and investigations to improve completeness of billing.

One of the aims of the reconciliation process is to identify exceptions, i.e. records on the general valuation roll that are not on the billing system and records on the billing system and vice versa. In addition, the reconciliation must identify duplicated records, missing data, and data errors. These exceptions should then be investigated, and remedial action strategies developed for data cleansing and other corrective actions. The Debtors Ageing data should also form part of the reconciliation process so that “debtors” can be tracked and assessed at a property record level and prioritised for verification of rates liability measured against a MPRA property and owner.

To facilitate reconciliation of the separate databases (General Valuation Roll and Billing), a unique property identifier (common primary unique link code) must be created and populated for each rateable property on the general valuation roll system and on the rates billing system. This property identifier must be unique, without duplicates, and must remain constant for the life of the property. The standards adopted by the South African Council for the Property Valuers Profession (SACPVP), namely South African Standard: Municipal Valuations for Property Rating, specifies that the Surveyor General Code SG 21-digit Code, derived, and created from the property description, be applied for all registered full title properties defined in terms of part (a) of the definition of property.

For all other MPRA defined property, Part (a) Sectional Title, Part (b) Registered Rights, Part (c) Land Tenure Rights and Part (d) PSI and, apportioned multiple use property in terms of sections 8(2)(i) and 9(2), an added suffixed 5 digits to the SG 21-digit code must be assigned by the designated municipal valuer, thereby creating a unique 26-digit code. The municipality must ensure that the SG21 digit code and 26-digit coding system is applied in their valuation roll management system and billing system and engage with their designated municipal valuer and systems service providers to implement the unique property identifier.

Further it is important that municipalities who are performing a general valuation (GV) to implement a new valuation roll on 1 July 2023, must also as best practice compare the current consolidated roll to the new valuation roll. This will identify any anomalies and errors of category of property and market values for review and investigation and the option of lodging an objection by the municipality, where applicable. This process should also identify outliers and shifts in market values by category and area so that tariffs on the new roll can be modelled and determined in an equitable manner to avoid rates shocks.

Municipalities should undertake this exercise as a routine practice during the budget process so that supplementary adjustments to the valuation roll are kept up to date. In order to ensure that the most updated information is used for the reconciliations,

municipalities are reminded to adhere and comply with Section 23(1)(2) of the MPRA and therefore use the Part A register as the basis for performing the reconciliations going forward.

Furthermore, municipalities are also advised and expected to comply with Section 8(1) of the MPRA in terms of the billing methodology that should to be specified within their policies to ensure that the correct categories (based on the selection made by the municipality) are used in the reconciliation process.

The list of exceptions derived from this reconciliation will indicate where the municipality may be compromising its revenue generation in respect of property rates or whether the municipality is overstating its revenue budget.

A further test would be to reconcile this information with the Deeds Office registry. In accordance with the MFMA Circular No. 93, municipalities are once more requested to submit their reconciliation of the Valuation roll/ Part A register to the billing system to the National Treasury on a quarterly basis by no later than the 10th working day after the end of the quarter. A detailed action plan must accompany the reconciliation where variances are noted.

The above information must be uploaded by the municipality's approved registered user(s) using the GoMuni Upload Portal at: https://lg.treasury.gov.za/ibi_apps/signin. If the municipality experience any challenge uploading the information, a request for an alternative arrangement may be emailed to linda.kruger@treasury.gov.za.

Municipalities are reminded of the need to clearly communicate the GV appeals and objection process to residents to ensure that any disputes are timeously resolved.

Revenue Collection – No operation can be sustainable if it does not collect its revenue. A municipality is no different. There is a misconception that a municipality may not interrupt or restrict the supply of water services of a defaulting consumer. The National Treasury confirms that neither the Water Services Act, 1997 (Act No. 108 of 1997) or any other legislation prevents a municipality from cutting the supply of water to a defaulting consumer unless the consumer is an indigent in which case the water services to that household must be restricted to the national free basic water limit of 6 kilolitre water monthly (or 50 kilowatt hours in the case of free basic electricity monthly). This was confirmed by the Constitutional Court in the matter of Mazibuko and Others v City of Johannesburg and Others (CCT 39/09) [2009] ZACC 28; 2010 (3) BCLR 239 (CC); 2010 (4) SA 1 (CC) (8 October 2009).

Municipalities are urged to use the restriction/ interruption of supply of both water and electricity services as a collection tool. Effective from the tabling and adoption of the 2023/24 MTREF, municipalities' By-laws and policies must facilitate this and clearly stipulate the order in which any partial payment of the consolidated municipal bill (including property rates) will be applied as well as the process before the supply of water and electricity services will be cut. The National Treasury recommended that any partial payment firstly be applied to property rates, wastewater, waste management, water and lastly to electricity. When interrupting or restricting the supply of water it is important that such is undertaken together with the municipal engineer(s) to ensure a continued minimum supply of waste-water.

Municipalities should develop a Wheeling Framework to allow for the transmission of energy across their networks. These wheeling frameworks provide an opportunity for municipalities to generate revenue from their distribution networks. Provincial Treasuries or National Treasury can be approached for support to develop these frameworks.

Setting Cost reflective Tariffs

The setting of cost-reflective tariffs is a requirement of Section 74(2) of the Municipal Systems Act, 2000 which is meant to ensure that municipalities set tariffs that enable them to recover the full cost of rendering the service. This forms the basis of compiling a credible budget. A credible budget is one that ensures the funding of all approved items and is anchored in sound, timely and reliable information on expenditure and service delivery (Financial and Fiscal Commission (FFC), 2011). Credible budgets are critical for local government to fulfil its mandate and ensure financial sustainability.

A credible expenditure budget reflects the costs necessary to provide a service efficiently and effectively, namely:

- **A budget adequate to deliver a service of the necessary quality on a sustainable basis; and**
- **A budget that delivers services at the lowest possible cost.**

Municipalities are encouraged to utilise the tariff setting tool referenced in MFMA Circular No. 98, item 4.2. This tool will assist in setting tariffs that are cost-reflective and would enable a municipality to recover costs to fulfil its mandate.

Reference is made to MFMA Circular No. 98, paragraph 4.2. The setting of cost-reflective tariffs is a requirement of Section 74(2) of the Municipal Systems Act which is meant to ensure that municipalities set tariffs that enable them to recover the full cost of rendering the service. This forms the basis of compiling a credible budget. A credible budget is one that ensures the funding of all approved items and is anchored in sound, timely and reliable information on expenditure and service delivery (Financial and Fiscal Commission (FFC), 2011). Credible budgets are critical for local government to fulfil its mandate and ensure financial sustainability. A credible expenditure budget reflects the costs necessary to provide a service efficiently and effectively, namely:

- **A budget adequate to deliver a service of the necessary quality on a sustainable basis; and**
- **A budget that delivers services at the lowest possible cost.**

The National Treasury issued a tariff setting tool and guide as part of MFMA Budget Circular No. 98 (refer item 4.2) on 6 December 2019 and since 2019, has encouraged municipalities to utilise the tool. With effect, from the 2023/24 MTREF, all municipalities (except metropolitan cities and district municipalities that do not provide any services) as part of both the tabled and adopted MTREF submissions must submit the completed National Treasury tariff tool (in excel format) illustrating that the revenue component of the budget is credible and funded and that the municipality's tariffs are cost reflective. If the municipality's initial calculation results in high increases to facilitate cost-reflectiveness, it is recommended that such are phased in over 3 to 5 years. The municipality's strategy in this regard should be included as part of the budget narratives.

This tool will assist in setting tariffs that are cost-reflective and enable a municipality to recover costs to fulfil its mandate. Going forward it is also imperative that every municipality fully embrace the Municipal Standard Chart of Accounts (mSCOA): costing component. Considering, mSCOA implementation is entering its sixth year of implementation, all municipalities must fully embrace and report also utilising the costing segment correctly.

Tariff-setting – the impact of loadshedding

Loadshedding not only affects the electricity service but also some municipalities' ability to pump water, thereby negatively impacting the stability of water supplies and the related functioning of the wastewater reticulation network. The loadshedding crisis has been declared a state of disaster and will require tough budgeting choices for municipalities to make sure that basic municipal services are sustained. The regulations published in the Government Gazette No. 48152 on 27 February 2023 in terms of the Disaster Management Act, 2002 (Act 57 of 2002) require municipalities to "ensure continuous operation of water infrastructure and other specified essential infrastructure, including by installing alternative energy sources or other measures to provide an uninterrupted power supply." Municipalities are also required to "mobilise available resources" and "provide funds for this purpose, subject to affordability." As an immediate interim solution back-up electricity to pump water should be prioritised while being mindful of its affordability within the municipality's available funding sources and other critical priorities. The municipality need to adequately plan and prioritise funding in its 2023/24 MTREF for this purpose, including:

- When planning to pump water/ maintain the wastewater service by way of any alternative solution(s), it is important that the municipality properly plan and budget for the associated capital and operational costs to operate and maintain the solution(s) over the 2023/24 MTREF and longer-term;

- Any additional cost the municipality already incurred in this regard during the period of elevated loadshedding since December 2022 should be projected to continue in 2023/24 i.e. diesel to operate a generator;
- Although a state of emergency has been declared to deal with the continual loadshedding challenges in the country, it is likely that loadshedding will continue during the 2023/24 municipal financial year. It is proposed that municipalities factor in the impact of loadshedding on their electricity revenue projections, considering current experience in terms of loadshedding practices by Eskom;
- The additional costs of prolonged loadshedding should be considered;
- Municipalities are always asked to try to balance full cost recovery on services with affordability for their residents. In practice, this means that where the full increase in the cost of a service is not passed on to consumers, municipalities must offset the increased costs through savings identified elsewhere in their operations. Therefore, reducing/ limiting overall expenditure is a key part of budgeting for the response to load shedding. The municipality should stick to its core mandate and functions and carefully review overall expenditure to manage the net effect. Measures should include aggressively cutting costs, frills, and vanity projects, dealing with bloated administrations and structures possibly duplicated across Municipal Manager and Mayoral offices, and applying for exemptions from the annual salary increases if these are not affordable;
- While municipalities are urged to maximize efficiency in their operations, tariff setting efforts should consider the need to make additional provision for repairs and maintenance associated with infrastructure breakdowns during load shedding;
- Reducing/ limiting overall expenditure – the municipality should stick to its core mandate and functions – it is necessary to carefully look at the overall expenditure side to manage the net effect, including aggressively cutting costs, fancy, frills, vanity projects, deal with bloated admin- and structures possibly duplicated across Municipal Manager and Mayoral offices, and apply for exemptions from the annual salary increases; and
- The cost should be considered and included when setting the tariffs of the service(s) to which it relates.

Municipalities should also budget for reduced bulk purchases and sales to municipal customers based on the same load shedding assumptions cited above.

Municipalities should carefully monitor their Eskom accounts for any penalties that result from increased demand immediately after a period of load shedding is ended. Eskom has indicated that they will reverse any penalties for exceeding notified maximum demand that results from the implementation of load shedding. This should be factored into the tariff calculation to ensure that consumers are not overcharged.

Lastly, it is important to note that a municipality may only introduce a load-shedding levy or surcharge with the approval of the Minister of Finance and in terms of the legislated processes set-out in the MFMA and Municipal Fiscal Powers and Functions Act, 2007

Eskom Bulk tariff Increases

The National Energy Regulator of South Africa (NERSA) is responsible for the price determination of the bulk costs of electricity. In January 2023, NERSA approved tariff increases of 18.7 per cent in 2023/24 and 12.7 per cent increase in 2024/25. For purposes of calculating the free basic energy subsidy in the local government equitable share formula, the National Treasury has added 2 per cent to these increases. This is in anticipation of higher increases than those published in January, for municipalities, due to the difference in the financial years of Eskom customers and municipalities meaning that Eskom only has nine months to collect

the allowable revenue from municipalities. R1.1 billion is added to the free basic energy subcomponent of the free basic services component of the local government equitable share formula to fund these higher tariff increases. To this end, the free basic electricity subsidy in the local government equitable share is calculated based on a 20.7 per cent tariff increase in 2023/24 and a 14.7 per cent increase in 2024/25. In the absence of an approved tariff increase in the outer year of the MTEF period, the formula assumes an increase of 17.7 per cent in 2025/26. This is the average of the estimated increases for the first two years of the MTEF period.

The Public Consultations

Municipalities are advised to refer to the guidance (refer to the email sent by the Department of Cooperative Governance and Traditional Affairs (CoGTA) to all municipalities on 20 October 2021) provided through the joint South African Local Government Association (SALGA)/ Department of Cooperative Governance (DCoG) and National Treasury (NT) Joint Circular No.1 on the transitional measures in relation to the integrated development plan (IDP) consultation process. This circular indicates that the previous municipal councils had an obligation to ensure that the legislative stipulations were complied with. Therefore, they were expected to continue the process of the development of the IDP starting with the development and adoption of the process plans as provided for in section 28 of the Municipal Systems Act 2000. Municipalities should then implement the adopted budget process plan and conduct the public engagements as per dates they have indicated in the process plan.

As detailed in the later paragraphs, the municipality will consult with the communities in relation to this budget and their inputs incorporated before finalization and final approval by council. The draft annual budget as compiled for the 2023/24 financial year and the MTREF therefore addresses priorities as per the IDP consultation processes, bearing in mind the limited resources that the municipality has at its disposal. As indicated in earlier paragraphs, the leading need by the communities is electrification and access roads, the budget is biased towards these. The budget also endeavors to allocate resources for construction and maintenance of access roads that ensure communities have access to schools, clinics and other basic necessities. Sport development is crucial for social cohesion, and central to this is the construction of infrastructure that would ensure that youths in the communities have access to sporting facilities. The budget therefore allocates resources to such, as prioritized by communities.

Policy Review

The municipal council has reviewed a number of policies, proposing amendments to these policies and these are detailed in the later paragraphs in more detail. Most of the adjustments that have been proposed are necessitated by developments and changes in the requirements of key regulatory institutions like the National Treasury and the South African Revenue Services.

The preparation of the budget has relied mainly on the statistics as provided in the Community Survey of 2016 and the recent release. Although this has been the basis, we have kept in mind the growth of communities we serve within the municipality through recent community surveys. The assumptions utilized in the compilation of this budget have also been based on the guidance provided by the National Treasury on the inflationary indicators to be utilized. The guidance has also touched on the requirements and expectations from the National Energy Regulator of South Africa (NERSA) on the percentage increase that can be effected on electricity tariffs.

Measurable Performance Objectives and Indicators

As part of the IDP and budget compilation process, management has identified the strategic objectives and performance indicators that would enable the municipality to achieve on the mandated powers and functions. These have been set out in the IDP with measurable performance indicators, and the budgeted amounts for the 2023/24 financial year and the two outer years. This information has further been detailed more in the draft Service Delivery Budget Implementation Plan for the 2023/24 financial year

which must be approved by the Mayor at least 28 days after the adoption of the budget. The objectives have further been provided with projects that will be implemented to achieve the set targets and these projects have been supported by project implementation plans for each of the projects.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2023/24 Medium-term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2023/24 MTREF

EC443 Winnie Madikizela Mandela - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Revenue | | | | | | | | | | |
| Exchange Revenue | | | | | | | | | | |
| Service charges - Electricity | 2 | 33,884 | 35,679 | 37,937 | 30,845 | 30,845 | 30,845 | 32,243 | 33,823 | 35,412 |
| Service charges - Water | 2 | - | - | - | - | - | - | - | - | - |
| Service charges - Waste Water Management | 2 | - | - | - | - | - | - | - | - | - |
| Service charges - Waste Management | 2 | 4,490 | 4,578 | 4,202 | 5,834 | 4,502 | 4,502 | 5,661 | 5,939 | 6,218 |
| Sale of Goods and Rendering of Services | | 568 | 197 | 238 | 353 | 303 | 303 | 201 | 211 | 221 |
| Agency services | | 1,021 | 1,291 | 1,202 | 1,401 | 1,521 | 1,521 | 1,266 | 1,328 | 1,391 |
| Interest | | - | - | - | - | - | - | - | - | - |
| Interest earned from Receivables | | 4,593 | 3,538 | 1,941 | 3,229 | 3,229 | 3,229 | 3,390 | 3,556 | 3,723 |
| Interest earned from Current and Non Current As | | 9,660 | 7,604 | 10,784 | 9,760 | 15,090 | 15,090 | 15,890 | 16,669 | 17,452 |
| Dividends | | - | - | - | - | - | - | - | - | - |
| Rent on Land | | - | - | - | - | - | - | - | - | - |
| Rental from Fixed Assets | | 5,097 | 5,876 | 7,511 | 3,893 | 4,498 | 4,498 | 5,282 | 5,670 | 6,087 |
| Licence and permits | | - | - | - | - | - | - | - | - | - |
| Operational Revenue | | 392 | 708 | 653 | 167 | 509 | 509 | 471 | 495 | 518 |
| Non-Exchange Revenue | | | | | | | | | | |
| Property rates | 2 | 16,284 | 20,145 | 21,163 | 21,468 | 21,468 | 21,468 | 21,250 | 22,096 | 22,976 |
| Surcharges and Taxes | | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | - | - | - | - | - | - | - | - | - |
| Licences or permits | | 2,066 | 688 | 386 | 593 | 593 | 593 | 225 | 236 | 247 |
| Transfer and subsidies - Operational | | 2,237 | 2,343 | 2,141 | 2,404 | 2,404 | 2,404 | 2,537 | 2,662 | 2,787 |
| Interest | | 268,843 | 337,728 | 295,672 | 338,352 | 351,142 | 351,142 | 349,897 | 371,637 | 364,128 |
| Fuel Levy | | - | 737 | 2,750 | 2,149 | 2,149 | 2,149 | 1,780 | 1,867 | 1,955 |
| Operational Revenue | | 187 | - | - | - | - | - | - | - | - |
| Gains on disposal of Assets | | 7,339 | 1,069 | 2,461 | - | - | - | - | - | - |
| Other Gains | | - | - | - | - | - | - | - | - | - |
| Discontinued Operations | | | | | | | | | | |
| Total Revenue (excluding capital transfers and | | 356,660 | 422,182 | 389,042 | 420,449 | 438,253 | 438,253 | 440,094 | 466,188 | 463,114 |
| Expenditure | | | | | | | | | | |
| Employee related costs | 2 | 104,852 | 105,837 | 107,129 | 124,799 | 122,284 | 122,284 | 130,214 | 136,503 | 142,506 |
| Remuneration of councillors | | 23,970 | 23,964 | 24,782 | 27,047 | 27,047 | 27,047 | 28,481 | 29,876 | 31,280 |
| Bulk purchases - electricity | 2 | 33,255 | 35,022 | 40,211 | 40,005 | 40,005 | 40,005 | 47,731 | 53,792 | 60,624 |
| Inventory consumed | 8 | 8,162 | 4,798 | 5,473 | 7,627 | 6,945 | 6,945 | 7,192 | 7,523 | 7,870 |
| Debt impairment | 3 | 7,103 | 5,208 | 822 | 9,600 | 9,600 | 9,600 | 10,109 | 10,574 | 11,060 |
| Depreciation and amortisation | | 39,437 | 40,180 | 52,653 | 49,735 | 49,735 | 49,735 | 54,371 | 57,035 | 59,716 |
| Interest | | 11 | 1 | - | 100 | 100 | 100 | 100 | 100 | 100 |
| Contracted services | | 51,003 | 41,065 | 63,499 | 86,644 | 100,765 | 100,765 | 83,616 | 90,129 | 99,320 |
| Transfers and subsidies | | 1,418 | 4,499 | 1,251 | 3,200 | 3,349 | 3,349 | 3,431 | 3,589 | 3,754 |
| Irrecoverable debts written off | | 549 | - | - | - | - | - | - | - | - |
| Operational costs | | 44,470 | 38,020 | 65,440 | 82,560 | 86,018 | 86,018 | 79,958 | 83,590 | 87,377 |
| Losses on disposal of Assets | | 55,411 | 43,413 | 46,551 | - | 26,336 | 26,336 | - | - | - |
| Other Losses | | - | 293 | - | - | - | - | - | - | - |
| Total Expenditure | | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) | | (12,982) | 79,882 | (18,769) | (10,870) | (33,930) | (33,930) | (5,107) | (6,523) | (40,493) |
| Transfers and subsidies - capital (monetary) | 6 | 79,423 | 77,425 | 80,162 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Transfers and subsidies - capital (in-kind) | 6 | - | - | 79 | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| Income Tax | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after income tax | | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| Share of Surplus/Deficit attributable to Joint Venture | | - | - | - | - | - | - | - | - | - |
| Share of Surplus/Deficit attributable to Minorities | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) attributable to municipality | | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| Share of Surplus/Deficit attributable to Associate | 7 | - | - | - | - | - | - | - | - | - |
| Intercompany/Parent subsidiary transactions | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | 1 | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |

The table above shows the summary of the draft budget for the 2023/24 financial period with the outer years. The table shows that the expected revenue for the 2023/24 financial year adds up to just above R511 million.

The above table continues to show greater dependency of the municipality on the national fiscus through grants as these make up 82% of the municipality's anticipated revenues which is a decrease from 84% in the prior year with other sources anticipated to generate only 18% which means the municipality has very little resources to spend without prescribed conditions. This has a potential to limit the municipality in terms of the programmes it would like to implement to improve the lives of the people of Mbizana. The overall increase in revenue is around 2% of the original budget of the current year taking the tune from the national performance as well where the country has seen slow to no growth in some sectors. This will unfortunately continue as the world at large continues to experience situations that have a potential of collapsing economies due to the outbreak of Covid-19 and its continued surge.

a. Revenue

The above table continues to show greater dependency of the municipality on the national fiscus through grants as these make up 82% of the municipality's anticipated revenues which is a decrease from 84% in the prior year with other sources anticipated to generate only 18% which means the municipality has very little resources to spend without prescribed conditions. This has a potential to limit the municipality in terms of the programmes it would like to implement to improve the lives of the people of Mbizana. The overall decrease in revenue is about 7% taking the tune from the national performance as well where the country has seen slight improvements from no growth and negative in some sectors after the outbreak of Covid-19 and now the Russian Ukraine invasion. This will unfortunately continue as the world at large continues to experience situations that have a potential of collapsing economies due to the outbreak of Covid-19 variants and its continued surge as well as the recent Russian invasion of Ukraine.

b. Operating expenditure

i. Non-cash items

These are expenditure items where no cash will be required to flow as these relate to the accounting for wear and tear of the municipal assets and impairment of portions of debtors considered to be irrecoverable based on the behaviour of individual debtors and their credit profile. These make up 14% of the municipality's operating expenditure.

ii. Depreciation and asset impairment

In terms of MFMA circular no 115, from the analysis of the mSCOA data strings it is evident that a number of municipalities are allocating non-funding as the funding source in the fund segment for depreciation charges. Depreciation charges must be funded from operational funds such as service charges for electricity if assets are utilised for electricity purposes, service charges water for water management purposes, waste and wastewater management in the same manner and property rates for services like roads that is primarily funded from property rates. When depreciation is funded, it will assist the municipalities to accumulate sufficient surpluses that must be transferred to cash backed reserves. Depreciation is the method to provide for the replacement of the assets. If depreciation remains a journal without the funds being ringfenced, municipalities will not be in a financial position to fund future infrastructure assets.

The above indicates that the municipality must have revenues that are not allocated for spending in its budget to achieve this goal.

iii. Employee Related Cost

Below are vacant positions that are included in the calculations of these draft budget amounts that have been agreed on with Corporate Services to ensure these are on the municipality's current organisational structure. In line with the national government's call to manage the public sector wage bill the municipality's employee costs budget plus remuneration of councillors makes up

35% of the operating budget including non-cash items which then breaches the maximum limit permitted of 40% when we exclude non-cash items. Below are the details of vacant positions included in the draft budget.

Municipal Manager

- Monitoring and Evaluation Officer
- Performance Management Officer

Corporate Services

- Manager ICT
- IT Technician
- Fleet Management Officer
- Receptionist

Budget and Treasury Office

- 2 X Financial Management Interns

Development Planning

- Agricultural Development Officer

Community Services

- Security
- Admin Clerk

Refuse Removal

- 8 X General Assistants

Engineering Services

- Data Capturer (MIG)

The above positions include those where recruitment processes have already commenced or concluded but the successful incumbents have not resumed duties yet. This is to ensure that all these are catered for in the municipal budget.

No new positions are proposed to be added on the municipality's organisational structure for the next three financial years.

iv. Remuneration of councillors

An increase of 4.5% was used to accommodate any adjustments that might need to be implemented during the year once a new gazette on the remuneration of office bearers has been issued and also ensuring that we have catered for the grade 4 position of the municipality. The formula for the allocation of the Equitable share includes an allocation to support councillor remuneration and ward committees. This allocation for the budget year is R14.2 million requiring the municipality to also fund the remuneration of councillors from revenues internally generated.

v. Contracted Services

This item relates to services and goods that can only be provided through the use of external service providers such as catering, hiring of transport, consultants, prepaid electricity vendors, professional services etc. This draft budget includes but not limited to the following allocations:

- R9.5 million for outsourced security services
- R6.5 million for legal services
- R15 million for road maintenance
- R2.5 million for CBD road maintenance

- R3.9 million for maintenance electricity infrastructure
- R2.8 million for maintenance of municipal buildings
- R4.2 million for casual labour for refuse removal
- R2.2 million for security casual labour
- R3.2 million for EPWP implementation
- R1.5 million for maintenance of the landfill site
- R776 thousand for waste management services
- R1.2 million for Internal Audit fees
- R1.6 million for the maintenance and review of the Infrastructure Fixed Asset Register
- R1.3 million for debt collection services
- R1.3 maintenance of Financial Management Systems (FMG)
- R800 thousand for the review and development of municipal policies
- R4.5 million for maintenance of municipal vehicles
- R4.5 million on catering for various municipal activities which is in line with R4.5 million in the current year

There are other municipal programmes included as road marking, survey of municipal land, servicing of Skip bins, and all other programmes planned for the municipality.

vi. Other Expenditure

These are all other operational expenses of the municipality such as advertising, travel and subsidies, seminar and workshops etc. The following are some of the items that may require special mention when it comes to these expenditures even though the list does not mean these are the only allocated expenditures:

- R5.5 million for compensation of ward committees
- R5.5 million for maintenance of IT systems and rentals thereof
- R5.3 million for License fees
- R1 million for communication in the form of telephone, fax and cellphones
- R5.4 million for external audit fees
- R4.8 million for free basic electricity
- R4.1 million for solar energy subsidy
- R5.3 million for accommodation of Municipal Officials and Councillors which is an increase from R5.2 million in the current year
- R3.7 million for insurance of municipal assets
- R2.3 million for SALGA levies and
- R842 thousand for tuitions fees for training and development

There are other smaller items budgeted for that are not included on the explanations above due to their values being small individually.

EC443 Winnie Madikizela Mandela - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

| Vote Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| Revenue by Vote | | | | | | | | | | |
| Vote 1 - Executive and Council | 1 | — | — | 822 | — | — | — | — | — | — |
| Vote 2 - Corporate Services | | 352 | 405 | 483 | 137 | 453 | 453 | 441 | 463 | 485 |
| Vote 3 - Budget Treasury Office | | 306,248 | 354,557 | 316,791 | 341,189 | 393,746 | 393,746 | 364,432 | 388,302 | 378,680 |
| Vote 4 - Community Services | | 15,605 | 12,198 | 11,732 | 14,517 | 13,304 | 13,304 | 13,502 | 10,759 | 11,263 |
| Vote 5 - Development Planning | | 111 | 19,267 | 22,001 | 44,531 | 44,481 | 44,481 | 26,550 | 29,785 | 34,082 |
| Vote 6 - Engineering Services | | 113,768 | 113,181 | 117,454 | 102,363 | 102,363 | 102,363 | 106,724 | 117,349 | 121,091 |
| Vote 7 - [NAME OF VOTE 7] | | — | — | — | — | — | — | — | — | — |
| Vote 8 - [NAME OF VOTE 8] | | — | — | — | — | — | — | — | — | — |
| Vote 9 - [NAME OF VOTE 9] | | — | — | — | — | — | — | — | — | — |
| Vote 10 - [NAME OF VOTE 10] | | — | — | — | — | — | — | — | — | — |
| Vote 11 - [NAME OF VOTE 11] | | — | — | — | — | — | — | — | — | — |
| Vote 12 - [NAME OF VOTE 12] | | — | — | — | — | — | — | — | — | — |
| Vote 13 - [NAME OF VOTE 13] | | — | — | — | — | — | — | — | — | — |
| Vote 14 - [NAME OF VOTE 14] | | — | — | — | — | — | — | — | — | — |
| Vote 15 - [NAME OF VOTE 15] | | — | — | — | — | — | — | — | — | — |
| Total Revenue by Vote | 2 | 436,083 | 499,607 | 469,283 | 502,737 | 554,347 | 554,347 | 511,649 | 546,659 | 545,601 |
| Expenditure by Vote to be appropriated | | | | | | | | | | |
| Vote 1 - Executive and Council | 1 | 69,498 | 71,616 | 71,138 | 84,391 | 84,186 | 84,186 | 88,655 | 92,107 | 96,376 |
| Vote 2 - Corporate Services | | 48,254 | 38,617 | 40,512 | 59,772 | 58,204 | 58,204 | 64,946 | 68,035 | 71,183 |
| Vote 3 - Budget Treasury Office | | 25,842 | 21,918 | 24,251 | 41,521 | 43,771 | 43,771 | 45,748 | 47,952 | 51,070 |
| Vote 4 - Community Services | | 62,453 | 62,926 | 59,268 | 79,012 | 78,098 | 78,098 | 83,785 | 84,297 | 88,205 |
| Vote 5 - Development Planning | | 16,060 | 15,944 | 17,008 | 36,131 | 36,533 | 36,533 | 24,898 | 25,910 | 26,782 |
| Vote 6 - Engineering Services | | 147,535 | 131,280 | 195,635 | 130,491 | 171,392 | 171,392 | 137,169 | 154,410 | 169,990 |
| Vote 7 - [NAME OF VOTE 7] | | — | — | — | — | — | — | — | — | — |
| Vote 8 - [NAME OF VOTE 8] | | — | — | — | — | — | — | — | — | — |
| Vote 9 - [NAME OF VOTE 9] | | — | — | — | — | — | — | — | — | — |
| Vote 10 - [NAME OF VOTE 10] | | — | — | — | — | — | — | — | — | — |
| Vote 11 - [NAME OF VOTE 11] | | — | — | — | — | — | — | — | — | — |
| Vote 12 - [NAME OF VOTE 12] | | — | — | — | — | — | — | — | — | — |
| Vote 13 - [NAME OF VOTE 13] | | — | — | — | — | — | — | — | — | — |
| Vote 14 - [NAME OF VOTE 14] | | — | — | — | — | — | — | — | — | — |
| Vote 15 - [NAME OF VOTE 15] | | — | — | — | — | — | — | — | — | — |
| Total Expenditure by Vote | 2 | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) for the year | 2 | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |

a. REVENUE

Anticipated revenues have decreased compared to the 2022/23 budget and this is due to mainly a decrease in grants as may be seen on the table above indicating the grants that have been confirmed for the municipality especially the Disaster Relief Grant.

This is a worrying picture though considering that the municipality's demands have grown more than the anticipated resources.

This is probably one of the most challenging budgets that the municipality will ever produce in the current economic climate.

b. EXPENDITURE

MM's Office and Council expense

This has taken into account submissions made during the budget sessions and these have been taken into account using the set limits for the overall expenditures and then using those to reprioritise.

Budget and Treasury

The major contributors are depreciation, external audit fees. Significant projects in the department are those of the review of the infrastructure fixed assets register, implementation of the contract management findings and action plan thereof.

Corporate Services

The major expenditures relate to repairs of municipal vehicles, fuel and oil, ICT licenses, SALGA levies, website maintenance, insurance for municipal assets and employees including councillors, telephone and fax as well as other operational expenses.

Development Planning

The department has made provisions for valuation services, Spluma, Tourism, agricultural events and development of SMME's including any support that is provided by the municipality to those. There are also provisions for surveying of municipal properties including the legal fees involved in the process.

Community and Social Services

The department has made provision for the rehabilitation of the landfill site, provision of security services, public safety awareness campaigns, the operation and maintenance of the municipal pound, provision of free basic energy, protective clothing and other uniforms. The department on top of the EPWP grant funded casuals has made a provision for more casual labour to assist in the refuse removal services of the municipality. They have also requested overtime to be allocated more funds to cater for public holidays and other special events.

Road Engineering

The allocations made relate to the day to day operations of the department. There are also allocations for fuel and oil for the municipal plant which will be used to maintain some of the roads within the municipality. A provision of R15 million has been made to cater for external road maintenance and CBD maintenance, and R2.8 million for maintenance of municipal buildings.

Electricity

The department's biggest allocation has gone to the electricity purchases which is paid to Eskom for the supply of electricity. There are also allocations of over R3.9 million that are made for purchase of electrical material and maintenance of electrical infrastructure.

9.5. Operating Revenue Framework

Winnie Madikizela-Mandela Local Municipality strives to provide its communities with the required services and for it to succeed in doing that, it has to ensure that it has an operating revenue framework that ensures that it is able to fund its operations. This talks to the fact that there must be strategies in place to maximize the collection of revenue from the streams that already exist, but as well identify new revenue streams to augment the existing ones. A revenue enhancement strategy that was approved by the council in 2014 and reviewed in 2021 is accompanied by a proposed implementation plan to ensure implementability which was considered to be a big miss on the initial strategy.

