

SUNDAYS RIVER VALLEY LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN: 2025-2026 – 3rd Review



Sundays River Valley

Municipality

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EXECUTIVE SUMMARY



It is with great honour and appreciation that I table the **3rd Review of the 5-Year Integrated Development Plan (IDP)** for the Sundays River Valley Municipality (SRVM). This Strategic Plan was adopted by Council in 2022, following our democratic election to serve and represent our communities in this esteemed Council.

Since then, we have made significant progress in advancing infrastructure development and improving service delivery. Notably, recent months have seen encouraging stability in both the political and

executive leadership of SRVM, enabling us to strengthen our focus on implementation and community impact.

The Council has functioned effectively, and the municipality is currently implementing the following key projects in the 2024/2025 financial year:

- Upgrading of roads and stormwater systems in Enon-Beersheba
- Construction of a multipurpose sports and recreational facility in Nomathamsanqa, Addo
- Refurbishment of the Enon-Beersheba water borehole and sanitation systems
- Road and stormwater infrastructure development in Paterson
- Augmentation of the water reticulation network in Paterson
- Construction of bulk water reticulation in Molly Blackburn

While we acknowledge and celebrate our achievements, we must also confront areas requiring urgent improvement. The recent audit outcome is a cause for serious concern. It is imperative that management takes firm and decisive action to prevent any recurrence. As a Council, we must uphold accountability and ensure financial and operational integrity.

As we move forward, I call on all stakeholders to maintain our unity of purpose. Let us remain committed to delivering quality services and transforming the lives of the people of the Sundays River Valley.

I hereby table the **2025/2026 Draft IDP and Budget Review** for consideration by Council.

A handwritten signature in black ink, appearing to be 'S. Lucas', written over a white rectangular background.

MAYOR
MR.S. LUCAS

STATEMENT BY THE MUNICIPAL MANAGER



The Integrated Development Plan (IDP) is a key policy instrument mandated by Chapter 5 of the Municipal Systems Act, 2000, and serves as a framework for municipalities and their entities to plan and implement development in an integrated and coordinated manner. Central to the IDP is the alignment of government efforts across all spheres to address the needs and aspirations of local communities.

As the **Accounting Officer**, and on behalf of the **Executive Management**, I hereby present to the Mayor and Council the **second review of the 5-Year Strategic Plan** of the Sundays River Valley Municipality (SRVM). This review outlines both our progress and the persistent challenges encountered in the execution of our strategic goals. It also sets out our implementation plans and priorities for the **2025/2026 financial year**.

We close this financial year with a fully functional administrative and political structure. Key leadership positions have been filled, including that of the **Municipal Manager**, all **Directors**, and the **Chief Internal Auditor**. The position of **Manager: Strategic Services**, which became vacant due to retirement, is currently in the process of being advertised. During the final quarter, we are also establishing the **Disciplinary Board** and have completed appointments to the **Audit Committee**, ensuring critical oversight structures are in place, with participation from independent legal professionals.

However, one of the most significant setbacks this year is the **disclaimer audit opinion** received from the Auditor-General — the most adverse opinion possible. This outcome is deeply concerning and reflects ongoing issues that must be urgently addressed. It is an indictment on the institution as a whole, especially as this is not the first such opinion. We must collectively commit to restoring accountability, financial discipline, and compliance.

This year's planning and budgeting process unfolded under difficult national and global conditions. **Loadshedding and the broader economic crisis** have had a profound impact on the fiscal environment, influencing how municipalities, including SRVM, plan and allocate their resources. Despite these constraints, the **2025/2026 Draft Budget** has been carefully and consultatively developed. It reflects input from both internal departments and our external stakeholders through public participation processes. The budget is responsive to the developmental needs of our communities across all wards and aligns with the priorities articulated in this IDP Review.

The **Operating and Capital Budget Allocations** are informed by available funding streams, including internal revenue projections, the Equitable Share, and other grant allocations as outlined in the **2025/2026 Division of Revenue Act**.

I hereby present the **2025/2026 IDP and Budget Review** to Council for consideration and adoption.



MUNICIPAL MANAGER
MR. T KLAAS

Overview of the Municipality

SRVM is located in the Eastern Cape Province and is one of seven local municipalities within the Sarah Baartman District Municipality. It is a Category B municipality, operating under a collective executive system with a ward participatory system, in accordance with the Local Government: Municipal Structures Act (Act 117 of 1998). The municipality is situated approximately 50 kilometres from the Coega Industrial Development Zone within the Nelson Mandela Bay Metropolitan Municipality.

The Sundays River Valley Municipality spans an area of 5,995 km² and is known for its rich ecotourism and agricultural potential. Two key economic drivers in the region are the Addo Elephant National Park, a globally recognised conservation area, and the citrus farming industry, which positions SRVM as a leading citrus-producing region.

The valley experiences a semi-arid climate, with summer temperatures exceeding 40°C and annual rainfall ranging between 250mm and 500mm, distributed throughout the year. The topography includes broad, fertile floodplains and adjacent steep, less fertile slopes. Beyond the Sundays River itself, the municipality encompasses the areas of Paterson, the coastal belt, and regions west of Alexandria.

Main Economic Sectors

SRVM's economy is driven by the following sectors:

- **Community services**
- **Trade**
- **Finance**
- **Agriculture**
- **Transport**
- **Construction**

Major Population Centres

The municipality's population is concentrated in the following key towns:

1. **Addo**
2. **Nqweba (previously known as Kirkwood)** this is the administrative and political seat of SRVM
3. **Paterson**

Political and Administrative Headquarters:

The political and administrative seat of the Sundays River Valley Municipality is the town of Nqweba
23 Middle Street, Nqweba , 6120

Tel: 042 230 7770

Website: www.srvm.co.za

Home of the Addo Elephant Park

Satellite Offices

SRVM has satellite offices in Addo and Paterson they are managed by Office Coordinators who report to relevant line managers such as finance, the office of the municipal manager etc. Monthly reports are submitted by these satellite offices to the main office in Nqweba.

Vision

A people-centred municipality that provides efficient and effective services to its communities.

Mission

To deliver effective and efficient services in an accountable and transparent manner, while fostering an inclusive, safe, and sustainable socio-economic environment to improve the quality of life for all residents.

Core Values

- **Accountability**
- **Transparency**
- **Integrity & Honesty**
- **Community-Oriented**

Strategic Direction

The strategic direction of SRVM is guided by the **Constitution of the Republic of South Africa**, particularly **Sections 152 and 153**, which outline the role of local government within a developmental state. The following objectives inform the Municipality's approach:

- To ensure the **sustainable provision of services**
- To provide **democratic and accountable government** for all communities
- To promote **social and economic development**
- To promote a **safe and healthy environment**
- To give **priority to the basic needs of communities**
- To encourage the **active participation of communities and community organisations** in municipal affairs

To give effect to this mandate, SRVM has adopted the following **development priority areas**:

1. **Provision of Infrastructure and Basic Services**
2. **Local Economic Development**
3. **Community and Social Services**

4. Institutional Transformation and Organisational Development
5. Good Governance and Public Participation
6. Financial Viability and Management



1. CHAPTER ONE – PREPARATION PHASE

1.1. IDP OVERVIEW

The first and second generation of IDPs (2001 – 2006 and 2006 – 2011) focused on laying the foundation for systematic eradication of service backlogs. During the third generation of IDPs numerous challenges and weaknesses were experienced and identified in municipal IDPs. Of critical importance were:

- Poor alignment of municipal priorities, programmes, and plans with that of National and Provincial Governments
- Weak alignment between IDPs, municipal budgets and Service delivery and Budget Implementation Plans
- The inability of many municipalities to plan for services for which they are not directly responsible (e.g., safety and security, health, and education)
- Lack of public participation in the development of service delivery master (sector) plans
- The absence of long-range planning in municipalities outside metros and secondary cities

The fourth generation IDPs (2016-2022) focused on responding to new and emerging policy imperatives.

The fifth generation IDPs (2022-2027) focuses on the implementation of policy imperatives.

1.2. LEGISLATIVE FRAMEWORK

The primary policy and legislative developments guiding the development of IDPs include:

- The National Development Plan
- The Back to Basics Programme for municipalities (2014)
- The Integrated Urban Development Framework.
- The development of Built Environment Performance Plans by metropolitan municipalities
- The District Development Model (2019)

Legislative developments include:

- Spatial Land Use Development Framework Act No. 16 of 2013 (SPLUMA)
- National Land Transport Act No. 5 of 2009
- Department of Planning Monitoring and Evaluation (DPME)'s Draft Planning Framework Bill.

On the International front, important developments include the following:

- The African Union Launched Africa 2063 in 2014
- Sustainable Goals replaced the Millennium Development Goals
- National Urban Agenda; and
- The Paris Accord Addressing Climate Change

The **Constitution of the Republic of South Africa** outlines the type of local government needed in the context of a developmental state. Sections 152 and 153 of the constitution prescribe that local government should be in charge of the development process and municipal planning and describe the following objects of local government:

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

The **Municipal Systems Act (MSA) Act 32 of 2000** requires municipalities to develop Integrated Development Plans which should be single, inclusive, and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and the IDP should also be reviewed annually. In addition, the Act also stipulates the IDP process to be followed and the components to be included.

Section 34 of the Municipal Systems Act (32 of 2000) requires a Municipal Council:

(a) Must review its integrated development plan –

- I. *Annually in accordance with an assessment of its performance measurements in terms of section 4; and*
- II. *To the extent that changing circumstances so demand; and*

(b) May amend its integrated development plan in accordance with a prescribed process.

Section 21 (1) of the **Municipal Financial Management Act (MFMA) (Act 56 of 2003)** says that the Mayor of a municipality must –

(a) Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible.

(b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –

(i) The preparation, tabling, and approval of the annual budget.

(ii) The annual review of –

- *the integrated development plan in terms of section 34 of the Municipal Systems Act; and*
- *the budget-related policies.*

(iii) The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and

(iv) Any consultative processes forming part of the processes referred to in sub-paragraphs (i), (ii) and (iii)

Section 21(2) of the Municipal Finance Management Act **states** that, when preparing the annual budget, the Mayor of a municipality must:

- *take into account the municipality's Integrated Development Plan.*
- *take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.*
- *take into account the national budget, the relevant provincial budget, the national government's fiscal and macro-economic policy, the annual Division of Revenue Act, and any agreements reached in the Budget Forum.*

THE DRAFTING OF SRVM INTEGRATED DEVELOPMENT PLAN

The IDP document represents the strategic plan of the SRVM that guides and informs all planning and allocations of resources for the five-year period, 2022-27. It is informed by National and Provincial Governments priorities.

Guiding Parameters Policy Framework

In addition to the legislative framework, the Sundays River Valley Municipality must take into account a range of guiding policies and frameworks at the national, provincial, and district levels. These frameworks are interconnected and collectively aim to promote sustainable development. The key components of these policy directives are outlined below.

Sustainable Development Goals

The sustainable development goals replaced the millennium development goals. The Millennium Development Goals and targets stem from the Millennium Declaration by 189 countries in 2000 to work towards achieving economic and social development priorities which were subsequently termed Millennium Development Goals. These came to an end in 2015. Seventeen sustainable development goals have been put together for the next fifteen years to 2030.

South Africa is a signatory to that agreement. The SDG's have been embraced by Government and are aligned with the Medium-Term Strategic Framework, which outlines national government development priorities. The SRVM will consider the 17 sustainable development goals in its development agenda.

NATIONAL MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) -2019 -2024

The Medium Term Strategic Framework (MTSF) is a five year plan of government that is intended to implement the electoral mandate and National Development Plan Vision (2030).

The MTSF 2019-2024 will be implemented through seven priorities which are:

Priority 1: Building a capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

Priority 4: Consolidating the social wage through reliable and quality services

Priority 5: Spatial Integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

In implementing the MTSF government will factor in the interests of Women, Youth and People with Disabilities who are mainly affected by poverty, inequality and unemployment.

The MTSF 2019-2024 structure is therefore the following:

- Priorities
- 81 Outcomes
- 337 Interventions
- 561 Indicators

National Policy Directive – The National Spatial Development Perspective (NSDP)

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment
- Maximise overall social and economic impact of government development spending
- Provide a rigorous base for interpreting strategic direction

THE NATIONAL DEVELOPMENT PLAN

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

PROVINCIAL PLANNING PRIORITIES - Eastern Cape Vision 2030

The provincial vision and long-term plan are intended to mobilize all citizens and sectors of the Eastern Cape around a common vision. It sets the development agenda and priorities for the next 15 years (2015-2030), building on the Provincial Growth and Development Plan (PGDP) of 2004-2014.

The plan addresses the following priorities:

- Redistributive, inclusive, and spatially equitable economic development and growth
- Quality Health
- Education, Training & Innovation
- Institutional Capabilities

Home of the Addo Elephant Park

This set of priorities gives rise to the following five goals of the Vision 2030 PDP:

- Goal 1: A growing, inclusive, and equitable economy which seeks to ensure a larger and more efficient provincial economy; more employment; and reduced inequalities of income and wealth.
- Goal 2: A healthy population through an improved health care system for the Eastern Cape.
- Goal 3: An educated, innovative citizenry. This goal seeks to ensure that people are empowered to define their identity, are capable of sustaining their livelihoods, live healthy lives and raise healthy families, develop a just society and economy, and play an effective role in the politics and governance of their communities and nations.
- Goal 4: Vibrant communities. This goal seeks to generate a shift from the focus on state driven quantitative housing delivery that has trumped the need for people to make their own decisions, build their own livable places and transform spatial patterns as basis for vibrant and unified communities.
- Goal 5: Capable, conscientious, and accountable institutions. This goal seeks to build capable, resilient, and accountable institutions to enable and champion rapid inclusive development.

The Provincial Medium-Term strategic framework Priorities (P-MTSF)

These have been reorganized, and the sequence is now:

Priority 1: A Capable, Ethical and Developmental State

Priority 2: Economic Transformation and Job Creation

Priority 3: Education, Skills, and Health

Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

Priority 5: Spatial Integration, Human Settlements and Local Government

Priority 6: Social Cohesion and Safer Communities

Priority 7: A Better Africa and a Better World

District Development Model

The President in the 2019 Presidency Budget Speech (2019) identified the “pattern 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. The President further called for the rolling out of “a new integrated district based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...” The President is cognisant of the fact that such an approach will require that “National departments that have district- level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address”.

The District Level Model builds on the White Paper on Local Government (1998), which locates the role of local government as critical in “rebuilding local communities and environments, as the basis for a democratic, integrated, prosperous and truly non-racial society”. Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government to work jointly and to plan and act in unison. The model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan spheres together by all three spheres of government resulting in a single strategically focused Joined-Up plan (One Plan) for each of the 44 districts and 8 metropolitan geographic spaces in the country.

The One Plan will consist of the objectives, outputs, roles and responsibilities, and commitments in terms of which all spheres and departments as well as partners will have to act and against which they will be held accountable for prioritising resources and delivering results.