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

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipal area and continued economic development;
- Efficient revenue management;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA) as amended;
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

In preparing the budgets, realistically anticipated revenues have been considered, and as has been indicated several times earlier, the tough economic conditions reflect on the reduces anticipated revenues. Electricity and refuse removal show a slight increase and the main consideration has been the declining trend over the past few years, coupled with the weak performance of the said items in terms of revenue collection.

9.6. Reconciliation of grants allocations

| Reconciliaton of Winnie Madikizela-Mandela Local Municipality allocations for 23/24 MTREF | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Revised 2022/23 | Change | 2023/24 | 2024/25 | 2025/26 |
| National Allocations | | | | | |
| Operational | 398,049,400 | -48,652,100 | 349,397,300 | 369,137,450 | 358,605,900 |
| Equitable Share | 320,095,000 | 21,109,000 | 341,204,000 | 364,039,000 | 353,237,000 |
| Financial Management Grant | 2,100,000 | - | 2,100,000 | 2,100,000 | 2,238,000 |
| Expanded Public Works Programme | 3,687,000 | -465,000 | 3,222,000 | - | - |
| Municipal Infrastructure Grant 5% | 2,751,900 | 119,400 | 2,871,300 | 2,998,450 | 3,130,900 |
| Disaster Management Grant | 46,596,000 | -46,596,000 | - | - | - |
| Government Support Grant | 22,819,500 | -22,819,500 | - | - | - |
| Capital | 68,686,100 | 2,868,600 | 71,554,700 | 82,470,550 | 87,487,100 |
| Municipal Infrastructure Grant | 52,286,100 | 2,268,600 | 54,554,700 | 56,970,550 | 59,487,100 |
| Integrated National Electrification | 16,400,000 | 600,000 | 17,000,000 | 23,500,000 | 23,000,000 |
| Neighbourhood Development Partnership Grant (Capital) | - | - | - | 2,000,000 | 5,000,000 |
| Provincial Allocations | | | | | |
| Operational | 500,000 | - | 500,000 | 500,000 | 522,000 |
| Library Grant | 500,000 | - | 500,000 | 500,000 | 522,000 |
| | - | - | - | - | - |
| | - | - | - | - | - |
| TOTAL ALLOCATIONS | 467,235,500 | -45,783,500 | 421,452,000 | 452,108,000 | 446,615,000 |

The above table shows the total of both conditional and unconditional grants to the municipality as confirmed on the Division of Revenue Bill and the Provincial Treasury Gazette. From the table we see a R45 million reduction on the grants total compared with the with the revised budget. The Integrated National Electrification grants which is used to provide electricity in the rural areas of the municipality sees just an increase of R600 thousand which may not be much compared to the level of growth in the households around the area.

Table 2 Summary of revenue classified by main revenue source

EC443 Winnie Madikizela Mandela - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Revenue | | | | | | | | | | |
| Exchange Revenue | | | | | | | | | | |
| Service charges - Electricity | 2 | 33,884 | 35,679 | 37,937 | 30,845 | 30,845 | 30,845 | 32,243 | 33,823 | 35,412 |
| Service charges - Water | 2 | - | - | - | - | - | - | - | - | - |
| Service charges - Waste Water Management | 2 | - | - | - | - | - | - | - | - | - |
| Service charges - Waste Management | 2 | 4,490 | 4,578 | 4,202 | 5,834 | 4,502 | 4,502 | 5,661 | 5,939 | 6,218 |
| Sale of Goods and Rendering of Services | | 568 | 197 | 238 | 353 | 303 | 303 | 201 | 211 | 221 |
| Agency services | | 1,021 | 1,291 | 1,202 | 1,401 | 1,521 | 1,521 | 1,266 | 1,328 | 1,391 |
| Interest | | - | - | - | - | - | - | - | - | - |
| Interest earned from Receivables | | 4,593 | 3,538 | 1,941 | 3,229 | 3,229 | 3,229 | 3,390 | 3,556 | 3,723 |
| Interest earned from Current and Non Current Assets | | 9,660 | 7,604 | 10,784 | 9,760 | 15,090 | 15,090 | 15,890 | 16,669 | 17,452 |
| Dividends | | - | - | - | - | - | - | - | - | - |
| Rent on Land | | - | - | - | - | - | - | - | - | - |
| Rental from Fixed Assets | | 5,097 | 5,876 | 7,511 | 3,893 | 4,498 | 4,498 | 5,282 | 5,670 | 6,087 |
| Licence and permits | | - | - | - | - | - | - | - | - | - |
| Operational Revenue | | 392 | 708 | 653 | 167 | 509 | 509 | 471 | 495 | 518 |
| Non-Exchange Revenue | | | | | | | | | | |
| Property rates | 2 | 16,284 | 20,145 | 21,163 | 21,468 | 21,468 | 21,468 | 21,250 | 22,096 | 22,976 |
| Surcharges and Taxes | | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | - | - | - | - | - | - | - | - | - |
| Licences or permits | | 2,066 | 688 | 386 | 593 | 593 | 593 | 225 | 236 | 247 |
| Transfer and subsidies - Operational | | 2,237 | 2,343 | 2,141 | 2,404 | 2,404 | 2,404 | 2,537 | 2,662 | 2,787 |
| Interest | | 268,843 | 337,728 | 295,672 | 338,352 | 351,142 | 351,142 | 349,897 | 371,637 | 364,128 |
| Fuel Levy | | - | 737 | 2,750 | 2,149 | 2,149 | 2,149 | 1,780 | 1,867 | 1,955 |
| Operational Revenue | | 187 | - | - | - | - | - | - | - | - |
| Gains on disposal of Assets | | 7,339 | 1,069 | 2,461 | - | - | - | - | - | - |
| Other Gains | | - | - | - | - | - | - | - | - | - |
| Discontinued Operations | | | | | | | | | | |
| Total Revenue (excluding capital transfers and grants) | | 356,660 | 422,182 | 389,042 | 420,449 | 438,253 | 438,253 | 440,094 | 466,188 | 463,114 |

1. Table 3 Percentage growth in revenue by main revenue source

EC443 Winnie Madikizela Mandela - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | % Change | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | | |
| Revenue | | | | | | | | | | | |
| Exchange Revenue | | | | | | | | | | | |
| Service charges - Electricity | 2 | 33,884 | 35,679 | 37,937 | 30,845 | 30,845 | 30,845 | 5% | 32,243 | 33,823 | 35,412 |
| Service charges - Water | 2 | - | - | - | - | - | - | 0% | - | - | - |
| Service charges - Waste Water Management | 2 | - | - | - | - | - | - | 0% | - | - | - |
| Service charges - Waste Management | 2 | 4,490 | 4,578 | 4,202 | 5,834 | 4,502 | 4,502 | 26% | 5,661 | 5,939 | 6,218 |
| Sale of Goods and Rendering of Services | | 568 | 197 | 238 | 353 | 303 | 303 | -34% | 201 | 211 | 221 |
| Agency services | | 1,021 | 1,291 | 1,202 | 1,401 | 1,521 | 1,521 | -17% | 1,266 | 1,328 | 1,391 |
| Interest | | - | - | - | - | - | - | 0% | - | - | - |
| Interest earned from Receivables | | 4,593 | 3,538 | 1,941 | 3,229 | 3,229 | 3,229 | 5% | 3,390 | 3,556 | 3,723 |
| Interest earned from Current and Non Current As | | 9,660 | 7,604 | 10,784 | 9,760 | 15,090 | 15,090 | 5% | 15,890 | 16,669 | 17,452 |
| Dividends | | - | - | - | - | - | - | 0% | - | - | - |
| Rent on Land | | - | - | - | - | - | - | 0% | - | - | - |
| Rental from Fixed Assets | | 5,097 | 5,876 | 7,511 | 3,893 | 4,498 | 4,498 | 17% | 5,282 | 5,670 | 6,087 |
| Licence and permits | | - | - | - | - | - | - | 0% | - | - | - |
| Operational Revenue | | 392 | 708 | 653 | 167 | 509 | 509 | -7% | 471 | 495 | 518 |
| Non-Exchange Revenue | | | | | | | | 0% | | | |
| Property rates | 2 | 16,284 | 20,145 | 21,163 | 21,468 | 21,468 | 21,468 | -1% | 21,250 | 22,096 | 22,976 |
| Surcharges and Taxes | | - | - | - | - | - | - | 0% | - | - | - |
| Fines, penalties and forfeits | | - | - | - | - | - | - | 0% | - | - | - |
| Licences or permits | | 2,066 | 688 | 386 | 593 | 593 | 593 | -62% | 225 | 236 | 247 |
| Transfer and subsidies - Operational | | 2,237 | 2,343 | 2,141 | 2,404 | 2,404 | 2,404 | 6% | 2,537 | 2,662 | 2,787 |
| Interest | | 268,843 | 337,728 | 295,672 | 338,352 | 351,142 | 351,142 | 0% | 349,897 | 371,637 | 364,128 |
| Interest | | - | 737 | 2,750 | 2,149 | 2,149 | 2,149 | -17% | 1,780 | 1,867 | 1,955 |
| Operational Revenue | | 187 | - | - | - | - | - | 0% | - | - | - |
| Gains on disposal of Assets | | 7,339 | 1,069 | 2,461 | - | - | - | 0% | - | - | - |
| Other Gains | | - | - | - | - | - | - | 0% | - | - | - |
| Discontinued Operations | | | | | | | | 0% | | | |
| Total Revenue (excluding capital transfers and | | 356,660 | 422,182 | 389,042 | 420,449 | 438,253 | 438,253 | 0.4% | 440,094 | 466,188 | 463,114 |

In line with the prescribed budget formats by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

The own revenue generation of the municipality is pillared mainly by electricity distribution and levying of property rates. Although the municipality to a larger extent relies on grants, these own revenue sources remain very important and all efforts need to be made to ensure that maximum returns are realized on them.

Property Rates depend on the availability of the updated valuation roll to be levied. A valuation roll that has been finalized is coming to an end of its validity although it is under constant challenge from the rate payers. The availability of the valuation roll has meant that a detailed and involved process is followed to determine the tariff to be levied instead of using unreliable methods of calculations. The latest valuation roll, updated with the supplementary valuations was utilized in arriving at the possible amounts that can be raised out of property rates.

Electricity distribution forms a significant part of the own funding by the municipality. The performance of this stream of revenue has been under considerable strain over the past few years, and it has become difficult to expect an immediate change out of it, however measures implemented over the past financial year and during the year have begun to show some positive results which still need to be monitored closely.

Table 4 Operating Transfers and Grant Receipts

EC443 Winnie Madikizela Mandela - Supporting Table SA18 Transfers and grant receipts

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| RECEIPTS: | 1, 2 | | | | | | | | | |
| Operating Transfers and Grants | | | | | | | | | | |
| National Government: | | 265,766 | 336,811 | 295,190 | 337,852 | 350,642 | 350,642 | 349,397 | 371,137 | 363,606 |
| Local Government Equitable Share | | 260,384 | 332,422 | 289,620 | 320,095 | 320,095 | 320,095 | 341,204 | 364,039 | 353,237 |
| Energy Efficiency and Demand Side Management | | – | – | – | – | – | – | – | – | – |
| Local Government Financial Management Grant | | 2,215 | 2,000 | 2,000 | 2,100 | 2,100 | 2,100 | 2,100 | 2,100 | 2,238 |
| Municipal Disaster Relief Grant | | 715 | – | – | – | 12,790 | 12,790 | – | – | – |
| Municipal Infrastructure Grant | | – | – | – | 2,752 | 2,752 | 2,752 | 2,871 | 2,998 | 3,131 |
| Neighbourhood Development Partnership Grant | | – | – | – | 9,218 | 9,218 | 9,218 | – | 2,000 | 5,000 |
| Integrated National Electrification Programme Grant | | – | – | – | – | – | – | – | – | – |
| Expanded Public Works Programme Integrated Grant | | 2,452 | 2,389 | 3,570 | 3,687 | 3,687 | 3,687 | 3,222 | – | – |
| Other | | – | – | – | – | – | – | – | – | – |
| Provincial Government: | | 4,501 | 773 | 500 | 500 | 500 | 500 | 500 | 500 | 522 |
| Health subsidy | | – | – | – | – | – | – | – | – | – |
| Capacity Building and Other | | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 522 |
| Other | | 4,001 | 273 | – | – | – | – | – | – | – |
| District Municipality: | | – | – | – | – | – | – | – | – | – |
| Other grant providers: | | – | – | – | – | – | – | – | – | – |
| Total Operating Transfers and Grants | 5 | 270,267 | 337,584 | 295,690 | 338,352 | 351,142 | 351,142 | 349,897 | 371,637 | 364,128 |
| Capital Transfers and Grants | | | | | | | | | | |
| National Government: | | 79,602 | 75,916 | 86,447 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Municipal Infrastructure Grant (MIG) | | 48,362 | 45,459 | 51,023 | 52,286 | 52,286 | 52,286 | 54,555 | 56,971 | 59,487 |
| Neighbourhood Development Partnership | | – | 4,255 | 6,971 | 13,602 | 13,602 | 13,602 | – | – | – |
| Municipal Disaster Recovery Grant | | – | – | – | – | 33,806 | 33,806 | – | – | – |
| Integrated National Electrification Programme Grant | | 31,240 | 26,202 | 28,453 | 16,400 | 16,400 | 16,400 | 17,000 | 23,500 | 23,000 |
| Provincial Government: | | – | – | – | – | – | – | – | – | – |
| District Municipality: | | – | – | – | – | – | – | – | – | – |
| Other grant providers: | | – | – | – | – | – | – | – | – | – |
| Total Capital Transfers and Grants | 5 | 79,602 | 75,916 | 86,447 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| TOTAL RECEIPTS OF TRANSFERS & GRANTS | | 349,869 | 413,500 | 382,137 | 420,639 | 467,235 | 467,235 | 421,452 | 452,108 | 446,615 |

Table 4 shows the operating grants that the municipality has been allocated for the 2023/24 financial period and the MTREF. The Equitable Share has increased to R341 million and the municipality revenue has grant funding in the excess of R421 million. It is important to note though that the INEP allocation has not seen a significant increase putting more pressure on the municipal resources when it comes to funding of the capital budget.

- **Financial Management Grant (FMG):** This grant is meant to assist in ensuring that financial management systems of the municipality are functioning and that the staff complement at the Budget and Treasury Office is adequately capacitated in terms of skill and understanding of accounting and municipal finance.
- **Municipal Infrastructure Grant (MIG) (Operational):** The MIG is meant for the development of infrastructure within the municipality, but then 5% of that is utilized for project management, payment of salaries of specific staff members and planning for those infrastructure projects.
- **Department of Sport and Culture – Library:** The grant is meant to assist in the running of the library, including ensuring that the library is appropriately stocked with books.
- **Expanded Public Works Program Grants:** This is meant to assist municipalities and the government to create labour intensive employment opportunities for the previously disadvantaged communities.
- **Integrated National Electrification Program Grant:** This is meant to assist in the eradication of electricity infrastructure backlogs in the rural communities.

9.7. Tariff Setting for the 2023/24 and MTREF Period

As part of generating own revenue, the municipality needs to set tariffs for the revenue streams for which it has been made responsible for in terms of various legislations. For example the Municipal Property Rates Act empowers the municipality to levy rates on all ratable properties.

A number of considerations have been taken into consideration in setting up the tariffs to be utilized from July 01, 2023 as indicated in earlier paragraphs. The municipality has not been immune to the adverse economic conditions that are currently experienced throughout the country and more so as a result of Covid-19 economic disruptions and the Russian invasion of Ukraine. These conditions have been taken into consideration as the tariffs were being set and all the input costs that go into providing the specific services.

9.7.1. Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process. In determining the tariff, the municipality has considered the values of properties on which the municipality will levy rates, the amounts desirable from rates for budget purposes, and the historic tariffs of the previous financial years.

The Property Rates policy is one of the most important documents that we utilise in the determination of property rates. It should be kept in mind though that the Municipal Property Rates Act remains the reference point for this policy.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R40 000 reduction on the market value of a property will be granted in terms of the municipality's own Property Rates Policy. This is maintained from the previous financial year as there has not been any significant changes to the values of the properties;
- Details of further rebates and reductions are provided in the municipality's Property Rates Policy and the Indigent Policy.

The tariff structure has basically changed for residential properties as shown in the table below. However, it was brought into our attention by the National CoGTA that we had in the previous financial years unfairly charge government departments a higher rate than all other properties whilst these are not in the business of making profits. The vacant land has been raised higher to discourage hoarding of pieces of land that have not been developed. We have therefore taken these into consideration in arriving at the tariff as shown below

Table 5 Comparison of proposed rates to be levied for the 2023/24 financial year

| PROPERTY RATES | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| | R/c | R/c | R/c | R/c | R/c |
| Agriculture Properties | 0.0069 | 0.0070 | 0.0072 | 0.0073 | 0.0075 |
| Residential | 0.0069 | 0.0070 | 0.0072 | 0.0073 | 0.0075 |
| Business | 0.0138 | 0.0144 | 0.0149 | 0.0155 | 0.0161 |
| Government | 0.0125 | 0.0130 | 0.0135 | 0.0141 | 0.0146 |
| Vacant Land | 0.0104 | 0.0108 | 0.0112 | 0.0117 | 0.0122 |

9.7.1.1. Sale of Electricity and Impact of Tariff Increases

The municipality distributes electricity in the town area of Mbizana and to do this, a service charge must be levied in order to recover the costs incurred. There has been a noticeable increase in the revenue generated from electricity as a result of projects undertaken that has seen losses reduced. However there is still a lot of work to be done to ensure that this service is at least able to sustain itself, and at some point be able to provide enough revenue for other service delivery imperatives.

As guided by NERSA latest publication, we have therefore applied a 18.49% maximum increase. We have however made a provision of a higher increase of 18.65% increase on electricity purchases budget. This is what has been factored in and the tariffs are as follows:-

Registered indigents will again be granted 50 kWh per 30-day period free of charge.

| ELECTRICITY TARIFFS | | | | | |
|--|--|---------------------------------------|--|--------------------------------------|----------------------------------|
| DOMESTIC PREPAID TARIFF BLOCK HOMELIGHT 20A | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @10% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| Block 1 (0-350 KWh) | 1.2583 | 1.3523 | 1.4875 | 1.5604 | 1.6338 |
| Block 2 (>350 KWh) | 1.6178 | 1.7386 | 1.9125 | 2.0062 | 2.1005 |
| | | | | | |
| DOMESTIC PREPAID TARIFF BLOCK HOMELIGHT 60A | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @18.49% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| Block 1 (0-50 KWh) | 1.2583 | 1.3523 | 1.6023 | 1.6808 | 1.7598 |
| Block 2 (51-350 KWh) | 1.6178 | 1.7386 | 2.0601 | 2.1611 | 2.2626 |
| Block 3 (351-600 KWh) | 2.2769 | 2.4470 | 2.8994 | 3.0415 | 3.1845 |
| Block 4 (>600 KWh) | 2.6814 | 2.8817 | 3.4145 | 3.5818 | 3.7502 |
| | | | | | |
| DOMESTIC CONVENTIONAL (c/KWh) HOMELIGHT 60A | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @18.49% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| TARIFF BLOCK | | | | | |
| Block 1 (0-50 KWh) | 1.2583 | 1.3523 | 1.6023 | 1.6808 | 1.7598 |
| Block 2 (51-350 KWh) | 1.6178 | 1.7386 | 2.0601 | 2.1611 | 2.2626 |
| Block 3 (351-600 KWh) | 2.2769 | 2.4470 | 2.8994 | 3.0415 | 3.1845 |
| Block 4 (>600 KWh) | 2.6814 | 2.8817 | 3.4145 | 3.5818 | 3.7502 |
| | | | | | |
| Basic Charge (R/Month) | R257.00 | R276.20 | 327.27 | 343.30 | 359.44 |
| | | | | | |

| COMMERCIAL TARIFFS | | | | | |
|---|------------------------------------|---------------------------------------|------------------------------------|----------------------------------|----------------------------------|
| COMMERCIAL SINGLE PHASE - CONVENTIONAL | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @18.49% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| TARIFF DETAIL | | | | | |
| Basic Charge (R/ Month) | R542.86 | R583.56 | 691.46 | 725.34 | 759.44 |

| | | | | | |
|--|------------------------------------|---------------------------------------|------------------------------------|----------------------------------|----------------------------------|
| Energy Charge (c/KWh) | 2.3814 | 2.5593 | 3.0325 | 3.1811 | 3.3306 |
| | | | | | |
| COMMERCIAL SINGLE PHASE - PRE-PAID | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @18.49% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| TARIFF DETAIL | | | | | |
| Basic Charge (R/ Month) | R542.86 | R583.56 | 691.46 | 725.34 | 759.44 |
| Energy Charge (c/KWh) | 2.3814 | 2.5593 | 3.0325 | 3.1811 | 3.3306 |
| | | | | | |
| COMMERCIAL THREE PHASE - CONVENTIONAL | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @18.49% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| TARIFF DETAIL | | | | | |
| Basic Charge (R/ Month) | R1,016.00 | R1,091.90 | 1,293.79 | 1,357.18 | 1,420.97 |
| Energy Charge (c/KWh) | 2.2700 | 2.4396 | 2.8906 | 3.0323 | 3.1748 |
| | | | | | |
| COMMERCIAL THREE PHASE - PRE-PAID | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @18.49% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| TARIFF DETAIL | | | | | |
| Basic Charge (R/ Month) | R1,016.34 | R1,084.37 | 1,284.87 | 1,347.83 | 1,411.18 |
| Energy Charge (c/KWh) | 2.2700 | 2.4396 | 2.8906 | 3.0323 | 3.1748 |
| | | | | | |
| INDUSTRIAL TARIFFS | | | | | |
| LARGE POWER USER (More than 100KVA Maximum Demand) | 2021/2022 @14.59% c/kwh | 2022/2023 @7.47% c/kwh | 2023/2024 @18.49% c/kwh | 2024/2025 @4.9% c/kwh | 2025/2026 @4.7% c/kwh |
| TARIFF DETAIL | | | | | |
| Basic Charge (R/ Month) | R1,689.07 | R1,815.17 | 2,150.79 | 2,256.18 | 2,362.22 |
| Demand Charge (R/KVA) | R2.92 | R3.14 | 3.7184 | 3.9006 | 4.0839 |
| Energy Charge (c/KWh) | 1.1029 | 1.1853 | 1.4044 | 1.4733 | 1.5425 |
| **EXCLUDING VAT (15%) | | | | | |
| Security deposit:- | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Every applicant for the supply of electricity within the Municipality shall pay a deposit sufficient to cover the estimated cost of three months supply of electricity to the premises concerned with a minimum deposit of:- | | | | | |

| NEW CONNECTION FEES | 2021/2022 | 2022/2023 | 2023/2024 | 2024 /2025 | 2025 / 2026 |
|----------------------------|------------------|------------------|------------------|-------------------|--------------------|
| | R | R | R | R | |
| 20 Amps (Single Phase) | 2,381 | 2,476 | 2,607 | 2,735 | 2,864 |
| 60 Amps (Single Phase) | 4,682 | 4,869 | 5,127 | 5,379 | 5,631 |

| | | | | | |
|---|-------|-------|-------|-------|-------|
| 100 Amps (3 Phase) | 6,223 | 6,472 | 6,815 | 7,149 | 7,485 |
| Per Kva | 6,784 | 7,055 | 7,429 | 7,793 | 8,160 |
| | | | | | |
| Inspection and testing of installation:- (new) | | | | | |
| To inspect and/or test consumer's installation for the first test | 316 | 328 | 345 | 362 | 379 |
| Thereafter | | | | | |
| To inspect and/or test consumer's installation per inspection, per visit. | 316 | 328 | 345 | 362 | 379 |
| Testing of meters:- | | | | | |
| For the testing of a meter at the consumer's request, per meter, and a refund should the meter prove to be faulty | | | | | |
| | | | | | |
| Connection fee:- | | | | | |
| The connection fee in respect of any temporary supply, per connection | 491 | 510 | 537 | 563 | 590 |
| The connection fee / Administration fee in respect of any disconnection and reconnection of services cutt-offs | 491 | 510 | 537 | 563 | 590 |
| Meter movement fee in respect of meter relocation and redirecting the cable from 1 point to the other | 507 | 527 | 555 | 582 | 609 |
| | | | | | |
| Meter Hardware costs | | | | | |
| Meter keypad replacement | 636 | 661 | 696 | 730 | 764 |
| Meter replacement :20 Amps (Single Phase) | 766 | 796 | 838 | 879 | 921 |
| Meter replacement :60 Amps (Single Phase) | 900 | 936 | 986 | 1,034 | 1,082 |
| Meter replacement :100 Amps (3 phase) | 2,084 | 2,167 | 2,282 | 2,394 | 2,506 |
| | | | | | |

| Tampering fine (Illegal connection) (no VAT) | 2021/2022 | 2022/2023 | 2023/2024 | 2024 /2025 | 2025 / 2026 |
|---|------------------|------------------|------------------|-------------------|--------------------|
| | R | R | R | R | |
| First temper | 17,500 | 18,500 | 19,500 | 20,456 | 21,417 |

| | | | | | |
|---|--------|--------|--------|--------|--------|
| Second temper | 22,500 | 25,000 | 27,000 | 28,323 | 29,654 |
| Third temper(permanent disconnection) | 27,500 | 30,000 | 32,000 | 33,568 | 35,146 |
| Plus Cost of New meter - Cost + vat | | | | | |
| Any additional offence will constitute the removal of the supply to the premises concerned inclusive of cable and meters to be replaced at cost + 10% + vat payable in advance provided that any reconnection fee or penalty has to be paid prior to the supply being reconnected. The offences mentioned above will be deemed to be from date of application to date of termination of the electrical supply to the premises in question | | | | | |

9.7.1.2. Waste Removal and Impact of Tariff Increases

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are repairs and maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models. The outcomes of this investigation will be incorporated into the next planning cycle.

The following table compares current and proposed amounts payable from 1 July 2023:

Table 6 Comparison between current waste removal fees and increases

| REFUSE - RESIDENTIAL | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | ROUND FIGURE 2023 / 2024 |
|--|-----------|-----------|-----------|-----------|-----------|-----------------------------|
| | R | R | R | R | | |
| Category 1 | 170 | 177 | 187 | 196 | 205 | R190.00 |
| Category 2 | 341 | 356 | 375 | 393 | 412 | R380.00 |
| Category 3 | 427 | 714 | 752 | 789 | 826 | R750.00 |
| Category 4 | 683 | 300 | 316 | 331 | 347 | R320.00 |
| Category 5 | 768 | 536 | 564 | 592 | 620 | R560.00 |
| Category 6 | 512 | 177 | 187 | 196 | 205 | R190.00 |
| Category 7 | 170 | 336 | 354 | 371 | 389 | R350.00 |
| Category 8 | 322 | 83 | 88 | 92 | 96 | R90.00 |
| Category 9 | 80 | 85 | 90 | 94 | 98 | R90.00 |
| **EXCLUDING VAT (15%) | | | | | | |
| ***ALL TARIFFS ARE INCLUSIVE OF 30% BASIC CHARGE PER CATEGORY | | | | | | |

| REFUSE - COMMERCIAL | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | ROUND FIGURE 2023 / 2024 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------------------------|
| | R | R | R | R | R | R |
| Category 1.1 | 169 | 177 | 186 | 195 | 204 | R190.00 |
| Category 1.2 | | new | 300 | 315 | 329 | R300.00 |
| Category 2 | 458 | 478 | 504 | 528 | 553 | R500.00 |
| Category 3.1 | new | 600 | 632 | 663 | 694 | R630.00 |
| Category 3.2 | new | 800 | 842 | 884 | 925 | R840.00 |

| REFUSE - COMMERCIAL | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | ROUND FIGURE 2023 / 2024 |
|--|-----------|-----------|-----------|-----------|-----------|--------------------------|
| Category 3.3 | new | 1,435 | 1511 | 1585 | 1660 | R1,510.00 |
| Category 4.1 | new | 350 | 369 | 387 | 405 | R370.00 |
| Category 4.2 | 1,718 | 1,794 | 1889 | 1982 | 2075 | R1,890.00 |
| Category 5.1 | 4,009 | 4,186 | 4408 | 4624 | 4841 | R4,410.00 |
| Category 5.2 | 2,864 | 2,990 | 3148 | 3303 | 3458 | R3,150.00 |
| Category 5.3 | 1,309 | 1,367 | 1439 | 1510 | 1581 | R1,440.00 |
| Category 5.4 | 655 | 600 | 632 | 663 | 694 | R630.00 |
| Category 5.5 | new | 683 | 719 | 754 | 790 | R720.00 |
| Category 5.6 | new | 350 | 369 | 387 | 405 | R370.00 |
| Category 6 | new | 150 | 158 | 166 | 173 | R160.00 |
| **EXCLUDING VAT (15%) | | | | | | |
| ***ALL TARIFFS ARE INCLUSIVE OF 30% BASIC CHARGE PER CATEGORY | | | | | | |

| DUMPING SITE TARRIFS | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | ROUND FIGURE 2023 / 2024 |
|--|-----------|-----------|-----------|-----------|-----------|--------------------------|
| Disposal | R | R | R | R | R | R |
| Bakkie per load | 82 | 86 | 91 | 95 | 99 | R90.00 |
| Truck per load(4 ton) | 143 | 150 | 158 | 166 | 173 | R160.00 |
| Truck per load(8 ton and above) | 240 | 251 | 264 | 277 | 290 | R260.00 |
| Clean Rubble (clean Rubble) | 0 | 0 | 0 | 0 | 0 | R0.00 |
| Grass Cutting per square meter | | new | 9 | 10 | 10 | R10.00 |
| Allien Plant clearing per square meter | | new | 803 | 843 | 882 | R800.00 |
| Disposal of Green Waste - Bakkie | | new | 120 | 126 | 132 | R120.00 |
| Disposal of Green Waste - 4 Ton | | new | 86 | 90 | 94 | R90.00 |
| Disposal of Green Waste - 8 Ton | | new | 150 | 157 | 165 | R150.00 |
| | | | | | | |
| RENT A SKIP SERVICE | | | | | | |
| Daily | 208 | 217 | 228 | 239 | 251 | R230.00 |
| Weekly | 677 | 704 | 742 | 778 | 815 | R740.00 |
| Monthly | 2,707 | 2,815 | 2,964 | 3,109 | 3,255 | R2,960.00 |
| OTHER CHARGES | | | | | | |
| Special collection of waste (per 240l bin) | | new | 50 | 52 | 55 | R50.00 |

| DUMPING SITE TARRIFS | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | ROUND FIGURE 2023 / 2024 |
|---|-----------|-----------|-----------|-----------|-----------|-----------------------------|
| Disposal | R | R | R | R | R | R |
| Special event (cleaning and disposal) | | new | 2,000 | 2,092 | 2,188 | R2,000.00 |
| safe disposal of products/condemned food stuffs (crushed, buried per ton) | | new | 450 | 471 | 492 | R450.00 |

Hiring of municipal facilities

| FACILITIES HIRE | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|---|-----------|-----------|-----------|-----------|-------------|--------------------------------|
| HALL HIRE: URBAN AREA | R | R | R | | | |
| Daily rate | 910 | 952 | 1,002 | 1,052 | 1,101 | R1,000.00 |
| Hourly rate | 152 | 159 | 167 | 176 | 184 | R170.00 |
| Monthly rate | 22,757 | 23,804 | 25,066 | 26,294 | 27,530 | R25,070.00 |
| IEC Tarrifs Daily | 553 | 578 | 609 | 638 | 668 | R610.00 |
| IEC Tarrifs Monthly | 13,761 | 14,353 | 15,114 | 15,854 | 16,600 | R15,110.00 |
| Security | 1,321 | 1,382 | 1,455 | 1,527 | 1,598 | R1,460.00 |
| | | | | | | |
| HALL HIRE: RURAL AREA | | | | | | |
| Daily rate | 678 | 707 | 745 | 781 | 818 | R740.00 |
| Hourly rate | 152 | 159 | 167 | 176 | 184 | R170.00 |
| Monthly rate | 10,276 | 10,281 | 10,826 | 11,357 | 11,890 | R10,830.00 |
| IEC Tarrifs Daily | 250 | 250 | 264 | 276 | 289 | R260.00 |
| IEC Tarrifs Monthly | 6,503 | 6,507 | 6,851 | 7,187 | 7,525 | R6,850.00 |
| Security | 644 | 674 | 710 | 744 | 779 | R710.00 |
| | | | | | | |
| COMMUNITY PARKS AND OPEN SPACE | | | | | | |
| Group Entertainment | 1,500 | 1,501 | 1,580 | 1,658 | 1,736 | R1,580.00 |

| Taxi rank taffifs | 2021/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | |
|--------------------------|-----------|-----------|-----------|-----------|-------------|---------|
| | R | R | R | R | | |
| Taxi per year at stand A | new | 500 | 527 | 552 | 578 | R530.00 |
| Taxi per year at stand B | new | 350 | 369 | 387 | 405 | R370.00 |

| Taxi rank taffis | 2021/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | |
|----------------------------|------------------|------------------|------------------|------------------|--------------------|---------|
| Bus per year | new | 500 | 527 | 552 | 578 | R530.00 |
| Truck per year | new | 500 | 527 | 552 | 578 | R530.00 |
| Meter Taxi per year | new | 150 | 158 | 166 | 173 | R160.00 |
| Bakkie per year | new | 150 | 158 | 166 | 173 | R160.00 |
| Taxi from outside per load | new | 50 | 53 | 55 | 58 | R50.00 |

| STADIUM /SPORTS FIELD | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|---|------------------|------------------|------------------|------------------|--------------------|---|
| MATCHES - ABC MOTSEPE LEAGUE & SASOL | R | R | R | R | R | R |
| ABC MOTSEPE LEAGUE/ Seasonal | new | 5,317 | 5,599 | 5,873 | 6,150 | R5,600.00 |
| Per game | new | 275 | 290 | 304 | 318 | R290.00 |
| | | | | | | |
| Sasol/seasonal | new | 3,300 | 3,475 | 3,645 | 3,817 | R3,480.00 |
| Per game | new | 404 | 425 | 446 | 467 | R420.00 |
| SAB & ABSA League | new | 2,200 | 2,317 | 2,431 | 2,545 | R2,320.00 |
| Per game | new | 275 | 290 | 304 | 318 | R290.00 |
| SAB /seasonal | | | | | | |
| Womens Regional League | | | | | | |
| Seasonal | new | 2,750 | 2,896 | 3,037 | 3,180 | R2,900.00 |
| Per game | new | 275 | 290 | 304 | 318 | R290.00 |
| General per match | new | 550 | 580 | 608 | 637 | R580.00 |
| Tournament(commercial) per match | new | 2,750 | 2,896 | 3,037 | 3,180 | R2,900.00 |
| Training fee per hour | new | 275 | 290 | 304 | 318 | R290.00 |
| Floodlights per hour w/o lights | new | 110 | 116 | 121 | 127 | R120.00 |
| Parking space per day | new | 1,375 | 1,448 | 1,519 | 1,590 | R1,450.00 |
| | | | | | | |
| ATHLETICS | | | | | | |
| PROINCIAL/MAJOR EENTS | | | | | | |
| Hire per day | new | 1,191 | 1,255 | 1,316 | 1,378 | R1,250.00 |
| DISTRICT/DEELOPMENT | | | | | | |

| STADIUM /SPORTS FIELD | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|---|-----------|-----------|-----------|-----------|-------------|--------------------------------|
| MATCHES - ABC MOTSEPE LEAGUE & SASOL | R | R | R | R | R | R |
| Hire per day | new | 643 | 677 | 710 | 743 | R680.00 |
| Schools | | | | | | |

| STADIUM /SPORTS FIELD | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|---|-----------|-----------|-----------|-----------|-------------|--------------------------------|
| Hire per day | new | 368 | 387 | 406 | 425 | R390.00 |
| Filming for commercial use per day | new | 8,521 | 8,973 | 9,412 | 9,855 | R8,970.00 |
| Filming for non commercial use per day | new | 3,192 | 3,362 | 3,526 | 3,692 | R3,360.00 |
| | | | | | | |
| NON-SPORTING EENTS | | | | | | |
| MUSICAL/FESTIAL | | | | | | |
| Hire Fee per day | new | 23,836 | 25,099 | 26,329 | 27,567 | R25,100.00 |
| Floodlights per hour | new | 440 | 464 | 487 | 509 | R460.00 |
| POLITICAL | | | | | | |
| Hire Fee per day | new | 1,467 | 1,544 | 1,620 | 1,696 | R1,540.00 |
| CHURCHES | | | | | | |
| Rental per day | new | 4,583 | 4,826 | 5,063 | 5,301 | R4,830.00 |
| FUND RAISING EENTS | | | | | | |
| e.g.Bazaar,Fetes,concert,ect per day | new | 4,583 | 4,826 | 5,063 | 5,301 | R4,830.00 |

Pound Fees

| POUND FEES | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|---|-----------|-----------|-----------|-----------|----------------|--------------------------------|
| | R | R | R | R | R | R |
| Cattle, Horses, Donkeys and any other animal of similar size per day | 67 | 70 | 73 | 77 | 81 | R70.00 |
| Goats, sheep and other animals of the same size per day | 40 | 42 | 44 | 46 | 48 | R40.00 |
| If captured by SAPS (e.g. recovered stolen animals) | 40 | 42 | 44 | 46 | 48 | R40.00 |
| Motor vehicles | 282 | 293 | 309 | 324 | 339 | R310.00 |
| Other goods | 48 | 50 | 53 | 55 | 58 | R50.00 |

| | | | | | | |
|---|-----|-----|-----|-----|-----|---------|
| Admission of guilt/Animal (large stock) | 265 | 275 | 290 | 304 | 318 | R290.00 |
| Admission of guilt/Animal (small stock) | 106 | 110 | 116 | 122 | 127 | R120.00 |
| <i>Where there are more than five animals impounded, from the sixth animal, 50% of the daily rate will be charged. This charge will apply for animals belonging to one owner.</i> | | | | | | |
| | | | | | | |

Library Services

| LIBRARY SERVICES | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|--|-----------|-----------|-----------|-----------|-------------|--------------------------------|
| Library membership | R | R | R | R | R | R |
| Adult | free | free | free | free | free | free |
| Children (12 years & older) per annum | free | free | free | free | free | free |
| Photocopy (B&W per page) | 1 | 1 | 1 | 1 | 1 | R1 |
| Color (per page) | 3 | 3 | 3 | 3 | 3 | R3 |
| Photocopying A3 page: Black and White | 3 | 3 | 3 | 4 | 4 | R3 |
| Photocopying A3 page: Colour | 4 | 4 | 4 | 4 | 5 | R4 |
| Printing A4: Black and White | 5 | 5 | 6 | 6 | 6 | R6 |
| Printing A4: Colour | 7 | 7 | 8 | 8 | 8 | R8 |
| Lost book (market value of the book and admin. Fees) | 200 | 209 | 220 | 230 | 241 | R220.00 |
| Overdue book returns | 81 | 84 | 89 | 93 | 97 | R90.00 |
| Book Tempered with | 40 | 42 | 44 | 46 | 48 | R40.00 |
| | | | | | | |

Cemetery Fees

| CEMETERY FEES | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|-----------------------------------|-----------|-----------|-----------|-----------|-------------|--------------------------------|
| | R | R | R | R | R | R |
| Burial site - Adult | 741 | 772 | 812 | 852 | 892 | R810.00 |
| Burial site - Children | 373 | 388 | 409 | 429 | 449 | R410.00 |
| Burial site - Stillborn | 146 | 152 | 160 | 168 | 175 | R160.00 |
| Burial of ashes in existing grave | 208 | 217 | 228 | 239 | 251 | R230.00 |

| | | | | | | |
|------------------------------------|-------|-------|-------|-------|-------|-----------|
| Exhumation fee (admin. Fees) | 208 | 217 | 228 | 239 | 251 | R230.00 |
| Burial site - Non- resident burial | 1,041 | 1,084 | 1,141 | 1,197 | 1,253 | R1,140.00 |
| | | NEW | 402 | 421 | 441 | R400.00 |
| Burial on reserved grave | 371 | 386 | 406 | 426 | 446 | R410.00 |
| Penalty on extending grave | 1,666 | 1,734 | 1,826 | 1,915 | 2,005 | R1,830.00 |

9.7.1.3. Other Municipal Tariffs

The municipality has other tariffs that are proposed to increase as follows:

Development Planning Tariffs

| Rezoning Application per m2 | 2021/2022 | 2022/2023 | 2023/2024 | 2024 /2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|--|-----------|-----------|-----------|------------|-------------|--------------------------------|
| **EXCLUDING VAT (15%) | R | R | R | R | | |
| Erven 0 – 2500m2 | 2,268 | 2,370 | 2,496 | 2,618 | 2,741 | R2,500.00 |
| Erven 2501 – 5000m2 | 4,220 | 4,420 | 4,654 | 4,882 | 5,112 | R4,650.00 |
| Erven 5001 0 – 1 Ha | 8,308 | 8,700 | 9,161 | 9,610 | 10,062 | R9,160.00 |
| Erven 1, 0001Ha – 5Ha | 10,927 | 11,450 | 12,057 | 12,648 | 13,242 | R12,060.00 |
| Erven over 5Ha | 14,952 | 15,670 | 16,500 | 17,309 | 18,122 | R16,500.00 |
| | | | | | | |
| Special Consent / Temporary Departure Application m2 | | | | | | |
| Erven 0 – 2500m2 | 1,842 | 1,930 | 2,033 | 2,132 | 2,233 | R2,030.00 |
| Erven 2501 – 5000m2 | 3,793 | 3,970 | 4,180 | 4,385 | 4,591 | R4,180.00 |
| Erven 5001 0 – 1 Ha | 7,940 | 8,320 | 8,761 | 9,190 | 9,622 | R8,760.00 |
| Erven 1, 0001Ha – 5Ha | 10,744 | 11,260 | 11,857 | 12,438 | 13,022 | R11,860.00 |
| Erven over 5Ha | 14,159 | 14,840 | 15,627 | 16,392 | 17,163 | R15,630.00 |
| | | | | | | |
| Subdivision Application | | | | | | |
| Erven 1-2 | 2,376 | 2,490 | 2,622 | 2,750 | 2,880 | R2,620.00 |
| Erven 1-3 | 3,169 | 3,320 | 3,496 | 3,667 | 3,840 | R3,500.00 |
| Erven 1-4 | 3,962 | 4,150 | 4,370 | 4,584 | 4,800 | R4,370.00 |
| Erven 1-5 | 4,481 | 4,700 | 4,949 | 5,192 | 5,436 | R4,950.00 |
| Erven 1-6 | 5,545 | 5,810 | 6,118 | 6,418 | 6,719 | R6,120.00 |

| | | | | | | |
|--------------------|--------|--------|--------|--------|--------|------------|
| Erven 1-7 | 6,339 | 6,640 | 6,992 | 7,335 | 7,679 | R6,990.00 |
| Erven 1-8 | 7,131 | 7,470 | 7,866 | 8,251 | 8,639 | R7,870.00 |
| Erven 1-9 | 7,924 | 8,300 | 8,740 | 9,168 | 9,599 | R8,740.00 |
| Erven 1-10 | 8,716 | 9,130 | 9,614 | 10,085 | 10,559 | R9,610.00 |
| Erven more than 10 | 15,847 | 16,610 | 17,490 | 18,347 | 19,210 | R17,490.00 |

| Rezoning Application per m2 | 2021/2022 | 2022/2023 | 2023/2024 | 2024 /2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|--|-----------|-----------|-----------|------------|-------------|--------------------------------|
| Departure Application from the scheme (Building Lines, height, coverage etc) | | | | | | |
| Erven 0 – 530m2 | 1,492 | 1,564 | 1,646 | 1,727 | 1,808 | R1,650.00 |
| Erven 531– more | 2,639 | 2,766 | 2,912 | 3,055 | 3,199 | R2,910.00 |
| Application for the Removal of Restrictions | 11,281 | 11,822 | 12,449 | 13,059 | 13,673 | R12,450.00 |
| Zoning Certificate | 146 | 153 | 161 | 169 | 177 | R160.00 |
| Clearance Certificate | | new | 154 | 161 | 169 | R150.00 |
| Valuation Certificate | | 146 | 154 | 161 | 169 | R150.00 |
| Town Planning Scheme (soft copy) | | new | 209 | 219 | 230 | R210.00 |
| Town Planning Scheme | 366 | 384 | 404 | 424 | 444 | R400.00 |
| Spatial Development Framework (soft copy) | | new | 336.58 | 353 | 370 | R340.00 |
| Spatial Development Framework | 610 | 639 | 673 | 706 | 739 | R670.00 |
| Application for Consolidation of Erven | 2,439 | 2,556 | 2,692 | 2,823 | 2,956 | R2,690.00 |
| SG Diagram (soft copy) | | new | 40 | 42 | 44 | R40.00 |
| SG Diagram | 1,219 | 1,278 | 50 | 52 | 55 | R50.00 |
| Amendment of the Subdivisional Plan | 3,146 | 3,297 | 3,472 | 3,642 | 3,813 | R3,470.00 |
| Extension of Validity | 5,375 | 5,633 | 5,932 | 6,222 | 6,515 | R5,930.00 |
| Sale or Lease of Land(Application fees) | 5,422 | 5,682 | 5,983 | 6,277 | 6,572 | R5,980.00 |
| | | | | | | |
| Contravention Fines and Penalties | | | | | | |
| Newspaper(s) and government gazette Advertising Daily dispatch or Gov Gazette Tariff to be borne by the applicant | | | | | | |
| Offences for contravention of Zoning: Uses not under Primary Use in terms of section 3 of the WMM Municipality Land Use Scheme Regulations and Uses not in column 2 of the WMM Land Use Scheme Regulations | | | | | | |
| Special Residential | 2,300 | 2,410 | 2,538 | 2,663 | 2,788 | R2,540.00 |

| Rezoning Application per m2 | 2021/2022 | 2022/2023 | 2023/2024 | 2024 /2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|--|-----------|-----------|-----------|------------|-------------|--------------------------------|
| General Residential | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| General Business | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| Special Business | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| Commercial | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| Industrial` | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| Institutional | 3,220 | 3,375 | 3,553 | 3,728 | 3,903 | R3,550.00 |
| Educational | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| Municipal | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| Government | 3,220 | 3,375 | 3,553 | 3,728 | 3,903 | R3,550.00 |
| Public Garage | 2,760 | 2,892 | 3,046 | 3,195 | 3,345 | R3,050.00 |
| Open Space | 2,300 | 2,410 | 2,538 | 2,663 | 2,788 | R2,540.00 |
| Agricultural | 2,300 | 2,410 | 2,538 | 2,663 | 2,788 | R2,540.00 |
| Special | 2,300 | 2,410 | 2,538 | 2,663 | 2,788 | R2,540.00 |
| Undetermined | 2,300 | 2,410 | 2,538 | 2,663 | 2,788 | R2,540.00 |
| Proposed New Road and | 4,600 | 4,821 | 5,076 | 5,325 | 5,575 | R5,080.00 |
| | | | | | | |
| Offences for contravention of Coverage: of the Transkei Standard Town Planning Scheme | | | | | | |
| Contravention of section 25 | 3,680 | 3,857 | 4,061 | 4,260 | 4,460 | R4,060.00 |
| | | | | | | |
| Offences for contravention of Height: of the Transkei Standard Town Planning Scheme | | | | | | |
| Contravention of section 26 | 3,680 | 3,857 | 4,061 | 4,260 | 4,460 | R4,060.00 |
| | | | | | | |
| Offences for contravention of Parking: Contravention of section 4 of the WMM Municipality Land Use Scheme read with section 4.12 of the WMM Spatial Planning Bylaw | | | | | | |
| Special and General Residential | 2,300 | 2,410 | 2,538 | 2,663 | 2,788 | R2,540.00 |
| Business and Commercial Zones | 3,680 | 3,857 | 4,061 | 4,260 | 4,460 | R4,060.00 |
| Other zones | 3,680 | 3,857 | 4,061 | 4,260 | 4,460 | R4,060.00 |
| | | | | | | |
| Offences for contravention of Building Lines: of the Transkei Standard Town Planning Scheme Offences for contravention: | | | | | | |

| Rezoning Application per m2 | 2021/2022 | 2022/2023 | 2023/2024 | 2024 /2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|---|-----------|-----------|-----------|------------|-------------|--------------------------|
| Contravention of s(10)& s(11) | 3,220 | 3,375 | 3,553 | 3,728 | 3,903 | R3,550.00 |
| Contravention of s(17); (18); (19); (20); (21); (22); (23); (24); (28); (29); (30); (31) and (32) | 4,600 | 4,821 | 5,076 | 5,325 | 5,575 | R5,080.00 |

GIS Tariffs

| GIS Tariffs Printing Charges Paper size - Full Ink | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 26 | ROUND FIGURE 2023 / 2024 |
|--|----------|----------|---------|---------|-------------|--------------------------|
| A4 | R 13.00 | R 14.00 | 15 | 15 | 16 | R10.00 |
| A3 | R 33.00 | R 34.00 | 36 | 38 | 39 | R40.00 |
| A2 | R 53.00 | R 54.00 | 57 | 60 | 62 | R60.00 |
| A1 | R 80.00 | R 81.00 | 85 | 89 | 94 | R90.00 |
| A0 | R 106.00 | R 107.00 | 113 | 118 | 124 | R110.00 |
| | | | | | | |
| GIS Tariffs Printing Charges Paper size - Line Map | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | |
| A4 | R 8.00 | R 9.00 | 9 | 10 | 10 | R10.00 |
| A3 | R 18.00 | R 19.00 | 20 | 21 | 22 | R20.00 |
| A2 | R 28.00 | R 29.00 | 31 | 32 | 34 | R30.00 |
| A1 | R 45.00 | R 46.00 | 48 | 51 | 53 | R50.00 |
| A0 | R 56.00 | R 57.00 | 60 | 63 | 66 | R60.00 |
| | | | | | | |

| BILLBOARD LOCAL | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|--------------------------------------|------------|------------|---------|---------|-------------|--------------------------|
| 1m (h) x 1.5m(h) per month | R 442.00 | R 542.00 | 571 | 599 | 627 | R570.00 |
| 1.5m(h) x 2m(w) per month | R 515.00 | R 615.00 | 648 | 679 | 711 | R650.00 |
| 2m(h) x 3m(w) per panel per month | R 560.00 | R 660.00 | 695 | 729 | 763 | R690.00 |
| 3(m) x 4m(w) per structure per month | R 661.00 | R 761.00 | 801 | 841 | 880 | R800.00 |
| | | | | | | |
| BILLBOARD NATIONAL | | | | | | |
| 1.5m(h) x 3m(w) | R 1,472.00 | R 1,572.00 | 1,655 | 1,736 | 1,818 | R1,660.00 |
| 3m(h) x 6m(w) | R 2,209.00 | R 2,309.00 | 2,431 | 2,551 | 2,670 | R2,430.00 |

| BILLBOARD LOCAL | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|-----------------------------------|----------------|----------------|----------------|----------------|--------------------|---------------------------------|
| 6m(h) x 4m(w) | R 2,945.00 | R 3,045.00 | 3,206 | 3,363 | 3,522 | R3,210.00 |
| 9m(h) x 6m(w) | R 7,362.00 | R 7,462.00 | 7,857 | 8,243 | 8,630 | R7,860.00 |
| | | | | | | |
| BILLBOARD ANNUAL FEES | | | | | | |
| Directional Sign (Per sign face) | R 658.00 | R 758.00 | 798 | 837 | 877 | R800.00 |
| Illuminated sign (per sign face) | R 856.00 | R 956.00 | 1,007 | 1,056 | 1,106 | R1,010.00 |
| Litter Bins | R 461.00 | R 561.00 | 591 | 620 | 649 | R590.00 |
| Permanent Street Pole Poster | R 625.00 | R 725.00 | 763 | 801 | 838 | R760.00 |
| Seating Bench | R 725.00 | R 825.00 | 869 | 911 | 954 | R870.00 |
| Encroaching Sign | R 725.00 | R 825.00 | 869 | 911 | 954 | R870.00 |
| | | | | | | |
| PERMIT FEES | | | | | | |
| Banner | R 462.00 | R 562.00 | 592 | 621 | 650 | R590.00 |
| Mobile Signs | R 1,582.00 | R 1,682.00 | 1,771 | 1,858 | 1,945 | R1,770.00 |
| Poster maximum 100 | R 1,318.00 | R 1,418.00 | 1,493 | 1,566 | 1,640 | R1,490.00 |
| Standard signage | R 311.00 | R 411.00 | 433 | 454 | 475 | R430.00 |
| | | | | | | |
| DEPOSITS | | | | | | |
| Banner | R 770.00 | R 870.00 | 916 | 961 | 1,006 | R920.00 |
| For Sale | R 1,266.00 | R 1,366.00 | 1,438 | 1,509 | 1,580 | R1,440.00 |
| Poster | R 1,266.00 | R 1,366.00 | 1,438 | 1,509 | 1,580 | R1,440.00 |
| Election Poster (per party) | R 6,590.00 | R 6,690.00 | 7,045 | 7,390 | 7,737 | R7,040.00 |

Town Planning Tariffs

| Building Plan Fees Extension 1 and Extension 2 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|---|----------------|----------------|----------------|----------------|--------------------|---------------------------------|
| Fee per 1m ² | R 31.00 | R 32.00 | 34 | 35 | 37 | R30.00 |
| Swimming Pool | R 493.00 | R 503.00 | 530 | 556 | 582 | R530.00 |
| Retaining /Boundary wall | R 497.00 | R 507.00 | 534 | 560 | 586 | R530.00 |
| Building plan elapses after a year | Full Fee | Full Fee | Full Fee | Full Fee | Full Fee | Full Fee |
| | | | | | | |
| Plan Amendment Fees | | | | | | |

| | | | | | | |
|--|----------|----------|-----|-----|-----|---------|
| Amendment | | | | | | |
| No increase in floor area | R 477.00 | R 487.00 | 513 | 538 | 563 | R510.00 |
| | | | | | | |
| Temporary Building/Structure Approved by Council | | | | | | |
| Description | | | | | | |
| Storage facility per year | R 469.00 | R 500.00 | 527 | 552 | 578 | R530.00 |
| Container per year | R 469.00 | R 500.00 | 527 | 552 | 578 | R530.00 |
| Caravan per year | R 469.00 | R 500.00 | 527 | 552 | 578 | R530.00 |
| | | | | | | |
| Demolitions | | | | | | |
| Per first 100 linear meter | R 442.00 | R 452.00 | 476 | 499 | 523 | R480.00 |
| Thereof every linear meter exceed 100 meters | R 32.00 | R 33.00 | 35 | 36 | 38 | R30.00 |

| NATIONAL BUILDING REGULATIONS AND BUILDING STANDARDS ACT, 103 OF 1977 | | | | | | |
|--|------------|------------|---------|---------|-------------|-----------|
| DESCRIPTION OF OFFENCE | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | |
| Building without approved building plan. S4(4) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Building in contravention of a notice prohibiting any building work. S10(2) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to demolish, alter or safeguard. S12(6) | R 1,130.00 | R 1,400.00 | 1,474 | 1,546 | 1,619 | R1,470.00 |
| Submit false certificate or issuing thereof. S14(3) | R 1,135.00 | R 1,350.00 | 1,422 | 1,491 | 1,561 | R1,420.00 |
| Occupy or use of building without occupation certificate. S14(4)(a) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Preventing a building control officer in the execution of his/her duties. S15(2) | R 1,670.00 | R 1,800.00 | 1,895 | 1,988 | 2,082 | R1,900.00 |
| Prohibition on the use of certain building methods and materials. S19(2) | R 565.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Submit false or misleading information. S(a)(2)(3)(f) | NAG | NAG | NAG | NAG | NAG | NAG |
| Failure to maintain, safeguard or service installation. S(a)(15)(5) | R 565.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Illegal or withdrawn certificate of identity. S(a)(17)(4) | NAG | NAG | NAG | NAG | NAG | NAG |

| NATIONAL BUILDING REGULATIONS AND BUILDING STANDARDS ACT, 103 OF 1977 | | | | | | |
|---|----------|----------|---------|---------|-------------|-----------------------------|
| DESCRIPTION OF OFFENCE | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
| Failure to supervise and/or control plumbing work. S(a)(18) (5) | R 565.00 | R 650.00 | 684 | 718 | 752 | R680.00 |

| NATIONAL BUILDING REGULATIONS AND BUILDING STANDARDS ACT, 103 OF 1977 | | | | | | |
|---|----------------|----------------|----------------|----------------|--------------------|-------------------------------------|
| DESCRIPTION OF OFFENCE | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
| Failure to give notice of intention to commence erection or demolition of a building. S(a)22 (4) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Use of a building for a purpose other than the purpose shown on approved plans. S(a)25 (2) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Deviation from approved building plan. S (A)25 (5) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulation A25 General Enforcement. A25 (11) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to safeguard a swimming pool. D4 (2) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to apply for written permission for demolition. E1 (1) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to safeguard demolition work. E1 (3) | R 1,700.00 | R 1,900.00 | 2,001 | 2,099 | 2,197 | R2,000.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulation F1 Protection of the public. F1 (6) | R 1,700.00 | R 1,900.00 | 2,001 | 2,099 | 2,197 | R2,000.00 |
| Failure to control dust and noise. F6 (3) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulation F6 regarding the Cutting into, laying open and demolishing certain work. F7 (5) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Failure to comply with a notice to remove waste material on site. F8 (2) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulation F9 Cleaning of site. F9 (2) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulation F10 Builder's sheds. F10 (7) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to comply with any provision of or any notice issued terms if Regulation F11 Sanitary facilities. F11 (2) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulation P1 Compulsory drainage building. P1 (5) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Failure to comply with any provision of or any notice issued in terms off Regulation P3 Control of objectionable discharge. P3 (5) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |

| NATIONAL BUILDING REGULATIONS AND BUILDING STANDARDS ACT, 103 OF 1977 | | | | | | |
|--|------------|------------|---------|---------|-------------|-----------------------------|
| DESCRIPTION OF OFFENCE | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
| Failure to comply with any provision of or any notice in terms of Regulation P4 Industrial effluent. P4 (2) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to comply with any provision of or any notice in terms of Regulation P5 Disconnections. P5 (4) | R 570.00 | R 650.00 | 684 | 718 | 752 | R680.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulation P6 Unauthorized drainage work. P6 (2) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to comply with any provision of or any notice issued in terms of Regulations P7 Inspection and testing of drainage installations. P7 (4) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Failure to make and maintain adequate provision in terms of the requirements of Regulation T1 (1) (e) or failure to comply with relevant SABS specifications. T2 (1) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |
| Obstructing or causing to be obstructed of an escape route. T2 (2) | R 1,125.00 | R 1,500.00 | 1,580 | 1,657 | 1,735 | R1,580.00 |

| WAYLEAVE | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025 / 2026 | 2023/24 |
|-----------------------|------------|------------|------------|---------|-------------|-----------|
| Application | R 2,096.00 | R 3,000.00 | R 3,500.00 | 3,661 | 3,829 | R3,500.00 |
| Fine | R 4,192.00 | R 5,000.00 | R 7,000.00 | 7,322 | 7,659 | R7,000.00 |
| | | | | | | |
| PROPERTY VALUATION | | | | | | |
| Valuation certificate | new | R 153.00 | 161 | 169 | 177 | R160.00 |

Business Licensing and Other Tariffs

| BUSINESS LICENSING FEES - FORMAL BUSINESS TARIFF: VENDING AND HAWKING TARRIFS | | | | | | |
|---|-----------|-----------|-----------|-----------|-------------|-----------------------------|
| | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
| | R | R | R | R | R | R |
| Registration for permit for hawker with table | 160 | 120 | 126 | 133 | 139 | R130.00 |
| Renewal for permit of hawker with table | | 100 | 105 | 110 | 116 | R110.00 |
| Registration of permit for hawker with shelter | | 300 | 316 | 331 | 347 | R320.00 |
| Renewal for hawker with shelter | 310 | 350 | 369 | 387 | 405 | R370.00 |

| BUSINESS LICENSING FEES - FORMAL BUSINESS TARIFF: VENDING AND HAWKING TARRIFS | | | | | | |
|--|------------------|------------------|------------------|------------------|--------------------|-------------------------------------|
| | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
| | R | R | R | R | R | R |
| Registration of permit for bakkies | 390 | 500 | 527 | 552 | 578 | R530.00 |
| Renewal of permit for bakkies | 650 | 500 | 527 | 552 | 578 | R530.00 |
| Registration hawkers outside of town with table | 65 | 70 | 74 | 77 | 81 | R70.00 |
| Renewal of hawkers outside of town with table | | 70 | 74 | 77 | 81 | R70.00 |
| Registration for hawkers with shelter outside town | 130 | 150 | 158 | 166 | 173 | R160.00 |
| Renewal for hawkers with shelter outside town | 130 | 150 | 158 | 166 | 173 | R160.00 |
| Penalty fee for failure to adhere to by-laws | | 350 | 369 | 387 | 405 | R370.00 |
| Penalty fee for confiscated goods | | 500 | 527 | 552 | 578 | R530.00 |

| BUSINESS LICENSING FEES - FORMAL BUSINESS TARIFF | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025 / 2026 | ROUND FIGURE 2023 / 2024 |
|--|------------------|------------------|------------------|------------------|--------------------|-------------------------------------|
| | R | R | R | R | R | |
| Registration fee: Sale and supply of meals | 150 | 160 | 168 | 177 | 185 | R170.00 |
| Registration fee: Health and entertainment | 150 | 160 | 168 | 177 | 185 | R170.00 |
| Registration fee: Mechanical electrical apparatus or devices (games) 3 or more | 150 | 160 | 168 | 177 | 185 | R170.00 |
| <i>NOTE: These fees are once off and only for registration fee.</i> | | | | | | R0.00 |
| | | | | | | R0.00 |
| Annual License fees (One year fee): Sale and supply of meals | 380 | 400 | 421 | 442 | 463 | R420.00 |
| Annual License fees (One year fee): Health and entertainment | 380 | 400 | 421 | 442 | 463 | R420.00 |
| Annual License fees (One year fee): Mechanical electrical apparatus or devices (games) 3 or more | 380 | 400 | 421 | 442 | 463 | R420.00 |

9.8. Operating Expenditure Framework

The Municipality's expenditure framework for the 2023/24 budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of *no project plan no budget*. If there is no business plan no funding allocation can be made.

The following table is a high-level summary of the 2023/24 budget and MTREF (classified per main type of operating expenditure):

EC443 Winnie Madikizela Mandela - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Total Revenue (excluding capital transfers and | | 356,660 | 422,182 | 389,042 | 420,449 | 438,253 | 438,253 | 440,094 | 466,188 | 463,114 |
| Expenditure | | | | | | | | | | |
| Employee related costs | 2 | 104,852 | 105,837 | 107,129 | 124,799 | 122,284 | 122,284 | 130,214 | 136,503 | 142,506 |
| Remuneration of councillors | | 23,970 | 23,964 | 24,782 | 27,047 | 27,047 | 27,047 | 28,481 | 29,876 | 31,280 |
| Bulk purchases - electricity | 2 | 33,255 | 35,022 | 40,211 | 40,005 | 40,005 | 40,005 | 47,731 | 53,792 | 60,624 |
| Inventory consumed | 8 | 8,162 | 4,798 | 5,473 | 7,627 | 6,945 | 6,945 | 7,192 | 7,523 | 7,870 |
| Debt impairment | 3 | 7,103 | 5,208 | 822 | 9,600 | 9,600 | 9,600 | 10,109 | 10,574 | 11,060 |
| Depreciation and amortisation | | 39,437 | 40,180 | 52,653 | 49,735 | 49,735 | 49,735 | 54,371 | 57,035 | 59,716 |
| Interest | | 11 | 1 | - | 100 | 100 | 100 | 100 | 100 | 100 |
| Contracted services | | 51,003 | 41,065 | 63,499 | 86,644 | 100,765 | 100,765 | 83,616 | 90,129 | 99,320 |
| Transfers and subsidies | | 1,418 | 4,499 | 1,251 | 3,200 | 3,349 | 3,349 | 3,431 | 3,589 | 3,754 |
| Irrecoverable debts written off | | 549 | - | - | - | - | - | - | - | - |
| Operational costs | | 44,470 | 38,020 | 65,440 | 82,560 | 86,018 | 86,018 | 79,958 | 83,590 | 87,377 |
| Losses on disposal of Assets | | 55,411 | 43,413 | 46,551 | - | 26,336 | 26,336 | - | - | - |
| Other Losses | | - | 293 | - | - | - | - | - | - | - |
| Total Expenditure | | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |

The parties, SALGA, IMATU and SAMWU at the executive committee meeting held on 14 March 2023, agreed that the salary and wage increases for the 2023/24 financial year as per the salary and wage collective agreement dated 15 September 2021 shall be 5.4% with effect from 1 July 2023. Therefore, municipalities are advised to consider their financial sustainability when considering salary increases. It has been observed over the previous years that salary increases were above inflation. In addition, municipalities that could not afford such increases did not apply for exemption as provided by SALGBC.

Given the current economic condition exacerbated by the post COVID-19 recovery and the Russian Invasion of Ukraine, municipalities are urged to consider projecting increases to wage that would reflect their affordability. Some municipalities are already not able to afford the current wage cost and would indeed have to apply no more than a zero per cent increase in the 2023/24 MTREF and exercise the option for exemption for any negotiated increase above the level of their affordability.

Therefore, should accounting officers fail to consider salary increases within the ambit of the municipality's available resources and financial position, such failure will constitute an act of financial misconduct as defined in section 171 of the MFMA read with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings

Below are vacant positions that are included in the calculations of these draft budget amounts that have been agreed on with Corporate Services to ensure these are on the municipality's current organisational structure. In line with the national government's call to manage the public sector wage bill the municipality's employee costs budget plus remuneration of councillors makes up

35% of the operating budget including non-cash items which then breaches the maximum limit permitted of 40% when we exclude non-cash items. Below are the details of vacant positions included in the draft budget.