SBDM District Development Plan

The purpose of the Sarah Baartman District DDM One Plan is:

- i. To give effect to the **District Development Model (DDM)** approved by Cabinet as a practical method to improve service delivery and development impact in the Sarah Baartman District Municipality space through integrated planning, budgeting, and delivery by all three spheres of government working together with stakeholders and communities.
- ii. To localise and synergise the **National Development Plan (NDP)**, the Medium-Term Strategic Framework (MTSF), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the Sarah Baartman District Municipality;

THE STATE OF THE NATION ADDRESS 2025 : key points of the state of the nation address

1. Unity & the National Dialogue

Launching a National Dialogue, inviting all South Africans to define a shared 30-year vision. He emphasized unity amid diversity, urging empathy, pride, and collective determination to build "a nation that works for all"

2. Economic Growth & Job Creation

The government aims to exceed 3% GDP growth, backed by a modern industrial policy focused on localisation, digitisation, decarbonisation, and leveraging African Continental Free Trade Area gains.

A massive R940 billion (\$50 billion) infrastructure investment over three years will support this, alongside renewed SOE reforms targeting Eskom and Transnet

3. Energy & Water Security

Effective 300+ days without load-shedding mark progress from the Energy Action Plan. A competitive electricity market has been enabled by new legislation.

Government also secured R23 billion for seven major water infrastructure projects and announced the launch of a National Water Resource Infrastructure Agency

4. Public Sector & Digital Reform

A graduate recruitment scheme will infuse fresh talent into the public sector. Digital transformation includes a revamped gov.za portal and a nationwide digital ID system. Local government reform is underway, with municipal utilities being ring-fenced and a White Paper in progress.

5. Social Relief, Education & Health

Social grants, free water and electricity, and a new Social Relief of Distress Grant continue support for vulnerable groups.

Education highlights include an 87% matric pass rate, and renewed focus on early childhood, TVET, and tertiary institutions.

The National Health Insurance Bill is progressing through Parliament, alongside upgraded primary health facilities.

6. Public Integrity & Governance

Ethical, professional leadership. Asset forfeiture so far recouped funds (around R10 billion), and new SOE reform units and anti-corruption measures will strengthen governance.

7. Foreign Policy & Sovereignty

As G20 chair, the country will advocate on climate finance and African interests.

EASTERN CAPE STATE OF THE PROVINCE 2025 ADDRESS

The key themes and priorities highlighted in the **Eastern Cape State of the Province Address (SOPA)** delivered by Premier Lubabalo Oscar Mabuyane on **21 February 2025**:

1. Commemoration & Historical Foundations

The address opened with a solemn tribute to 14 peacekeepers from the Eastern Cape who died in the DRC, including Staff Sergeant William Cola. It also marked the 40th anniversaries of the Duncan Village and Langa massacres, and the assassination of liberation figure Joe Nzongo Gqabi, underscoring the province's ongoing journey from historical oppression to democracy.

2. Vision Rooted in the Freedom Charter

Inspired by the 70th anniversary of the Freedom Charter, the Premier emphasized consultation with ordinary citizens—especially marginalized groups like the deaf community—to guide provincial priorities. The collective message: "Let this five-year term yield real, visible progress quickly".

3. Strategic Priorities for the 7th Administration

Outlined as part of the Provincial Medium-Term Development Plan:

Priority	Focus
Inclusive growth & job creation	Investment in agriculture, manufacturing, oceans and digital economies, tourism
Reducing poverty & cost of living	Alleviation measures and improved service access
A capable, ethical, developmental state	Governance reform and institutional strengthening

4. Job Creation & Infrastructure Investment

- Target: create **100,000 new jobs** via Special Economic Zones, infrastructure expansion, and SME support
- Additional R70 million allocated to clear student debt in higher education
- SANRAL to upgrade **600 km of roads** next financial year—including key rural routes—and focus on human settlements and crime prevention.

5. Governance, Oversight & Ethics

- Reinforced commitment to anti-corruption measures and ethical leadership
- Provincial government aligned its Development Plan with national objectives—job growth, infrastructure, education, crime prevention, social cohesion, and ethical governance

Summary

Premier Mabuyane’s 2025 SOPA put bold emphasis on **developing economic opportunity, upgrading infrastructure, fostering inclusive governance, and honouring both historical sacrifice and democratic values**. The roadmap for the 7th administration is anchored in a three-pronged strategy: growth & jobs, poverty reduction, and a capable state—implemented with active public engagement and strong intergovernmental collaboration.

Back to Basics (B2B)

Local government has been a primary site for the delivery of services in South Africa since 1994. Tremendous progress has been achieved in delivering water, electricity, sanitation and refusing removal at a local level. These rates of delivery are unprecedented in worldwide terms. It is therefore important to understand where we are, where we can be and what must still be done. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right through the Back-to-Basics Programme.

The Programme is about serving the people at the basic level through the five pillars:

- Good governance
- Public Participation: Putting people first.
- Basic Services: Creating conditions for decent living.

- Sound financial management.
- Building Capable Institutions and Administrations

1.3 IDP / BUDGET FRAMEWORK AND PROCESS PLAN 2025/2026

SRVM adopted an IDP/Budget Schedule and a Municipal Framework Plan. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the timeframes of scheduled events/activities, coordinating structures involved in the process. The framework plan was adopted in August 2024 by the council.

The Integrated Development Planning process is a process of consultation, participation, and information sharing. Stakeholder involvement is the cornerstone of the review and refinement of the IDP. The vision for improved quality of life can be achieved through partnership with stakeholders. Section 23 of the Municipal Systems Act of 2000 requires municipalities to undertake developmentally orientated planning to ensure that it: -

Strives to achieve the objectives of local government set out in Section 152 of the Constitution
Gives effect to its developmental duties as required by Section 153 of the constitution, and together with other organs of state contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

PROCESS FOR PLANNING, DRAFTING, ADOPTING AND REVIEW OF INTEGRATED DEVELOPMENT PLANS

The process is explained in sections 27 – 34 of the Municipal Systems Act of 2000. The district municipality is required to develop a framework plan after consultation with local municipalities in its area.

- a) A framework plan binds both the district municipality and the local municipalities in the area of the district municipality, and must at least: -
- b) Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or any specific municipality.
- c) Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment
- d) Specify the principles to be applied and co-ordinate the approach to be adopted in terms of those matters; and
- e) Determine procedures –
 - (i) For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans, and
 - (ii) To affect the essential amendments to the framework

Adoption of process

Section 28 states the following:

Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. The municipality must give notice to the local community of particulars of the process it intends to follow.

ISSUES TO BE CONSIDERED FOR THE IDP REVIEW

- Consideration of the updated IDP guidelines
- Comments received from assessment of the 2024/25 IDPs.
- Consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans.
- Alignment of the national, provincial, district and local municipality’s priorities
- Alignment of budgets and sector specific plans and programs of provincial sector departments government with district and local municipality plans
- Community priorities

ORGANISATIONAL ARRANGEMENTS

Council	Approves the Process Plan and the IDP.
Mayor	Decide on the Process Plan and to make firm recommendations to Council. Chair meetings of IDP Forum.
Municipal manager	The Municipal Manager is responsible for managing, monitoring, and implementing the overall IDP process, assisted by the Strategic Support Manager, IDP Assistant Manager, the IDP Steering committee, and officials. The terms of reference include: <ul style="list-style-type: none"> • Preparing the process plan.
Council	Approves the Process Plan and the IDP



	<ul style="list-style-type: none"> • Undertaking the overall management and coordination of the planning process by: • Nominating people in charge of participation and involvement of all different role-players. • Ensuring that the time frames are being adhered to. • Ensuring that the planning process is horizontally and vertically aligned and complies with national and provincial requirements. • Ensuring that conditions for participation are provided. • Proper documentation of the results of the planning of the IDP document.
Directors	<ul style="list-style-type: none"> • Providing relevant technical, sector and financial information for analysis for determining priority issues. • Contributing technical expertise in the consideration and finalization of strategies and identification of projects. • Providing operational and capital budgetary information. • Being responsible for the preparation of project proposals, the integration of projects and sector programmes. • Being responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for local government for alignment.
IDP Steering Committee	<p>The IDP Steering Committee of SRVM assists the Municipal Manager in guiding the IDP process. It comprised the following members:</p> <p>Municipal Manager and Directors IDP/PMS practitioner, Strategic Manager</p> <p>The terms of reference of the IDP Steering Committee included the following:</p> <ul style="list-style-type: none"> • Providing terms of reference for the various planning activities. • Process and summarize documents and outputs. • Make content recommendations.

Council	Approves the Process Plan and the IDP.
	<ul style="list-style-type: none"> • Define the terms of reference for the IDP Representative Forum. • Inform the public about the establishment of the IDP Representative Forum. • Identify stakeholders to be part of the Forum in such a way that the public is well represented.
IDP Rep Forum	<p>The IDP Representative Forum is chaired by the Mayor as the organizational mechanism/platform for discussion, negotiation, and decision-making between stakeholders within the municipal area.</p> <p>The terms of reference for this structure include:</p> <ul style="list-style-type: none"> • Represent the interests of constituents in the IDP process. • Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and municipality. • Ensure communication between all the stakeholders' representatives. • Monitor the performance of the planning and implementation process.

MECHANISMS FOR PARTICIPATION

Chapter 4 of the Municipal Systems act requires municipalities to involve communities and stakeholders in the IDP Review process. The SRVM used the media (local newspaper), face book, WhatsApp, flyers, emails communication, loud-hailing, and word-of-mouth to inform stakeholders about the IDP Review.

IDP REPRESENTATIVE FORUM

The IDP Representative Forum will be as inclusive as possible to accommodate stakeholders. In an effort to ensure maximum engagement, the SRVM has earmarked a series of meetings for stakeholder engagement.

IDP/Budget Roadshows

The Mayor of the Municipality will embark on roadshows in the eight (8) wards of the municipality to consult communities on the IDP and Budget of the Municipality.

Media

Notice will be placed on local newspapers and the Municipal website to keep stakeholders informed on the approval and adoption of the IDP and Budget.

Council approval

The draft reviewed IDP and Budget will be submitted to the Council for approval on the 27th of June 2025 and the approved IDP and budget will be advertised in the Herald newspaper after it has been tabled.

1.4. MEC COMMENTS ON SRVM IDP 2024/2025

Table 2: MEC COMMENTS ON SRVM IDP 2024/2025

MEC COMMENTS KPA 1: SPATIAL PLANNING, LAND, HUMAN SETTLEMENTS AND ENVIRONMENTAL MANAGEMENT	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
The municipality must undertake a land audit and reflect a credible land audit report in the IDP.	spatial planning, land, human settlements and environmental management	The council has set aside a budget of R 1Million for the Land Audit study.	12 months
The municipal IDP must reflect management mechanisms in place for land invasion (e.g. invasion policy and by-laws)	spatial planning, land, human settlements and environmental management	Municipality will develop Land invasion policy through the COGTA land invasion guideline in the next financial year.	2025/2026
The municipality must provide information on any records of outstanding land claims that may hinder human settlements and socio-economic developments.	spatial planning, land, human settlements and environmental management	The municipality has no outstanding land claims.	
The municipal IDP must indicate the availability of an operational integrated Geo-Spatial Land Information System (GIS).	spatial planning, land, human settlements and environmental management	The municipality has been assisted by the Sarah Baartman District Municipality as a shared service.	
The municipality must reflect the contents of the housing sector plan in the IDP in relation to the Migration Plan.	spatial planning, land, human settlements and environmental management	The housing sector plan is outdated; Human Settlements has appointed Engineering Advice to review the Housing Sector Plan	2025 /2026
The municipality must indicate the units delivered through Finance Linked Individual Subsidy Programmes.	spatial planning, land, human settlements and environmental management	.	

The municipal IDP must reflect Community Residential Units.	spatial planning, land, human settlements and environmental management		
The municipality must provide information on the existence of a coordinated plan to leverage donor funding for climate change, particularly labor-intensive considering unemployment figures.	spatial planning, land, human settlements and environmental management	The municipality has requested the Sarah Baartman District Municipality and the DFFE to develop this plan	2026
The municipality must reflect evidence of an attempt to develop environment planning tools such as State of the Environment Reporting (SOER), Environmental Management Framework (EMFs), Coastal Management Plans, aquatic ecosystem, ecological infrastructure, wetlands bioregional plans and associated Environmental Management Plans (EMP).	spatial planning, land, human settlements and environmental management	The municipality will in the new financial year engage with the Sarah Baartman District Municipality to develop environmental planning tools	2025/2026
The municipality must indicate the availability of a plan for Coastal Zone Management	spatial planning, land, human settlements and environmental management	Plan is not yet in place	2026
The municipality must provide information on the existence and functionality of Municipal Coastal Committees.	spatial planning, land, human settlements and environmental management	Committees have not been established and will request SBDM and DFFE to assist	2026

KPA 2: Service Delivery and Infrastructure Planning

MEC COMMENTS KPA 2: Service Delivery and Infrastructure Planning	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
The municipality must indicate both primary and secondary schools within the area that have been affected by the school rationalisation and realignment process	KPA 2: Service Delivery and Infrastructure Planning	This is reflected in the 2025/2026 IDP	
The municipal IDP must reflect the number of functional /operating Early Childhood Development (ECD) Centres, their status of registration and those ECD centres that meet the norms and standards set by the Department of Social Development.	KPA 2: Service Delivery and Infrastructure Planning	This is reflected in the 2025/2026 IDP	
The municipality must reflect whether Disaster Risk Assessments for its area have been conducted.	KPA 2: Service Delivery and Infrastructure Planning	Reflected in IDP	
The municipality must incorporate its Disaster Risk Profile into the IDP	KPA 2: Service Delivery and Infrastructure Planning	Reflected in IDP	
The municipal IDP must reflect on a Disaster Management Plan inclusive of climate change risks and adaptation strategies.	KPA 2: Service Delivery and Infrastructure Planning	Reflected in IDP	
The municipal IDP must reflect its Disaster Risk Reduction Programmes and initiatives.	KPA 2: Service Delivery and Infrastructure Planning	Reflected in IDP	
The municipal IDP must indicate the budget allocation for ongoing disaster risk assessments.	KPA 2: Service Delivery and Infrastructure Planning		

The municipal IDP must reflect the budget set aside for disaster response in line with National Disaster Management Framework thresholds.	KPA 2: Service Delivery and Infrastructure Planning		
The municipality must indicate the existence of adequate firefighting and reserve vehicles including equipment to deal with fire risks.	KPA 2: Service Delivery and Infrastructure Planning	This has been reflected in the IDP	
The municipality must indicate whether a fire-safety by-law is in place and provide information on its implementation	KPA 2: Service Delivery and Infrastructure Planning	This is not in place and will be developed in the new financial year	
The municipality must indicate the availability of a Fire Service Tariff policy.	KPA 2: Service Delivery and Infrastructure Planning		
The municipal IDP must state whether a Fire Hydrant Maintenance Plan is in place.	KPA 2: Service Delivery and Infrastructure Planning	This is not in place and will be developed in the new financial year	
The municipality must reflect whether it has the National Energy Regulator of South Africa (NERSA) license or not.	KPA 2: Service Delivery and Infrastructure Planning	Yes, the municipality is licensed to distribute electricity in Kirkwood town only.	
The municipality must indicate the availability of electricity by-laws.	KPA 2: Service Delivery and Infrastructure Planning	The Municipality has adopted the electricity by-laws and are implemented.	
The municipality must develop a major electricity disruption contingency plan and reflect its existence in the IDP.	KPA 2: Service Delivery and Infrastructure Planning	The municipality has developed the electricity disruption contingency plan for the Municipality.	

KPA 3: Financial Planning and Budget

MEC COMMENTS KPA 3: Financial Planning and Budget	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
The municipality must indicate whether it has a separate bank account for conditional grants.	Finance	Yes, the LM has separate bank accounts	
The municipality must budget at least 8% for repairs and maintenance as per Circular 51 of the Municipal Finance Management Act (MFMA), No. 56 of 2003.	Finance	No, Maintenance plans must be developed Budget must be aligned to Maintenance Plan Financial constraints will limit achieving targets	
The municipality must reflect grants performance for the previous financial years and the plan for unspent grants.	Finance	No unspent grants from previous year	
The municipality must reflect 100% expenditure on its capital budget.	Finance	Limited cashflow, couldn't spend 100% on own funded capital project.	
The municipality must indicate whether it managed and reported on its conditional grants according to DoRA requirements in the previous financial year (utilised for intended purpose).	Finance	Yes	
The municipal IDP must state whether is ensured 100% expenditure of their grants (MIG etc.) in the previous financial year.	Finance	Yes	
The municipality must service its creditors as per the financial norms and standards.	Finance	Cashflow limitation prohibited us from achieving 30 days norm. Revenue enhancement strategy Improve Credit control efficiency	

The municipal IDP must incorporate a Service Delivery and Budget Implementation Plan (SDBIP) that reflects IDP Priorities, SDBIP objectives, strategies, projects, budget allocations, targets, indicators in respect of each project and timeframes.	Finance	Yes – Included in the IDP	
The municipal IDP must reflect the promulgation of the notice in terms of Section 49 of the Municipal Property Rates Act (MPRA), No. 6 of 2004 for public inspection of the valuation roll.	Finance	No	
The municipality must publish the property valuation roll on its website.	Finance	Yes, it has been uploaded on official website	
The municipal IDP must indicate the existence of a functional contract management system	Finance	No, SCM section to update contact management system	
The municipal IDP must indicate how it compiles and submits the reports on Section 71, Section 52d, Section 72 and Yearly Reports in accordance with the MFMA.	Finance	Reflected in IDP	
The municipality must reflect a Financial Plan and budget that makes provision for the costs of providing Free Basic Services (FBS) to registered indigents.	Finance	Reflected in IDP	
The municipal IDP must reflect the cost of Free Basic Services (indigents) for the last two years.	Finance	Reflected in IDP	

The municipality must establish an Indigent Steering Committee and maintain its functionality	Finance	Steering Committee in process of being established	
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MEC COMMENTS KPA 4: Local Economic Development (LED)	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	Time Frame
The municipality must have a valid local economic development strategy, adopted by the council and still within its valid 5-year implementation period.	(LED)	SRVM with the assistance of COGTA is currently updating its LED Strategy and this will be adopted by council in 2025	2025
The municipality's socio-economic analysis must clearly capture the demographics of the area.	(LED)	Reflected in the IDP	
The municipality's socio-economic analysis must also contain the percentage levels of employment/unemployment <i>(Disaggregate in terms of gender, age etc.)</i> .	(LED)	Reflected in the IDP	
The municipality's socio-economic analysis must reflect sector analysis in terms of Gross Value Added (GVA) and Employment.	(LED)	Reflected in the IDP	
The municipal economic analysis must capture income distribution and poverty levels in the municipal economy.	(LED)	Reflected in the IDP	
The municipal economic analysis must capture the education and skills profile of the municipality.	(LED)	Reflected in the IDP	

The municipal IDP must indicate empirical and statistical evidence to support the main development thrust with objectives.	(LED)	To be developed as part of LED Plan	
The municipal IDP must reflect the dedicated LED budget to implement prioritized LED programmes and initiatives	(LED)	SRVM has severe budget constraints and a dedicated budget for LED is not yet possible. Programmes are however run with other agencies and the municipality assistance with transport and catering for training programmes	
The municipal IDP must provide a set target for enterprise development support e.g., Small Medium Micro Enterprise (SMME), cooperatives and informal enterprises.	(LED)	To be developed as part of LED Plan	

MEC COMMENTS	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
KPA 5: Good Governance and Public Participation			
The municipality must adhere to the adopted IDP Process Plan	Good Governance and Public Participation	The IDP process plan was adopted in last year in August 2024 and for the next financial year will be adopted in August 2025.	August 2025
The municipality must have an approved public participation strategy/policy.	Good Governance and Public Participation	SRVM will embark on developing the policy and strategy this year	2026
The municipal IDP must clearly demonstrate public participation and/or community involvement during the IDP development processes.	Good Governance and Public Participation	Reflected in the IDP	
The municipal IDP must provide precise information on the functionality of war rooms.	Good Governance and Public Participation	War rooms are not functioning in SRVM	

The municipality must reflect its programmes to capacitate ward committees.	Good Governance and Public Participation	Reflected in IDP	
The municipality must have in place an institutionalised complaints management system and reflect its existence in the IDP.	Good Governance and Public Participation	Complaints management system to be developed.	2026
The municipality must develop a clear system for channeling petitions and reflect its existence in the IDP	Good Governance and Public Participation	System for channeling petitions to be developed	2026
The municipality must develop a Fraud and Corruption Prevention Policy/Plan and reflect it in the IDP.	Good Governance and Public Participation	Fraud Prevention Policy/Plan was adopted by the Council on 11 December 2024.	
The municipal IDP must provide information on the existence of functional and effective council committees.	Good Governance and Public Participation	The following Committees are in place and functional: MPAC, Audit & risk Committee, Finance, Admin and LED Standing Committee, Community Services Standing Committee, Infrastructure Standing Committee, Rules Committee (Newly established on 30 May 2025), Ward Committees.	
The municipality must institutionalise the District Development Model to ensure alignment of the IDP and the emerging District One Plan.	Good Governance and Public Participation	The Municipality has listed the projects that are going to be implemented in district development plan in the next three years.	
The municipal IDP must indicate the functionality and effectiveness of the structures that deal with the implementation of the code of ethics and the integrity management framework.	Good Governance and Public Participation		
The municipality's IDP must reflect the financial disclosures of senior municipal officials.	Good Governance and Public Participation	Financial Disclosures of Senior Managers are done annually as prescribed by legislation.	

The municipality must have a functional audit committee and MPAC.	Good Governance and Public Participation	SRVM has a functional Audit & risk Committee and MPAC. Both committees meet on a regular basis. Meetings are scheduled as per Council approved Calendar of dates.	
The municipality must have a functional Risk Management Committee	Good Governance and Public Participation	Risk Committee is combined with Audit Committee to form an Audit & risk Committee.	
The municipality must have a performance management committee.	Good Governance and Public Participation	Functional Audit, performance and risk committee in place.	
The municipality must have a Legal Service Officer/ Unit and reflect this in the IDP.	Good Governance and Public Participation	Legal Services has been delegated by the Municipal Manager to the Office of the Director of Corporate services. SRVM has appointed a Panel of attorneys that handle litigation on behalf of the Municipality.	
The municipal IDP must reflect an approved Audit Committee Charter.	Good Governance and Public Participation	SRVM has an audit committee charter however the new one will be tabled on the next financial year for 2025-2026	
The municipal IDP must reflect the improvements in the audit opinions of the municipality over the last three years (reflect on the improvement).	Good Governance and Public Participation	Improvements of Functional audit Committee, MPAC, Disciplinary board and developed and approved audit action plan and effective consequence management.	
The municipality must develop a policy on reasonable accommodation for persons with disability.	Good Governance and Public Participation	Policy to be developed	
The municipal IDP must reflect its Integrated Gender Based Violence & Femicide Prevention Programmes.	Good Governance and Public Participation		
The municipal IDP must clearly indicate the levels of crime including Gender Based Violence (GBV)	Good Governance and Public Participation	Reflected in IDP	
The municipality must develop programmes to reduce substance abuse and reflect these in the IDP.	Good Governance and Public Participation	The Wellness Policy reviewed on 30 May 2025 addresses the development of Programs that address the reduction of substance abuse.	
The municipality must put in place a resolution tracking mechanism that gives an indication of the status of the implementation of such resolutions and reflect this in the IDP.	Good Governance and Public Participation	A Resolution register for Council resolutions is in place and included in Council agendas. The register is updated after each meeting.	

The municipal IDP must indicate whether council and its structures are convened according to the adopted council calendar.	Good Governance and Public Participation	A calendar of meeting dates is drafted and approved by Council annually. Meetings are convening according to the dates.	
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MEC Comments KPA 6: Institutional Arrangements	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
The municipality must put in place mechanisms for the proper management of satellite offices and reflect this in the IDP.	Institutional Arrangements	Reflected in IDP	
The municipal IDP must reflect a council approved Organisational structure/organogram that aligns to the long-term development plans of the municipality (IDP), as well as the powers and functions of the municipality (<i>functional structure must be attached</i>).	Institutional Arrangements	Structure was approved by Council on 7 March 2025. Structure was found not to be compliant and COGTA on 13 May 2025 made certain recommendations in order for it to be compliant. Awaiting return of the signed document from Office of MEC in order to rectify and submit to Council.	
The municipal IDP must indicate the critical and scarce skills that are a challenge to the municipality.	Institutional Arrangements	The HR Manager and Finance Manager are been advertised and will be filled in the new financial year.	2025-2026
The municipality must develop strategies to promote and ensure employee wellness and reflect these in the IDP.	Institutional Arrangements	Wellness Policy in place. Reviewed on 30 May 2025 Addresses the development of Programs to promote employee wellness. Sport days and Health screenings etc are regularly arranged by the Wellness Office.	
The municipality must indicate whether it is compliant with Occupational Health and Safety statutory and policy requirements.	Institutional Arrangements	SRVM is not fully compliant with the requirements of the Act.	
The municipality must provide precise information on the existing	Institutional Arrangements	The individual employees have signed the performance agreements with the	

Individual Performance Management System (PMS).		employer, and they do have performance plans in place.	
The municipality must indicate how its Performance Management System (PMS) is implemented and cascaded to lower levels.	Institutional Arrangements	The performance management System is done manually for sec 57,56 managers and the cascading is implemented from the task grade 18 to task grade 10 in the Municipality in the next financial year it will be rolled out to task grade 9 to task grade 6 of the Municipality.	2025-2026 FY
The municipal IDP must reflect its Information Communication and Technology (ICT) policy framework.	Institutional Arrangements	ICT policies have reviewed and adopted by council by 30 May 2025. The adopted policies will be on an annual basis and/when it required. The adopted policies are as follows: <ul style="list-style-type: none"> • ICT Steering Committee(Terms of Reference) • ICT SLA Management Policy • ICT User Access Management Policy • Project Management Policy • ICT Business Continuity • Corporate Governance of ICT Charter 	
The municipality must reflect its Disaster Recovery Plan and its implementation in the ICT Policy.	Institutional Arrangements	The municipality has an adopted ICT Disaster Recovery Plan. Implementation and testing of the plan has not been conducted due to non-existence of the Disaster Recovery site. The municipality opted for a cloud solution which backups the workstations and servers of the municipality. The solution is automated which alerts the Systems Administrator on an unsuccessful backup.	
The municipal IDP must clearly indicate whether the municipality is compliant with the Records and Archive Act.	Institutional Arrangements	SRVM is not fully compliant with the Act. In order to move towards compliance, the necessary infrastructure, policies, strategies, procedures and systems will be put in place to ensure that records in all formats are managed in an integrated manner.	Training of all staff on EDMS – end of September 2025 EDMS Change management project – July 2025 Phase 1 of renovations of Registry – December 2025

			Aligning of Records Management Policy to Provincial Policy – July 2025
The municipality must conduct quarterly reviews.	Institutional Arrangements	The Municipality conducts its quarterly performance reviews for directors (informally and Formal reviews) but not for the other grades in terms of performance reviews.	

MEC Overall Rating of SRVM IDP 2024/2025

Table 3

Key Performance Areas (KPA)	Ratings 2022/2023 IDP Assessment	Ratings 2023/2024 IDP Assessment	Ratings 2024/2025 IDP Assessment
KPA 1: Spatial Planning, Land, Human Settlements & Environmental Management	Medium	High	Medium
KPA 2: Service Delivery & Infrastructure Planning	Medium	Medium	Basic
KPA 3: Financial Planning & Budgets	High	Medium	Basic
KPA 4: Local Economic Development (LED)	High	High	Basic
KPA 5: Good Governance & Public Participation	High	High	Basic
KPA 6: Institutional Arrangements	High	High	Basic
Overall Rating	High	High	Basic

1.5. Process of Reviewing the IDP

The municipality has produced an integrated timetable of activities which include the IDP, Budget, Performance Management, and annual reporting. The extract below is relevant to the IDP and budget processes. A detailed table of activities for reviewing the 2025/2026 IDP, associated legislation and responsibility for each activity is as follows.

IDP/Budget Process plan progress Report: The IDP process plan was adopted on August in 2024 by the Council of SRVM.