Municipal Manager

- Monitoring and Evaluation Officer
- Performance Management Officer

Corporate Services

- Manager ICT
- IT Technician
- Fleet Management Officer
- Receptionist

Budget and Treasury Office

- 2 X Financial Management Interns

Development Planning

- Agricultural Development Officer

Community Services

- Security
- Admin Clerk

Refuse Removal

- 8 X General Assistants

Engineering Services

- Data Capturer (MIG)

The above positions include those where recruitment processes have already commenced or concluded but the successful incumbents have not resumed duties yet. This is to ensure that all these are catered for in the municipal budget.

No new positions are proposed to be added on the municipality's organisational structure for the next three financial years.

2. 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 Municipality's Indigent Policy.

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.

Table 9 Summary of operating expenditure by functional classification item

EC443 Winnie Madikizela Mandela - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

| Functional Classification Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Revenue - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 306,600 | 374,115 | 339,180 | 362,794 | 415,667 | 415,667 | 391,308 | 416,429 | 408,120 |
| Executive and council | | — | — | — | — | — | — | — | — | — |
| Finance and administration | | 306,600 | 374,115 | 338,358 | 362,794 | 415,667 | 415,667 | 391,308 | 416,429 | 408,120 |
| Internal audit | | — | — | 822 | — | — | — | — | — | — |
| <i>Community and public safety</i> | | 5,779 | 4,828 | 3,960 | 4,966 | 5,086 | 5,086 | 4,599 | 4,800 | 5,024 |
| Community and social services | | 328 | 544 | 193 | 623 | 623 | 623 | 605 | 610 | 638 |
| Sport and recreation | | — | — | — | — | — | — | — | — | — |
| Public safety | | 5,451 | 4,285 | 3,768 | 4,344 | 4,464 | 4,464 | 3,993 | 4,189 | 4,386 |
| Housing | | — | — | — | — | — | — | — | — | — |
| Health | | — | — | — | — | — | — | — | — | — |
| <i>Economic and environmental services</i> | | 54,440 | 45,586 | 51,861 | 78,100 | 78,050 | 78,050 | 57,541 | 62,090 | 67,744 |
| Planning and development | | 307 | 127 | 46,324 | 25,814 | 25,764 | 25,764 | 2,986 | 5,119 | 8,257 |
| Road transport | | 54,133 | 45,459 | 5,537 | 52,286 | 52,286 | 52,286 | 54,555 | 56,971 | 59,487 |
| Environmental protection | | — | — | — | — | — | — | — | — | — |
| <i>Trading services</i> | | 69,264 | 75,078 | 74,203 | 56,876 | 55,543 | 55,543 | 58,201 | 63,340 | 64,713 |
| Energy sources | | 59,438 | 67,709 | 66,431 | 47,325 | 47,325 | 47,325 | 49,298 | 57,380 | 58,473 |
| Water management | | — | — | — | — | — | — | — | — | — |
| Waste water management | | — | — | — | — | — | — | — | — | — |
| Waste management | | 9,826 | 7,369 | 7,772 | 9,550 | 8,218 | 8,218 | 8,903 | 5,960 | 6,240 |
| <i>Other</i> | 4 | — | — | — | — | — | — | — | — | — |
| Total Revenue - Functional | 2 | 436,083 | 499,607 | 469,204 | 502,737 | 554,347 | 554,347 | 511,649 | 546,659 | 545,601 |
| Expenditure - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 153,993 | 144,871 | 150,782 | 201,620 | 203,164 | 203,164 | 216,897 | 226,457 | 237,836 |
| Executive and council | | 54,296 | 55,097 | 54,350 | 64,094 | 64,299 | 64,299 | 68,146 | 70,632 | 73,907 |
| Finance and administration | | 96,856 | 86,322 | 92,856 | 132,844 | 134,483 | 134,483 | 143,824 | 150,665 | 158,529 |
| Internal audit | | 2,841 | 3,452 | 3,577 | 4,682 | 4,382 | 4,382 | 4,927 | 5,161 | 5,400 |
| <i>Community and public safety</i> | | 29,327 | 24,262 | 26,754 | 32,667 | 31,778 | 31,778 | 34,349 | 35,970 | 37,634 |
| Community and social services | | 8,044 | 7,338 | 9,955 | 12,936 | 12,826 | 12,826 | 13,748 | 14,393 | 15,067 |
| Sport and recreation | | 7,497 | 2,079 | 2,363 | 2,729 | 2,309 | 2,309 | 2,866 | 3,001 | 3,139 |
| Public safety | | 13,777 | 14,083 | 13,617 | 15,956 | 15,579 | 15,579 | 16,544 | 17,337 | 18,140 |
| Housing | | 9 | 762 | 818 | 1,046 | 1,064 | 1,064 | 1,191 | 1,239 | 1,288 |
| Health | | — | — | — | — | — | — | — | — | — |
| <i>Economic and environmental services</i> | | 68,983 | 67,688 | 115,864 | 102,588 | 119,478 | 119,478 | 93,620 | 104,850 | 113,802 |
| Planning and development | | 19,309 | 21,101 | 24,701 | 37,697 | 37,974 | 37,974 | 27,824 | 28,978 | 30,320 |
| Road transport | | 47,085 | 45,014 | 89,005 | 62,240 | 79,115 | 79,115 | 63,286 | 73,242 | 80,730 |
| Environmental protection | | 2,589 | 1,572 | 2,159 | 2,651 | 2,388 | 2,388 | 2,510 | 2,630 | 2,752 |
| <i>Trading services</i> | | 115,120 | 102,932 | 111,390 | 90,304 | 113,638 | 113,638 | 96,036 | 100,930 | 109,945 |
| Energy sources | | 96,848 | 79,676 | 96,817 | 63,408 | 87,437 | 87,437 | 67,303 | 74,280 | 82,057 |
| Water management | | — | — | — | — | — | — | — | — | — |
| Waste water management | | — | — | — | — | — | — | — | — | — |
| Waste management | | 18,271 | 23,256 | 14,573 | 26,896 | 26,201 | 26,201 | 28,733 | 26,650 | 27,889 |
| <i>Other</i> | 4 | 2,220 | 2,547 | 3,021 | 4,139 | 4,126 | 4,126 | 4,299 | 4,504 | 4,389 |
| Total Expenditure - Functional | 3 | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) for the year | | 66,441 | 157,306 | 61,393 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |

The table above gives an overview of the operational expenditure per functional classification or by functional areas within the municipality.

3. Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2022/23 budget and MTREF provide for extensive growth in the area of asset maintenance. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

Table 10 Operational repairs and maintenance

EC443 Winnie Madikizela Mandela - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| Repairs and Maintenance by Expenditure Item | 8 | | | | | | | | | |
| Employee related costs | | – | – | – | – | – | – | – | – | – |
| Inventory Consumed (Project Maintenance) | | 377 | 50 | 52 | 63 | 63 | 63 | 65 | 68 | 71 |
| Contracted Services | | 12,496 | 5,167 | 13,789 | 29,911 | 47,597 | 47,597 | 29,702 | 37,991 | 43,817 |
| Other Expenditure | | – | – | – | – | – | – | – | – | – |
| Total Repairs and Maintenance Expenditure | 9 | 12,873 | 5,217 | 13,841 | 29,975 | 47,660 | 47,660 | 29,767 | 38,059 | 43,888 |
| | | | | | | | | | | |
| Inventory Consumed | | | | | | | | | | |
| Inventory Consumed - Water | | – | – | – | – | – | – | – | – | – |
| Inventory Consumed - Other | | 8,162 | 4,798 | 5,473 | 7,627 | 6,945 | 6,945 | 7,192 | 7,523 | 7,870 |
| Total Inventory Consumed & Other Material | | 8,162 | 4,798 | 5,473 | 7,627 | 6,945 | 6,945 | 7,192 | 7,523 | 7,870 |

EC443 Winnie Madikizela Mandela - Table A9 Asset Management

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| Renewal and upgrading of Existing Assets as % of total capex | | 25.8% | 43.4% | 55.0% | 11.8% | 44.9% | 44.9% | 15.1% | 0.0% | 0.0% |
| Renewal and upgrading of Existing Assets as % of deprecn | | 57.6% | 150.5% | 206.2% | 25.6% | 143.2% | 143.2% | 32.1% | 0.0% | 0.0% |
| R&M as a % of PPE | | 2.0% | 0.7% | 1.8% | 3.9% | 5.6% | 5.6% | 0.0% | 4.6% | 5.5% |
| Renewal and upgrading and R&M as a % of PPE | | 5.0% | 9.0% | 18.0% | 6.0% | 16.0% | 16.0% | 6.0% | 5.0% | 6.0% |

An amount of R29.7 million has been set aside in the 2023/24 financial period for the maintenance of municipal assets. The amount is lower than the recommended treasury percentages, the municipality took a decision to rather purchase municipal plant and machinery which is used to repair road infrastructure. This ensures that there is improved access to all the wards in the municipality. There is also an increased need to repair other infrastructure assets like the municipal offices, community halls and the municipal vehicles.

Table 11 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

EC443 Winnie Madikizela Mandela - Table A8 Cash backed reserves/accumulated surplus reconciliation

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|------------------|----------------------|------------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | | |
| Cash and investments available | | | | | | | | | | | |
| Cash/cash equivalents at the year end | 1 | 173,644 | 258,161 | 277,109 | 385,302 | 334,832 | 334,832 | – | 315,165 | 393,974 | 444,974 |
| Other current investments > 90 days | | 37,398 | 29,937 | 28,303 | 19,654 | 31,739 | 31,739 | 57,849 | 46,746 | 8,546 | (71,269) |
| Investments - Property, plant and equipment | 1 | 646,245 | 699,573 | 766,069 | 759,811 | 848,542 | 848,542 | – | 827,129 | 796,994 | 793,474 |
| Cash and investments available: | | 857,288 | 987,671 | 1,071,481 | 1,164,768 | 1,215,113 | 1,215,113 | 57,849 | 1,189,040 | 1,199,515 | 1,167,179 |
| Application of cash and investments | | | | | | | | | | | |
| Trade payables from Non-exchange transactions: Other | | – | – | – | – | – | – | – | – | – | – |
| Unspent borrowing | | – | – | – | – | – | – | – | – | – | – |
| Statutory requirements | 2 | | | | | | | | | | |
| Other working capital requirements | 3 | 29,390 | 43,234 | 44,543 | 41,629 | 102,459 | 102,459 | – | 34,120 | 38,742 | 38,707 |
| Other provisions | | | | | | | | | | | |
| Long term investments committed | 4 | – | – | – | – | – | – | – | – | – | – |
| Reserves to be backed by cash/investments | 5 | | | | | | | | | | |
| Total Application of cash and investments: | | 29,390 | 43,234 | 44,543 | 41,629 | 102,459 | 102,459 | – | 34,120 | 38,742 | 38,707 |
| Surplus(shortfall) | | 827,898 | 944,436 | 1,026,938 | 1,123,139 | 1,112,654 | 1,112,654 | 57,849 | 1,154,920 | 1,160,773 | 1,128,472 |

The table above shows the budgeted cash reserves and these are based on the current cash reserves in the municipality. As indicated by the table, there is a need to ensure that these reserves are preserved and built up again. This is after these reserves have been made available for infrastructure development within the municipality.

9.9. Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

EC443 Winnie Madikizela Mandela - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

| Vote Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| Revenue by Vote | 1 | | | | | | | | | |
| Vote 1 - Executive and Council | | — | — | 822 | — | — | — | — | — | — |
| Vote 2 - Corporate Services | | 352 | 405 | 483 | 137 | 453 | 453 | 441 | 463 | 485 |
| Vote 3 - Budget Treasury Office | | 306,248 | 354,557 | 316,791 | 341,189 | 393,746 | 393,746 | 364,432 | 388,302 | 378,680 |
| Vote 4 - Community Services | | 15,605 | 12,198 | 11,732 | 14,517 | 13,304 | 13,304 | 13,502 | 10,759 | 11,263 |
| Vote 5 - Development Planning | | 111 | 19,267 | 22,001 | 44,531 | 44,481 | 44,481 | 26,550 | 29,785 | 34,082 |
| Vote 6 - Engineering Services | | 113,768 | 113,181 | 117,454 | 102,363 | 102,363 | 102,363 | 106,724 | 117,349 | 121,091 |
| Vote 7 - [NAME OF VOTE 7] | | — | — | — | — | — | — | — | — | — |
| Vote 8 - [NAME OF VOTE 8] | | — | — | — | — | — | — | — | — | — |
| Vote 9 - [NAME OF VOTE 9] | | — | — | — | — | — | — | — | — | — |
| Vote 10 - [NAME OF VOTE 10] | | — | — | — | — | — | — | — | — | — |
| Vote 11 - [NAME OF VOTE 11] | | — | — | — | — | — | — | — | — | — |
| Vote 12 - [NAME OF VOTE 12] | | — | — | — | — | — | — | — | — | — |
| Vote 13 - [NAME OF VOTE 13] | | — | — | — | — | — | — | — | — | — |
| Vote 14 - [NAME OF VOTE 14] | | — | — | — | — | — | — | — | — | — |
| Vote 15 - [NAME OF VOTE 15] | | — | — | — | — | — | — | — | — | — |
| Total Revenue by Vote | 2 | 436,083 | 499,607 | 469,283 | 502,737 | 554,347 | 554,347 | 511,649 | 546,659 | 545,601 |
| Expenditure by Vote to be appropriated | 1 | | | | | | | | | |
| Vote 1 - Executive and Council | | 69,498 | 71,616 | 71,138 | 84,391 | 84,186 | 84,186 | 88,655 | 92,107 | 96,376 |
| Vote 2 - Corporate Services | | 48,254 | 38,617 | 40,512 | 59,772 | 58,204 | 58,204 | 64,946 | 68,035 | 71,183 |
| Vote 3 - Budget Treasury Office | | 25,842 | 21,918 | 24,251 | 41,521 | 43,771 | 43,771 | 45,748 | 47,952 | 51,070 |
| Vote 4 - Community Services | | 62,453 | 62,926 | 59,268 | 79,012 | 78,098 | 78,098 | 83,785 | 84,297 | 88,205 |
| Vote 5 - Development Planning | | 16,060 | 15,944 | 17,008 | 36,131 | 36,533 | 36,533 | 24,898 | 25,910 | 26,782 |
| Vote 6 - Engineering Services | | 147,535 | 131,280 | 195,635 | 130,491 | 171,392 | 171,392 | 137,169 | 154,410 | 169,990 |
| Vote 7 - [NAME OF VOTE 7] | | — | — | — | — | — | — | — | — | — |
| Vote 8 - [NAME OF VOTE 8] | | — | — | — | — | — | — | — | — | — |
| Vote 9 - [NAME OF VOTE 9] | | — | — | — | — | — | — | — | — | — |
| Vote 10 - [NAME OF VOTE 10] | | — | — | — | — | — | — | — | — | — |
| Vote 11 - [NAME OF VOTE 11] | | — | — | — | — | — | — | — | — | — |
| Vote 12 - [NAME OF VOTE 12] | | — | — | — | — | — | — | — | — | — |
| Vote 13 - [NAME OF VOTE 13] | | — | — | — | — | — | — | — | — | — |
| Vote 14 - [NAME OF VOTE 14] | | — | — | — | — | — | — | — | — | — |
| Vote 15 - [NAME OF VOTE 15] | | — | — | — | — | — | — | — | — | — |
| Total Expenditure by Vote | 2 | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) for the year | 2 | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |

Executive and Council

The allocation has catered for the construction and erection of a life size statue of the late Winnie Madikizela-Mandela.

Corporate services

The department has budgeted for the purchase of Municipal Vehicles, IT equipment, cabling and wifi installation as well as office furniture including that for the Civic Center.

Development Planning

The department has budgeted for the construction of a market place to assist with the cleaning and regulation of trading in the town area as well as beach infrastructure.

Community & Social Services

The department has budgeted for fencing of recreational facilities, grass cutting machines, installation of CCTV cameras and Security equipment.

Refuse Removal

The department has budgeted for the construction of Majazi Landfill site, procurement of a refuse truck and skip bins.

Road works and Engineering

The following are the projects budgeted for implementation based on the available resources:

- Construction of Sidanga Bridge R 4.5 million
- Construction of Mputhumi Mafumbatha Stadium (OWN) R 3.1 million
- Construction of Mbizana Town hall- (OWN) R 4.9 million
- Upgrading of Mbongwana via Dotye to Greenville Hosp AR R 7.6 million
- Construction of Bhukuveni to Ntshikintshane Concrete Slab R 1.9 million
- Construction of Mqonjwana to Greenville AR R 10.8 million
- Construction of Mwilini to Zibanzini Access Road R 7.5 million
- Construction of Ntlanezwe to Sizabonke Access Road R 8.2 million
- Construction of Thaleni Bridge R 7.3 million
- Construction of Mngomazi AR R 3.9 million
- Construction of Mhlwazini AR R 3.7 million
- Construction of Mgqutsalala AR R 2.3 million
- Construction of Ward 13 ECDC R 869 thousand
- VAT R 4.8 million

Electricity

Included in the electricity budget are the following projects as per the available resources for the next financial year:

- Electrification of Lower Etheridge Phase 2 R 3.7 million
- Electrification of Msarhweni Village Phase 2 R3.2 million
- Electrification of Zizityaneni Village R 3 million
- Electrification of Nomlacu Phase 2 R 6.8 million

Table 12 2023/24 Medium-term capital budget by vote, functional classification and funding

| Vote Description R thousand | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Capital expenditure - Vote | | | | | | | | | | |
| Multi-year expenditure to be appropriated | 2 | | | | | | | | | |
| Vote 3 - Budget Treasury Office | | 2,304 | — | — | — | — | — | — | — | — |
| Vote 6 - Engineering Services | | 22,483 | 27,639 | 66,237 | 8,988 | 27,844 | 27,844 | 8,025 | — | — |
| Capital multi-year expenditure sub-total | 7 | 24,787 | 27,639 | 66,237 | 8,988 | 27,844 | 27,844 | 8,025 | — | — |
| Single-year expenditure to be appropriated | 2 | | | | | | | | | |
| Vote 1 - Executive and Council | | — | — | 30 | — | — | — | 1,304 | — | — |
| Vote 2 - Corporate Services | | 2,630 | 6,269 | 1,855 | 12,900 | 9,403 | 9,403 | 8,457 | 5,674 | 2,435 |
| Vote 3 - Budget Treasury Office | | — | 2,096 | — | — | — | — | — | — | — |
| Vote 4 - Community Services | | 5,164 | 3,035 | 306 | 11,388 | 5,262 | 5,262 | 21,308 | 11,791 | 12,437 |
| Vote 5 - Development Planning | | — | 1,447 | 597 | 13,517 | 15,295 | 15,295 | 2,376 | 522 | 522 |
| Vote 6 - Engineering Services | | 55,620 | 99,009 | 96,277 | 61,256 | 100,740 | 100,740 | 73,961 | 69,974 | 71,728 |
| Capital single-year expenditure sub-total | | 63,415 | 111,856 | 99,064 | 99,060 | 130,700 | 130,700 | 107,406 | 87,961 | 87,121 |
| Total Capital Expenditure - Vote | | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |
| Capital Expenditure - Functional | | | | | | | | | | |
| Governance and administration | | 5,265 | 8,470 | 1,885 | 13,240 | 9,778 | 9,778 | 10,109 | 6,022 | 2,783 |
| Executive and council | | — | — | 30 | — | — | — | 1,304 | — | — |
| Finance and administration | | 5,265 | 8,470 | 1,855 | 13,240 | 9,778 | 9,778 | 8,804 | 6,022 | 2,783 |
| Internal audit | | — | — | — | — | — | — | — | — | — |
| Community and public safety | | 1,902 | 2,272 | 221 | 1,848 | 1,895 | 1,895 | 907 | 943 | 980 |
| Community and social services | | 160 | 1,376 | 221 | 1,720 | 1,710 | 1,710 | 770 | 807 | 844 |
| Sport and recreation | | — | — | — | 128 | 185 | 185 | 137 | 137 | 137 |
| Public safety | | 1,742 | 896 | — | — | — | — | — | — | — |
| Economic and environmental services | | 57,899 | 93,514 | 136,787 | 67,336 | 127,614 | 127,614 | 69,580 | 50,061 | 52,250 |
| Planning and development | | 26,486 | 41,937 | 76,744 | 25,820 | 43,747 | 43,747 | 11,271 | 522 | 522 |
| Road transport | | 31,413 | 51,577 | 60,044 | 41,516 | 83,867 | 83,867 | 58,308 | 49,540 | 51,728 |
| Environmental protection | | — | — | — | — | — | — | — | — | — |
| Trading services | | 23,135 | 35,239 | 26,408 | 25,625 | 19,257 | 19,257 | 34,836 | 30,935 | 31,109 |
| Energy sources | | 20,204 | 34,185 | 26,323 | 16,425 | 16,265 | 16,265 | 14,783 | 20,435 | 20,000 |
| Waste management | | 2,932 | 1,054 | 85 | 9,200 | 2,991 | 2,991 | 20,054 | 10,500 | 11,109 |
| Other | | — | — | — | — | — | — | — | — | — |
| Total Capital Expenditure - Functional | 3 | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |
| Funded by: | | | | | | | | | | |
| National Government | | 60,628 | 67,776 | 64,059 | 69,945 | 100,776 | 100,776 | 71,555 | 80,471 | 82,487 |
| Provincial Government | | — | 200 | — | — | — | — | — | — | — |
| District Municipality | | — | — | — | — | — | — | — | — | — |
| Transfers and subsidies - capital (in-kind) | | — | — | — | — | — | — | — | — | — |
| Transfers recognised - capital | 4 | 60,628 | 67,976 | 64,059 | 69,945 | 100,776 | 100,776 | 71,555 | 80,471 | 82,487 |
| Borrowing | 6 | — | — | — | — | — | — | — | — | — |
| Internally generated funds | | 27,574 | 71,519 | 101,241 | 38,103 | 57,769 | 57,769 | 43,877 | 7,490 | 4,634 |
| Total Capital Funding | 7 | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |

For the 2023/24 Annual budget, there is a decrease in the capital budget of the municipality compared to the final approved budget of the 2022/23 financial year which should be used as a baseline going forward. This accounts for about R115 million of the budget and this is mainly funded from the MIG for roads, community facilities and Sport facilities, and INEP for electrification. It is important though to note that even though the budget seems to have a gradual decrease over the medium-term, the municipality's own funding of the capital budget decreases. It must be understood though that national government is heading for elections which will see increased pressure and protests for service delivery in communities which are unfortunately served by municipalities.

The above table shows that the municipality's anticipated total capital budget is R115 million excluding VAT for the 2023/24 financial year which decreases in the following year as a result of the anticipated decreases in the own funding allocation for infrastructure development. A summary of proposed allocations is as follows only highlighting the major line items allocated:

- Road infrastructure R 58.3 million Excl. VAT
 - Construction of Sidanga Bridge R 4.5 million
 - Upgrading of Mbongwana via Dotye to Greenville Hosp AR R 7.6 million
 - Construction of Bhukuveni to Ntshikintshane Concrete SlabR 1.9 million
 - Construction of Mqonjwana to Greenville AR R 10.8 million
 - Construction of Mwilini to Zibanzini Access Road R 7.5 million
 - Construction of Ntlanezwe to Sizabonke Access Road R 8.2 million
 - Construction of Thalen Bridge R 7.3 million
 - Construction of Mngomazi AR R 3.9 million
 - Construction of Mhlwazini AR R 3.7 million
 - Construction of Mgqutsalala AR R 2.3 million
- Electricity infrastructure R 14.7 million Excl. VAT
 - Electrification of Lower Ethridge (Phase 2) R 3.3 million
 - Electrification of Msarhweni Village (Phase 2) R 2.8 million
 - Electrification of Zizityaneni Village R 2.6 million
 - Electrification of Nomlacu (Phse 2) R5.9 million
- Community Facilities R 13.3 million Excl. VAT
 - Construction of life size bronze statue R 1.3 million
 - Construction of Mbizana Civic Center R 4.9 million
 - Construction of Mputhumi Mafumbatha Stadium (OWN) R 3.1 million
 - Construction of Ward 13 ECDC R 869 thousand
 - Construction of Market Place R 1.7 million
 - Fencing of Recreational Facilities R 770 thousand
 - Beach Infrastructure R 637 thousand
- Transport Assets R 4.9 million Excl. VAT
- Furniture and Office Equipment R 5.6 million Excl. VAT
- Solid Waste Infrastructure (Majazi Landfill Site) R 16.2 million Excl. VAT
- Machinery and Equipment R 136 thousand Excl. VAT
- Computer Equipment R 2 million Excl. VAT
- VAT R 17 million

These are funded from conditional grants and internal funds which shows the municipality's commitment into delivering services.

9.10. Annual Budget Tables

The following pages present the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2023/24 budget and MTREF as approved by the Council. Each table is accompanied by *explanatory adopts* on the facing page.

Table 13 MBRR Table A1 - Budget Summary

EC443 Winnie Madikizela Mandela - Table A1 Budget Summary

| Description R thousands | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----------------|-----------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| <u>Financial Performance</u> | | | | | | | | | |
| Property rates | 16,284 | 20,145 | 21,163 | 21,468 | 21,468 | 21,468 | 21,250 | 22,096 | 22,976 |
| Service charges | 38,374 | 40,257 | 42,139 | 36,680 | 35,347 | 35,347 | 37,904 | 39,762 | 41,630 |
| Investment revenue | 9,660 | 7,604 | 10,784 | 9,760 | 15,090 | 15,090 | 15,890 | 16,669 | 17,452 |
| Transfer and subsidies - Operational | 2,237 | 2,343 | 2,141 | 2,404 | 2,404 | 2,404 | 2,537 | 2,662 | 2,787 |
| Other own revenue | 290,105 | 351,833 | 312,815 | 350,136 | 363,943 | 363,943 | 362,513 | 385,000 | 378,269 |
| Total Revenue (excluding capital transfers and contributions) | 356,660 | 422,182 | 389,042 | 420,449 | 438,253 | 438,253 | 440,094 | 466,188 | 463,114 |
| Employee costs | 104,852 | 105,837 | 107,129 | 124,799 | 122,284 | 122,284 | 130,214 | 136,503 | 142,506 |
| Remuneration of councillors | 23,970 | 23,964 | 24,782 | 27,047 | 27,047 | 27,047 | 28,481 | 29,876 | 31,280 |
| Depreciation and amortisation | 39,437 | 40,180 | 52,653 | 49,735 | 49,735 | 49,735 | 54,371 | 57,035 | 59,716 |
| Finance charges | 11 | 1 | — | 100 | 100 | 100 | 100 | 100 | 100 |
| Inventory consumed and bulk purchases | 41,417 | 39,820 | 45,684 | 47,632 | 46,950 | 46,950 | 54,923 | 61,316 | 68,494 |
| Transfers and subsidies | 1,418 | 4,499 | 1,251 | 3,200 | 3,349 | 3,349 | 3,431 | 3,589 | 3,754 |
| Other expenditure | 158,537 | 128,000 | 176,312 | 178,804 | 222,718 | 222,718 | 173,682 | 184,293 | 197,757 |
| Total Expenditure | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) | (12,982) | 79,882 | (18,769) | (10,870) | (33,930) | (33,930) | (5,107) | (6,523) | (40,493) |
| Transfers and subsidies - capital (monetary allocations) | 79,423 | 77,425 | 80,162 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Transfers and subsidies - capital (in-kind) | — | — | 79 | — | — | — | — | — | — |
| Surplus/(Deficit) after capital transfers & contributions | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| Share of Surplus/Deficit attributable to Associate | — | — | — | — | — | — | — | — | — |
| Surplus/(Deficit) for the year | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| <u>Capital expenditure & funds sources</u> | | | | | | | | | |
| Capital expenditure | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |
| Transfers recognised - capital | 60,628 | 67,976 | 64,059 | 69,945 | 100,776 | 100,776 | 71,555 | 80,471 | 82,487 |
| Borrowing | — | — | — | — | — | — | — | — | — |
| Internally generated funds | 27,574 | 71,519 | 101,241 | 38,103 | 57,769 | 57,769 | 43,877 | 7,490 | 4,634 |
| Total sources of capital funds | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |
| <u>Financial position</u> | | | | | | | | | |
| Total current assets | 322,908 | 367,174 | 381,881 | 438,634 | 445,741 | 445,741 | 419,596 | 460,164 | 434,450 |
| Total non current assets | 680,111 | 737,528 | 806,463 | 797,697 | 888,936 | 888,936 | 867,523 | 837,389 | 833,868 |
| Total current liabilities | 58,261 | 70,583 | 75,515 | 64,901 | 132,240 | 132,240 | 100,398 | 103,332 | 106,051 |
| Total non current liabilities | 5,495 | 5,246 | 22,484 | 5,246 | 22,484 | 22,484 | 22,484 | 22,484 | 22,484 |
| Community wealth/Equity | 939,262 | 1,028,872 | 1,090,344 | 1,166,184 | 1,179,953 | 1,179,953 | 1,164,237 | 1,171,737 | 1,139,784 |
| <u>Cash flows</u> | | | | | | | | | |
| Net cash from (used) operating | 136,790 | 209,606 | 178,760 | 178,444 | 237,848 | 237,848 | 166,577 | 179,739 | 151,189 |
| Net cash from (used) investing | (86,608) | (125,089) | (159,813) | (129,968) | (180,125) | (180,125) | (128,521) | (100,930) | (100,189) |
| Net cash from (used) financing | — | — | — | — | — | — | — | — | — |
| Cash/cash equivalents at the year end | 173,644 | 258,161 | 277,109 | 385,302 | 334,832 | 334,832 | 315,165 | 393,974 | 444,974 |
| <u>Cash backing/surplus reconciliation</u> | | | | | | | | | |
| Cash and investments available | 857,288 | 987,671 | 1,071,481 | 1,164,768 | 1,215,113 | 1,215,113 | 1,189,040 | 1,199,515 | 1,167,179 |
| Application of cash and investments | 29,390 | 43,234 | 44,543 | 41,629 | 102,459 | 102,459 | 34,120 | 38,742 | 38,707 |
| Balance - surplus (shortfall) | 827,898 | 944,436 | 1,026,938 | 1,123,139 | 1,112,654 | 1,112,654 | 1,154,920 | 1,160,773 | 1,128,472 |
| <u>Asset management</u> | | | | | | | | | |
| Asset register summary (WDV) | 680,111 | 739,453 | 587,558 | 705,541 | 743,607 | 743,607 | 756,586 | 751,275 | — |
| Depreciation | 39,437 | 40,180 | 44,097 | 49,735 | 49,735 | 49,735 | 57,035 | 59,716 | — |
| Renewal and Upgrading of Existing Assets | 22,731 | 60,478 | 90,916 | 12,754 | 71,240 | 71,240 | — | — | — |
| Repairs and Maintenance | 12,873 | 5,217 | 13,841 | 29,975 | 47,660 | 47,660 | 38,059 | 43,888 | — |
| <u>Free services</u> | | | | | | | | | |
| Cost of Free Basic Services provided | — | — | — | 4,800 | 4,800 | 4,800 | 5,021 | 5,252 | — |
| Revenue cost of free services provided | — | — | — | 597 | 597 | 597 | 621 | 633 | — |
| <u>Households below minimum service level</u> | | | | | | | | | |
| Water: | — | — | — | — | — | — | — | — | — |
| Sanitation/sew erage: | — | — | — | — | — | — | — | — | — |
| Energy: | — | 6 | 6 | 6 | 6 | 6 | 2 | 2 | — |
| Refuse: | — | 48 | 48 | 48 | 48 | 48 | 48 | 48 | — |

1. Table A1 is a budget summary and provides a concise overview of the municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts for possible approval by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
3. Financial management reforms emphasizes the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognized is reflected on the Financial Performance Budget;
 - ii. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget
 - iii. Internally generated funds is financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. Efforts have been made in compiling the budget to ensure that the budget is cash backed. This is reflected by the positive cash flows that the municipality has. This requires the municipality to maintain its prudence to ensure that positive cash flows are maintained over the long term whilst ensuring that there is spending on projects that make a difference to people's livelihoods.
5. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs.

Table 14 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by functional classification)

EC443 Winnie Madikizela Mandela - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

| Functional Classification Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Revenue - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 306,600 | 374,115 | 339,180 | 362,794 | 415,667 | 415,667 | 391,308 | 416,429 | 408,120 |
| Executive and council | | — | — | — | — | — | — | — | — | — |
| Finance and administration | | 306,600 | 374,115 | 338,358 | 362,794 | 415,667 | 415,667 | 391,308 | 416,429 | 408,120 |
| Internal audit | | — | — | 822 | — | — | — | — | — | — |
| <i>Community and public safety</i> | | 5,779 | 4,828 | 3,960 | 4,966 | 5,086 | 5,086 | 4,599 | 4,800 | 5,024 |
| Community and social services | | 328 | 544 | 193 | 623 | 623 | 623 | 605 | 610 | 638 |
| Sport and recreation | | — | — | — | — | — | — | — | — | — |
| Public safety | | 5,451 | 4,285 | 3,768 | 4,344 | 4,464 | 4,464 | 3,993 | 4,189 | 4,386 |
| Housing | | — | — | — | — | — | — | — | — | — |
| Health | | — | — | — | — | — | — | — | — | — |
| <i>Economic and environmental services</i> | | 54,440 | 45,586 | 51,861 | 78,100 | 78,050 | 78,050 | 57,541 | 62,090 | 67,744 |
| Planning and development | | 307 | 127 | 46,324 | 25,814 | 25,764 | 25,764 | 2,986 | 5,119 | 8,257 |
| Road transport | | 54,133 | 45,459 | 5,537 | 52,286 | 52,286 | 52,286 | 54,555 | 56,971 | 59,487 |
| Environmental protection | | — | — | — | — | — | — | — | — | — |
| <i>Trading services</i> | | 69,264 | 75,078 | 74,203 | 56,876 | 55,543 | 55,543 | 58,201 | 63,340 | 64,713 |
| Energy sources | | 59,438 | 67,709 | 66,431 | 47,325 | 47,325 | 47,325 | 49,298 | 57,380 | 58,473 |
| Water management | | — | — | — | — | — | — | — | — | — |
| Waste water management | | — | — | — | — | — | — | — | — | — |
| Waste management | | 9,826 | 7,369 | 7,772 | 9,550 | 8,218 | 8,218 | 8,903 | 5,960 | 6,240 |
| <i>Other</i> | 4 | — | — | — | — | — | — | — | — | — |
| Total Revenue - Functional | 2 | 436,083 | 499,607 | 469,204 | 502,737 | 554,347 | 554,347 | 511,649 | 546,659 | 545,601 |
| Expenditure - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 153,993 | 144,871 | 150,782 | 201,620 | 203,164 | 203,164 | 216,897 | 226,457 | 237,836 |
| Executive and council | | 54,296 | 55,097 | 54,350 | 64,094 | 64,299 | 64,299 | 68,146 | 70,632 | 73,907 |
| Finance and administration | | 96,856 | 86,322 | 92,856 | 132,844 | 134,483 | 134,483 | 143,824 | 150,665 | 158,529 |
| Internal audit | | 2,841 | 3,452 | 3,577 | 4,682 | 4,382 | 4,382 | 4,927 | 5,161 | 5,400 |
| <i>Community and public safety</i> | | 29,327 | 24,262 | 26,754 | 32,667 | 31,778 | 31,778 | 34,349 | 35,970 | 37,634 |
| Community and social services | | 8,044 | 7,338 | 9,955 | 12,936 | 12,826 | 12,826 | 13,748 | 14,393 | 15,067 |
| Sport and recreation | | 7,497 | 2,079 | 2,363 | 2,729 | 2,309 | 2,309 | 2,866 | 3,001 | 3,139 |
| Public safety | | 13,777 | 14,083 | 13,617 | 15,956 | 15,579 | 15,579 | 16,544 | 17,337 | 18,140 |
| Housing | | 9 | 762 | 818 | 1,046 | 1,064 | 1,064 | 1,191 | 1,239 | 1,288 |
| Health | | — | — | — | — | — | — | — | — | — |
| <i>Economic and environmental services</i> | | 68,983 | 67,688 | 115,864 | 102,588 | 119,478 | 119,478 | 93,620 | 104,850 | 113,802 |
| Planning and development | | 19,309 | 21,101 | 24,701 | 37,697 | 37,974 | 37,974 | 27,824 | 28,978 | 30,320 |
| Road transport | | 47,085 | 45,014 | 89,005 | 62,240 | 79,115 | 79,115 | 63,286 | 73,242 | 80,730 |
| Environmental protection | | 2,589 | 1,572 | 2,159 | 2,651 | 2,388 | 2,388 | 2,510 | 2,630 | 2,752 |
| <i>Trading services</i> | | 115,120 | 102,932 | 111,390 | 90,304 | 113,638 | 113,638 | 96,036 | 100,930 | 109,945 |
| Energy sources | | 96,848 | 79,676 | 96,817 | 63,408 | 87,437 | 87,437 | 67,303 | 74,280 | 82,057 |
| Water management | | — | — | — | — | — | — | — | — | — |
| Waste water management | | — | — | — | — | — | — | — | — | — |
| Waste management | | 18,271 | 23,256 | 14,573 | 26,896 | 26,201 | 26,201 | 28,733 | 26,650 | 27,889 |
| <i>Other</i> | 4 | 2,220 | 2,547 | 3,021 | 4,139 | 4,126 | 4,126 | 4,299 | 4,504 | 4,389 |
| Total Expenditure - Functional | 3 | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) for the year | | 66,441 | 157,306 | 61,393 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |

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

The above table shows the allocations made by the municipality to the different classes or functions within the municipality and the contributions that will be made per standard class. It is pleasing to note that the table shows that the municipality's bigger share is allocated to service deliver functions as well as governance and administration. These are complementary in nature hence the allocations.

Table 15 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

EC443 Winnie Madikizela Mandela - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

| Vote Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| Revenue by Vote | 1 | | | | | | | | | |
| Vote 1 - Executive and Council | | – | – | 822 | – | – | – | – | – | – |
| Vote 2 - Corporate Services | | 352 | 405 | 483 | 137 | 453 | 453 | 441 | 463 | 485 |
| Vote 3 - Budget Treasury Office | | 306,248 | 354,557 | 316,791 | 341,189 | 393,746 | 393,746 | 364,432 | 388,302 | 378,680 |
| Vote 4 - Community Services | | 15,605 | 12,198 | 11,732 | 14,517 | 13,304 | 13,304 | 13,502 | 10,759 | 11,263 |
| Vote 5 - Development Planning | | 111 | 19,267 | 22,001 | 44,531 | 44,481 | 44,481 | 26,550 | 29,785 | 34,082 |
| Vote 6 - Engineering Services | | 113,768 | 113,181 | 117,454 | 102,363 | 102,363 | 102,363 | 106,724 | 117,349 | 121,091 |
| Vote 7 - [NAME OF VOTE 7] | | – | – | – | – | – | – | – | – | – |
| Vote 8 - [NAME OF VOTE 8] | | – | – | – | – | – | – | – | – | – |
| Vote 9 - [NAME OF VOTE 9] | | – | – | – | – | – | – | – | – | – |
| Vote 10 - [NAME OF VOTE 10] | | – | – | – | – | – | – | – | – | – |
| Vote 11 - [NAME OF VOTE 11] | | – | – | – | – | – | – | – | – | – |
| Vote 12 - [NAME OF VOTE 12] | | – | – | – | – | – | – | – | – | – |
| Vote 13 - [NAME OF VOTE 13] | | – | – | – | – | – | – | – | – | – |
| Vote 14 - [NAME OF VOTE 14] | | – | – | – | – | – | – | – | – | – |
| Vote 15 - [NAME OF VOTE 15] | | – | – | – | – | – | – | – | – | – |
| Total Revenue by Vote | 2 | 436,083 | 499,607 | 469,283 | 502,737 | 554,347 | 554,347 | 511,649 | 546,659 | 545,601 |
| Expenditure by Vote to be appropriated | 1 | | | | | | | | | |
| Vote 1 - Executive and Council | | 69,498 | 71,616 | 71,138 | 84,391 | 84,186 | 84,186 | 88,655 | 92,107 | 96,376 |
| Vote 2 - Corporate Services | | 48,254 | 38,617 | 40,512 | 59,772 | 58,204 | 58,204 | 64,946 | 68,035 | 71,183 |
| Vote 3 - Budget Treasury Office | | 25,842 | 21,918 | 24,251 | 41,521 | 43,771 | 43,771 | 45,748 | 47,952 | 51,070 |
| Vote 4 - Community Services | | 62,453 | 62,926 | 59,268 | 79,012 | 78,098 | 78,098 | 83,785 | 84,297 | 88,205 |
| Vote 5 - Development Planning | | 16,060 | 15,944 | 17,008 | 36,131 | 36,533 | 36,533 | 24,898 | 25,910 | 26,782 |
| Vote 6 - Engineering Services | | 147,535 | 131,280 | 195,635 | 130,491 | 171,392 | 171,392 | 137,169 | 154,410 | 169,990 |
| Vote 7 - [NAME OF VOTE 7] | | – | – | – | – | – | – | – | – | – |
| Vote 8 - [NAME OF VOTE 8] | | – | – | – | – | – | – | – | – | – |
| Vote 9 - [NAME OF VOTE 9] | | – | – | – | – | – | – | – | – | – |
| Vote 10 - [NAME OF VOTE 10] | | – | – | – | – | – | – | – | – | – |
| Vote 11 - [NAME OF VOTE 11] | | – | – | – | – | – | – | – | – | – |
| Vote 12 - [NAME OF VOTE 12] | | – | – | – | – | – | – | – | – | – |
| Vote 13 - [NAME OF VOTE 13] | | – | – | – | – | – | – | – | – | – |
| Vote 14 - [NAME OF VOTE 14] | | – | – | – | – | – | – | – | – | – |
| Vote 15 - [NAME OF VOTE 15] | | – | – | – | – | – | – | – | – | – |
| Total Expenditure by Vote | 2 | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) for the year | 2 | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |

Listed in the table above are the revenue and expenditure classifications for all the departments within the municipality.

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

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

Table 16 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

EC443 Winnie Madikizela Mandela - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Revenue | | | | | | | | | | |
| Exchange Revenue | | | | | | | | | | |
| Service charges - Electricity | 2 | 33,884 | 35,679 | 37,937 | 30,845 | 30,845 | 30,845 | 32,243 | 33,823 | 35,412 |
| Service charges - Water | 2 | - | - | - | - | - | - | - | - | - |
| Service charges - Waste Water Management | 2 | - | - | - | - | - | - | - | - | - |
| Service charges - Waste Management | 2 | 4,490 | 4,578 | 4,202 | 5,834 | 4,502 | 4,502 | 5,661 | 5,939 | 6,218 |
| Sale of Goods and Rendering of Services | | 568 | 197 | 238 | 353 | 303 | 303 | 201 | 211 | 221 |
| Agency services | | 1,021 | 1,291 | 1,202 | 1,401 | 1,521 | 1,521 | 1,266 | 1,328 | 1,391 |
| Interest | | - | - | - | - | - | - | - | - | - |
| Interest earned from Receivables | | 4,593 | 3,538 | 1,941 | 3,229 | 3,229 | 3,229 | 3,390 | 3,556 | 3,723 |
| Interest earned from Current and Non Current As | | 9,660 | 7,604 | 10,784 | 9,760 | 15,090 | 15,090 | 15,890 | 16,669 | 17,452 |
| Dividends | | - | - | - | - | - | - | - | - | - |
| Rent on Land | | - | - | - | - | - | - | - | - | - |
| Rental from Fixed Assets | | 5,097 | 5,876 | 7,511 | 3,893 | 4,498 | 4,498 | 5,282 | 5,670 | 6,087 |
| Licence and permits | | - | - | - | - | - | - | - | - | - |
| Operational Revenue | | 392 | 708 | 653 | 167 | 509 | 509 | 471 | 495 | 518 |
| Non-Exchange Revenue | | | | | | | | | | |
| Property rates | 2 | 16,284 | 20,145 | 21,163 | 21,468 | 21,468 | 21,468 | 21,250 | 22,096 | 22,976 |
| Surcharges and Taxes | | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | - | - | - | - | - | - | - | - | - |
| Licences or permits | | 2,066 | 688 | 386 | 593 | 593 | 593 | 225 | 236 | 247 |
| Transfer and subsidies - Operational | | 2,237 | 2,343 | 2,141 | 2,404 | 2,404 | 2,404 | 2,537 | 2,662 | 2,787 |
| Interest | | 268,843 | 337,728 | 295,672 | 338,352 | 351,142 | 351,142 | 349,897 | 371,637 | 364,128 |
| Interest | | - | 737 | 2,750 | 2,149 | 2,149 | 2,149 | 1,780 | 1,867 | 1,955 |
| Operational Revenue | | 187 | - | - | - | - | - | - | - | - |
| Gains on disposal of Assets | | 7,339 | 1,069 | 2,461 | - | - | - | - | - | - |
| Other Gains | | - | - | - | - | - | - | - | - | - |
| Discontinued Operations | | | | | | | | | | |
| Total Revenue (excluding capital transfers and | | 356,660 | 422,182 | 389,042 | 420,449 | 438,253 | 438,253 | 440,094 | 466,188 | 463,114 |
| Expenditure | | | | | | | | | | |
| Employee related costs | 2 | 104,852 | 105,837 | 107,129 | 124,799 | 122,284 | 122,284 | 130,214 | 136,503 | 142,506 |
| Remuneration of councillors | | 23,970 | 23,964 | 24,782 | 27,047 | 27,047 | 27,047 | 28,481 | 29,876 | 31,280 |
| Bulk purchases - electricity | 2 | 33,255 | 35,022 | 40,211 | 40,005 | 40,005 | 40,005 | 47,731 | 53,792 | 60,624 |
| Inventory consumed | 8 | 8,162 | 4,798 | 5,473 | 7,627 | 6,945 | 6,945 | 7,192 | 7,523 | 7,870 |
| Debt impairment | 3 | 7,103 | 5,208 | 822 | 9,600 | 9,600 | 9,600 | 10,109 | 10,574 | 11,060 |
| Depreciation and amortisation | | 39,437 | 40,180 | 52,653 | 49,735 | 49,735 | 49,735 | 54,371 | 57,035 | 59,716 |
| Interest | | 11 | 1 | - | 100 | 100 | 100 | 100 | 100 | 100 |
| Contracted services | | 51,003 | 41,065 | 63,499 | 86,644 | 100,765 | 100,765 | 83,616 | 90,129 | 99,320 |
| Transfers and subsidies | | 1,418 | 4,499 | 1,251 | 3,200 | 3,349 | 3,349 | 3,431 | 3,589 | 3,754 |
| Irrecoverable debts written off | | 549 | - | - | - | - | - | - | - | - |
| Operational costs | | 44,470 | 38,020 | 65,440 | 82,560 | 86,018 | 86,018 | 79,958 | 83,590 | 87,377 |
| Losses on disposal of Assets | | 55,411 | 43,413 | 46,551 | - | 26,336 | 26,336 | - | - | - |
| Other Losses | | - | 293 | - | - | - | - | - | - | - |
| Total Expenditure | | 369,642 | 342,301 | 407,811 | 431,318 | 472,184 | 472,184 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) | | (12,982) | 79,882 | (18,769) | (10,870) | (33,930) | (33,930) | (5,107) | (6,523) | (40,493) |
| Transfers and subsidies - capital (monetary | 6 | 79,423 | 77,425 | 80,162 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Transfers and subsidies - capital (in-kind) | 6 | - | - | 79 | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| Income Tax | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after income tax | | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| Share of Surplus/Deficit attributable to Joint Venture | | - | - | - | - | - | - | - | - | - |
| Share of Surplus/Deficit attributable to Minorities | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) attributable to municipality | | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |
| Share of Surplus/Deficit attributable to Associate | 7 | - | - | - | - | - | - | - | - | - |
| Intercompany/Parent subsidiary transactions | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | 1 | 66,441 | 157,306 | 61,472 | 71,418 | 82,163 | 82,163 | 66,447 | 73,948 | 41,994 |

Table 17 MBRR Table A5 - Budgeted Capital Expenditure by vote, functional classification and funding source

| Vote Description R thousand | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Capital expenditure - Vote | | | | | | | | | | |
| Multi-year expenditure to be appropriated | 2 | | | | | | | | | |
| Vote 3 - Budget Treasury Office | | 2,304 | — | — | — | — | — | — | — | — |
| Vote 6 - Engineering Services | | 22,483 | 27,639 | 66,237 | 8,988 | 27,844 | 27,844 | 8,025 | — | — |
| Capital multi-year expenditure sub-total | 7 | 24,787 | 27,639 | 66,237 | 8,988 | 27,844 | 27,844 | 8,025 | — | — |
| Single-year expenditure to be appropriated | 2 | | | | | | | | | |
| Vote 1 - Executive and Council | | — | — | 30 | — | — | — | 1,304 | — | — |
| Vote 2 - Corporate Services | | 2,630 | 6,269 | 1,855 | 12,900 | 9,403 | 9,403 | 8,457 | 5,674 | 2,435 |
| Vote 3 - Budget Treasury Office | | — | 2,096 | — | — | — | — | — | — | — |
| Vote 4 - Community Services | | 5,164 | 3,035 | 306 | 11,388 | 5,262 | 5,262 | 21,308 | 11,791 | 12,437 |
| Vote 5 - Development Planning | | — | 1,447 | 597 | 13,517 | 15,295 | 15,295 | 2,376 | 522 | 522 |
| Vote 6 - Engineering Services | | 55,620 | 99,009 | 96,277 | 61,256 | 100,740 | 100,740 | 73,961 | 69,974 | 71,728 |
| Capital single-year expenditure sub-total | | 63,415 | 111,856 | 99,064 | 99,060 | 130,700 | 130,700 | 107,406 | 87,961 | 87,121 |
| Total Capital Expenditure - Vote | | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |
| Capital Expenditure - Functional | | | | | | | | | | |
| Governance and administration | | 5,265 | 8,470 | 1,885 | 13,240 | 9,778 | 9,778 | 10,109 | 6,022 | 2,783 |
| Executive and council | | — | — | 30 | — | — | — | 1,304 | — | — |
| Finance and administration | | 5,265 | 8,470 | 1,855 | 13,240 | 9,778 | 9,778 | 8,804 | 6,022 | 2,783 |
| Internal audit | | — | — | — | — | — | — | — | — | — |
| Community and public safety | | 1,902 | 2,272 | 221 | 1,848 | 1,895 | 1,895 | 907 | 943 | 980 |
| Community and social services | | 160 | 1,376 | 221 | 1,720 | 1,710 | 1,710 | 770 | 807 | 844 |
| Sport and recreation | | — | — | — | 128 | 185 | 185 | 137 | 137 | 137 |
| Public safety | | 1,742 | 896 | — | — | — | — | — | — | — |
| Economic and environmental services | | 57,899 | 93,514 | 136,787 | 67,336 | 127,614 | 127,614 | 69,580 | 50,061 | 52,250 |
| Planning and development | | 26,486 | 41,937 | 76,744 | 25,820 | 43,747 | 43,747 | 11,271 | 522 | 522 |
| Road transport | | 31,413 | 51,577 | 60,044 | 41,516 | 83,867 | 83,867 | 58,308 | 49,540 | 51,728 |
| Environmental protection | | — | — | — | — | — | — | — | — | — |
| Trading services | | 23,135 | 35,239 | 26,408 | 25,625 | 19,257 | 19,257 | 34,836 | 30,935 | 31,109 |
| Energy sources | | 20,204 | 34,185 | 26,323 | 16,425 | 16,265 | 16,265 | 14,783 | 20,435 | 20,000 |
| Waste management | | 2,932 | 1,054 | 85 | 9,200 | 2,991 | 2,991 | 20,054 | 10,500 | 11,109 |
| Other | | — | — | — | — | — | — | — | — | — |
| Total Capital Expenditure - Functional | 3 | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |
| Funded by: | | | | | | | | | | |
| National Government | | 60,628 | 67,776 | 64,059 | 69,945 | 100,776 | 100,776 | 71,555 | 80,471 | 82,487 |
| Provincial Government | | — | 200 | — | — | — | — | — | — | — |
| District Municipality | | — | — | — | — | — | — | — | — | — |
| Transfers and subsidies - capital (in-kind) | | — | — | — | — | — | — | — | — | — |
| Transfers recognised - capital | 4 | 60,628 | 67,976 | 64,059 | 69,945 | 100,776 | 100,776 | 71,555 | 80,471 | 82,487 |
| Borrowing | 6 | — | — | — | — | — | — | — | — | — |
| Internally generated funds | | 27,574 | 71,519 | 101,241 | 38,103 | 57,769 | 57,769 | 43,877 | 7,490 | 4,634 |
| Total Capital Funding | 7 | 88,202 | 139,495 | 165,301 | 108,048 | 158,544 | 158,544 | 115,431 | 87,961 | 87,121 |

Explanatory adopts to Table A5 - Budgeted Capital Expenditure by vote, functional classification and funding source

The table above shows capital expenditure by vote and functional classification as well as funding for the expenditure forecasted.

This shows how the municipality's capital budget funding is highly dependent on grant funding.

Table 18 MBRR Table A6 - Budgeted Financial Position

EC443 Winnie Madikizela Mandela - Table A6 Budgeted Financial Position

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| ASSETS | | | | | | | | | | |
| Current assets | | | | | | | | | | |
| Cash and cash equivalents | | 173,644 | 258,162 | 277,109 | 385,303 | 334,832 | 334,832 | 315,165 | 355,918 | 328,109 |
| Trade and other receivables from exchange transactions | 1 | 37,398 | 29,935 | 28,303 | 19,654 | 31,739 | 31,739 | 46,746 | 46,603 | 45,597 |
| Receivables from non-exchange transactions | 1 | 30,348 | 36,631 | 39,455 | 14,719 | 17,458 | 17,458 | 25,809 | 24,907 | 27,581 |
| Current portion of non-current receivables | | — | — | — | — | — | — | | | |
| Inventory | 2 | 2,042 | 2,046 | 450 | 1,878 | 1,132 | 1,132 | 430 | 429 | 428 |
| VAT | | — | 15,609 | 12,784 | — | 49,465 | 49,465 | 15,683 | 16,545 | 16,973 |
| Other current assets | | 79,474 | 24,790 | 23,781 | 17,080 | 11,115 | 11,115 | 15,763 | 15,763 | 15,763 |
| Total current assets | | 322,908 | 367,174 | 381,881 | 438,634 | 445,741 | 445,741 | 419,596 | 460,164 | 434,450 |
| Non current assets | | | | | | | | | | |
| Investments | | — | — | — | — | — | | | | |
| Investment property | | 32,436 | 36,655 | 39,090 | 36,655 | 39,090 | 39,090 | 39,090 | 39,090 | 39,090 |
| Property, plant and equipment | 3 | 646,245 | 699,573 | 766,069 | 759,811 | 848,542 | 848,542 | 827,129 | 796,994 | 793,474 |
| Biological assets | | — | — | — | — | — | — | | | |
| Living and non-living resources | | — | — | — | — | — | — | | | |
| Heritage assets | | 1,231 | 1,231 | 1,261 | 1,231 | 1,261 | 1,261 | 1,261 | 1,261 | 1,261 |
| Intangible assets | | 198 | 69 | 43 | — | 43 | 43 | 43 | 43 | 43 |
| Trade and other receivables from exchange transactions | | — | — | — | — | — | — | | | |
| Non-current receivables from non-exchange transactions | | — | — | — | — | — | — | | | |
| Other non-current assets | | — | — | — | — | — | — | | | |
| Total non current assets | | 680,111 | 737,528 | 806,463 | 797,697 | 888,936 | 888,936 | 867,523 | 837,389 | 833,868 |
| TOTAL ASSETS | | 1,003,018 | 1,104,702 | 1,188,344 | 1,236,331 | 1,334,676 | 1,334,676 | 1,287,119 | 1,297,553 | 1,268,319 |
| LIABILITIES | | | | | | | | | | |
| Current liabilities | | | | | | | | | | |
| Bank overdraft | | — | — | — | — | — | — | | | |
| Financial liabilities | | — | — | — | — | — | — | — | — | — |
| Consumer deposits | | 503 | 505 | 506 | 505 | 506 | 506 | 506 | 506 | 506 |
| Trade and other payables from exchange transactions | 4 | 37,805 | 44,334 | 47,257 | 44,406 | 111,426 | 111,426 | 74,155 | 76,870 | 79,310 |
| Trade and other payables from non-exchange transaction | 5 | — | 5,058 | 7,445 | — | — | — | 483 | 462 | 497 |
| Provision | | 19,953 | 20,686 | 20,308 | 19,990 | 20,308 | 20,308 | 20,308 | 20,308 | 20,308 |
| VAT | | — | — | — | — | — | — | 4,947 | 5,186 | 5,430 |
| Other current liabilities | | — | — | — | — | — | — | | | |
| Total current liabilities | | 58,261 | 70,583 | 75,515 | 64,901 | 132,240 | 132,240 | 100,398 | 103,332 | 106,051 |
| Non current liabilities | | | | | | | | | | |
| Financial liabilities | 6 | — | — | — | — | — | — | — | — | — |
| Provision | 7 | 5,495 | 5,246 | 22,484 | 5,246 | 22,484 | 22,484 | 22,484 | 22,484 | 22,484 |
| Long term portion of trade payables | | — | — | — | — | — | — | | | |
| Other non-current liabilities | | — | — | — | — | — | — | | | |
| Total non current liabilities | | 5,495 | 5,246 | 22,484 | 5,246 | 22,484 | 22,484 | 22,484 | 22,484 | 22,484 |
| TOTAL LIABILITIES | | 63,756 | 75,829 | 97,999 | 70,147 | 154,724 | 154,724 | 122,882 | 125,816 | 128,535 |
| NET ASSETS | | 939,262 | 1,028,872 | 1,090,344 | 1,166,184 | 1,179,953 | 1,179,953 | 1,164,237 | 1,171,737 | 1,139,784 |
| COMMUNITY WEALTH/EQUITY | | | | | | | | | | |
| Accumulated surplus/(deficit) | 8 | 939,262 | 1,028,872 | 1,090,344 | 1,166,184 | 1,179,953 | 1,179,953 | 1,164,237 | 1,171,737 | 1,139,784 |
| Reserves and funds | 9 | — | — | — | — | — | — | — | — | — |
| Other | | — | — | — | — | — | — | | | |
| TOTAL COMMUNITY WEALTH/EQUITY | 10 | 939,262 | 1,028,872 | 1,090,344 | 1,166,184 | 1,179,953 | 1,179,953 | 1,164,237 | 1,171,737 | 1,139,784 |

Explanatory adopts to Table A6 - Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
4. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

Table 19 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

EC443 Winnie Madikizela Mandela - Table A8 Cash backed reserves/accumulated surplus reconciliation

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | | |
| Cash and investments available | | | | | | | | | | | |
| Cash/cash equivalents at the year end | 1 | 173,644 | 258,161 | 277,109 | 385,302 | 334,832 | 334,832 | – | 315,165 | 393,974 | 444,974 |
| Other current investments > 90 days | | 37,398 | 29,937 | 28,303 | 19,654 | 31,739 | 31,739 | 57,849 | 46,746 | 8,546 | (71,269) |
| Investments - Property, plant and equipment | 1 | 646,245 | 699,573 | 766,069 | 759,811 | 848,542 | 848,542 | – | 827,129 | 796,994 | 793,474 |
| Cash and investments available: | | 857,288 | 987,671 | 1,071,481 | 1,164,768 | 1,215,113 | 1,215,113 | 57,849 | 1,189,040 | 1,199,515 | 1,167,179 |
| Application of cash and investments | | | | | | | | | | | |
| Trade payables from Non-ex change transactions: Other | | – | – | – | – | – | – | – | – | – | – |
| Unspent borrowing | | – | – | – | – | – | – | – | – | – | – |
| Statutory requirements | 2 | | | | | | | | | | |
| Other working capital requirements | 3 | 29,390 | 43,234 | 44,543 | 41,629 | 102,459 | 102,459 | – | 34,120 | 38,742 | 38,707 |
| Other provisions | | | | | | | | | | | |
| Long term investments committed | 4 | – | – | – | – | – | – | – | – | – | – |
| Reserves to be backed by cash/investments | 5 | | | | | | | | | | |
| Total Application of cash and investments: | | 29,390 | 43,234 | 44,543 | 41,629 | 102,459 | 102,459 | – | 34,120 | 38,742 | 38,707 |
| Surplus(shortfall) | | 827,898 | 944,436 | 1,026,938 | 1,123,139 | 1,112,654 | 1,112,654 | 57,849 | 1,154,920 | 1,160,773 | 1,128,472 |

References

1. Must reconcile with Budgeted Cash Flows
2. For example: VAT, taxation
3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)
4. For example: sinking fund requirements for borrowing
5. Council approval required for each reserve created and basis of cash backing of reserves - Total Reserves to be backed by cash/investments excl Valuation reserve

Other working capital requirements

| | | | | | | | | | | |
|---------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|----------|-----------------|-----------------|-----------------|
| Debtors | 1,237 | 1,605 | 2,859 | 2,777 | 3,665 | 3,665 | – | 3,224 | 3,053 | 3,334 |
| Creditors due | 30,627 | 44,839 | 47,402 | 44,406 | 106,124 | 106,124 | – | 37,344 | 41,795 | 42,041 |
| Total | (29,390) | (43,234) | (44,543) | (41,629) | (102,459) | (102,459) | – | (34,120) | (38,742) | (38,707) |

Debtors collection assumptions

| | | | | | | | | | | |
|-------------------------------------|--------|--------|--------|--------|--------|--------|------|--------|--------|--------|
| Balance outstanding - debtors | 64,827 | 75,332 | 78,995 | 53,252 | 57,680 | 57,680 | 450 | 65,329 | 64,426 | 67,099 |
| Estimate of debtors collection rate | 1.9% | 2.1% | 3.6% | 5.2% | 6.4% | 6.4% | 0.0% | 4.9% | 4.7% | 5.0% |

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

The above table shows how the municipality's funding will be applied and the targets set for cash backed reserves over the medium. This is informed by anticipated year end targets as well as the plans to be implemented over the medium-term, especially on the revenue management, debt collection as well as expenditure management.

Table 19 MBRR Table A7 – Budgeted Cash Flows

EC443 Winnie Madikizela Mandela - Table A7 Budgeted Cash Flows

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| CASH FLOW FROM OPERATING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Property rates | | 12,522 | 15,110 | 21,235 | 34,817 | 34,817 | 34,817 | 29,982 | 31,546 | 29,613 |
| Service charges | | 19,588 | 23,019 | 43,512 | 54,588 | 54,588 | 54,588 | 32,606 | 34,785 | 37,833 |
| Other revenue | | 2,142 | 9,342 | 7,350 | 26,570 | 56,955 | 56,955 | 50,882 | 49,265 | 52,004 |
| Transfers and Subsidies - Operational | 1 | 270,716 | 335,485 | 298,059 | 338,352 | 351,142 | 351,142 | 349,897 | 371,637 | 364,128 |
| Transfers and Subsidies - Capital | 1 | 78,660 | 77,425 | 80,162 | 82,288 | 116,094 | 116,094 | 72,038 | 80,933 | 82,984 |
| Interest | | 14,253 | 11,879 | 15,474 | 9,760 | 15,090 | 15,090 | 15,890 | 16,669 | 17,452 |
| Dividends | | - | - | - | - | - | - | - | - | - |
| Payments | | | | | | | | | | |
| Suppliers and employees | | (261,080) | (262,653) | (287,032) | (367,832) | (390,738) | (390,738) | (384,618) | (404,997) | (432,726) |
| Finance charges | | (11) | (1) | - | (100) | (100) | (100) | (100) | (100) | (100) |
| Transfers and Subsidies | 1 | - | - | - | - | - | - | - | - | - |
| NET CASH FROM/(USED) OPERATING ACTIVITIES | | 136,790 | 209,606 | 178,760 | 178,444 | 237,848 | 237,848 | 166,577 | 179,739 | 151,189 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Proceeds on disposal of PPE | | 196 | 276 | 9 | - | - | - | - | - | - |
| Decrease (increase) in non-current receivables | | - | - | - | - | - | - | - | - | - |
| Decrease (increase) in non-current investments | | - | - | (30) | - | - | - | - | - | - |
| Payments | | | | | | | | | | |
| Capital assets | | (86,804) | (125,365) | (159,792) | (129,968) | (180,125) | (180,125) | (128,521) | (100,930) | (100,189) |
| NET CASH FROM/(USED) INVESTING ACTIVITIES | | (86,608) | (125,089) | (159,813) | (129,968) | (180,125) | (180,125) | (128,521) | (100,930) | (100,189) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Short term loans | | - | - | - | - | - | - | - | - | - |
| Borrowing long term/refinancing | | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in consumer deposits | | - | - | - | - | - | - | - | - | - |
| Payments | | | | | | | | | | |
| Repayment of borrowing | | - | - | - | - | - | - | - | - | - |
| NET CASH FROM/(USED) FINANCING ACTIVITIES | | - | - | - | - | - | - | - | - | - |
| NET INCREASE/ (DECREASE) IN CASH HELD | | 50,182 | 84,516 | 18,947 | 48,476 | 57,724 | 57,724 | 38,056 | 78,809 | 51,000 |
| Cash/cash equivalents at the year begin: | 2 | 123,463 | 173,644 | 258,162 | 336,827 | 277,109 | 277,109 | 277,109 | 315,165 | 393,974 |
| Cash/cash equivalents at the year end: | 2 | 173,644 | 258,161 | 277,109 | 385,302 | 334,832 | 334,832 | 315,165 | 393,974 | 444,974 |

Table 20 MBRR Table A10 – Basic Service Delivery Measurement

EC443 Winnie Madikizela Mandela - Table A10 Basic service delivery measurement

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|---------|---------|---------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Outcome | Outcome | Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Household service targets | 1 | | | | | | | | | |
| <u>Water:</u> | | | | | | | | | | |
| Total number of households | 5 | - | - | - | - | - | - | - | - | - |
| <u>Sanitation/sewerage:</u> | | | | | | | | | | |
| Total number of households | 5 | - | - | - | - | - | - | - | - | - |
| <u>Energy:</u> | | | | | | | | | | |
| Electricity (at least min.service level) | | - | 200 | 200 | 287 | 287 | 287 | 318,058 | 318,058 | 318,058 |
| Electricity - prepaid (min.service level) | | - | 22,346 | 22,346 | 22,346 | 22,346 | 22,346 | - | - | - |
| Minimum Service Level and Above sub-total | | - | 22,546 | 22,546 | 22,633 | 22,633 | 22,633 | 318,058 | 318,058 | 318,058 |
| Other energy sources | | - | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 1,890 | 1,890 | 1,890 |
| Below Minimum Service Level sub-total | | - | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 1,890 | 1,890 | 1,890 |
| Total number of households | 5 | - | 28,546 | 28,546 | 28,633 | 28,633 | 28,633 | 319,948 | 319,948 | 319,948 |
| <u>Refuse:</u> | | | | | | | | | | |
| Removed at least once a week | | - | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 |
| Minimum Service Level and Above sub-total | | - | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 |
| Removed less frequently than once a week | | - | 157 | 157 | 157 | 157 | 157 | 157 | 157 | 157 |
| Using communal refuse dump | | - | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| Using own refuse dump | | - | - | - | - | - | - | - | - | - |
| Other rubbish disposal | | - | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| No rubbish disposal | | - | 47,480 | 47,480 | 47,480 | 47,480 | 47,480 | 47,480 | 47,480 | 47,480 |
| Below Minimum Service Level sub-total | | - | 47,890 | 47,890 | 47,890 | 47,890 | 47,890 | 47,890 | 47,890 | 47,890 |
| Total number of households | 5 | - | 48,690 | 48,690 | 48,690 | 48,690 | 48,690 | 48,690 | 48,690 | 48,690 |
| Cost of Free Basic Services provided - Formal Settlements (R'000) | | | | | | | | | | |
| Water (6 kilolitres per indigent household per month) | | - | - | - | - | - | - | - | - | - |
| Sanitation (free sanitation service to indigent households) | | - | - | - | - | - | - | - | - | - |
| Electricity/other energy (50kwh per indigent household per month) | | - | - | - | 4,800 | 4,800 | 4,800 | 4,800 | 5,021 | 5,252 |
| Refuse (removed once a week for indigent households) | | - | - | - | - | - | - | - | - | - |
| Cost of Free Basic Services provided - Informal Formal Settlements (R'000) | | - | - | - | - | - | - | - | - | - |
| Total cost of FBS provided | 8 | - | - | - | 4,800 | 4,800 | 4,800 | 4,800 | 5,021 | 5,252 |
| Revenue cost of subsidised services provided (R'000) | 9 | | | | | | | | | |
| Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA) | | - | - | - | 597 | 597 | 597 | 608 | 621 | 633 |
| Water (in excess of 6 kilolitres per indigent household per month) | | - | - | - | - | - | - | - | - | - |
| Sanitation (in excess of free sanitation service to indigent households) | | - | - | - | - | - | - | - | - | - |
| Electricity/other energy (in excess of 50 kwh per indigent household per month) | | - | - | - | - | - | - | - | - | - |
| Refuse (in excess of one removal a week for indigent households) | | - | - | - | - | - | - | - | - | - |
| Total revenue cost of subsidised services provided | | - | - | - | 597 | 597 | 597 | 608 | 621 | 633 |

Part 2 – Supporting Documentation

9.2. Overview of the annual budget process

A budget and IDP process plan was tabled to the municipal council 10 months before the start of the 2023/24 financial year as required by the Municipal Finance Management Act. The process plan sets out a road map with timeframes and tasks clearly set with responsible officials or institutions. The process plan in part of the IDP document and efforts have been made to ensure that these timelines are adhered to the latter.