Deliverable /Activity	Responsibility	July				August				September			
		1	2	3	4	1	2	3	4	1	2	3	4
Development of IDP Framework /Process Plan/Budget schedule July 2024	Development Planner												
IDP Steering Committee meeting (August 2024)	IDP/Budget/PMS Steering Committee												
Tabling of IDP Framework Plan/Budget schedule to EXCO Committee (August 2024)	EXCO Committee												
Council adopts IDP Framework Plan/Budget Schedule (AUGUST 2024)	Council												
Advertise IDP Framework/Process Plan/Budget Schedule at local municipal offices and on the SBDM website August 2024	Development Planner												
Consultation with stakeholders on the IDP Process IDP REP FORUM (SEPTEMBER 2024)	Development Planner												
CBP rolls out in local municipalities September 2024	IDP Managers												

Deliverable/Activity	Responsibility	October				November				December			
		1	2	3	4	1	2	3	4	1	2	3	4
Community Based Planning roll- out in seven local municipalities	IDP Managers												
Situational analysis – municipal wide analysis	Strategic Service Manager and Management												
Review of objectives and strategies	IDP/Budget/PMS Steering Committee.												
Compile Draft projects November /December 2024	All Directors												
The council finalises tariffs (rates and service charges) policies for next financial year. MSA s74,75 December 2024	Council												
Accounting officers and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account the previous year's performance s per audited financial statements December 2024	Accounting Officer and senior officials												

Deliverable /Activity	Responsibility	January				February				March			
		1	2	3	4	1	2	3	4	1	2	3	4
Finalization of draft projects /alignment with budget January 2025	All Directorates												
IDP/Budget Steering Committee meeting to consider first draft (January 2025)	IDP/Budget/PMS Steering Committee												
Mid-year Budget Engagement February 2025	Finance												
Consultation with stakeholders on the IDP Process IDP REP FORUM (FEBRUARY 2025)	Mayor and Ward Councilors												
IDP/Budget Steering Committee Meeting (February 2025)	IDP/Budget/PMS Steering Committee												
EXCO Committee considers Draft IDP & Budget (March 2025)	MPAC Chairperson and Council												
Tabling of Draft IDP to Council (March 2025)	Council												

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Deliverable /Activity	Responsibility	April				May				June			
		1	2	3	4	1	2	3	4	1	2	3	4
Stakeholder consultation on Draft IDP/Budget, Sector Alignment. (April 2025)	Strategic Service Manager												
IDP/Budget Representative Forum (April 2025)	Strategic Service Manager												
Draft Budget Engagement April 2025	Finance												
Refinement of Draft IDP/Budget April/May 2025	Strategic Service Manager, Finance												
IDP/Budget Steering Committee Meeting (April 2025)	IDP/Budget/PMS Steering Committee												
EXCO Committee considers Draft IDP & Budget (May 2025)	IDP/Budget/PMS Steering Committee												
Stakeholder consultation. IDP Rep Forum (May 2025)	IDP/Budget/PMS Steering Committee												
Council approves IDP and Budget (May 2025)	Council												
Publication of approved IDP/Budget on the website and local newspaper (May & June 2025)	Strategic Services Manager, Finance												
Mayor must approve SDBIP within 28 Days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s57(2) of the MSA.	Mayor												
The council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59 – 65 June 2025	Council												

2. Chapter Two – Situational Analysis

2.1. DEMOGRAPHIC PROFILE

2.1.1. Introduction

The analysis section is the cornerstone of the IDP. It provides an assessment of the existing level of development in the municipality. This session analyses the internal and external environmental trends and provides reliable information that may have a potential impact on the attainment of the municipality's mission and objectives. It focuses on the type of problems faced by the people of Sundays River Valley. The analysis considers people's perceptions of their problems, but also facts and figures. The analysis is structured according to the five (5) key performance areas which are premised by the demographic profile. The section is structured as follows:

- Demographic Profile
- Basic services and Infrastructure
- Local Economic Development
- Institutional Transformation and Organizational Development
- Good Governance and Public Participation
- Financial Viability and Management

In order to properly plan for the development of the SRVM, it is critical to understand the needs of the Sunday's River Valley population, its relevant demographics as well as the anticipated trends in development for the 2025/26 financial year.

2.1.2. Description of the municipal area

SRVM is located in the Eastern Cape Province and is one of seven local municipalities within the Sarah Baartman District Municipality. It is a Category B municipality, operating under a collective executive system with a ward participatory system, in accordance with the Local Government: Municipal Structures Act (Act 117 of 1998). The municipality is situated approximately 50 kilometres from the Coega Industrial Development Zone within the Nelson Mandela Bay Metropolitan Municipality.

The Sundays River Valley Municipality spans an area of 5,995 km² and is known for its rich ecotourism and agricultural potential. Two key economic drivers in the region are the Addo Elephant National Park, a globally recognised conservation area, and the citrus farming industry, which positions SRVM as a leading citrus-producing region.

The valley experiences a semi-arid climate, with summer temperatures exceeding 40°C and annual rainfall ranging between 250mm and 500mm, distributed throughout the year. The topography includes broad, fertile floodplains and adjacent steep, less fertile slopes. Beyond the Sundays River itself, the municipality encompasses the areas of Paterson, the coastal belt, and regions west of Alexandria.

2.1.3. Population Profile

The source used for data is accredited and has references. Most of the data is recent. The following are the sources of data:

- Census 2022
- Stats SA 2016 Community Survey
- ECSECC 2016
- QUANTEC 2021
- Stats SA 2011

Demographic Information

	2022 CENSUS 2022	2016 Community Survey	2011 CENSUS 2011
Population	53 256	59 793	54 504
Age Structure			
Population under 15	24.1%	29.1%	26.7%
Population 15 to 64	70.3%	66.5%	68.0%
Population over 65	5.6%	4.3%	5.2%
Dependency Ratio			
Per 100 (15-64)	42.2	50.3	47.0
Sex Ratio			
Males per 100 females	96.5	108.7	103.8

	2022 CENSUS 2022	2016 Community Survey	2011 CENSUS 2011
Population Growth			
Per annum	-0.22%	2.10%	n/a
Labour Market			
Unemployment rate (official)	n/a	n/a	15.0%
Youth unemployment rate (official) 15-34	n/a	n/a	18.8%
Education (aged 20 +)			
No schooling	5.4%	5.8%	8.8%
Matric	n/a	15.5%	15.2%
Higher education	3.3%	1.5%	3.7%
Household Dynamics			
Households	19 017	17 221	14 749
Average household size	2.8	3.5	3.7
Female headed households	n/a	34.8%	34.9%
Formal dwellings	87.8%	84.2%	84.6%
Housing owned	n/a	30.5%	44.3%
Household Services			
Flush toilet connected to sewerage	81.5%	65.0%	58.7%
Weekly refuse removal	77.1%	61.6%	61.2%

	2022 CENSUS 2022	2016 Community Survey	2011 CENSUS 2011
Piped water inside dwelling	55.3%	30.9%	32.3%
Electricity for lighting	94.4%	89.6%	79.8%

Key trend data

The table provides demographic and socio-economic data comparing statistics from 2022 to those from 2011. Interpretation of the key trends:

Population

The population size of Sundays River Valley Municipality decreased by 12.5%.

Age Distribution

The number of young children (0-14 years) decreased from 26.7% in 2011 to 24.1% in 2022; the working age population remained fairly stable with a slight increase from 68% in 2011 to 70.3% in 2022 and the elderly population remained stable with a slight increase from 5.2% in 2011 to 5.6% in 2022.

Dependency Ratio

The dependency ratio decreased from 47 in 2011 to 42,2 in 2022, indicating a decrease in the ratio of dependent individuals (young children and the elderly) to the working age population.

Sex Ratio

The sex ratio decreased from 103,8 in 2011 to 96,5 in 2022 indicating a decrease in the number of males per 100 females in the population.

Education

The number of people with 'no schooling' decreased from 8.8% in 2011 to 5.4% in 2022; the number of people in higher education unfortunately dropped from 3,7% in 2011 to 3,3% in 2022.

Households

The number of households increased significantly by 29% while the household size saw a decrease from 3,7 in 2011 to 2,8 in 2022.

Housing and Infrastructure

The number of formal dwellings increased from 84.6% in 2011 to 87.8% in 2022.

Access increased for all of the following: flush toilets (58.7% 2011 to 81.3% in 2022); weekly refuse (61.2% in 2011 to 77.1% in 2022); access to piped water (32.3% in 2011 to 55.3% in 2022) and electricity for lighting (79.8% in 2011 to 94.4% in 2022).

Population Group: Stats SA Census 2022

Population Group (C 2022)	
Black African	38,549
White	2,258
Asian	121
Coloured	10,736
Another group	1,571

Table 6: Population by Race: Stats SA (2022)

The population group is constituted by 72,4% black Africans, 20,2% coloured and less than 4,2% for Whites and other 3%.

Population by Gender

Gender (2022)	
Males	26,157
Females	27,099

Table 7: Population by Gender: Census 2022

The population by gender is constituted by more males at 50,9% than females at 49,1%. This could be the in-migration of men in the valley for seasonal work.

Table 8: Population by Highest Education Levels: Stats SA community survey

Education level	Number
No Schooling	6819
Grade 0 – 5	16466
Grade 6 – 11	28372
Grade 12	5831
N4	51
N5	2

N6	30
Diploma	324
Bachelor's Degree	88
Honors	27
Masters	36
Other	269
Do not know	1224
Unspecified	232
TOTAL	59794

This table indicates that 75% of the total population have no grade 12 (no matric).

Only 10% of the population has matric (grade 12). Less than 15% have further education.

The youthful population suggests a need for prioritization of skills development and employment creation initiatives for youth.

South African Social Security Grant Recipients in SRVM



Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants		
KIRKWOOD/ADDO LOCAL OFFICE	260200	Old Age Grant		3 042		R6 357 780	3 042	
			> 75 Years	710		R1 498 100	710	
		Disability Grant	Permanent Disability	1 373		R2 869 570	1 373	
			Temporary Disability	181		R378 290	181	
		Foster Care Grant			316	R357 080	316	
		Grant-In-Aid		347		R176 970	347	
		Care Dependency Grant			138	R288 420	138	
		Child Support Grant	(< 1 Year)			533	R271 830	533
			(1 Year)			795	R405 450	795
			(2 Years)			804	R410 040	804
			(3 Years)			841	R428 910	841
			(4 Years)			797	R406 470	797
			(5 Years)			791	R403 410	791
			(6 Years)			725	R369 750	725
			(7 Years)			669	R341 190	669
			(8 Years)			782	R398 820	782
			(9 Years)			823	R419 730	823
(10 Years)				793	R404 430	793		
(11 Years)				792	R403 920	792		
(12 Years)			861	R439 110	861			

		(13 Years)		771	R393 210	771
		(14 Years)		835	R425 850	835
		(15 Years)		820	R418 200	820
		(16 Years)		824	R420 240	824
		(17 Years)		748	R381 480	748
	Total		5 653	14 458	R19 068 250	20 111

An average of twenty thousand and one hundred and eleven people receive grants from SASSA monthly in SRVM. Five thousand six hundred and fifty three adults receive grants and fourteen thousand four hundred and fifty eight children are grant beneficiaries. Approximately R 19 million a month is distributed to recipients in SRVM or R 228 million a year is distributed to grant recipients, this constitutes a major contributor to the SRVM economy.

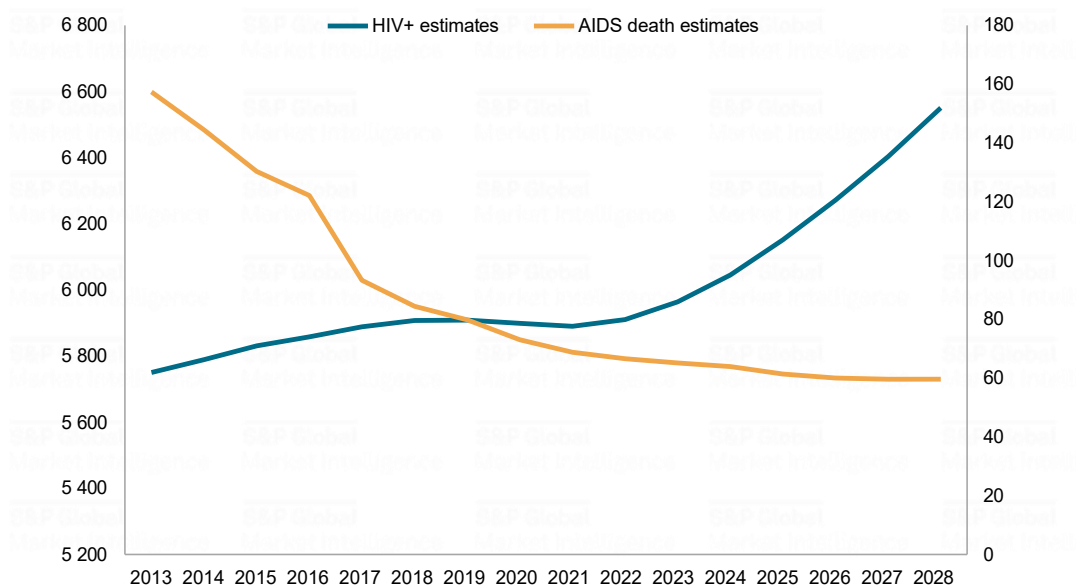
2.1.4.HIV AND HIV ESTIMATES

In 2023, 5 960 people in the Sundays River Valley Local Municipality were infected with HIV/AIDS. This reflects an increase at an average annual rate of 0.37% since 2013, and in 2023 represented 12.02% of the local municipality's total population. The Sarah Baartman District Municipality had an average annual growth rate of 1.48% from 2013 to 2023 in the number of people infected with HIV, which is higher than that of the Sundays River Valley Local Municipality.

The number of infections in the Eastern Cape Province increased from 664,000 in 2013 to 791,000 in 2023. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2013 to 2023 with an average annual growth rate of 2.42%.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	S Riv a p
2013	5,750	38,600	664,000	6,080,000	14.9%	
2014	5,790	39,100	673,000	6,210,000	14.8%	
2015	5,830	39,700	685,000	6,350,000	14.7%	
2016	5,860	40,300	695,000	6,490,000	14.6%	
2017	5,890	40,900	708,000	6,650,000	14.4%	
2018	5,910	41,400	722,000	6,820,000	14.3%	
2019	5,910	41,900	735,000	7,000,000	14.1%	
2020	5,900	42,300	748,000	7,170,000	13.9%	
2021	5,890	42,900	760,000	7,340,000	13.7%	
2022	5,910	43,700	774,000	7,520,000	13.5%	
2023	5,960	44,700	791,000	7,730,000	13.3%	
Average Annual growth						
2013-2023	0.37%	1.48%	1.77%	2.42%		

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global.

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 157 in 2013 and 65 for 2023. This number denotes a decrease from 2013 to 2023 with a high average annual rate of -8.43% (or -92 people). For the year 2023, they represented 0.13% of the total population of the entire local municipality

2.2. KEY PERFORMANCE AREA: Infrastructure and Basic Services

The municipality has developed an infrastructure maintenance plan that is used to source funding for maintenance. A limited amount is allocated to maintenance from the municipality's own budget.

The municipality does have an emergency procurement plan; it was implemented in the 2024/25 financial year. This section deals with the assessment of existing levels of development within Sundays River Valley Municipality including service backlogs, problem areas, opportunities, strengths as well as risk areas.

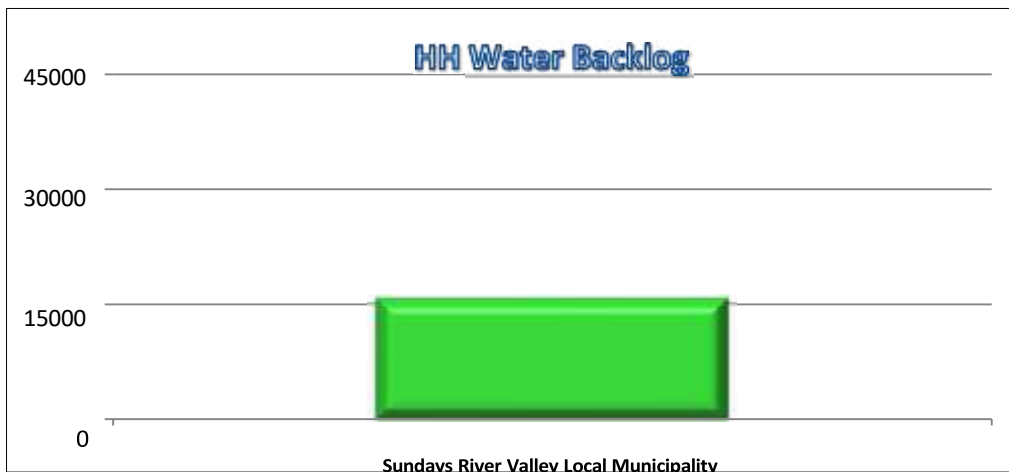
The following are priority problems that need to be addressed as a matter of urgency.

- Old, dilapidated, and Irreparable infrastructure
- Poorly planned, poorly designed infrastructure (with inherent challenges)
- Improperly/Poorly installed infrastructure (with inherent challenges)
- Undersized infrastructure (due to poor planning for expansion)
- Neglected infrastructure (due to poor or no maintenance resulting in failures or due to insufficient finances to eradicate the backlog)
- Services provided at a loss resulting in loss of revenue due to water losses and illegal electricity connections.
- Vandalism to water treatment works
- Repairs and upgrade to water and sanitation infrastructure
- Repairs and maintenance to surfaced and gravel roads.

2.2.1 Water Service Authority Socio Economic Situation

The Municipality is a water services authority but is not compliant with legislation wherein a Water Services Development Plan must be developed. Due to financial constraints the WSDP cannot be developed yet. There are approximately 53044 people within 17222 households (HH) residing within the Sunday's River Valley Local Municipality. The average number of people per HH is 3,5. The water backlog has been eradicated in small farming communities that do not have access to basic water supply. The sanitation backlog is insignificant with only 10% of the households still having a backlog which is associated with the informal areas. The challenges the Municipality is facing are related to ageing infrastructure and the household's ability to pay for water services.

	Sunday's River Valley Local Municipality	
Communities	8	
HHs	17 222	
Population	53 044	
Avg HH Size	3,5	
		% HH with a Backlog
Water Backlog	1 908 (informal settlements)	11%
Sanitation Backlog	1 633	9%



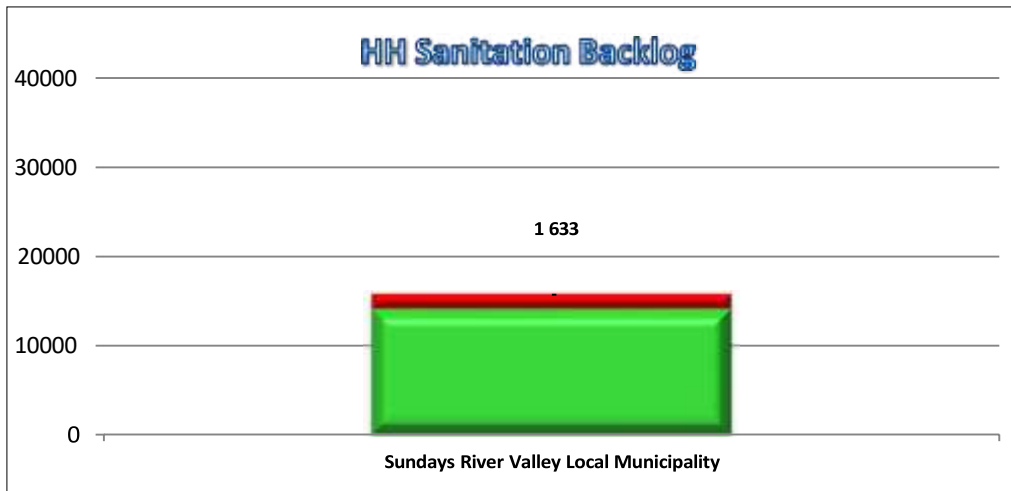


Figure 5: Household Sanitation Backlog

		Sunday's River Valley Local Municipality
Water Security	Groundwater (No. of BH with yield >5l/s)	0
	Surface water (No. of dams)	4
	Water Demand (Ml/day)	
	2015	10,52
	2020	11,55
	2025	12,62
	2030	13,49
	2035	14,41

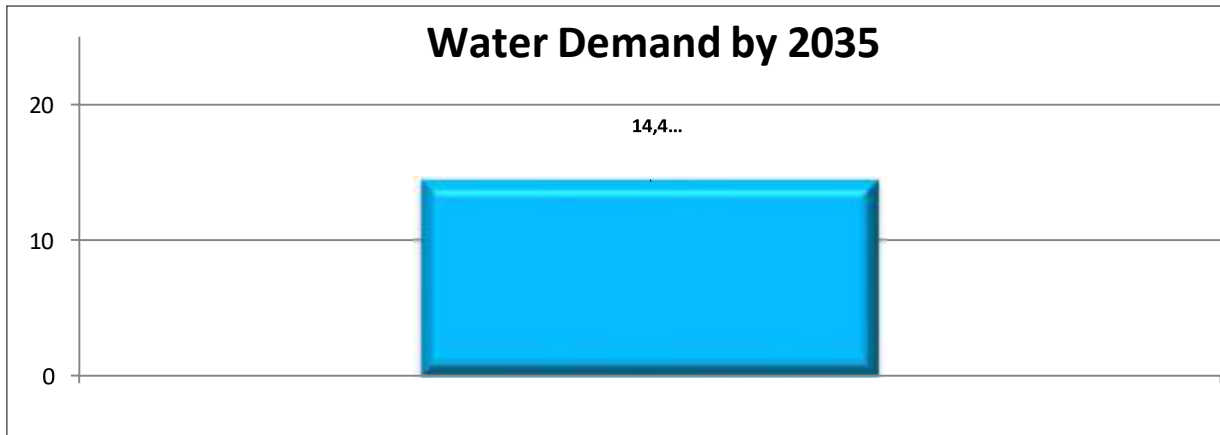


Figure 6: Water Demand By 2035

2.2.2 Functionality of Existing Infrastructure

There are approximately 6 water supply schemes and 4 sanitation schemes within Sunday's River Valley Local Municipality aiming to serve the people at and above RDP standard and comprises of 88 km of bulk pipelines, 19 reservoirs and 18 pump stations. There are 7 Water Treatment Works (WTW) and 4 Wastewater Treatment Works (WwTW) within the WSA. No work has been accredited with blue or green drop certification. None of the total number of water supply schemes or the sanitation schemes are fully operational and have no refurbishment or upgrade requirements.

Approximately 12% of the total number of infrastructure components have reached their useful life and 20% are in need of refurbishment. Based on the information provided, the capital required to refurbish dilapidated infrastructure is estimated at R 419 million. The annual O&M budget required to ensure the operation of existing infrastructure is R38 million. It is therefore of the utmost importance that WSAs have relevant and recent asset registers in place as well as proper documented O&M procedures.

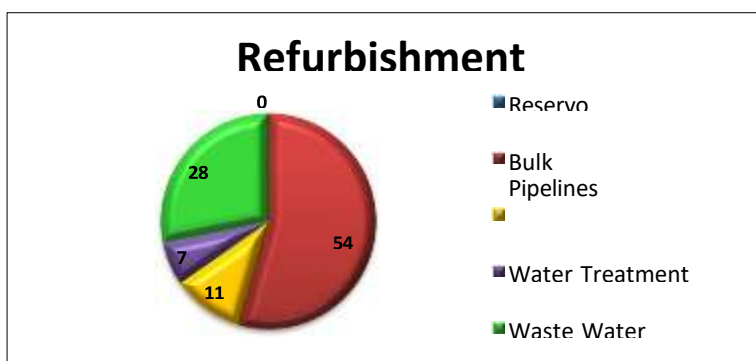
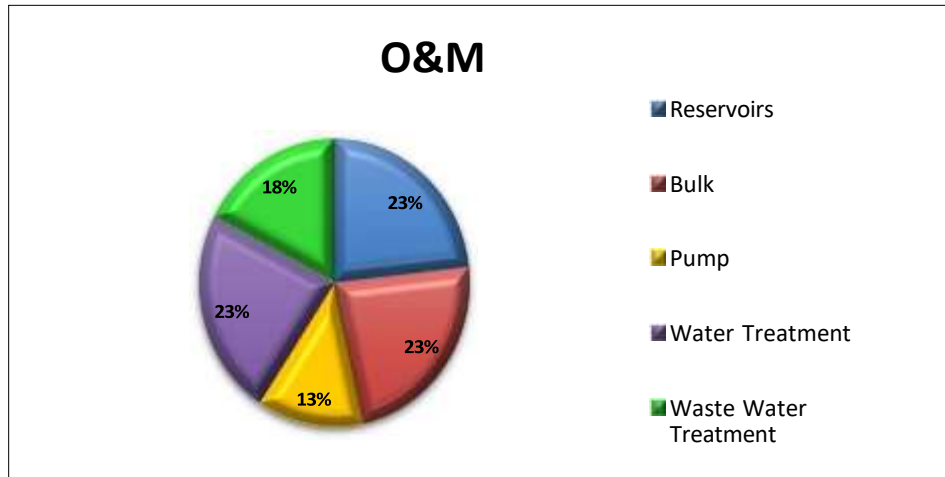


Table 9: Functionality of Existing Water Infrastructure



Sundays River Valley Municipality is a Water Service Authority (WSA) and is responsible for ensuring compliance with the Water Services Act 108 (1997). As a Water Service Authority, SRVM is responsible for ensuring that efficient, affordable, economical, and sustainable water services are accessible to all its residents.

2.2.3. Electricity Backlogs

Due to the growing citrus industry and subsequent growth of the Valley population there has been strain on the bulk and reticulation system of electricity in formal areas. In informal areas there is a vast need for electrification to a basic level of service. Informal settlements have grown, and high mast lights are required in all the wards, and this is the direct cause of the high crime rate at night

The Municipality’s areas of jurisdiction for electrical infrastructure are Nqweba (Kirkwood), Bergsig, and Aqua Park. The outlying areas are serviced by ESKOM. The Municipality was assisted by Vokon Africa to develop an electricity master plan that focuses on restructuring the electrical infrastructure in a way that will provide safety to operational staff, the public as well as electrical infrastructure that is capable of stimulating growth for the area.

Alternative sources of energy

The municipality has advertised the services of a professional service provider to explore the need for alternative energy infrastructure. It must also be noted that EIA’s and investigations by private sector actors are being done along the coastal areas between Nanaga and Alexandria for the suitability of wind turbines. Also, solar- powered geysers are installed in some areas, the rollout for these has been hampered by poor workmanship and slow progress. This notwithstanding, the Municipality has all intentions of rectifying the situation.

2.2.4. Roads and Stormwater

background

There is insufficient funding to sustain a network of 139km of roads, as a result, the backlog is increasing leading to a need for substantial financial injection. Sources of funding like MIG has been used to try and mitigate the backlog of roads and stormwater construction in the Valley and other funding like Small Towns Revitalisation by the Office of the Premier in the past, Where the Office of the Premier implemented the Rural Towns revitalization programme in Nqweba (Kirkwood), Aquapark, Bergsig and Moses Mabida. The Office of Premier has managed to eradicate at least 7km of backlog since inception.

In 2023 SANRAL has also been in the valley with the construction of the R337 road that passes through Kirkwood/Town all the way to Addo/Valencia/Paterson and part of SANRAL's commitments are Community development initiatives in which the Municipality has identified critical roads that need to be constructed due to high level use by the communities in the area. The Municipal official has access on the RRAMS system developed by the district Municipality for Local Municipalities. The Municipality does have a three-year capital plan inclusive of roads and Storm water project and is reflected on page 97 to 98 on the IDP document.

The municipality has a Roads Master Plan, and it is used as a tool to lobby funding. National Treasury through grants has managed to eradicate at least 3,8km of Rural Access Roads in Paterson, Addo, Moses Mabida and Emsengeni to date. There are roads projects that will be implemented through MIG in 2025/26 financial year. These will be the upgrading of Enon Bersheba storm water, Emsengeni taxi-loop and Paterson roads projects. The Municipality does have a Maintenance budget from our own internal funding and also the budget from department of Expanded public works programme. The Municipality does have asset management plan through Project implementation plan (PIP) develop by PMU section. SANRAL in the 2025-2026 financial year will construct the road from Addo to Motherwell and will develop other roads from the valley in likes of Zuurberg roads and Paterson roads.

Road Network

The road network within the Sundays River Valley Local Municipal Area falls under the jurisdiction of three (3) authorities, namely: South African National Roads Agency Limited (SANRAL), who is responsible for National Route R75, R336 and R335, which traverses the area. Eastern Cape Department of Transport, who is responsible for provincial trunk, main, district and minor roads within the area; and the SRVLM, who is responsible for all municipal roads.

The paved and unpaved road network within the Sundays River Valley Local Municipal Area, together with the relevant road authority, is indicated in **Table 1** and **Figure 1** below.

Table 1: Length of Road by Authority in the Sundays River Valley Local Municipal Area

Road Authority	Road Length (km)	Percentage
National (SANRAL)	274.0	14.4%
Provincial	1 485.8	78.2%
Sub-Total	1 759.8	92.7%
Municipal (Sundays River Valley LM)		
Addo	50.0	2.6%
Bontrug	30.1	1.6%
Enon	13.8	0.7%
Kirkwood	19.0	1.0%
Paterson	24.3	1.3%
Other	2.2	0.1%
Sub-Total	139.3	7.3%
Total	1899.1	100.0%

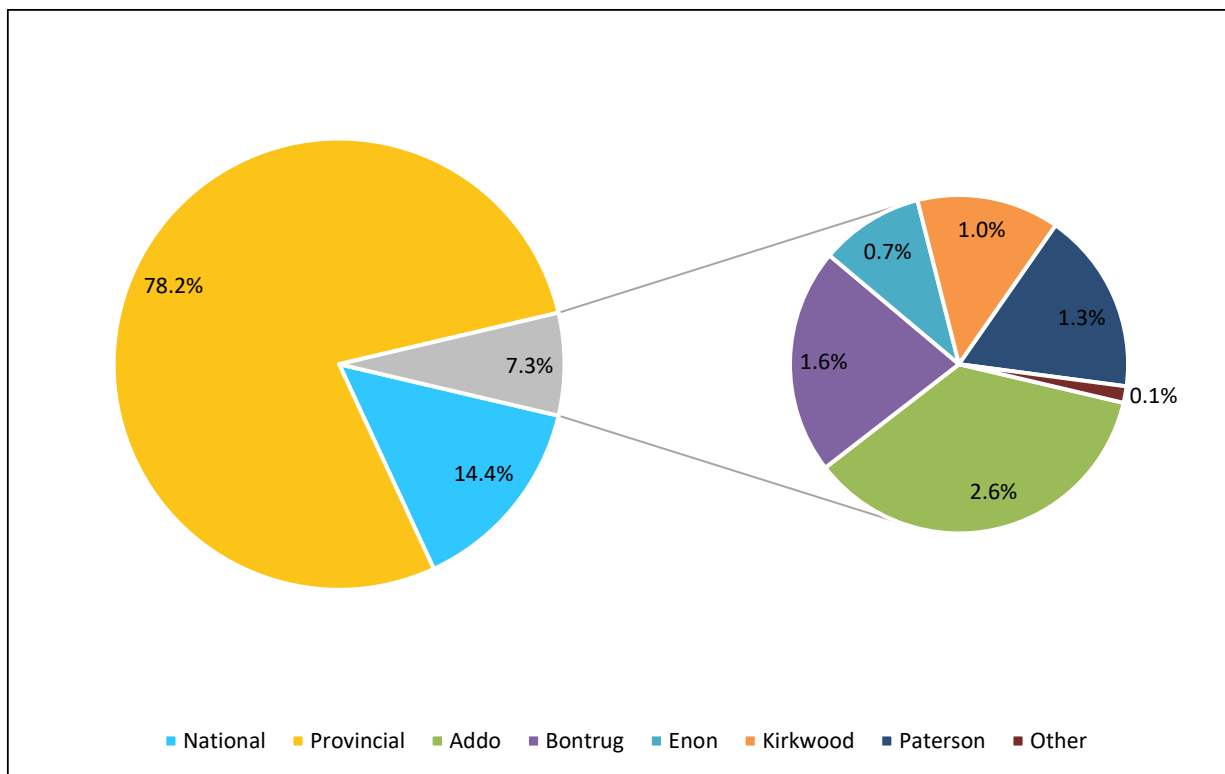


Figure 1: Length of Road (%) by Authority in the Sundays River Valley Local Municipal Area Municipal Road Network

The total road network within the Sundays River Valley Local Municipal Area and under the jurisdiction of the municipality consists of **139.3km**, of which **42.7km (or 30.6%)** are Paved roads.