A draft budget has been tabled to council on 31 March 2023. Inputs will then be sought from all stakeholders within the communities and therefore community consultations will be carried out in April and May 2023. The final budget adoption will have to take into consideration these inputs.

Other inputs will be received from the Provincial Treasury after having received the draft, and an engagement between the Provincial Treasury and the Municipality that will take place. A review document will be produced by the Provincial Treasury and concerns raised in this document and the engagement will, as far as possible, be taken into consideration in the final compilation.

Overview of budget related-policies

The budget preparation process cannot be separated from the review of related policies that enable the implementation of the budget. The following is a brief look at the budget related policies and where applicable, changes that have been proposed during the budget review:-

9.1.1. Review of credit control and debt collection policy

- It is vital to the long term financial viability of the Winnie Madikizela-Mandela Local Municipality that it collects the revenues (such as service charges, rates and taxes) due to it for services rendered. In terms of s96 of the Systems Act, a municipality:
 - must collect all money that is due and payable to it subject to this Act and any other applicable legislation; and
 - For this purpose, must adopt, maintain and implement a credit control and debt collection policy, which is consistent with rates and tariff policies and complies with the provisions of this Act. This means that appropriate credit control and debtors mechanisms must be maintained. The services provided by the Winnie Madikizela-Mandela Local Municipality include electricity, refuse removal and other municipal services.

9.1.2. Supply Chain Management Policy

The SCM policy aims to ensure that Winnie Madikizela-Mandela Local Municipality procures goods and services in a manner that is efficient, timely and cost-effective, ensures customer satisfaction, pursues socio-economic objectives through a preference system and demonstrates compliance with the constitution and all relevant legislation.

The policy seeks to ensure compliance with the MFMA and SCM regulations at all times and guiding the municipality's procurement processes and procures.

There has been a number of changes in terms of procurement strategies when it comes to service delivery programs that must be incorporated into the policy to ensure alignment with our procurement mechanisms.

There are a number of procurement recommendations relating to emergency procurement in areas where the municipality struggled to respond over the past years in emergency situations. This has also considered measures to respond to national disasters.

Preferential Procurement Regulations, 2022: On Wednesday, 16 February 2022, the Constitutional Court handed down judgement in the application for leave to appeal against a judgement and order of the Supreme Court of Appeal. This application was brought by the Minister of Finance against Afribusiness NPC, and concerns the validity of the Preferential Procurement Regulations, 2017 promulgated by the Minister on January 2017, in terms of section 5 of the Preferential Procurement Policy Framework Act, 2000.

The majority judgement of the Constitutional Court dismissed the appeal against the Supreme Court of Appeal judgement.

Government institutions were informed by National Treasury that the minister would seek urgent guidance as to whether the Procurement Regulations remain valid until 15 March 2023, unless repealed sooner.

While waiting for the outcome, government institutions were advised that:

- Tenders advertised before 16 February 2022 be finalised in terms of the Procurement Regulations;
- Tenders advertised on or after 16 February 2022 be held in abeyance; and
- No new tenders be advertised

Paragraph 6 of the communication issued by National Treasury on the 3rd March 2022 indicated that, until the new regulations take effect or the Constitutional Court's clarity on the suspension of the invalidity of the 2017 Regulations is provided, whichever occurs first, an organ of state may, in terms of section 3(c) of the Act, request an exemption from the provisions of the Act for a specific procurement or a category of procurement requirements.

On the 12th of May 2022 the municipality wrote to National Treasury to request an exemption as indicated above with such exemption being granted on the 23rd of May 2022 (the effective date). The exemption would have allowed for the municipality to proceed with procurement requirements above R30 000 to catch up on the service delivery needs of the community it serves.

On the 30th of May 2022, the Constitutional Court issued a judgement on the clarification that the minister was seeking. On the judgement, the Constitutional Court concluded as follows: -

“the [Supreme Court of Appeal’s] order as a whole was suspended when the Minister applied for leave to appeal to this Court; that the order of suspension by the [Supreme Court of Appeal], once suspended by the application for leave to appeal, did not take effect until this Court dismissed the Minister’s appeal; and that the declaration of invalidity as ordered by the [Supreme Court of Appeal] remains suspended and the period of suspension commenced running again after this Court dismissed the Minister’s appeal on 16 February 2022.”

- For the reasons given, there was no need for this clear legal position to be confirmed.
- With the legal position as plain as it is, the judge did not understand how the confusion they were hearing about from the Minister could have arisen
- In summary, there was no substance in the Minister’s submissions
- Obviously, the decision to halt procurement was the result of a misunderstanding of the law. It had nothing to do with the order of the Court

This then meant that the exemption was no longer effective and government should never have stopped procurement at any stage considering that the regulations were still effective for the next 12 months from the date of the court order.

In response to the above, the minister of finance made public the “**PREFERENTIAL PROCUREMENT REGULATIONS, 2022**” on the 4th of November 2022 through government gazette No. 47452. The regulations are effective from 16 January 2023. Any procurement after this date must comply with these regulations.

The regulations require organs of state to review their SCM policies to determine their specific goals from which to award points during the procurement and awarding of bids.

The regulations define specific goals as “*specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programmes of the Reconstruction and Development Programme as published in Government Gazette No. 16085 dated 23 November 1994*”

This therefore requires council to determine how points for specific goals will be awarded and what means of verification will be required including the number of points for each criterion indicated in a manner that will not be exclusionary in the processes

9.1.3. Budget Policy

The objective of the budget policy is to set out:

- The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget,
- The responsibilities of the mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget, and
- To establish and maintain procedures to ensure adherence to Mbizana's IDP review and budget processes.

This policy also needs to see a number of changes which are necessitated by the introduction of mSCOA. The various segments introduced with mSCOA have meant that the levels of authority cannot be left unchanged as some transfers and virements require a higher level of authorization, up to a level where council must take a decision.

9.1.4. Cash Management and Investment Policy

An Accounting Officer has an obligation to ensure that cash resources are managed as effectively, efficiently and economically as possible. Effective cash management and competitive investment ensures both short-term and long-term viability and sustainability of the municipality. Hence, it is critical for the Winnie Madikizela-Mandela Local Municipality to have its own Cash Management and Investment Policy located within the local government legislative framework.

The primary and ultimate goal of the investment of funds is to secure the safety, integrity and wholeness of the invested capital, managing liquidity requirements and ensuring the earning of the highest possible return on invested capital at minimum risk (i.e. whilst not risking the partial or total loss of invested capital), within the parameters of authorised instruments as per the MFMA.

The policy ensures the municipality's cash and cash equivalents are managed in a manner that is in line with the MFMA and other regulations governing the municipal cash management and should also take into account comments made by the National Treasury thought the Financial Maturity model assessments performed on the municipality. The revisions also relating to the banks the municipality may make investments with

9.1.5. Tariff Policies

In terms of section 62 (1) of the Local Government: Municipal Finance Management Act (MFMA), Act no 56 of 2003, the Accounting Officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that, inter alia, the municipality has and implements a tariff policy referred to in section 74 of the Local Government: Municipal Systems Act (MSA), Act no 32 of 2000 as amended.

In terms of section 74 of the Municipal Systems Act the municipal council hereby adopts a tariff policy on the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements.

9.1.6. Property rates policy

This policy guides the annual setting (or revision) of property rates tariffs. It does not necessarily make specific property rates tariff proposals. Details pertaining to the applications of the various property rates tariffs are annually published in the Provincial Gazette and the municipality's schedule of tariffs, which must be read in conjunction with this policy.

In imposing the rate in the rand for each annual operating budget component, the municipality shall grant exemptions, rebates and reductions to the categories of properties and categories of owners as allowed for in this policy document.

9.1.7. Asset management policy

The objective of this Asset Management Policy is to ensure that the municipality:

- has consistent application of asset management principles;
- implements accrual accounting;
- complies with the MFMA and other related legislation;
- correctly accounts for Assets under the GRAP accounting framework;
- safeguards and controls the assets of the municipality; and
- Optimizes asset usage.

During the review it was identified that the Asset Management committee did not include the councilors responsible for asset management and this was the proposed change to the policy.

9.1.8. SCM Policy for Infrastructure Procurement and Delivery Management

The National Treasury issued a circular in October 2015 in relation to the introduction of this policy. The intention of the circular was to a policy that would enable a municipality to separate the supply chain management requirements for general goods and services from those for infrastructure delivery. The infrastructure delivery encompasses a whole range of competencies including planning, technical, administrative and managerial actions associated with the construction, supply, renovation, rehabilitation, alteration, maintenance, operation or disposal of infrastructure.

Accounts Payable policy

The policy ensures that services providers are paid within 30 days which includes setting of procedures and processes to ensure that is realized.

Indigent policy

The municipality being a rural municipality has a big number of people living below the poverty line which means that there is a number of people requiring free basic services and this policy governs that part.

Debt Impairment Policy

The policy seeks to give guidelines on how to treat long outstanding debtors including making provisions for impairment of those debtors when it is not probable that the municipality will recover.

Inventory Management policy

This is a policy introduced to regulate the management of the municipality's consumable stores and also ensure adequate stock levels are kept at all times.

Overview of budget assumptions

The budget compilation has been driven by a few assumptions based on the information available to the municipality. As indicated in the earlier paragraphs, the MFMA Treasury Budget Circulars have been used as a basis for the assumptions made. The inflationary outlook as per the circulars is as follows:

| Fiscal year | 2023 Estimate | 2023/24 Forecast | 2024/25 Forecast | 2025/26 Forecast |
|--------------------------------|----------------------|-------------------------|-------------------------|-------------------------|
| Consumer Price Inflation - CPI | 6.9% | 5.3% | 4.9% | 4.7% |

The following are the key budget assumptions used to prepare the draft budget with the guidance of National Treasury, NERSA, and SALGBC –

- a) 18.49% increase on electricity tariffs
- b) 18.65% increase on Electricity Bulk purchases
- c) 5% increase on property rates
- d) 5.4% provision for employee costs which is the projected average CPI percentages for 2023 and 2024.
- e) 4.5% increase on the remuneration of councilors
- f) 5.3% for all other expenses, and
- g) 5.3% for other revenue municipal Tariffs

Councilor and employee benefits

Table 21 MBRR SA22 - Summary of councilor and staff benefits

EC443 Winnie Madikizela Mandela - Supporting Table SA22 Summary councilor and staff benefits

| Summary of Employee and Councilor remuneration | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | A | B | C | D | E | F | G | H | I |
| Councillors (Political Office Bearers plus Other) | 1 | | | | | | | | | |
| Basic Salaries and Wages | | 12,740 | 12,723 | 13,357 | 14,390 | 14,390 | 14,390 | 15,153 | 15,896 | 16,643 |
| Pension and UIF Contributions | | 1,062 | 1,064 | 1,110 | 1,199 | 1,199 | 1,199 | 1,263 | 1,325 | 1,387 |
| Medical Aid Contributions | | 1,062 | 1,064 | 1,110 | 1,199 | 1,199 | 1,199 | 1,263 | 1,325 | 1,387 |
| Motor Vehicle Allowance | | 5,309 | 5,318 | 5,513 | 5,996 | 5,996 | 5,996 | 6,314 | 6,623 | 6,934 |
| Cellphone Allowance | | 3,798 | 3,796 | 3,691 | 4,262 | 4,262 | 4,262 | 4,488 | 4,708 | 4,930 |
| Housing Allowances | | – | – | – | – | – | – | – | – | – |
| Other benefits and allowances | | – | – | – | – | – | – | – | – | – |
| Sub Total - Councillors | | 23,970 | 23,964 | 24,782 | 27,047 | 27,047 | 27,047 | 28,481 | 29,876 | 31,280 |
| % increase | 4 | | (0.0%) | 3.4% | 9.1% | – | – | 5.3% | 4.9% | 4.7% |
| Senior Managers of the Municipality | 2 | | | | | | | | | |
| Basic Salaries and Wages | | 4,908 | 4,526 | 5,172 | 5,512 | 5,167 | 5,167 | 5,572 | 5,845 | 6,120 |
| Pension and UIF Contributions | | 85 | 84 | 92 | 97 | 182 | 182 | 250 | 262 | 274 |
| Medical Aid Contributions | | 416 | 416 | 429 | 463 | 463 | 463 | 361 | 379 | 397 |
| Overtime | | – | – | – | – | – | – | – | – | – |
| Performance Bonus | | – | – | – | – | – | – | – | – | – |
| Motor Vehicle Allowance | 3 | 1,517 | 1,517 | 1,576 | 1,689 | 1,604 | 1,604 | 1,630 | 1,710 | 1,790 |
| Cellphone Allowance | 3 | 124 | 124 | 129 | 138 | 138 | 138 | 120 | 124 | 128 |
| Housing Allowances | 3 | 430 | 430 | 445 | 478 | 478 | 478 | 465 | 488 | 510 |
| Sub Total - Senior Managers of Municipality | | 7,481 | 7,097 | 7,843 | 8,377 | 8,032 | 8,032 | 8,398 | 8,808 | 9,220 |
| % increase | 4 | | (5.1%) | 10.5% | 6.8% | (4.1%) | – | 4.6% | 4.9% | 4.7% |
| Other Municipal Staff | | | | | | | | | | |
| Basic Salaries and Wages | | 63,982 | 65,302 | 64,485 | 73,511 | 71,175 | 71,175 | 76,704 | 80,425 | 84,174 |
| Pension and UIF Contributions | | 8,624 | 8,885 | 10,240 | 12,204 | 12,339 | 12,339 | 12,620 | 13,238 | 13,863 |
| Medical Aid Contributions | | 4,368 | 4,513 | 4,888 | 5,964 | 5,751 | 5,751 | 6,213 | 6,516 | 6,822 |
| Overtime | | 2,488 | 1,300 | 1,715 | 2,888 | 2,664 | 2,664 | 2,925 | 3,054 | 3,183 |
| Performance Bonus | | 4,648 | 4,833 | 5,166 | 5,882 | 5,882 | 5,882 | 6,093 | 6,390 | 6,686 |
| Motor Vehicle Allowance | 3 | 5,958 | 6,533 | 6,988 | 7,432 | 7,754 | 7,754 | 8,157 | 8,557 | 8,635 |
| Cellphone Allowance | 3 | 612 | 605 | 611 | 891 | 881 | 881 | 869 | 880 | 884 |
| Housing Allowances | 3 | 3,232 | 3,332 | 3,384 | 3,945 | 4,107 | 4,107 | 4,403 | 4,618 | 4,835 |
| Other benefits and allowances | 3 | 4,799 | 2,977 | 1,810 | 3,704 | 3,698 | 3,698 | 3,831 | 4,017 | 4,205 |
| Sub Total - Other Municipal Staff | | 98,711 | 98,279 | 99,286 | 116,422 | 114,251 | 114,251 | 121,816 | 127,695 | 133,286 |
| % increase | 4 | | (0.4%) | 1.0% | 17.3% | (1.9%) | – | 6.6% | 4.8% | 4.4% |
| Total Parent Municipality | | 130,161 | 129,340 | 131,912 | 151,847 | 149,331 | 149,331 | 158,695 | 166,379 | 173,786 |
| | | | (0.6%) | 2.0% | 15.1% | (1.7%) | – | 6.3% | 4.8% | 4.5% |
| Total Municipal Entities | | – | – | – | – | – | – | 5,572 | 5,845 | 6,120 |
| TOTAL SALARY, ALLOWANCES & BENEFITS | | 130,161 | 129,340 | 131,912 | 151,847 | 149,331 | 149,331 | 164,266 | 172,224 | 179,906 |
| % increase | 4 | | (0.6%) | 2.0% | 15.1% | (1.7%) | – | 10.0% | 4.8% | 4.5% |
| TOTAL MANAGERS AND STAFF | 5,7 | 106,191 | 105,376 | 107,129 | 124,799 | 122,284 | 122,284 | 135,786 | 142,347 | 148,625 |

a. Employee costs

Below are vacant positions that are included in the calculations of these draft budget amounts that have been agreed on with Corporate Services to ensure these are on the municipality's current organisational structure. In line with the national government's call to manage the public sector wage bill the municipality's employee costs budget plus remuneration of councillors makes up 35% of the operating budget including non-cash items which then breaches the maximum limit permitted of 40% when we exclude non-cash items. Below are the details of vacant positions included in the draft budget.

Municipal Manager

- Monitoring and Evaluation Officer
- Performance Management Officer

Corporate Services

- Manager ICT
- IT Technician
- Fleet Management Officer
- Receptionist

Budget and Treasury Office

- 2 X Financial Management Interns

Development Planning

- Agricultural Development Officer

Community Services

- Security
- Admin Clerk

Refuse Removal

- 8 X General Assistants

Engineering Services

- Data Capturer (MIG)

The above positions include those where recruitment processes have already commenced or concluded but the successful incumbents have not resumed duties yet. This is to ensure that all these are catered for in the municipal budget.

No new positions are proposed to be added on the municipality's organisational structure for the next three financial years.

b. Remuneration of councillors and Senior Managers

An increase of 4.5% was used to accommodate any adjustments that might need to be implemented during the year once a new gazette on the remuneration of office bearers has been issued and also ensuring that we have catered for the grade 4 position of the municipality. The formula for the allocation of the Equitable share includes an allocation to support councillor remuneration and ward committees. This allocation for the budget year is R14.2 million requiring the municipality to also fund the remuneration of councillors from revenues internally generated.

EC443 Winnie Madikizela Mandela - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

| Disclosure of Salaries, Allowances & Benefits 1. | Ref | No. | Salary | Contribution | Allowances | Performance Bonuses | In-kind benefits | Total Package |
|--|------|-----|------------|--------------|------------|---------------------|------------------|---------------|
| Rand per annum | | | | 1. | | | | 2. |
| <u>Councillors</u> | 3 | | | | | | | |
| Speaker | 4 | 1 | 507,708 | 84,626 | 302,477 | | | 894,811 |
| Chief Whip | | 1 | 475,976 | 79,330 | 286,612 | | | 841,918 |
| Executive Mayor | | 1 | 634,637 | 105,764 | 365,942 | | | 1,106,343 |
| Deputy Executive Mayor | | – | – | – | – | | | – |
| Executive Committee | | 9 | 3,693,600 | 615,602 | 2,352,004 | | | 6,661,206 |
| Total for all other councillors | | 52 | 9,841,129 | 1,640,196 | 7,495,054 | | | 18,976,379 |
| Total Councillors | 8 | 64 | 15,153,050 | 2,525,518 | 10,802,089 | | | 28,480,657 |
| <u>Senior Managers of the Municipality</u> | 5 | | | | | | | |
| Municipal Manager (MM) | | 1 | 1,079,105 | 116,887 | 442,221 | | | 1,638,213 |
| Chief Finance Officer | | 1 | 833,540 | 2,238 | 556,947 | | | 1,392,725 |
| Senior Manager - Engineering | | 1 | 867,803 | 122,731 | 348,090 | | | 1,338,624 |
| Senior Manager - Corporate Services | | 1 | 915,511 | 113,761 | 312,479 | | | 1,341,751 |
| Senior Manager - Community Services | | 1 | 856,478 | 2,238 | 229,512 | | | 1,088,228 |
| Senior Manager - Development Planning | | 1 | 915,511 | 253,423 | 325,867 | | | 1,494,801 |
| Total Senior Managers of the Municipality | 8,10 | 6 | 5,467,948 | 611,278 | 2,215,116 | – | | 8,294,342 |
| Total for municipal entities | 8,10 | – | – | – | – | – | | – |
| | | | | | | | | |
| TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION | 10 | 70 | 20,620,998 | 3,136,796 | 13,017,205 | – | | 36,774,999 |

Expenditure on grants and reconciliations of unspent funds

Table 22 MBRR SA19 – Expenditure on transfers and grant programmes

EC443 Winnie Madikizela Mandela - Supporting Table SA19 Expenditure on transfers and grant programme

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| EXPENDITURE: | 1 | | | | | | | | | |
| Operating expenditure of Transfers and Grants | | | | | | | | | | |
| National Government: | | 265,935 | 336,816 | 295,190 | 337,852 | 350,642 | 350,642 | 349,397 | 371,137 | 363,606 |
| Local Government Equitable Share | | 260,606 | 332,421 | 289,620 | 320,095 | 320,095 | 320,095 | 341,204 | 364,039 | 353,237 |
| Energy Efficiency and Demand Side Management | | – | – | – | – | – | – | – | – | – |
| Expanded Public Works Programme Integrated Grant | | 2,452 | 2,389 | 3,570 | 3,687 | 3,687 | 3,687 | 3,222 | – | – |
| Local Government Financial Management Grant | | 2,167 | 2,000 | 2,000 | 2,100 | 2,100 | 2,100 | 2,100 | 2,100 | 2,238 |
| Municipal Disaster Relief Grant | | 710 | 5 | – | – | 12,790 | 12,790 | – | – | – |
| Municipal Infrastructure Grant | | – | – | – | 2,752 | 2,752 | 2,752 | 2,871 | 2,998 | 3,131 |
| Neighbourhood Development Partnership Grant | | – | – | – | 9,218 | 9,218 | 9,218 | – | 2,000 | 5,000 |
| Integrated National Electrification Programme Grant | | – | – | – | – | – | – | – | – | – |
| Provincial Government: | | 2,908 | 912 | 482 | 500 | 500 | 500 | 500 | 500 | 522 |
| Health subsidy | | – | – | – | – | – | – | – | – | – |
| Capacity Building and Other | | 246 | 511 | 144 | 500 | 500 | 500 | 500 | 500 | 522 |
| Other | | 2,662 | 402 | 339 | – | – | – | – | – | – |
| District Municipality: | | – | – | – | – | – | – | – | – | – |
| Other grant providers: | | – | – | – | – | – | – | – | – | – |
| Total operating expenditure of Transfers and Grants | | 268,843 | 337,728 | 295,672 | 338,352 | 351,142 | 351,142 | 349,897 | 371,637 | 364,128 |
| Capital expenditure of Transfers and Grants | | | | | | | | | | |
| National Government: | | 79,423 | 77,425 | 80,162 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Municipal Disaster Recovery Grant | | – | – | – | – | 33,806 | 33,806 | – | – | – |
| Municipal Infrastructure Grant | | 53,947 | 45,459 | 51,023 | 52,286 | 52,286 | 52,286 | 54,555 | 56,971 | 59,487 |
| Neighbourhood Development Partnership Grant | | – | – | 686 | 13,602 | 13,602 | 13,602 | – | – | – |
| Integrated National Electrification Programme Grant | | 25,476 | 31,966 | 28,453 | 16,400 | 16,400 | 16,400 | 17,000 | 23,500 | 23,000 |
| Provincial Government: | | – | – | – | – | – | – | – | – | – |
| District Municipality: | | – | – | – | – | – | – | – | – | – |
| Other grant providers: | | – | – | – | – | – | – | – | – | – |
| Total capital expenditure of Transfers and Grants | | 79,423 | 77,425 | 80,162 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| TOTAL EXPENDITURE OF TRANSFERS AND GRANTS | | 348,266 | 415,153 | 375,834 | 420,639 | 467,235 | 467,235 | 421,452 | 452,108 | 446,615 |

Table 23 MBRR SA20 – Reconciliation of transfers, grant receipts and unspent funds

EC443 Winnie Madikizela Mandela - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | |
| Operating transfers and grants: | 1,3 | | | | | | | | | |
| National Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | – | – | – | – | – | – | – | – | – |
| Current year receipts | | 265,766 | 337,089 | 295,529 | 337,852 | 350,642 | 350,642 | 349,397 | 371,137 | 363,606 |
| Conditions met - transferred to revenue | | 265,713 | 337,089 | 295,529 | 337,852 | 350,642 | 350,642 | 349,397 | 371,137 | 363,606 |
| Conditions still to be met - transferred to liabilities | | 53 | – | – | – | – | – | – | – | – |
| Provincial Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | 560 | 814 | 804 | – | – | – | – | – | – |
| Current year receipts | | 3,786 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 522 |
| Conditions met - transferred to revenue | | 3,130 | 511 | 144 | 500 | 500 | 500 | 500 | 500 | 522 |
| Conditions still to be met - transferred to liabilities | | 1,216 | 804 | 1,160 | – | – | – | – | – | – |
| District Municipality: | | | | | | | | | | |
| Balance unspent at beginning of the year | | – | – | – | – | – | – | – | – | – |
| Current year receipts | | – | – | – | – | – | – | – | – | – |
| Conditions met - transferred to revenue | | – | – | – | – | – | – | – | – | – |
| Conditions still to be met - transferred to liabilities | | – | – | – | – | – | – | – | – | – |
| Other grant providers: | | | | | | | | | | |
| Balance unspent at beginning of the year | | – | – | – | – | – | – | – | – | – |
| Current year receipts | | – | – | – | – | – | – | – | – | – |
| Conditions met - transferred to revenue | | – | – | – | – | – | – | – | – | – |
| Conditions still to be met - transferred to liabilities | | – | – | – | – | – | – | – | – | – |
| Total operating transfers and grants revenue | | 268,843 | 337,599 | 295,672 | 338,352 | 351,142 | 351,142 | 349,897 | 371,637 | 364,128 |
| Total operating transfers and grants - CTBM | 2 | 1,269 | 804 | 1,160 | – | – | – | – | – | – |
| Capital transfers and grants: | 1,3 | | | | | | | | | |
| National Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | 6,127 | 6,305 | 4,255 | – | – | – | – | – | – |
| Current year receipts | | 79,602 | 75,374 | 86,447 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Conditions met - transferred to revenue | | 79,423 | 77,425 | 84,417 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Conditions still to be met - transferred to liabilities | | 6,305 | 4,255 | 6,285 | – | – | – | – | – | – |
| Provincial Government: | | | | | | | | | | |
| Balance unspent at beginning of the year | | – | – | – | – | – | – | – | – | – |
| Current year receipts | | – | – | – | – | – | – | – | – | – |
| Conditions met - transferred to revenue | | – | – | – | – | – | – | – | – | – |
| Conditions still to be met - transferred to liabilities | | – | – | – | – | – | – | – | – | – |
| District Municipality: | | | | | | | | | | |
| Balance unspent at beginning of the year | | – | – | – | – | – | – | – | – | – |
| Current year receipts | | – | – | – | – | – | – | – | – | – |
| Conditions met - transferred to revenue | | – | – | – | – | – | – | – | – | – |
| Conditions still to be met - transferred to liabilities | | – | – | – | – | – | – | – | – | – |
| Other grant providers: | | | | | | | | | | |
| Balance unspent at beginning of the year | | – | – | – | – | – | – | – | – | – |
| Current year receipts | | – | – | – | – | – | – | – | – | – |
| Conditions met - transferred to revenue | | – | – | – | – | – | – | – | – | – |
| Conditions still to be met - transferred to liabilities | | – | – | – | – | – | – | – | – | – |
| Total capital transfers and grants revenue | | 79,423 | 77,425 | 84,417 | 82,288 | 116,094 | 116,094 | 71,555 | 80,471 | 82,487 |
| Total capital transfers and grants - CTBM | 2 | 6,305 | 4,255 | 6,285 | – | – | – | – | – | – |
| TOTAL TRANSFERS AND GRANTS REVENUE | | 348,266 | 415,024 | 380,089 | 420,639 | 467,235 | 467,235 | 421,452 | 452,108 | 446,615 |
| TOTAL TRANSFERS AND GRANTS - CTBM | | 7,575 | 5,058 | 7,445 | – | – | – | – | – | – |

Table 24 MBRR SA24 – Summary of personnel numbers

EC443 Winnie Madikizela Mandela - Supporting Table SA24 Summary of personnel numbers

| Summary of Personnel Numbers | | Ref | 2021/22 | | | Current Year 2022/23 | | | Budget Year 2023/24 | | |
|---|-------|-----|------------|---------------------|--------------------|----------------------|---------------------|--------------------|---------------------|---------------------|--------------------|
| Number | | 1,2 | Positions | Permanent employees | Contract employees | Positions | Permanent employees | Contract employees | Positions | Permanent employees | Contract employees |
| Municipal Council and Boards of Municipal Entities | | | | | | | | | | | |
| Councillors (Political Office Bearers plus Other Councillors) | | | 74 | | 74 | 74 | | 74 | 64 | | 64 |
| Board Members of municipal entities | 4 | | | – | – | – | – | – | – | – | – |
| Municipal employees | | | | | | | | | | | |
| Municipal Manager and Senior Managers | 5 | | | | | | | | | | |
| Other Managers | 3 | | 6 | 6 | – | 6 | 6 | – | 6 | 6 | – |
| Professionals | 7 | | 20 | 20 | – | 19 | 19 | – | 21 | 21 | – |
| <i>Finance</i> | | | 8 | 8 | – | 8 | 8 | – | 8 | 8 | – |
| <i>Spatial/town planning</i> | | | 3 | 3 | – | 3 | 3 | – | 3 | 3 | – |
| <i>Information Technology</i> | | | 1 | 1 | – | 1 | 1 | – | 1 | 1 | – |
| <i>Roads</i> | | | 2 | 2 | – | 2 | 2 | – | 2 | 2 | – |
| <i>Electricity</i> | | | 1 | 1 | – | 1 | 1 | – | 1 | 1 | – |
| <i>Water</i> | | | – | – | – | – | – | – | – | – | – |
| <i>Sanitation</i> | | | – | – | – | – | – | – | – | – | – |
| <i>Refuse</i> | | | 1 | 1 | – | 1 | 1 | – | 1 | 1 | – |
| <i>Other</i> | | | – | – | – | – | – | – | – | – | – |
| Technicians | | | 18 | 18 | – | 18 | 18 | – | 18 | 18 | – |
| <i>Finance</i> | | | 7 | 7 | – | 7 | 7 | – | 7 | 7 | – |
| <i>Spatial/town planning</i> | | | – | – | – | – | – | – | – | – | – |
| <i>Information Technology</i> | | | 2 | 2 | – | 2 | 2 | – | 2 | 2 | – |
| <i>Roads</i> | | | 5 | 5 | – | 5 | 5 | – | 5 | 5 | – |
| <i>Electricity</i> | | | 2 | 2 | – | 2 | 2 | – | 2 | 2 | – |
| <i>Water</i> | | | – | – | – | – | – | – | – | – | – |
| <i>Sanitation</i> | | | – | – | – | – | – | – | – | – | – |
| <i>Refuse</i> | | | 2 | 2 | – | 2 | 2 | – | 2 | 2 | – |
| <i>Other</i> | | | – | – | – | – | – | – | – | – | – |
| Clerks (Clerical and administrative) | | | 104 | 99 | – | 104 | 104 | – | 104 | 104 | – |
| Service and sales workers | | | – | – | – | – | – | – | – | – | – |
| Skilled agricultural and fishery workers | | | – | – | – | – | – | – | – | – | – |
| Craft and related trades | | | – | – | – | – | – | – | – | – | – |
| Plant and Machine Operators | | | – | 9 | 4 | 5 | 5 | – | 5 | 5 | – |
| Elementary Occupations | | | 118 | 112 | – | 118 | 118 | – | 118 | 118 | – |
| TOTAL PERSONNEL NUMBERS | | 9 | 348 | 272 | 78 | 352 | 278 | 74 | 344 | 280 | 64 |
| % increase | | | | | | 1.1% | 2.2% | (5.1%) | (2.3%) | 0.7% | (13.5%) |
| Total municipal employees headcount | 6, 10 | | 77 | 75 | 2 | 70 | 68 | 2 | 70 | 68 | 2 |
| Finance personnel headcount | 8, 10 | | 32 | 31 | 1 | 30 | 29 | 1 | 31 | 30 | 1 |
| Human Resources personnel headcount | 8, 10 | | 45 | 44 | 1 | 40 | 39 | 1 | 40 | 39 | 1 |