Paved roads comprise flexible (tar), block and concrete roads. Unpaved roads comprise gravel and earth (in-situ) roads as well as tracks.

Table 2 and Figure 3 below indicate the length of the road network under the jurisdiction of the SRVLM by Road Type.

Table 2: Length of Road (km) per Surface by Town

Town	Municipal Road Length (km)		
	Paved	Unpaved	Total
Addo	8.8	41.2	50.0
Bontrug	6.5	23.6	30.1
Enon	4.4	9.4	13.8
Kirkwood	15.2	3.8	19.0
Paterson	7.5	16.8	24.3
Other	0.2	2.0	2.2
Total	42.7	96.7	139.3
Percentage	30.6%	69.4%	100.0%

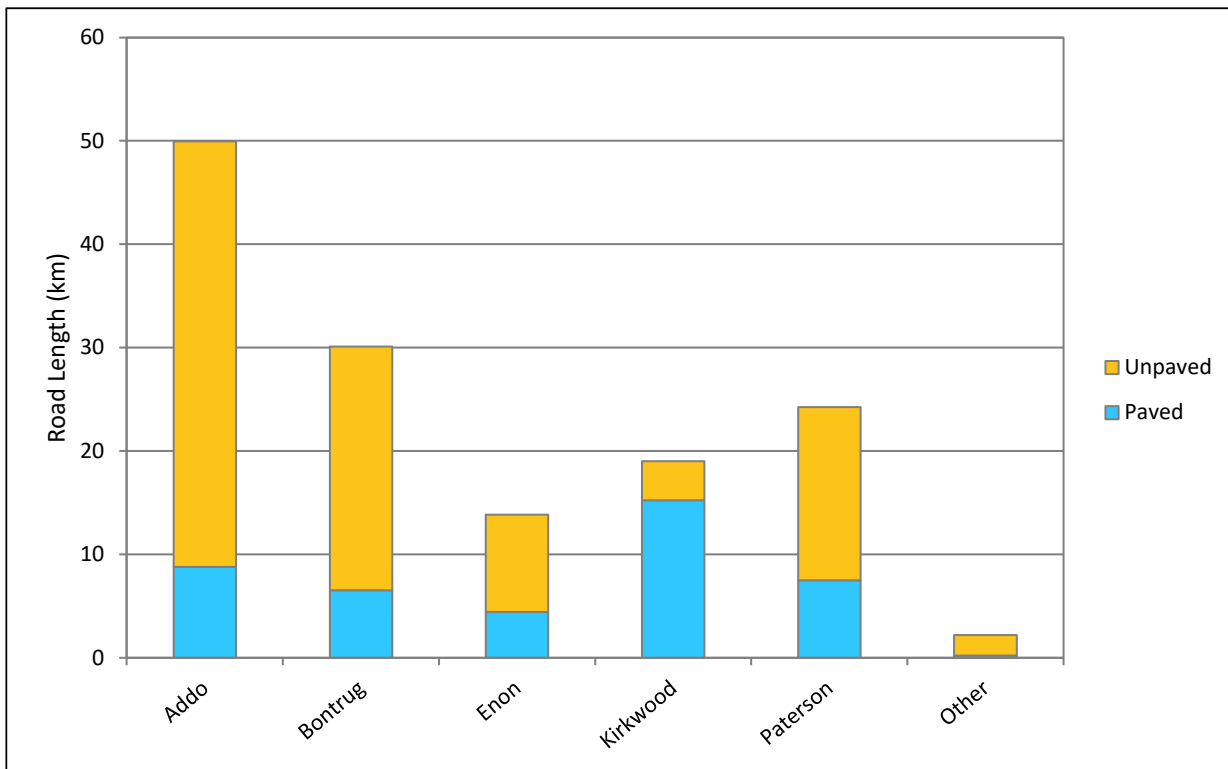
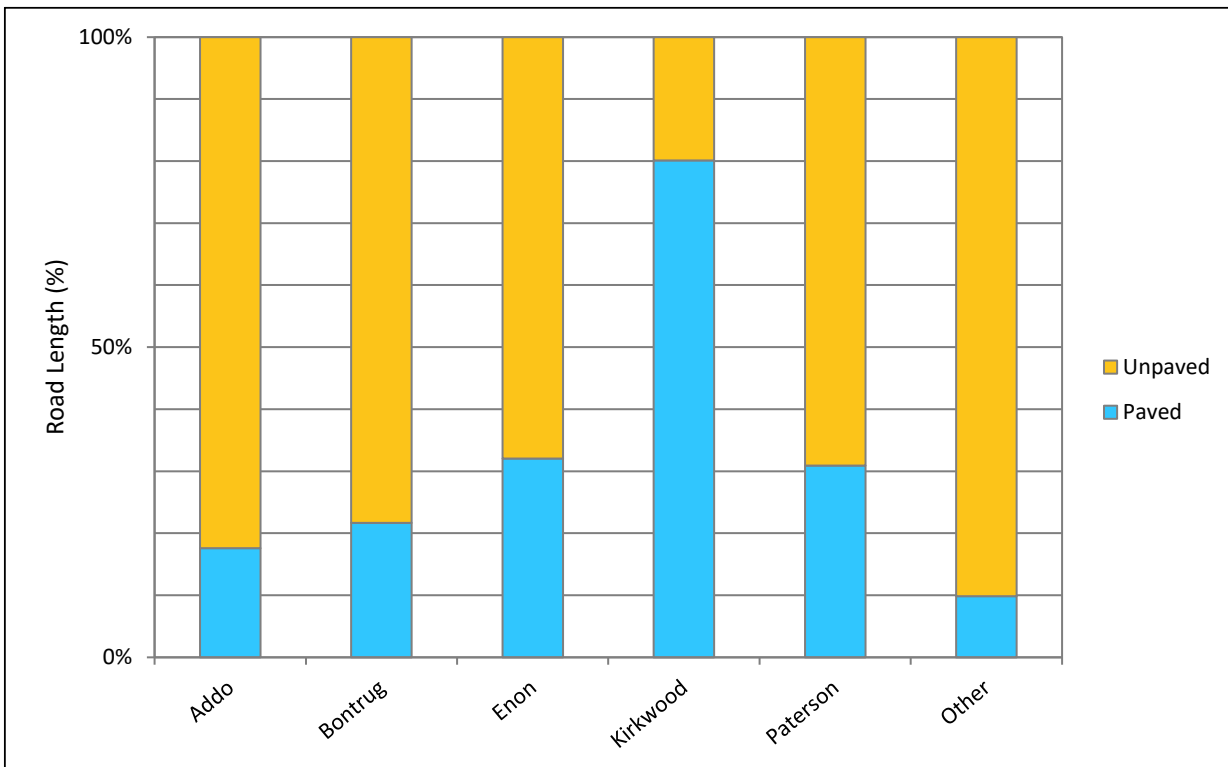


Figure 2: Length of Road (km) per Surface by Town**Figure 3: Length of Road (%) per Surface by Town****RCAM Classification**

The RCAM Classification for Classes 1 to 5 roads has been completed and is provided in Table 3 to Table 6 and Figure 4 to Figure 11 below. The urban roads are municipal roads that are within residential areas. Municipal roads outside of these areas are classified under the RCAM: Rural category.

Table 3: Length of Paved Road (km) per RCAM (Urban) Category by Town

Town	RCAM Urban: Paved Road Length (km)					Total
	U1	U2	U3	U4	U5	
Addo	–	–	–	5.4	3.4	8.8
Bontrug	–	–	–	–	–	0.0
Enon	–	–	–	–	–	0.0
Kirkwood	–	–	–	1.8	13.5	15.2
Paterson	–	–	–	1.2	6.3	7.5
Other	–	–	–	–	–	0.0
Total	0.0	0.0	0.0	8.4	23.1	31.5
Percentage	0.0%	0.0%	0.0%	26.6%	73.4%	100.0%

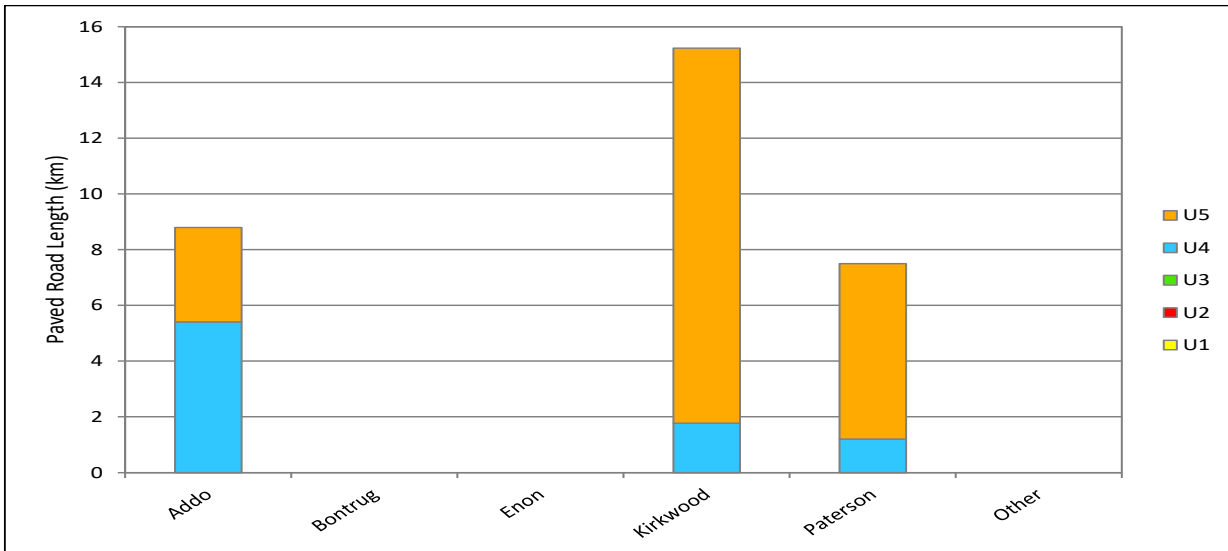


Figure 4: Length of Paved Road (km) per RCAM (Urban) Category by Town

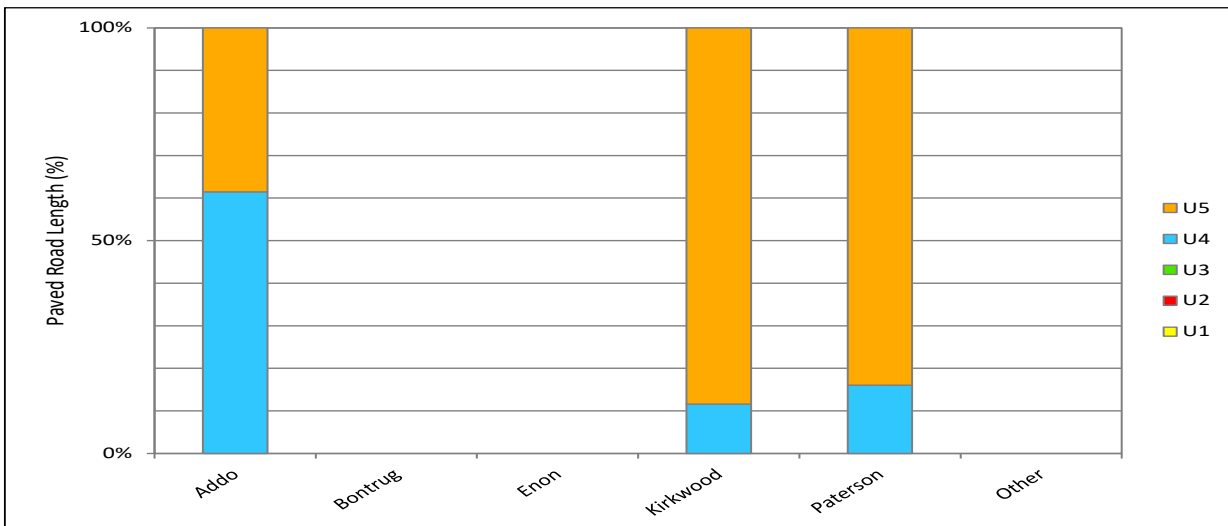


Figure 5: Length of Paved Road (%) per RCAM (Urban) Category by Town

Table 4: Length of Unpaved Road (km) per RCAM (Urban) Category by Town

Town	RCAM Urban: Unpaved Road Length (km)					Total
	U1	U2	U3	U4	U5	
Addo	–	–	–	0.5	40.7	41.2
Bontrug	–	–	–	–	–	0.0
Enon	–	–	–	–	–	0.0
Kirkwood	–	–	–	0.2	3.6	3.7
Paterson	–	–	–	0.6	16.1	16.8
Other	–	–	–	–	–	0.0
Total	0.0	0.0	0.0	1.3	60.4	61.7
Percentage	0.0%	0.0%	0.0%	2.0%	98.0%	100.0%

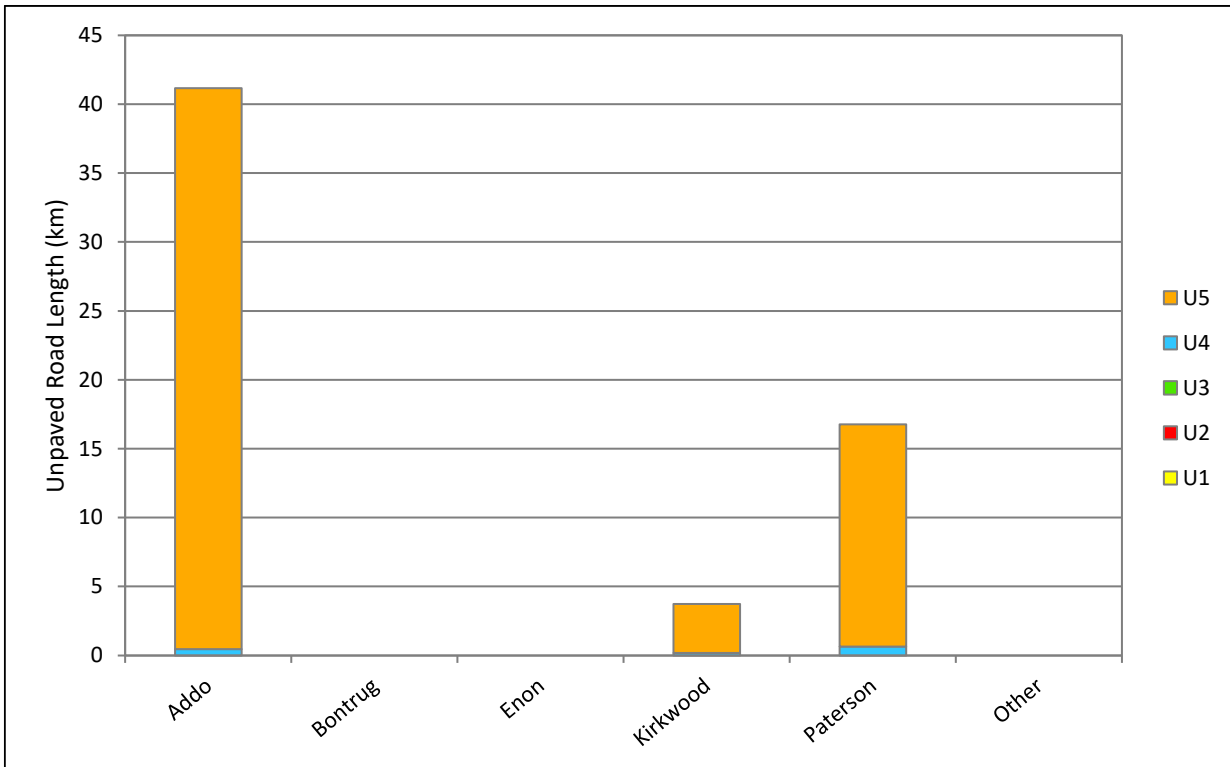


Figure 6: Length of Unpaved Road (km) per RCAM (Urban) Category by Town

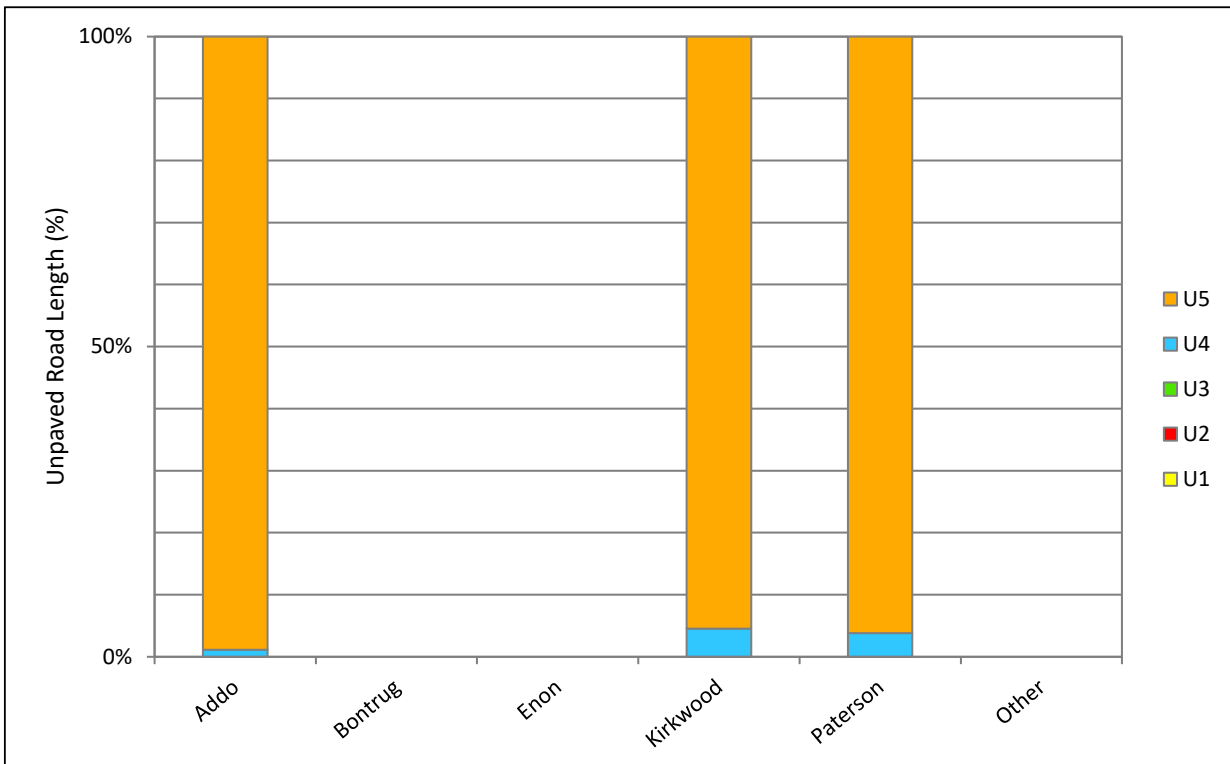


Figure 7: Length of Unpaved Road (%) per RCAM (Urban) Category by Town

Table 5: Length of Paved Road (km) per RCAM (Rural) Category by Town

Town	RCAM Rural: Paved Road Length (km)					Total
	R1	R2	R3	R4	R5	
Addo	–	–	–	–	–	0.0
Bontrug	–	–	–	4.0	2.5	6.5
Enon	–	–	–	–	4.4	4.4
Kirkwood	–	–	–	–	–	0.0
Paterson	–	–	–	–	–	0.0
Other	–	–	–	–	0.2	0.2
Total	0.0	0.0	0.0	4.0	7.1	11.2
Percentage	0.0%	0.0%	0.0%	36.0%	64.0%	100.0%

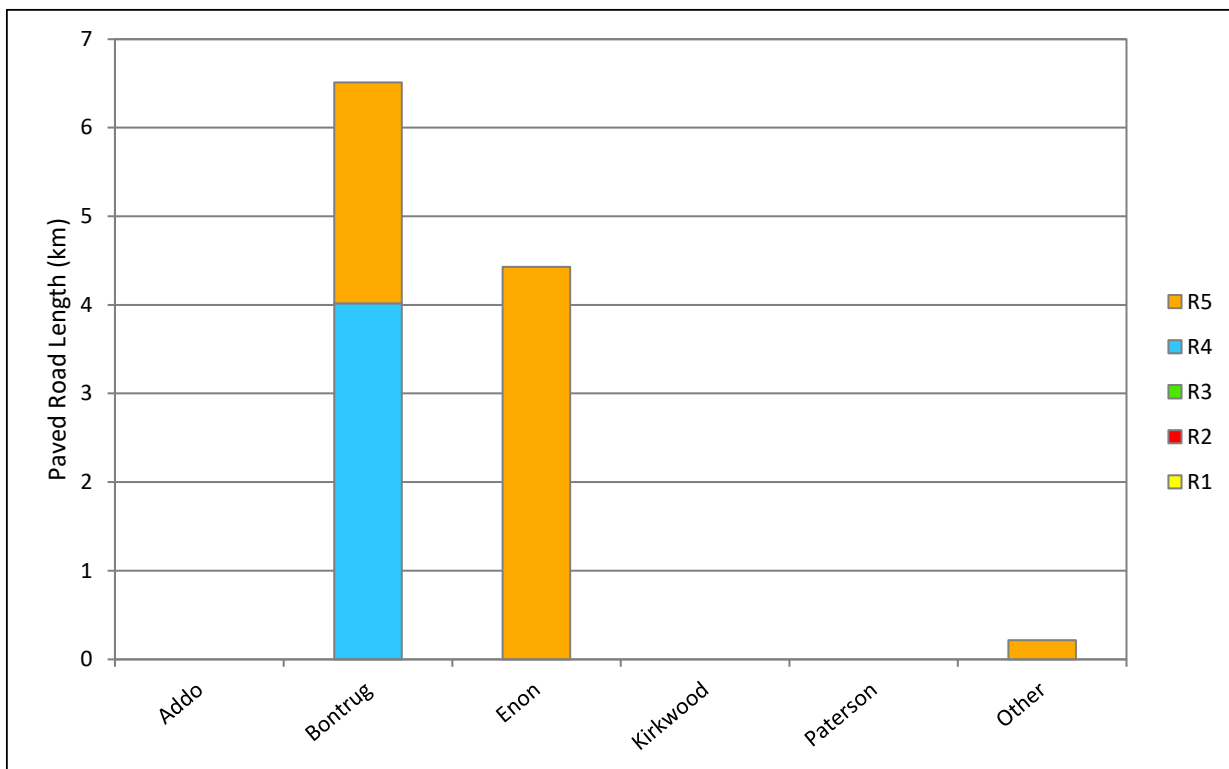


Figure 8: Length of Paved Road (km) per RCAM (Rural) Category by Town

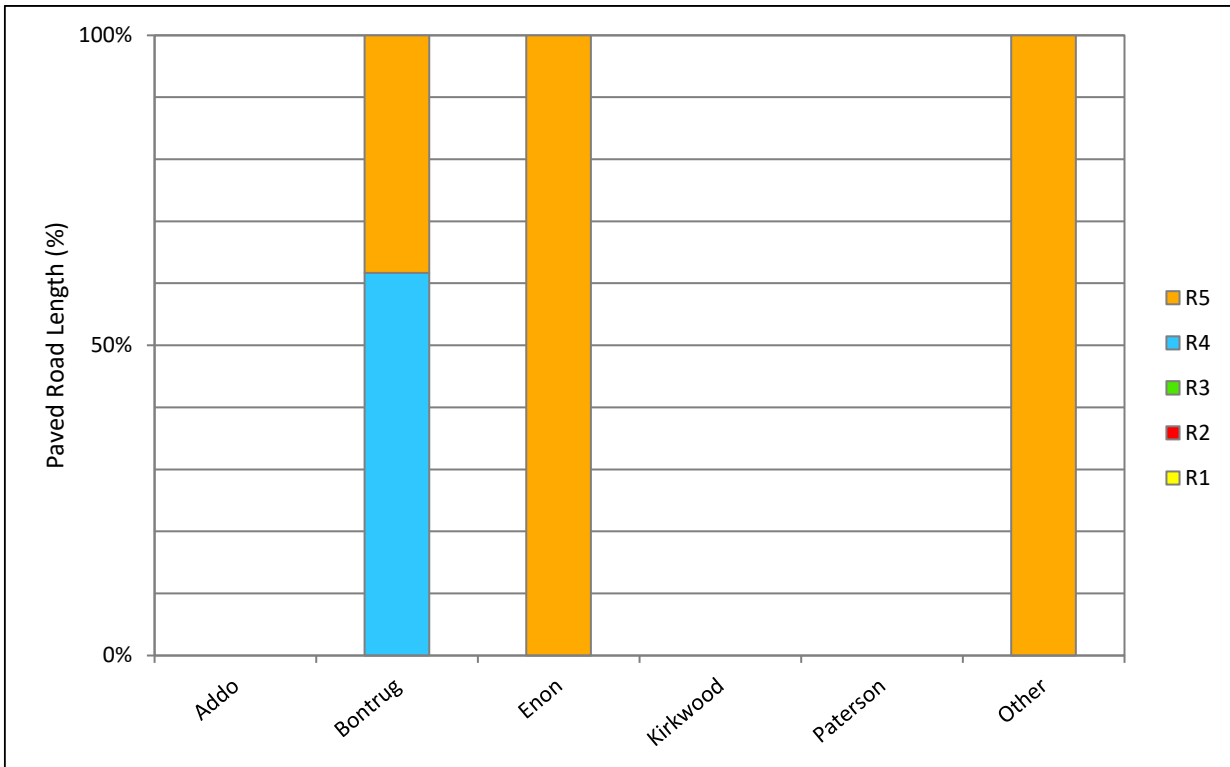


Figure 9: Length of Paved Road (%) per RCAM (Rural) Category by Town

Table 6: Length of Unpaved Road (km) per RCAM (Rural) Category by Town

Town	RCAM Rural: Unpaved Road Length (km)					Total
	R1	R2	R3	R4	R5	
Addo	–	–	–	–	–	0.0
Bontrug	–	–	–	1.3	22.2	23.6
Enon	–	–	–	–	9.4	9.4
Kirkwood	–	–	–	–	0.0	0.0
Paterson	–	–	–	–	–	0.0
Other	–	–	–	–	2.0	2.0
Total	0.0	0.0	0.0	1.3	33.7	35.0
Percentage	0.0%	0.0%	0.0%	3.8%	96.2%	100.0%