EC443 Winnie Madikizela Mandela - Supporting Table SA22 Summary councillor and staff benefits

| Summary of Employee and Councillor remuneration | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | A | B | C | D | E | F | G | H | I |
| <u>Councillors (Political Office Bearers plus Other)</u> | 1 | | | | | | | | | |
| Basic Salaries and Wages | | 12,740 | 12,723 | 13,357 | 14,390 | 14,390 | 14,390 | 15,153 | 15,896 | 16,643 |
| Pension and UIF Contributions | | 1,062 | 1,064 | 1,110 | 1,199 | 1,199 | 1,199 | 1,263 | 1,325 | 1,387 |
| Medical Aid Contributions | | 1,062 | 1,064 | 1,110 | 1,199 | 1,199 | 1,199 | 1,263 | 1,325 | 1,387 |
| Motor Vehicle Allowance | | 5,309 | 5,318 | 5,513 | 5,996 | 5,996 | 5,996 | 6,314 | 6,623 | 6,934 |
| Cellphone Allowance | | 3,798 | 3,796 | 3,691 | 4,262 | 4,262 | 4,262 | 4,488 | 4,708 | 4,930 |
| Housing Allowances | | — | — | — | — | — | — | — | — | — |
| Other benefits and allowances | | — | — | — | — | — | — | — | — | — |
| Sub Total - Councillors | | 23,970 | 23,964 | 24,782 | 27,047 | 27,047 | 27,047 | 28,481 | 29,876 | 31,280 |
| % increase | 4 | | (0.0%) | 3.4% | 9.1% | — | — | 5.3% | 4.9% | 4.7% |
| <u>Senior Managers of the Municipality</u> | 2 | | | | | | | | | |
| Basic Salaries and Wages | | 4,908 | 4,526 | 5,172 | 5,512 | 5,167 | 5,167 | 5,572 | 5,845 | 6,120 |
| Pension and UIF Contributions | | 85 | 84 | 92 | 97 | 182 | 182 | 250 | 262 | 274 |
| Medical Aid Contributions | | 416 | 416 | 429 | 463 | 463 | 463 | 361 | 379 | 397 |
| Overtime | | — | — | — | — | — | — | — | — | — |
| Performance Bonus | | — | — | — | — | — | — | — | — | — |
| Motor Vehicle Allowance | 3 | 1,517 | 1,517 | 1,576 | 1,689 | 1,604 | 1,604 | 1,630 | 1,710 | 1,790 |
| Cellphone Allowance | 3 | 124 | 124 | 129 | 138 | 138 | 138 | 120 | 124 | 128 |
| Housing Allowances | 3 | 430 | 430 | 445 | 478 | 478 | 478 | 465 | 488 | 510 |
| Sub Total - Senior Managers of Municipality | | 7,481 | 7,097 | 7,843 | 8,377 | 8,032 | 8,032 | 8,398 | 8,808 | 9,220 |
| % increase | 4 | | (5.1%) | 10.5% | 6.8% | (4.1%) | — | 4.6% | 4.9% | 4.7% |
| <u>Other Municipal Staff</u> | | | | | | | | | | |
| Basic Salaries and Wages | | 63,982 | 65,302 | 64,485 | 73,511 | 71,175 | 71,175 | 76,704 | 80,425 | 84,174 |
| Pension and UIF Contributions | | 8,624 | 8,885 | 10,240 | 12,204 | 12,339 | 12,339 | 12,620 | 13,238 | 13,863 |
| Medical Aid Contributions | | 4,368 | 4,513 | 4,888 | 5,964 | 5,751 | 5,751 | 6,213 | 6,516 | 6,822 |
| Overtime | | 2,488 | 1,300 | 1,715 | 2,888 | 2,664 | 2,664 | 2,925 | 3,054 | 3,183 |
| Performance Bonus | | 4,648 | 4,833 | 5,166 | 5,882 | 5,882 | 5,882 | 6,093 | 6,390 | 6,686 |
| Motor Vehicle Allowance | 3 | 5,958 | 6,533 | 6,988 | 7,432 | 7,754 | 7,754 | 8,157 | 8,557 | 8,635 |
| Cellphone Allowance | 3 | 612 | 605 | 611 | 891 | 881 | 881 | 869 | 880 | 884 |
| Housing Allowances | 3 | 3,232 | 3,332 | 3,384 | 3,945 | 4,107 | 4,107 | 4,403 | 4,618 | 4,835 |
| Other benefits and allowances | 3 | 4,799 | 2,977 | 1,810 | 3,704 | 3,698 | 3,698 | 3,831 | 4,017 | 4,205 |
| Sub Total - Other Municipal Staff | | 98,711 | 98,279 | 99,286 | 116,422 | 114,251 | 114,251 | 121,816 | 127,695 | 133,286 |
| % increase | 4 | | (0.4%) | 1.0% | 17.3% | (1.9%) | — | 6.6% | 4.8% | 4.4% |
| Total Parent Municipality | | 130,161 | 129,340 | 131,912 | 151,847 | 149,331 | 149,331 | 158,695 | 166,379 | 173,786 |
| | | | (0.6%) | 2.0% | 15.1% | (1.7%) | — | 6.3% | 4.8% | 4.5% |
| Total Municipal Entities | | — | — | — | — | — | — | 5,572 | 5,845 | 6,120 |
| TOTAL SALARY, ALLOWANCES & BENEFITS | | 130,161 | 129,340 | 131,912 | 151,847 | 149,331 | 149,331 | 164,266 | 172,224 | 179,906 |
| % increase | 4 | | (0.6%) | 2.0% | 15.1% | (1.7%) | — | 10.0% | 4.8% | 4.5% |
| TOTAL MANAGERS AND STAFF | 5,7 | 106,191 | 105,376 | 107,129 | 124,799 | 122,284 | 122,284 | 135,786 | 142,347 | 148,625 |

Monthly targets for revenue, expenditure and cash flow

EC443 Winnie Madikizela Mandela - Supporting Table SA30 Budgeted monthly cash flow

| MONTHLY CASH FLOWS | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|-----------------|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|---|------------------------|------------------------|
| | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Cash Receipts By Source | | | | | | | | | | | | | 1 | | |
| Property rates | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 29,982 | 31,546 | 29,613 |
| Service charges - electricity revenue | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 26,893 | 30,798 | 33,302 |
| Service charges - water revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Service charges - sanitation revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Service charges - refuse revenue | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 5,712 | 3,987 | 4,531 |
| Rental of facilities and equipment | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 5,282 | 5,670 | 6,087 |
| Interest earned - external investments | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 15,890 | 16,669 | 17,452 |
| Interest earned - outstanding debtors | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Dividends received | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 50 | 95 | 85 |
| Licences and permits | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 2,537 | 2,662 | 2,787 |
| Agency services | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 1,266 | 1,328 | 1,391 |
| Transfers and Subsidies - Operational | 209,938 | - | - | - | - | 69,979 | - | - | 69,979 | - | - | - | 349,897 | 371,637 | 364,128 |
| Other revenue | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 41,747 | 39,510 | 41,655 |
| Cash Receipts by Source | 220,718 | 10,780 | 10,780 | 10,780 | 10,780 | 80,759 | 10,780 | 10,780 | 80,759 | 10,780 | 10,780 | 10,780 | 479,257 | 503,903 | 501,031 |
| Other Cash Flows by Source | | | | | | | | | | | | | | | |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | 14,408 | - | 10,806 | - | - | 10,806 | - | - | 36,019 | - | - | - | 72,038 | 80,933 | 82,984 |
| Total Cash Receipts by Source | 235,126 | 10,780 | 21,586 | 10,780 | 10,780 | 91,565 | 10,780 | 10,780 | 116,778 | 10,780 | 10,780 | 10,780 | 551,295 | 584,836 | 584,015 |
| Cash Payments by Type | | | | | | | | | | | | | | | |
| Employee related costs | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 159,956 | 167,702 | 175,172 |
| Remuneration of councillors | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Finance charges | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 100 | 100 | 100 |
| Bulk purchases - electricity | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 47,731 | 53,792 | 60,624 |
| Acquisitions - water & other inventory | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 7,192 | 7,523 | 7,870 |
| Contracted services | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 83,615 | 90,128 | 99,320 |
| Transfers and subsidies - other municipalities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies - other | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other expenditure | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 86,123 | 85,851 | 89,740 |
| Cash Payments by Type | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 384,718 | 405,097 | 432,826 |
| Other Cash Flows/Payments by Type | | | | | | | | | | | | | | | |
| Capital assets | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 128,521 | 100,930 | 100,189 |
| Repayment of borrowing | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Cash Flows/Payments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Cash Payments by Type | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 513,238 | 506,027 | 533,015 |
| NET INCREASE/(DECREASE) IN CASH HELD | 192,356 | (31,990) | (21,184) | (31,990) | (31,990) | 48,795 | (31,990) | (31,990) | 74,009 | (31,990) | (31,990) | (31,990) | 38,056 | 78,809 | 51,000 |
| Cash/cash equivalents at the month/year begin: | 277,109 | 469,465 | 437,475 | 416,291 | 384,301 | 352,311 | 401,106 | 369,116 | 337,126 | 411,135 | 379,145 | 347,155 | 277,109 | 315,165 | 393,974 |
| Cash/cash equivalents at the month/year end: | 469,465 | 437,475 | 416,291 | 384,301 | 352,311 | 401,106 | 369,116 | 337,126 | 411,135 | 379,145 | 347,155 | 315,165 | 315,165 | 393,974 | 444,974 |

Table 25 MBRR SA25 – Budgeted monthly revenue and expenditure

EC443 Winnie Madikizela Mandela - Supporting Table SA25 Budgeted monthly revenue and expenditure

| Description | Ref | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|-----|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|------------------------|------------------------|
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | | | | | | | |
| Revenue | | | | | | | | | | | | | | | | |
| Exchange Revenue | | | | | | | | | | | | | | | | |
| Service charges - Electricity | | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 32,243 | 33,823 | 35,412 |
| Service charges - Waste Management | | 472 | 472 | 472 | 472 | 472 | 472 | 472 | 472 | 472 | 472 | 472 | 472 | 5,661 | 5,939 | 6,218 |
| Sale of Goods and Rendering of Services | | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 201 | 211 | 221 |
| Agency services | | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 1,266 | 1,328 | 1,391 |
| Interest | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Interest earned from Receivables | | 282 | 282 | 282 | 282 | 282 | 282 | 282 | 282 | 282 | 282 | 282 | 282 | 3,390 | 3,556 | 3,723 |
| Interest earned from Current and Non Current As | | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 15,890 | 16,669 | 17,452 |
| Rental from Fixed Assets | | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 5,282 | 5,670 | 6,087 |
| Licence and permits | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Operational Revenue | | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 471 | 495 | 518 |
| Non-Exchange Revenue | | | | | | | | | | | | | | | | |
| Property rates | | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 1,771 | 21,250 | 22,096 | 22,976 |
| Surcharges and Taxes | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Fines, penalties and forfeits | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Licences or permits | | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 225 | 236 | 247 |
| Transfer and subsidies - Operational | | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 2,537 | 2,662 | 2,787 |
| Interest | | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 29,158 | 349,897 | 371,637 | 364,128 |
| Interest | | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 148 | 1,780 | 1,867 | 1,955 |
| Total Revenue (excluding capital transfers and | | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 36,675 | 440,094 | 466,188 | 463,114 |
| Expenditure | | | | | | | | | | | | | | | | |
| Employee related costs | | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 10,851 | 130,214 | 136,503 | 142,506 |
| Remuneration of councillors | | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 2,373 | 28,481 | 29,876 | 31,280 |
| Bulk purchases - electricity | | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 47,731 | 53,792 | 60,624 |
| Inventory consumed | | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 7,192 | 7,523 | 7,870 |
| Debt impairment | | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 10,109 | 10,574 | 11,060 |
| Depreciation and amortisation | | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 4,531 | 54,371 | 57,035 | 59,716 |
| Interest | | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 100 | 100 | 100 |
| Contracted services | | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 83,616 | 90,129 | 99,320 |
| Transfers and subsidies | | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 3,431 | 3,589 | 3,754 |
| Irrecoverable debts written off | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Operational costs | | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 6,663 | 79,958 | 83,590 | 87,377 |
| Total Expenditure | | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) | | (426) | (426) | (426) | (426) | (426) | (426) | (426) | (426) | (426) | (426) | (426) | (426) | (5,107) | (6,523) | (40,493) |
| Transfers and subsidies - capital (monetary allocations) | | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 5,963 | 71,555 | 80,471 | 82,487 |
| Transfers and subsidies - capital (in-kind) | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Surplus/(Deficit) after capital transfers & contributions | | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |
| Income Tax | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Surplus/(Deficit) after income tax | | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |
| Share of Surplus/Deficit attributable to Joint Venture | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Share of Surplus/Deficit attributable to Minorities | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Surplus/(Deficit) attributable to municipality | | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |
| Share of Surplus/Deficit attributable to Associate Intercompany /Parent subsidiary transactions | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Surplus/(Deficit) for the year | 1 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |

Table 26 MBRR SA26 – Budgeted monthly revenue and expenditure (municipal vote)

EC443 Winnie Madikizela Mandela - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

| Description | Ref | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|----------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|------------------------|------------------------|
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | | | | | | | |
| Revenue by Vote | | | | | | | | | | | | | | | | |
| Vote 1 - Executive and Council | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 2 - Corporate Services | | 37 | 37 | 37 | 37 | 37 | 37 | 37 | 37 | 37 | 37 | 37 | 37 | 441 | 463 | 485 |
| Vote 3 - Budget Treasury Office | | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 30,369 | 364,432 | 388,302 | 378,680 |
| Vote 4 - Community Services | | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | 13,502 | 10,759 | 11,263 |
| Vote 5 - Development Planning | | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 2,212 | 26,550 | 29,785 | 34,082 |
| Vote 6 - Engineering Services | | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 8,894 | 106,724 | 117,349 | 121,091 |
| Total Revenue by Vote | | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 511,649 | 546,659 | 545,601 |
| Expenditure by Vote to be appropriated | | | | | | | | | | | | | | | | |
| Vote 1 - Executive and Council | | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 7,388 | 88,655 | 92,107 | 96,376 |
| Vote 2 - Corporate Services | | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 5,412 | 64,946 | 68,035 | 71,183 |
| Vote 3 - Budget Treasury Office | | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 3,812 | 45,748 | 47,952 | 51,070 |
| Vote 4 - Community Services | | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 6,982 | 83,785 | 84,297 | 88,205 |
| Vote 5 - Development Planning | | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 24,898 | 25,910 | 26,782 |
| Vote 6 - Engineering Services | | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 11,431 | 137,169 | 154,410 | 169,990 |
| Total Expenditure by Vote | | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) before assoc. | | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |
| Income Tax | | | | | | | | | | | | | – | – | – | – |
| Share of Surplus/Deficit attributable to Minorities | | | | | | | | | | | | | – | – | – | – |
| Intercompany/Parent subsidiary transactions | | | | | | | | | | | | | – | – | – | – |
| Surplus/(Deficit) | 1 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |

Table 27 MBRR SA27 – Budgeted monthly revenue and expenditure (standard classification)

EC443 Winnie Madikizela Mandela - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

| Description | Ref | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|-----|---------------------|------------|--------|---------|----------|----------|---------|----------|--------|--------|--------|--------|---|------------------------|------------------------|
| | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Revenue - Functional | | | | | | | | | | | | | | | | |
| Governance and administration | | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 391,308 | 416,429 | 408,120 |
| Executive and council | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Finance and administration | | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 32,609 | 391,308 | 416,429 | 408,120 |
| Internal audit | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Community and public safety | | 383 | 383 | 383 | 383 | 383 | 383 | 383 | 383 | 383 | 383 | 383 | 383 | 4,599 | 4,800 | 5,024 |
| Community and social services | | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 605 | 610 | 638 |
| Sport and recreation | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Public safety | | 333 | 333 | 333 | 333 | 333 | 333 | 333 | 333 | 333 | 333 | 333 | 333 | 3,993 | 4,189 | 4,386 |
| Housing | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Health | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Economic and environmental services | | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 | 57,541 | 62,090 | 67,744 |
| Planning and development | | 249 | 248,858.33 | 249 | 249 | 249 | 249 | 249 | 249 | 249 | 249 | 249 | 249 | 2,986 | 5,119 | 8,257 |
| Road transport | | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 4,546 | 54,555 | 56,971 | 59,487 |
| Environmental protection | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Trading services | | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 | 58,201 | 63,340 | 64,713 |
| Energy sources | | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 4,108 | 49,298 | 57,380 | 58,473 |
| Water management | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Waste water management | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Waste management | | 742 | 742 | 742 | 742 | 742 | 742 | 742 | 742 | 742 | 742 | 742 | 742 | 8,903 | 5,960 | 6,240 |
| Other | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Total Revenue - Functional | | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 42,637 | 511,649 | 546,659 | 545,601 |
| Expenditure - Functional | | | | | | | | | | | | | | | | |
| Governance and administration | | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 18,075 | 216,897 | 226,457 | 237,836 |
| Executive and council | | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 5,679 | 68,146 | 70,632 | 73,907 |
| Finance and administration | | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 11,985 | 143,824 | 150,665 | 158,529 |
| Internal audit | | 411 | 411 | 411 | 411 | 411 | 411 | 411 | 411 | 411 | 411 | 411 | 411 | 4,927 | 5,161 | 5,400 |
| Community and public safety | | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 2,862 | 34,349 | 35,970 | 37,634 |
| Community and social services | | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 | 13,748 | 14,393 | 15,067 |
| Sport and recreation | | 239 | 239 | 239 | 239 | 239 | 239 | 239 | 239 | 239 | 239 | 239 | 239 | 2,866 | 3,001 | 3,139 |
| Public safety | | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 1,379 | 16,544 | 17,337 | 18,140 |
| Housing | | 99 | 99 | 99 | 99 | 99 | 99 | 99 | 99 | 99 | 99 | 99 | 99 | 1,191 | 1,239 | 1,288 |
| Health | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Economic and environmental services | | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 7,802 | 93,620 | 104,850 | 113,802 |
| Planning and development | | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 2,319 | 27,824 | 28,978 | 30,320 |
| Road transport | | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 5,274 | 63,286 | 73,242 | 80,730 |
| Environmental protection | | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 2,510 | 2,630 | 2,752 |
| Trading services | | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 96,036 | 100,930 | 109,945 |
| Energy sources | | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 5,609 | 67,303 | 74,280 | 82,057 |
| Water management | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Waste water management | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Waste management | | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 2,394 | 28,733 | 26,650 | 27,889 |
| Other | | 358 | 358 | 358 | 358 | 358 | 358 | 358 | 358 | 358 | 358 | 358 | 358 | 4,299 | 4,504 | 4,389 |
| Total Expenditure - Functional | | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 37,100 | 445,202 | 472,711 | 503,607 |
| Surplus/(Deficit) before assoc. | | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |
| Intercompany/Parent subsidiary transactions | | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Surplus/(Deficit) | 1 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 5,537 | 66,447 | 73,948 | 41,994 |

Table 28 MBRR SA28 – Budgeted monthly capital expenditure (municipal vote)

EC443 Winnie Madikizela Mandela - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

| Description | Ref | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|-----|---------------------|--------|-------|---------|-------|-------|---------|-------|-------|-------|-------|-------|---|------------------------|------------------------|
| | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | | | | | | | |
| Multi-year expenditure to be appropriated | 1 | | | | | | | | | | | | | | | |
| Vote 1 - Executive and Council | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 2 - Corporate Services | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 3 - Budget Treasury Office | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 4 - Community Services | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 5 - Development Planning | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 6 - Engineering Services | | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 8,025 | – | – |
| Vote 7 - [NAME OF VOTE 7] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 8 - [NAME OF VOTE 8] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 9 - [NAME OF VOTE 9] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 10 - [NAME OF VOTE 10] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 11 - [NAME OF VOTE 11] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 12 - [NAME OF VOTE 12] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 13 - [NAME OF VOTE 13] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 14 - [NAME OF VOTE 14] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 15 - [NAME OF VOTE 15] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Capital multi-year expenditure sub-total | 2 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 8,025 | – | – |
| Single-year expenditure to be appropriated | | | | | | | | | | | | | | | | |
| Vote 1 - Executive and Council | | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 1,304 | – | – |
| Vote 2 - Corporate Services | | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 705 | 8,457 | 5,674 | 2,435 |
| Vote 3 - Budget Treasury Office | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 4 - Community Services | | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 1,776 | 21,308 | 11,791 | 12,437 |
| Vote 5 - Development Planning | | 198 | 198 | 198 | 198 | 198 | 198 | 198 | 198 | 198 | 198 | 198 | 198 | 2,376 | 522 | 522 |
| Vote 6 - Engineering Services | | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 6,163 | 73,961 | 69,974 | 71,728 |
| Vote 7 - [NAME OF VOTE 7] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 8 - [NAME OF VOTE 8] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 9 - [NAME OF VOTE 9] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 10 - [NAME OF VOTE 10] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 11 - [NAME OF VOTE 11] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 12 - [NAME OF VOTE 12] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 13 - [NAME OF VOTE 13] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 14 - [NAME OF VOTE 14] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 15 - [NAME OF VOTE 15] | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Capital single-year expenditure sub-total | 2 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 8,951 | 107,406 | 87,961 | 87,121 |
| Total Capital Expenditure | 2 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 115,431 | 87,961 | 87,121 |

Table 29 MBRR SA29 – Budgeted monthly capital expenditure (functional classification)

EC443 Winnie Madikizela Mandela - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

| Description | Ref | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|-----|---------------------|--------|-------|---------|-------|-------|---------|-------|-------|-------|-------|---------|---|------------------------|------------------------|
| | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Capital Expenditure - Functional | 1 | | | | | | | | | | | | | | | |
| <i>Governance and administration</i> | | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 842 | 10,109 | 6,022 | 2,783 |
| Executive and council | | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 1,304 | – | – |
| Finance and administration | | 734 | 734 | 734 | 734 | 734 | 734 | 734 | 734 | 734 | 734 | 734 | 734 | 8,804 | 6,022 | 2,783 |
| Internal audit | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| <i>Community and public safety</i> | | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | 907 | 943 | 980 |
| Community and social services | | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 770 | 807 | 844 |
| Sport and recreation | | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 137 | 137 | 137 |
| Public safety | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Housing | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Health | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| <i>Economic and environmental services</i> | | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 69,580 | 50,061 | 52,250 |
| Planning and development | | 939 | 939 | 939 | 939 | 939 | 939 | 939 | 939 | 939 | 939 | 939 | 939 | 11,271 | 522 | 522 |
| Road transport | | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 4,859 | 58,308 | 49,540 | 51,728 |
| Environmental protection | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| <i>Trading services</i> | | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 2,903 | 34,836 | 30,935 | 31,109 |
| Energy sources | | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 1,232 | 14,783 | 20,435 | 20,000 |
| Water management | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Waste water management | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Waste management | | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 1,671 | 20,054 | 10,500 | 11,109 |
| <i>Other</i> | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Total Capital Expenditure - Functional | 2 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 115,431 | 87,961 | 87,121 |
| Funded by: | | | | | | | | | | | | | | | | |
| National Government | | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 14,518 | 71,555 | 80,471 | 82,487 |
| Provincial Government | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| District Municipality | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Transfers and subsidies - capital (in-kind) | | | | | | | | | | | | | – | – | – | – |
| Transfers recognised - capital | | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 5,185 | 14,518 | 71,555 | 80,471 | 82,487 |
| Borrowing | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Internally generated funds | | 4,434 | 4,434 | 4,434 | 4,434 | 4,434 | 4,434 | 4,434 | 4,434 | 4,434 | 4,434 | 4,434 | (4,899) | 43,877 | 7,490 | 4,634 |
| Total Capital Funding | | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 9,619 | 115,431 | 87,961 | 87,121 |

Table 30 MBRR SA30 – Budgeted monthly cash flow

EC443 Winnie Madikizela Mandela - Supporting Table SA30 Budgeted monthly cash flow

| MONTHLY CASH FLOWS | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|-----------------|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|---|------------------------|------------------------|
| | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Cash Receipts By Source | | | | | | | | | | | | | 1 | | |
| Property rates | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 2,498 | 29,982 | 31,546 | 29,613 |
| Service charges - electricity revenue | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 2,241 | 26,893 | 30,798 | 33,302 |
| Service charges - water revenue | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Service charges - sanitation revenue | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Service charges - refuse revenue | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 476 | 5,712 | 3,987 | 4,531 |
| Rental of facilities and equipment | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 440 | 5,282 | 5,670 | 6,087 |
| Interest earned - external investments | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 1,324 | 15,890 | 16,669 | 17,452 |
| Interest earned - outstanding debtors | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Dividends received | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Fines, penalties and forfeits | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 50 | 95 | 85 |
| Licences and permits | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 211 | 2,537 | 2,662 | 2,787 |
| Agency services | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 1,266 | 1,328 | 1,391 |
| Transfers and Subsidies - Operational | 209,938 | – | – | – | – | 69,979 | – | – | 69,979 | – | – | – | 349,897 | 371,637 | 364,128 |
| Other revenue | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 3,479 | 41,747 | 39,510 | 41,655 |
| Cash Receipts by Source | 220,718 | 10,780 | 10,780 | 10,780 | 10,780 | 80,759 | 10,780 | 10,780 | 80,759 | 10,780 | 10,780 | 10,780 | 479,257 | 503,903 | 501,031 |
| Other Cash Flows by Source | | | | | | | | | | | | | | | |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | 14,408 | – | 10,806 | – | – | 10,806 | – | – | 36,019 | – | – | – | 72,038 | 80,933 | 82,984 |
| Total Cash Receipts by Source | 235,126 | 10,780 | 21,586 | 10,780 | 10,780 | 91,565 | 10,780 | 10,780 | 116,778 | 10,780 | 10,780 | 10,780 | 551,295 | 584,836 | 584,015 |
| Cash Payments by Type | | | | | | | | | | | | | | | |
| Employee related costs | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 13,330 | 159,956 | 167,702 | 175,172 |
| Remuneration of councillors | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Finance charges | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 100 | 100 | 100 |
| Bulk purchases - electricity | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 3,978 | 47,731 | 53,792 | 60,624 |
| Acquisitions - water & other inventory | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 599 | 7,192 | 7,523 | 7,870 |
| Contracted services | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 6,968 | 83,615 | 90,128 | 99,320 |
| Transfers and subsidies - other municipalities | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Transfers and subsidies - other | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Other expenditure | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 7,177 | 86,123 | 85,851 | 89,740 |
| Cash Payments by Type | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 32,060 | 384,718 | 405,097 | 432,826 |
| Other Cash Flows/Payments by Type | | | | | | | | | | | | | | | |
| Capital assets | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 10,710 | 128,521 | 100,930 | 100,189 |
| Repayment of borrowing | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Other Cash Flows/Payments | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Total Cash Payments by Type | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 42,770 | 513,238 | 506,027 | 533,015 |
| NET INCREASE/(DECREASE) IN CASH HELD | 192,356 | (31,990) | (21,184) | (31,990) | (31,990) | 48,795 | (31,990) | (31,990) | 74,009 | (31,990) | (31,990) | (31,990) | 38,056 | 78,809 | 51,000 |
| Cash/cash equivalents at the month/year begin: | 277,109 | 469,465 | 437,475 | 416,291 | 384,301 | 352,311 | 401,106 | 369,116 | 337,126 | 411,135 | 379,145 | 347,155 | 277,109 | 315,165 | 393,974 |
| Cash/cash equivalents at the month/year end: | 469,465 | 437,475 | 416,291 | 384,301 | 352,311 | 401,106 | 369,116 | 337,126 | 411,135 | 379,145 | 347,155 | 315,165 | 315,165 | 393,974 | 444,974 |

10.7. Contracts having future budgetary implications

EC443 Winnie Madikizela Mandela - Supporting Table SA35 Future financial implications of the capital budget

| Vote Description R thousand | Ref | 2023/24 Medium Term Revenue & Expenditure Framework | | | Forecasts | | | |
|--|-----|---|---------------------------|---------------------------|---------------------|---------------------|---------------------|---------------|
| | | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 | Forecast 2026/27 | Forecast 2027/28 | Forecast 2028/29 | Present value |
| Capital expenditure | 1 | | | | | | | |
| Vote 1 - Executive and Council | | 1,304 | – | – | | | | |
| Vote 2 - Corporate Services | | 8,457 | 5,674 | 2,435 | | | | |
| Vote 3 - Budget Treasury Office | | – | – | – | | | | |
| Vote 4 - Community Services | | 21,308 | 11,791 | 12,437 | | | | |
| Vote 5 - Development Planning | | 2,376 | 522 | 522 | | | | |
| Vote 6 - Engineering Services | | 81,986 | 69,974 | 71,728 | | | | |
| Vote 7 - [NAME OF VOTE 7] | | – | – | – | | | | |
| Vote 8 - [NAME OF VOTE 8] | | – | – | – | | | | |
| Vote 9 - [NAME OF VOTE 9] | | – | – | – | | | | |
| Vote 10 - [NAME OF VOTE 10] | | – | – | – | | | | |
| Vote 11 - [NAME OF VOTE 11] | | – | – | – | | | | |
| Vote 12 - [NAME OF VOTE 12] | | – | – | – | | | | |
| Vote 13 - [NAME OF VOTE 13] | | – | – | – | | | | |
| Vote 14 - [NAME OF VOTE 14] | | – | – | – | | | | |
| Vote 15 - [NAME OF VOTE 15] | | – | – | – | | | | |
| <i>List entity summary if applicable</i> | | | | | | | | |
| Total Capital Expenditure | | 115,431 | 87,961 | 87,121 | – | – | – | – |
| Future operational costs by vote | 2 | | | | | | | |
| Vote 1 - Executive and Council | | 1,200 | | | | | | |
| Vote 2 - Corporate Services | | 100 | 104 | 108 | | | | |
| Vote 3 - Budget Treasury Office | | 2,986 | 3,105 | 3,230 | | | | |
| Vote 4 - Community Services | | 9,773 | 10,164 | 10,571 | | | | |
| Vote 5 - Development Planning | | 300 | 889 | 924 | | | | |
| Vote 6 - Engineering Services | | 1,909 | 2,168 | 2,257 | | | | |
| Vote 7 - [NAME OF VOTE 7] | | | | | | | | |
| Vote 8 - [NAME OF VOTE 8] | | | | | | | | |
| Vote 9 - [NAME OF VOTE 9] | | | | | | | | |
| Vote 10 - [NAME OF VOTE 10] | | | | | | | | |
| Vote 11 - [NAME OF VOTE 11] | | | | | | | | |
| Vote 12 - [NAME OF VOTE 12] | | | | | | | | |
| Vote 13 - [NAME OF VOTE 13] | | | | | | | | |
| Vote 14 - [NAME OF VOTE 14] | | | | | | | | |
| Vote 15 - [NAME OF VOTE 15] | | | | | | | | |
| <i>List entity summary if applicable</i> | | | | | | | | |
| Total future operational costs | | 16,269 | 16,431 | 17,090 | – | – | – | – |
| Future revenue by source | 3 | | | | | | | |
| Exchange Revenue | | | | | | | | |
| Service charges - Electricity | | | | | | | | |
| Service charges - Water | | | | | | | | |
| Service charges - Waste Water Management | | | | | | | | |
| Service charges - Waste Management | | | | | | | | |
| Agency services | | | | | | | | |
| Rental of facilities and equipment | | 5,282 | 5,670 | 6,087 | 6,447 | 6,959 | 7,489 | |
| <i>List other revenues sources if applicable</i> | | | | | | | | |
| <i>List entity summary if applicable</i> | | | | | | | | |
| Total future revenue | | 5,282 | 5,670 | 6,087 | 6,447 | 6,959 | 7,489 | – |
| Net Financial Implications | | 126,418 | 98,722 | 98,124 | (6,447) | (6,959) | (7,489) | – |

In terms of the municipality's Supply Chain Management policy, no contracts are awarded beyond the medium-term revenue and expenditure framework (three years). In ensuring adherence to this contractual time frame limitation, all reports submitted to either the Bid Evaluation and Adjudication Committees must obtain formal financial management comments and budget confirmation from the Budget and Treasury office.

Detailed Capital budget

EC443 Winnie Madikizela Mandela - Supporting Table SA36 Detailed capital budget

| R thousand | Function | Project Description | Type | MTSF Service Outcome | IUDF | Own Strategic Objectives | Asset Class | Asset Sub-Class | Ward Location | 2023/24 Medium Term Revenue & Expenditure Framework | | | |
|---|---|---|---|--|------------------------------------|-----------------------------------|--------------------------------|-----------------|---------------|---|------------------------|------------------------|--|
| | | | | | | | | | | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 | |
| Parent municipality: List all capital projects grouped by Function | | | | | | | | | | | | | |
| Community and Social Services | | | | | | | | | | 770 | 807 | 844 | |
| | Fencing of Recreational Facilities | New | accountable, effective and efficient local | Growth | o protect the municipal buildin | Community Facilities | Halls | Ward 27 | – | – | – | | |
| Energy Sources | Disaster Bakkie | New | accountable, effective and efficient local | Inclusion and access | ure electricity problem are after | Transport Assets | Unspecified | Admin | | | | | |
| | | | | | | | | | | | | | |
| Energy Sources | MV Networks:Electrification of Noma | New | th Africa and contribute to a better Africa | Inclusion and access | sion of electricity to the rural c | Electrical Infrastructure | MV Networks | Ward 26 | 5,975 | – | – | | |
| | LV Networks:Supply and Installation of High Mast | New | th Africa and contribute to a better Africa | Inclusion and access | nsallation of High Mast | Electrical Infrastructure | LV Networks | Ward 1 | – | – | – | | |
| | HV Substations:Construction of Substation | New | th Africa and contribute to a better Africa | Inclusion and access | sion of electricity to the rural c | Electrical Infrastructure | MV Networks | Ward 1 | – | 20,435 | 20,000 | | |
| | MV Networks:Electrification of Lower Etheridge | New | th Africa and contribute to a better Africa | Inclusion and access | sion of electricity to the rural c | Electrical Infrastructure | MV Networks | Ward 20 | 3,303 | – | – | | |
| | MV Networks:Electrification of Msarhweni | New | th Africa and contribute to a better Africa | Inclusion and access | sion of electricity to the rural c | Electrical Infrastructure | MV Networks | Ward 22 | 2,831 | – | – | | |
| | MV Networks:Electrification of Zizityaneni | New | th Africa and contribute to a better Africa | Inclusion and access | sion of electricity to the rural c | Electrical Infrastructure | MV Networks | Ward 31 | 2,674 | – | – | | |
| | Transport Assets:Transport Assets | New | accountable, effective and efficient local | Inclusion and access | ure electricity problem are after | Transport Assets | Unspecified | Admin | – | – | – | | |
| Finance and Administration | | | | | | | | | | | | | |
| | Computer Equipment:Computer Equipment | New | accountable, effective and efficient local | Governance | er perform and improve service | Computer Equipment | Unspecified | admin | 2,000 | 2,000 | 2,000 | | |
| | Halls:Mbizana Town Hall in Ward1 | New | accountable, effective and efficient local | Governance | orking conditions for all emp | Furniture and Office Equipment | Unspecified | admin | – | – | – | | |
| | Furniture and Office Equipment:Mbizana Civic Ce | New | accountable, effective and efficient local | Governance | orking conditions for all emp | Furniture and Office Equipment | Unspecified | admin | 2,609 | 1,739 | – | | |
| | Furniture and Office Equipment:Office Equipment | New | accountable, effective and efficient local | Governance | orking conditions for all emp | Furniture and Office Equipment | Unspecified | admin | 609 | 435 | 435 | | |
| | Cabling and WiFi Network | New | accountable, effective and efficient local | Governance | orking conditions for all emp | Furniture and Office Equipment | Unspecified | admin | 1,739 | – | – | | |
| | Furniture and Office Equipment:Security Equipmen | New | accountable, effective and efficient local | Governance | Safety of the municipal assets | Furniture and Office Equipment | Unspecified | admin | 174 | 174 | 174 | | |
| | Furniture and Office Equipment:CCTV cameras | New | accountable, effective and efficient local | Governance | Safety of the municipal assets | Furniture and Office Equipment | Unspecified | admin | 174 | 174 | 174 | | |
| | Disaster recovery | New | accountable, effective and efficient local | Governance | Safety of the municipal assets | Furniture and Office Equipment | Unspecified | admin | – | 304 | 304 | | |
| | Transport Assets:Transport Assets | New | accountable, effective and efficient local | Governance | better service delivery | Transport Assets | Unspecified | admin | 1,500 | 1,500 | – | | |
| Planning and Development | | | | | | | | | | | | | |
| | Creches:ECDC Ward 13 | New | th Africa and contribute to a better Africa | Inclusion and access | ecting of Creshe for Ward 1 con | Community Facilities | Crèches | Ward 13 | 870 | – | – | | |
| | Municipal Offices:Buildings | Upgrading | effective and development-oriented pub | Governance | a better standard of our of offi | Operational Buildings | Municipal Offices | Ward 1 | – | – | – | | |
| | Outdoor Facilities:Beach Infrastructure Developme | New | long and healthy life for all South Africa | Growth | construct Beach Ablution facilit | Community Facilities | Public Ablution Facilities | Ward 24 | 637 | 522 | 522 | | |
| | Outdoor Facilities:Mputhumi Makumbatha Stadium | Upgrading | th Africa and contribute to a better Africa | Inclusion and access | ucting a stadium for the Bizana | Community Facilities | Outdoor Facilities | Ward 1 | 3,120 | – | – | | |
| | Manufacturing Plant:Construction of Hubs | New | th Africa and contribute to a better Africa | Inclusion and access | ng 3 manufacturing hub in Bizana | Community Facilities | Manufacturing Plant | Ward 4 | – | – | – | | |
| | Markets:Market Place | New | th Africa and contribute to a better Africa | Growth | low the local economy to 20 % b | Community Facilities | Markets | Ward 1 | 1,739 | – | – | | |
| | Halls:Mbizana Town Hall in Ward1 | Upgrading | th Africa and contribute to a better Africa | Inclusion and access | ulti-Purpose Town in Bizana b | Community Facilities | Halls | Ward 1 | 4,905 | – | – | | |
| | Taxi Ranks/Bus Terminals:Upgrade Taxi Rank F | Renewal | th Africa and contribute to a better Africa | Inclusion and access | Renewal of Taxi rank in town | Community Facilities | Taxi Ranks/Bus Terminals | Ward 1 | – | – | – | | |
| | | | | | | | | | | | | | |
| Road Transport | | | | | | | | | | | | | |
| | Roads:Construction of Mhlwazini Access Road | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 16 | 3,796 | – | – | | |
| Road Transport | Roads:Construction of Mqgubalala Access Road | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 18 | 2,308 | – | – | | |
| | Roads:Upgrade of Mbongwana via Dotye to Gree | Upgrading | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 21 | 7,700 | – | – | | |
| | Road Structures:Construction of Bhukuveni to Nts | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 8 | 3,560 | – | – | | |
| | Road Structures:Thaleni Bridge | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 27 | 7,345 | 24,770 | 25,864 | | |
| | Roads:Construction of Mwilini to Zibanzini Access | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 3 | 7,554 | – | – | | |
| | Roads:Construction of Ntanezweto to Sizabantu Ac | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 12 | 8,249 | – | – | | |
| | Roads:Rehabilitation of Mdeni AR | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 4 | – | – | – | | |
| | Roads:Rehabilitation of R61 to Malola AR | Renewal | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 26 | – | – | – | | |
| | Roads:Mgomazi Access Road- Phase 2 | Upgrading | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 14 | 3,938 | – | – | | |
| | Roads:Sidanga Bridge | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 28 | 4,598 | 24,770 | 25,864 | | |
| | Roads:Sigingqi to Marina AR with bridge | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 23 | – | – | – | | |
| | Roads:Tshongweni Access Road | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 16 | – | – | – | | |
| | Roads:Sixhaseni Access Road | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 31 | – | – | – | | |
| | Roads:Tshuze to Philisweni Access Road | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 9 | – | – | – | | |
| | Roads:Rehabilitation of Scambeni to Thembalesiz | Renewal | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 30 | – | – | – | | |
| | Roads:Mqonjwana to Greenville AR | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 18 | 10,870 | – | – | | |
| | Roads:Qobo to Sizideni Access Road | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 27 | – | – | – | | |
| | Roads:Construction of Matshezini Access Road a | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 25 | – | – | – | | |
| | Roads:Construction of Mnyameni Bridge | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 25 | – | – | – | | |
| | Roads:Construction of Bazana Access Road and | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 28 | – | – | – | | |
| | Roads:Construction of Sikhombe Access Road | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 25 | – | – | – | | |
| | Roads:Construction of Kwabulala to Mdaty a Acce | New | th Africa and contribute to a better Africa | Inclusion and access | cess roads backlog by constr | Roads Infrastructure | Roads | Ward 29 | – | – | – | | |
| | Waste Management | | | | | | | | | | | | |
| | | Landfill Sites:Landfill | New | hance our environmental assets and nat | Inclusion and access | dispose waste in an acceptable | Solid Waste Infrastructure | Landfill Sites | Ward 7 | 16,271 | 9,500 | 9,500 | |
| | | Furniture and Office Equipment:Office Equipment | New | effective and development-oriented pub | Governance | ge room for Solid waste emp | Furniture and Office Equipment | Unspecified | admin | – | 696 | 1,304 | |
| | Sport and Recreation | Transport Assets:Transport Assets | New | effective and development-oriented pub | Governance | ortationcon refuse from different | Transport Assets | Unspecified | admin | 3,478 | – | – | |
| | | | | | | | | | | | | | |
| | Machinery and Equipment:Grass cutting Machine | New | effective and development-oriented pub | Governance | Grass cutting machines | Machinery and Equipment | Unspecified | whole | 137 | 137 | 137 | | |
| Parent Capital expenditure | | | | | | | | | | 115,431 | 87,961 | 87,121 | |
| Entity Capital expenditure | | | | | | | | | | – | – | – | |
| Total Capital expenditure | | | | | | | | | | 115,431 | 87,961 | 87,121 | |

Capital Expenditure details

Table 31 MBRR SA34a – Capital expenditure on new assets by asset class

EC443 Winnie Madikizela Mandela - Supporting Table SA34a Capital expenditure on new assets by asset class

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Capital expenditure on new assets by Asset Class/Sub-class | | | | | | | | | | |
| Infrastructure | | 51,369 | 64,579 | 61,748 | 61,890 | 57,686 | 57,686 | 81,662 | 79,474 | 81,228 |
| Roads Infrastructure | | 31,165 | 31,539 | 35,302 | 38,090 | 40,731 | 40,731 | 50,609 | 49,540 | 51,728 |
| Roads | | 31,165 | 31,539 | 35,302 | 38,090 | 39,426 | 39,426 | 41,312 | 24,770 | 25,864 |
| Road Structures | | – | – | – | – | 1,304 | 1,304 | 9,297 | 24,770 | 25,864 |
| Electrical Infrastructure | | 20,204 | 32,643 | 26,289 | 15,725 | 15,565 | 15,565 | 14,783 | 20,435 | 20,000 |
| HV Substations | | – | – | – | – | – | – | – | 20,435 | 20,000 |
| MV Networks | | 20,204 | 30,937 | 25,565 | 13,940 | 14,261 | 14,261 | 14,783 | – | – |
| LV Networks | | – | 1,707 | 724 | 1,785 | 1,304 | 1,304 | – | – | – |
| Solid Waste Infrastructure | | – | 397 | 158 | 8,075 | 1,390 | 1,390 | 16,271 | 9,500 | 9,500 |
| Landfill Sites | | – | – | – | 8,075 | 1,390 | 1,390 | 16,271 | 9,500 | 9,500 |
| Waste Drop-off Points | | – | 397 | 158 | – | – | – | – | – | – |
| Community Assets | | 4,003 | 2,803 | 9,910 | 5,950 | 4,748 | 4,748 | 4,016 | 1,328 | 1,365 |
| Community Facilities | | 4,003 | 2,803 | 9,910 | 5,355 | 4,140 | 4,140 | 3,379 | 807 | 844 |
| Halls | | 4,003 | 1,356 | 6,168 | 1,020 | 846 | 846 | 770 | 807 | 844 |
| Crèches | | – | – | 3,743 | 2,975 | 435 | 435 | 870 | – | – |
| Markets | | – | 1,447 | – | 1,360 | 2,859 | 2,859 | 1,739 | – | – |
| Sport and Recreation Facilities | | – | – | – | 595 | 609 | 609 | 637 | 522 | 522 |
| Outdoor Facilities | | – | – | – | 595 | 609 | 609 | 637 | 522 | 522 |
| Heritage assets | | – | – | 30 | – | – | – | 1,304 | – | – |
| Historic Buildings | | – | – | – | – | – | – | 1,304 | – | – |
| Other Heritage | | – | – | 30 | – | – | – | – | – | – |
| Other assets | | 1,289 | 736 | 660 | 11,562 | 11,828 | 11,828 | – | – | – |
| Operational Buildings | | 1,289 | 736 | 660 | 11,562 | 11,828 | 11,828 | – | – | – |
| Yards | | 1,289 | 736 | 63 | – | – | – | – | – | – |
| Manufacturing Plant | | – | – | 597 | 11,562 | 11,828 | 11,828 | – | – | – |
| Computer Equipment | | 3,400 | 5,784 | 1,834 | 2,125 | 4,590 | 4,590 | 2,000 | 2,000 | 2,000 |
| Computer Equipment | | 3,400 | 5,784 | 1,834 | 2,125 | 4,590 | 4,590 | 2,000 | 2,000 | 2,000 |
| Furniture and Office Equipment | | 1,170 | 1,154 | 84 | 7,140 | 3,158 | 3,158 | 3,870 | 3,522 | 2,391 |
| Furniture and Office Equipment | | 1,170 | 1,154 | 84 | 7,140 | 3,158 | 3,158 | 3,870 | 3,522 | 2,391 |
| Machinery and Equipment | | 2,625 | 1,987 | 119 | 128 | 217 | 217 | 137 | 137 | 137 |
| Machinery and Equipment | | 2,625 | 1,987 | 119 | 128 | 217 | 217 | 137 | 137 | 137 |
| Transport Assets | | 1,614 | 1,974 | – | 6,500 | 5,077 | 5,077 | 4,978 | 1,500 | – |
| Transport Assets | | 1,614 | 1,974 | – | 6,500 | 5,077 | 5,077 | 4,978 | 1,500 | – |
| Total Capital Expenditure on new assets | 1 | 65,471 | 79,017 | 74,385 | 95,294 | 87,304 | 87,304 | 97,967 | 87,961 | 87,121 |

Table 32 MBRR SA34b – Capital Expenditure on Renewal of Existing Assets by asset class

EC443 Winnie Madikizela Mandela - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|-----|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Capital expenditure on renewal of existing assets by Asset Class/Sub-class | | | | | | | | | | |
| Infrastructure | | – | 16,495 | 24,090 | 3,426 | 42,527 | 42,527 | – | – | – |
| Roads Infrastructure | | – | 16,495 | 24,090 | 3,426 | 42,527 | 42,527 | – | – | – |
| Roads | | – | 16,495 | 24,090 | 3,426 | 42,527 | 42,527 | – | – | – |
| Community Assets | | 541 | 12,588 | 26,700 | 1,360 | 5,843 | 5,843 | – | – | – |
| Community Facilities | | 541 | 12,588 | 26,700 | 1,360 | 5,843 | 5,843 | – | – | – |
| Taxi Ranks/Bus Terminals | | 541 | 12,588 | 26,700 | 1,360 | 5,843 | 5,843 | – | – | – |
| Other assets | | – | – | (63) | 340 | 173 | 173 | – | – | – |
| Operational Buildings | | – | – | (63) | 340 | 173 | 173 | – | – | – |
| Municipal Offices | | – | – | (63) | 340 | 173 | 173 | – | – | – |
| Total Capital Expenditure on renewal of existing | 1 | 541 | 29,083 | 50,726 | 5,126 | 48,544 | 48,544 | – | – | – |
| Renewal of Existing Assets as % of total capex | | 0.6% | 20.8% | 30.7% | 4.7% | 30.6% | 30.6% | 0.0% | 0.0% | 0.0% |
| Renewal of Existing Assets as % of deprecn" | | 1.4% | 72.4% | 115.0% | 10.3% | 97.6% | 97.6% | 0.0% | 0.0% | 0.0% |

Table 33 MBRR SA34c – Repairs and maintenance by asset class

EC443 Winnie Madikizela Mandela - Supporting Table SA34c Repairs and maintenance expenditure by asset class

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| <u>Repairs and maintenance expenditure by Asset Class/Sub-class</u> | | | | | | | | | | |
| Infrastructure | | 7,707 | (1,227) | 6,845 | 21,346 | 37,132 | 37,132 | 20,156 | 28,009 | 33,377 |
| Roads Infrastructure | | 6,196 | (1,566) | 3,845 | 17,582 | 33,368 | 33,368 | 16,216 | 23,886 | 29,065 |
| Roads | | 259 | 3 | 191 | 640 | 640 | 640 | 666 | 697 | 729 |
| Road Structures | | 5,877 | (2,068) | 3,357 | 16,421 | 32,283 | 32,283 | 15,083 | 22,702 | 27,827 |
| Road Furniture | | 59 | 500 | 297 | 520 | 445 | 445 | 466 | 487 | 510 |
| Electrical Infrastructure | | 1,511 | 339 | 3,000 | 3,764 | 3,764 | 3,764 | 3,941 | 4,122 | 4,312 |
| MV Networks | | 1,511 | 339 | 3,000 | 3,764 | 3,764 | 3,764 | 3,941 | 4,122 | 4,312 |
| Community Assets | | 20 | 515 | 482 | 619 | 819 | 819 | 864 | 902 | 941 |
| Community Facilities | | 20 | 515 | 482 | 619 | 819 | 819 | 864 | 902 | 941 |
| Halls | | 20 | 27 | – | 250 | 450 | 450 | 262 | 274 | 287 |
| Libraries | | | 281 | 69 | 155 | 155 | 155 | 350 | 366 | 383 |
| Cemeteries/Crematoria | | | | – | 100 | 100 | 100 | 105 | 110 | 115 |
| Parks | | | 207 | 413 | 114 | 114 | 114 | 148 | 152 | 157 |
| Other assets | | 3,963 | 3,646 | 3,472 | 4,274 | 3,133 | 3,133 | 3,279 | 3,430 | 3,587 |
| Operational Buildings | | 3,963 | 3,646 | 3,472 | 4,274 | 3,133 | 3,133 | 3,279 | 3,430 | 3,587 |
| Municipal Offices | | 3,963 | 3,498 | 3,328 | 4,125 | 2,984 | 2,984 | 3,123 | 3,266 | 3,417 |
| Yards | | – | 149 | 143 | 149 | 149 | 149 | 156 | 163 | 171 |
| Computer Equipment | | 27 | 72 | 35 | 50 | 50 | 50 | 30 | 31 | 33 |
| Computer Equipment | | 27 | 72 | 35 | 50 | 50 | 50 | 30 | 31 | 33 |
| Furniture and Office Equipment | | – | – | – | 210 | 190 | 190 | 199 | 208 | 218 |
| Furniture and Office Equipment | | – | – | – | 210 | 190 | 190 | 199 | 208 | 218 |
| Machinery and Equipment | | 1,082 | 324 | 256 | 500 | 620 | 620 | 693 | 724 | 758 |
| Machinery and Equipment | | 1,082 | 324 | 256 | 500 | 620 | 620 | 693 | 724 | 758 |
| Transport Assets | | 74 | 1,886 | 2,753 | 2,976 | 5,716 | 5,716 | 4,546 | 4,755 | 4,974 |
| Transport Assets | | 74 | 1,886 | 2,753 | 2,976 | 5,716 | 5,716 | 4,546 | 4,755 | 4,974 |
| Total Repairs and Maintenance Expenditure | 1 | 12,873 | 5,217 | 13,841 | 29,975 | 47,660 | 47,660 | 29,767 | 38,059 | 43,888 |
| R&M as a % of PPE | | 2.0% | 423.9% | 1097.8% | 2435.4% | 3780.1% | 3780.1% | 0.0% | 3018.7% | 3481.0% |
| R&M as % Operating Expenditure | | 3.5% | 1.5% | 3.4% | 6.9% | 10.1% | 10.1% | 0.0% | 8.5% | 9.3% |

Table 34 MBRR SA34d – Depreciation by asset class

EC443 Winnie Madikizela Mandela - Supporting Table SA34d Depreciation by asset class

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|--|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Depreciation by Asset Class/Sub-class | | | | | | | | | | |
| Infrastructure | | 29,533 | 29,666 | 30,983 | 32,624 | 32,624 | 32,624 | 34,353 | 36,037 | 37,731 |
| Roads Infrastructure | | 28,729 | 29,499 | 29,635 | 31,239 | 31,239 | 31,239 | 32,894 | 34,506 | 36,128 |
| Roads | | 28,729 | 29,499 | 12,902 | 13,524 | 13,524 | 13,524 | 14,241 | 14,939 | 15,641 |
| Road Structures | | – | – | 16,295 | 17,251 | 17,251 | 17,251 | 18,165 | 19,055 | 19,951 |
| Road Furniture | | – | – | 438 | 463 | 463 | 463 | 488 | 512 | 536 |
| Capital Spares | | – | – | – | – | – | – | – | – | – |
| Storm water Infrastructure | | 93 | – | 543 | 558 | 558 | 558 | 588 | 617 | 646 |
| Drainage Collection | | 93 | – | 204 | 210 | 210 | 210 | 221 | 232 | 243 |
| Storm water Conveyance | | – | – | 338 | 348 | 348 | 348 | 366 | 384 | 402 |
| Attenuation | | – | – | – | – | – | – | – | – | – |
| Electrical Infrastructure | | 545 | – | 638 | 656 | 656 | 656 | 691 | 725 | 759 |
| HV Transmission Conductors | | 181 | – | – | – | – | – | – | – | – |
| MV Substations | | 18 | – | 51 | 53 | 53 | 53 | 55 | 58 | 61 |
| MV Switching Stations | | 31 | – | – | – | – | – | – | – | – |
| MV Networks | | 251 | – | 432 | 444 | 444 | 444 | 467 | 490 | 513 |
| LV Networks | | 65 | – | 155 | 160 | 160 | 160 | 168 | 176 | 185 |
| Solid Waste Infrastructure | | 167 | 167 | 167 | 172 | 172 | 172 | 181 | 190 | 199 |
| Landfill Sites | | 167 | 167 | 167 | 172 | 172 | 172 | 181 | 190 | 199 |
| Community Assets | | 2,233 | 2,371 | 2,881 | 7,176 | 6,732 | 6,732 | 9,089 | 9,534 | 9,983 |
| Community Facilities | | 2,233 | 2,371 | 2,110 | 5,075 | 5,075 | 5,075 | 6,344 | 6,655 | 6,968 |
| Halls | | 1,092 | 2,371 | 1,616 | 3,574 | 3,574 | 3,574 | 4,764 | 4,997 | 5,232 |
| Centres | | 1,128 | – | – | – | – | – | – | – | – |
| Crèches | | – | – | 295 | 304 | 304 | 304 | 320 | 335 | 351 |
| Cemeteries/Crematoria | | 13 | – | 13 | 14 | 14 | 14 | 14 | 15 | 16 |
| Parks | | – | – | 101 | 1,014 | 1,014 | 1,014 | 1,068 | 1,121 | 1,173 |
| Public Ablution Facilities | | – | – | 27 | 108 | 108 | 108 | 114 | 119 | 125 |
| Stalls | | – | – | 58 | 61 | 61 | 61 | 64 | 68 | 71 |
| Sport and Recreation Facilities | | – | – | 772 | 2,101 | 1,657 | 1,657 | 2,745 | 2,880 | 3,015 |
| Outdoor Facilities | | – | – | 772 | 2,101 | 1,657 | 1,657 | 2,745 | 2,880 | 3,015 |
| Other assets | | 727 | 722 | 674 | 693 | 693 | 693 | 730 | 765 | 801 |
| Operational Buildings | | 727 | 722 | 661 | 680 | 680 | 680 | 716 | 751 | 786 |
| Municipal Offices | | 727 | 722 | 357 | 366 | 366 | 366 | 386 | 405 | 424 |
| Pay/Enquiry Points | | – | – | 3 | 3 | 3 | 3 | 4 | 4 | 4 |
| Yards | | – | – | 77 | 79 | 79 | 79 | 83 | 87 | 91 |
| Stores | | – | – | 115 | 118 | 118 | 118 | 125 | 131 | 137 |
| Training Centres | | – | – | 110 | 113 | 113 | 113 | 119 | 124 | 130 |
| Housing | | – | – | 13 | 13 | 13 | 13 | 14 | 15 | 15 |
| Social Housing | | – | – | 13 | 13 | 13 | 13 | 14 | 15 | 15 |
| Intangible Assets | | 131 | 129 | 26 | – | – | – | – | – | – |
| Licences and Rights | | 131 | 129 | 26 | – | – | – | – | – | – |
| Computer Software and Applications | | 131 | 129 | 26 | – | – | – | – | – | – |
| Computer Equipment | | 315 | 186 | 2,278 | 2,223 | 2,667 | 2,667 | 2,809 | 2,946 | 3,085 |
| Computer Equipment | | 315 | 186 | 2,278 | 2,223 | 2,667 | 2,667 | 2,809 | 2,946 | 3,085 |
| Furniture and Office Equipment | | 2,636 | 2,797 | 2,174 | 1,274 | 1,274 | 1,274 | 1,342 | 1,407 | 1,473 |
| Furniture and Office Equipment | | 2,636 | 2,797 | 2,174 | 1,274 | 1,274 | 1,274 | 1,342 | 1,407 | 1,473 |
| Machinery and Equipment | | 2,497 | 2,856 | 2,894 | 4,321 | 4,321 | 4,321 | 4,550 | 4,773 | 4,998 |
| Machinery and Equipment | | 2,497 | 2,856 | 2,894 | 4,321 | 4,321 | 4,321 | 4,550 | 4,773 | 4,998 |
| Transport Assets | | 1,365 | 1,452 | 2,187 | 1,423 | 1,423 | 1,423 | 1,499 | 1,572 | 1,646 |
| Transport Assets | | 1,365 | 1,452 | 2,187 | 1,423 | 1,423 | 1,423 | 1,499 | 1,572 | 1,646 |
| Total Depreciation | 1 | 39,437 | 40,180 | 44,097 | 49,735 | 49,735 | 49,735 | 54,371 | 57,035 | 59,716 |

Table 34 MBRR SA34e – Capital Expenditure on upgrading of existing assets by asset class

EC443 Winnie Madikizela Mandela - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

| Description | Ref | 2019/20 | 2020/21 | 2021/22 | Current Year 2022/23 | | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | 1 | | | | | | | | | |
| Capital expenditure on upgrading of existing assets by Asset Class/Sub-class | | | | | | | | | | |
| Infrastructure | | 248 | 4,152 | 652 | – | 522 | 522 | 7,700 | – | – |
| Roads Infrastructure | | 248 | 3,543 | 652 | – | 522 | 522 | 7,700 | – | – |
| Roads | | 248 | 3,543 | 652 | – | 522 | 522 | 7,700 | – | – |
| Electrical Infrastructure | | – | 609 | – | – | – | – | – | – | – |
| LV Networks | | – | 609 | – | – | – | – | – | – | – |
| Community Assets | | 21,941 | 27,243 | 39,537 | 7,628 | 22,175 | 22,175 | 9,764 | – | – |
| Community Facilities | | 16,058 | 17,310 | 19,960 | 7,628 | 12,594 | 12,594 | 6,644 | – | – |
| Halls | | 16,058 | 17,310 | 19,960 | 7,628 | 12,594 | 12,594 | 6,644 | – | – |
| Sport and Recreation Facilities | | 5,884 | 9,933 | 19,577 | – | 9,580 | 9,580 | 3,120 | – | – |
| Outdoor Facilities | | 5,884 | 9,933 | 19,577 | – | 9,580 | 9,580 | 3,120 | – | – |
| Total Capital Expenditure on upgrading of existing assets | 1 | 22,189 | 31,395 | 40,189 | 7,628 | 22,697 | 22,697 | 17,464 | – | – |
| Upgrading of Existing Assets as % of total capex | | 25.2% | 22.5% | 24.3% | 7.1% | 14.3% | 14.3% | 15.1% | 0.0% | 0.0% |
| Upgrading of Existing Assets as % of deprecn" | | 56.3% | 78.1% | 91.1% | 15.3% | 45.6% | 45.6% | 32.1% | 0.0% | 0.0% |

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

1. In year reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis through the submission of Section 71 reports to the Mayor, National Treasury, Provincial Treasury and other stakeholders within 10 working days of the end of each month.

Quarterly reports in terms of s52d have been tabled to the municipal council by the Mayor within 30 days of the end of each quarter and further submitted to all relevant stakeholders as required by law.

The municipality's mid-year assessment report was tabled to the municipal council by 25 January 2023 and further submitted to the relevant stakeholders as required by s72 of the MFMA

2. Internship programme

The Municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Financial Services Department. Of the interns trained over the years 12 were absorbed within the municipality's budget and treasury office while 5 have found employment in other municipality's and are now at managerial level. Since the introduction of the Internship programme the Municipality has successfully employed and trained 29 interns through this programme.

3. Budget and Treasury Office

The Budget and Treasury Office has been established in accordance with the MFMA headed by the Chief Financial Officer. The department has the following sections, each with its own head:

- Supply Chain Management
- Revenue and Management
- Budgeting and Reporting
- Asset Management and stores management

4. Audit Committee

The new municipal has extended the term of the current Audit Committee that was established by the previous due to the fact that it was considered to be fully functional. Even though the Audit Committee had resignations in the previous year, an appointment of the new member has been made.

5. Service Delivery and Implementation Plan

The municipality has run concurrently the process of developing a detailed SDBIP together with the draft budget to ensure alignment of these plans.

The detail SDBIP document is at a draft stage and will be finalized after approval of the 2023/24 MTREF in May 2023 directly aligned and informed by the 2023/24 MTREF.

6. Financial Misconduct Disciplinary Board

The municipality established the financial misconduct disciplinary board in 2019 with its term ending on 30 June 2021. The council, in a council meeting held on 28 February 2022 took a resolution to re-establish the disciplinary board to assist council in dealing with possible acts of financial misconduct within the municipality.

7. Procurement plans

The municipality has also made sure draft procurement plans are developed together with the draft budget to ensure full alignment of this plan as well. The procurement plan will be reviewed and revised where necessary to ensure that it assists the municipality in delivering services within planned timeframes.

8. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Reduction Plans and Strategy

National Treasury has instructed municipalities to develop and adopt plans to reduce UIFW&E over the five year period. Even though the municipality had already cleared these expenditures a reduction strategy was developed and adopted by the municipal council on the 28th February 2022 to ensure the municipality continues to find ways to prevent these expenditures from happening.

9. Annual Report

Annual report has been compiled in terms of the MFMA and National Treasury requirements and an oversight report has also been presented to council on the 31st March 2023 after an extensive exercise by the MPAC and consultations with communities.

10. mSCOA

The municipality has been implementing mSCOA like all municipalities in the country as a business reform since its introduction from 1 July 2017. This was introduced to address among other things ensuring standardisation of treatment of transactions and reporting across all municipalities, to encourage proper planning and put controls in terms of revenue and expenditure management. Introduction of new and improved versions of the mSCOA chart has proven to present problems that sometimes make it impossible to operate normally requiring some extra effort to be put into the operations of the municipality to fulfil its service delivery mandate.

The municipality is in the process of making sure that all mSCOA structures are function through replacement of members who have since left the municipality and developing a schedule of meetings for these structures.

11. Budget steering committee

The Mayor of the municipality appointed members of the executive committee chaired by the Budget and Treasury Portfolio head together with members of Senior management as well as the managers responsible for IDP and Budget within the municipality.

12. APPROVAL OF THE DRAFT IDP BY THE COUNCIL

This draft 2023-2024 IDP has been tabled to council for noting on the council meeting held on the 31st March 2023. This draft IDP will be published for public comments and consultations will be done in the form of IDP & Budget roadshows. Copies will be made available in key strategic accessible points for all interested stakeholders to read, make inputs and comments.

COUNCIL RESOLUTION ON NOTING OF THE DRAFT IDP

Winnie Madikizela-Mandela Local Municipality

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EXTRACT FROM MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON THE

DATE: 31 MARCH 2023
TIME: 10H00
VENUE: COUNCIL CHAMBER

7. EXECUTIVE COMMITTEE REPORTS

7.1. DRAFT INTEGRATED DEVELOPMENT PLAN (IDP) 2023/2024 FY

On the motion of Councillor NP Mavundla seconded by Councillor N Majova it was resolved that: -

- The Council **NOTES** the Draft Integrated Development Plan (IDP) for 2023-2024 Financial Year as submitted.

Signed

Cllr Z. Mhlwazi

Hon Speaker

WINNIE MADIKIZELA-MANDELA
LOCAL MUNICIPALITY
PO BOX 12 BIZANA 4800

31 MAR 2023

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