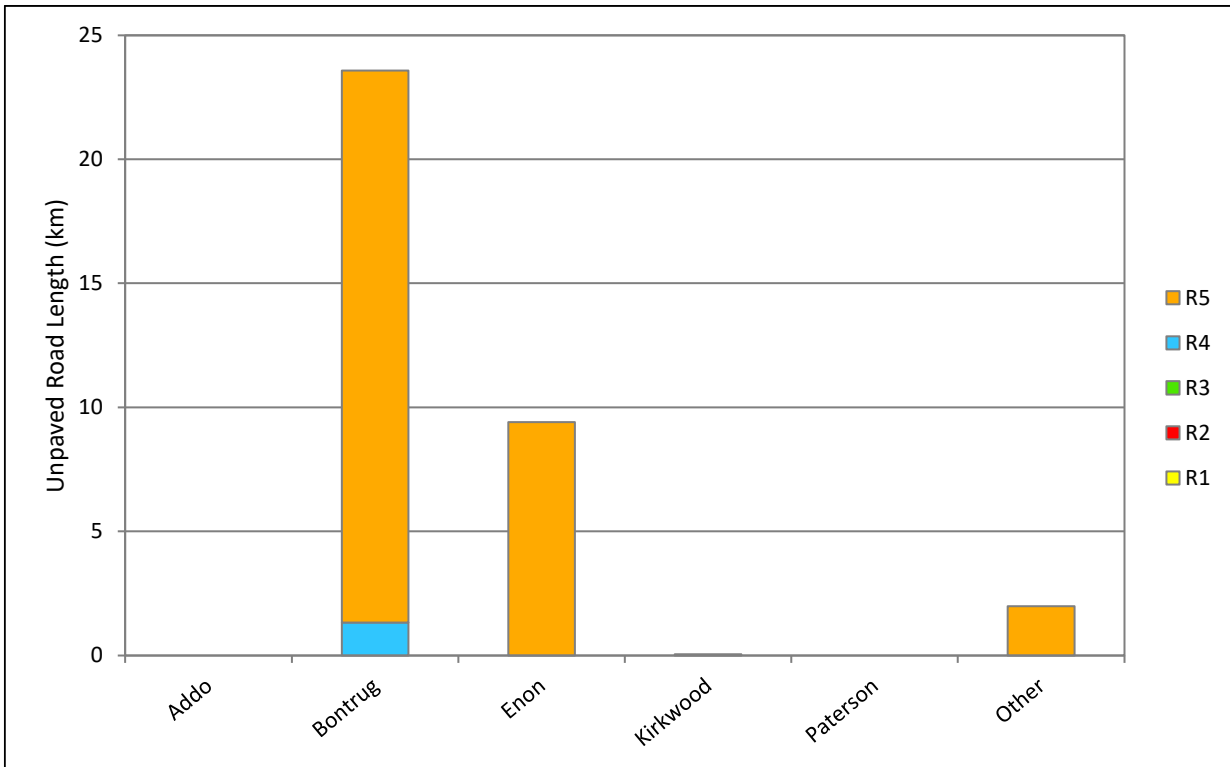


Figure 10: Length of Unpaved Road (km) per RCAM (Rural) Category by Town

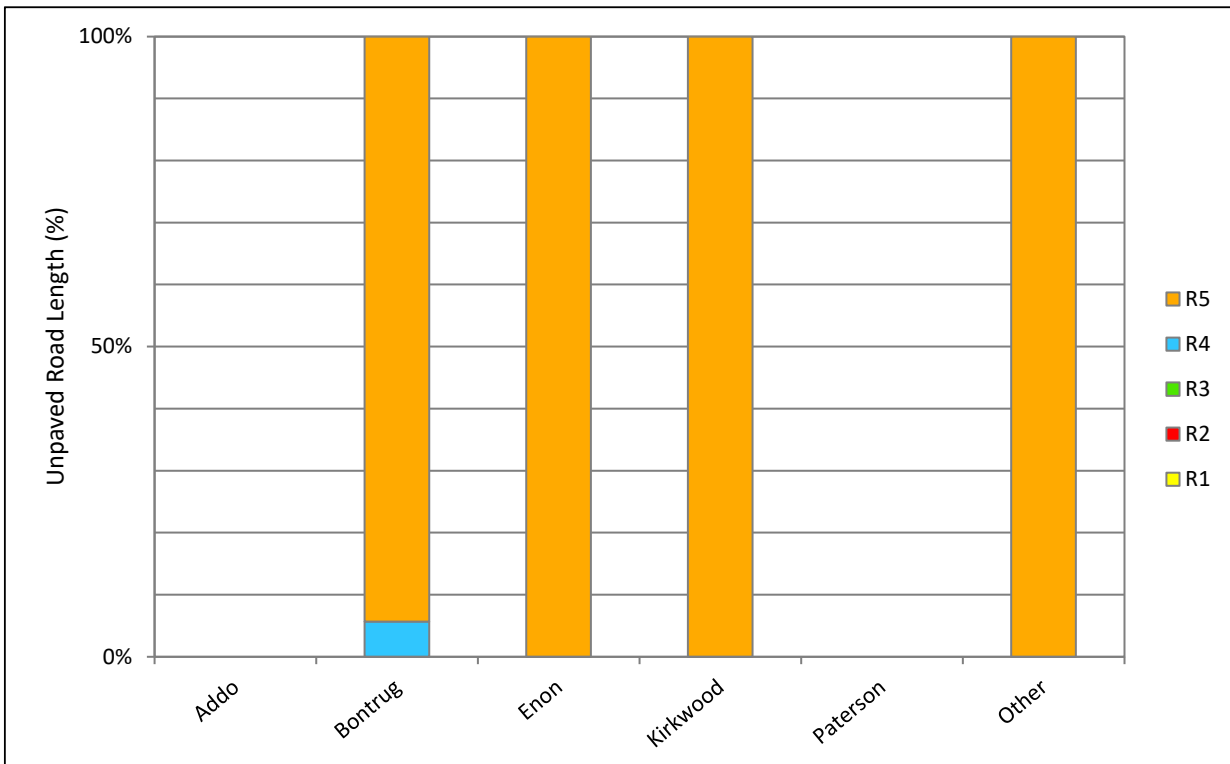


Figure 11: Length of Unpaved Road (%) per RCAM (Rural) Category by Town

Paved roads

Background

A Network Level (“First order”) assessment of the Paved roads was a crucial step to achieve the objectives of this Business Plan. Visual assessments were undertaken by Technicians employed under the Rural RAMS Programme initiated by the National Department of Transport (NDOT).

The condition of the Flexible Road network was visually assessed using the draft TMH 9 method. The assessment consists of ratings for surfacing, structural and functional conditions where:

- the surfacing condition is related to its quality as a suitable riding surface for traffic and as an impermeable layer that prevents the ingress of water into the pavement structure.
- the structural condition corresponds to its ability to withstand traffic loads; and
- the functional condition is a measure of the level of service currently provided by the pavement to the road user.

Current Visual Condition

The condition of the paved municipal roads, as calculated from the latest visual assessments, grouped by town, is presented in **Table 7** and **Figure 12** to **Figure 13** below.

Table 7: Length of Paved Road (km) per Condition Category by Town

Town	Paved Road Condition: Road Length (km)					Total Length
	Very Good	Good	Fair	Poor	Very Poor	
Addo	5.4	1.5	1.0	0.7	0.0	8.6
Bontrug	1.9	2.6	1.3	0.6	0.0	6.5
Enon	0.0	0.3	3.3	0.9	0.0	4.4
Kirkwood	0.0	3.6	8.7	2.9	0.0	15.2
Paterson	0.8	0.2	3.6	2.7	0.2	7.5
Other	0.0	0.1	0.2	0.0	0.0	0.2
Total	8.1	8.3	18.1	7.8	0.2	42.5
Percentage	19.0%	19.6%	42.6%	18.4%	0.4%	100.0%

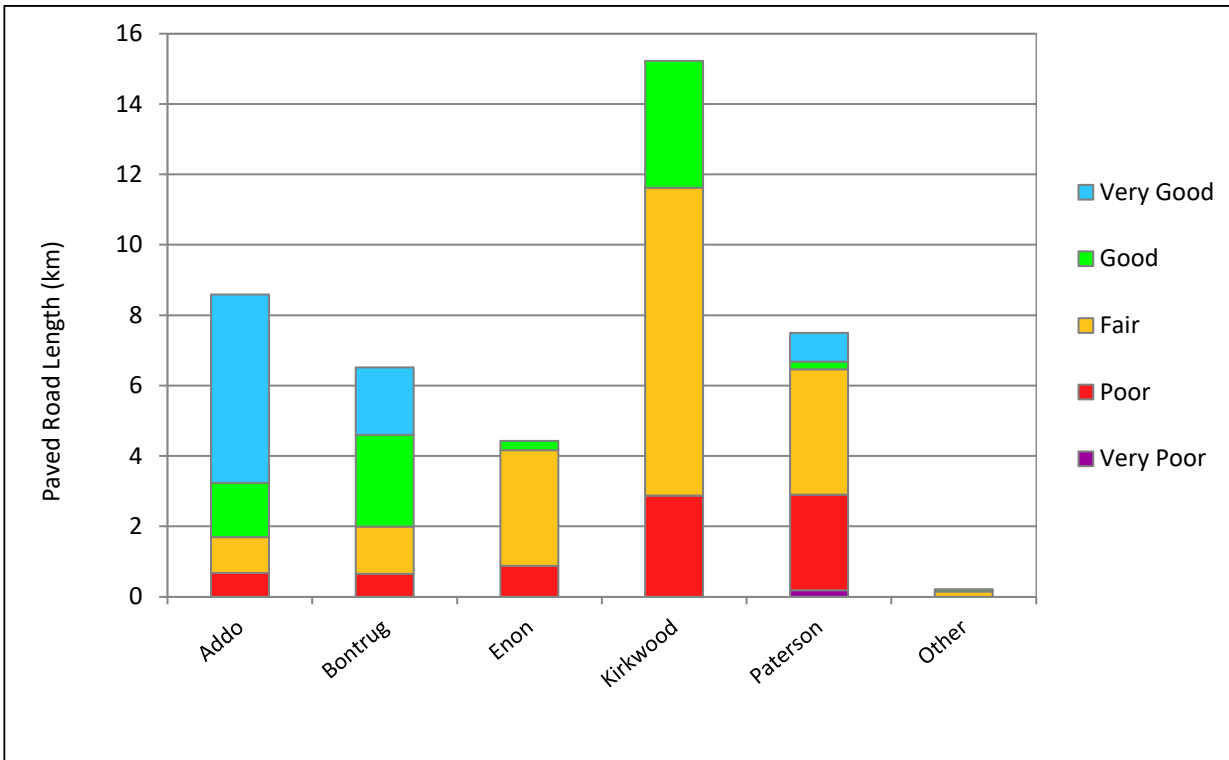


Figure 12: Length of Paved Road (km) per Condition Category by Town

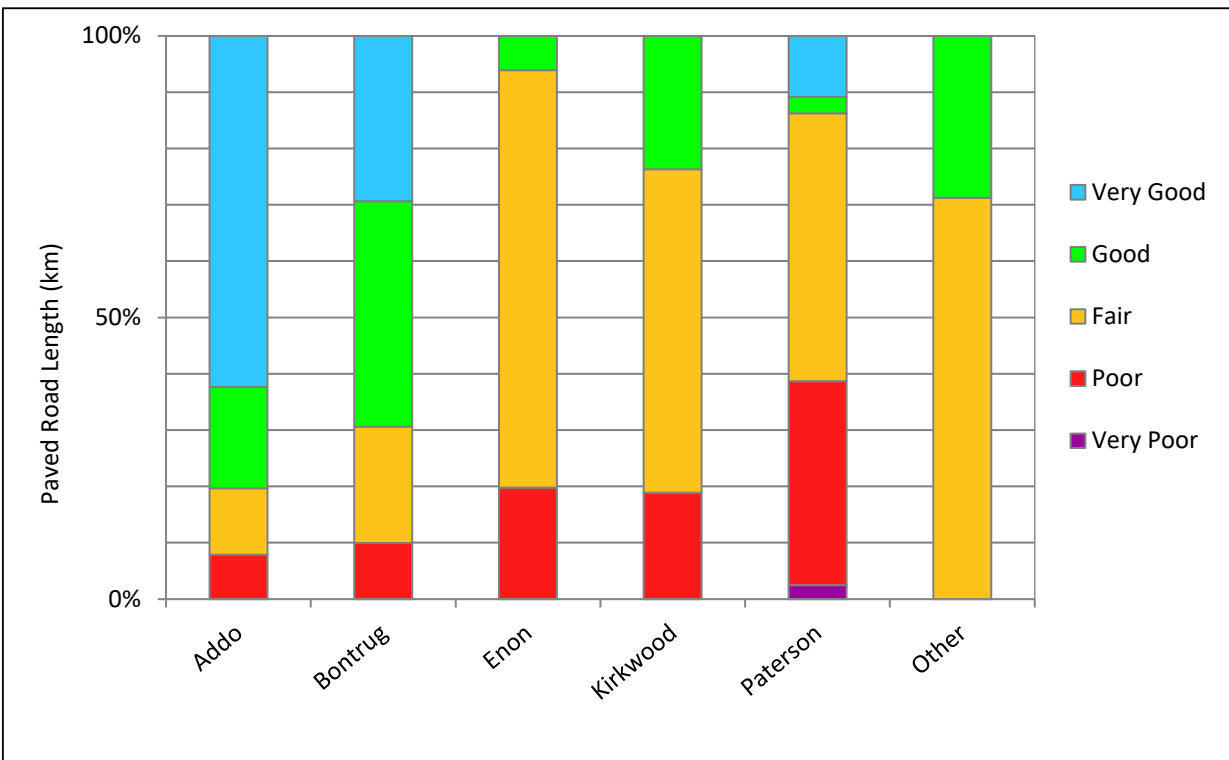


Figure 13: Length of Paved Road (km) per Condition Category by Town

The condition of the roads, grouped by RISFSA Class, is presented in **Table 8** and **Figure 14** to **Figure 15** below.

Table 8: Length of Paved Road (km) per Condition Category by RISFSA Class

RISFSA CLASS	Paved Road Condition: Road Length (km)					Total Length
	Very Good	Good	Fair	Poor	Very Poor	
Class 1	–	–	–	–	–	0.0
Class 2	–	–	–	–	–	0.0
Class 3	–	–	–	–	–	0.0
Class 4	6.8	3.3	1.9	0.4	0.0	12.4
Class 5	1.3	5.0	16.2	7.4	0.2	30.1
Total	8.1	8.3	18.1	7.8	0.2	42.5
Percentage	19%	20%	43%	18%	0%	100%

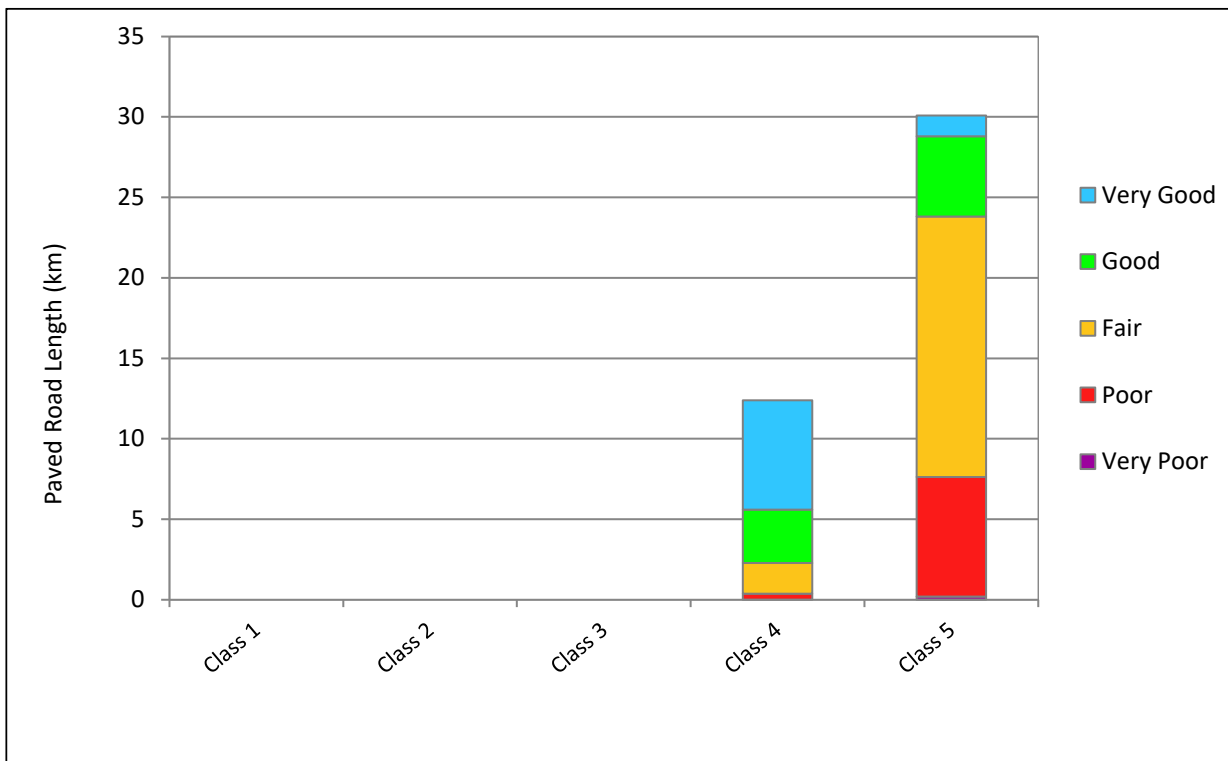


Figure 14: Length of Paved Road (km) per Condition Category by RISFSA Class

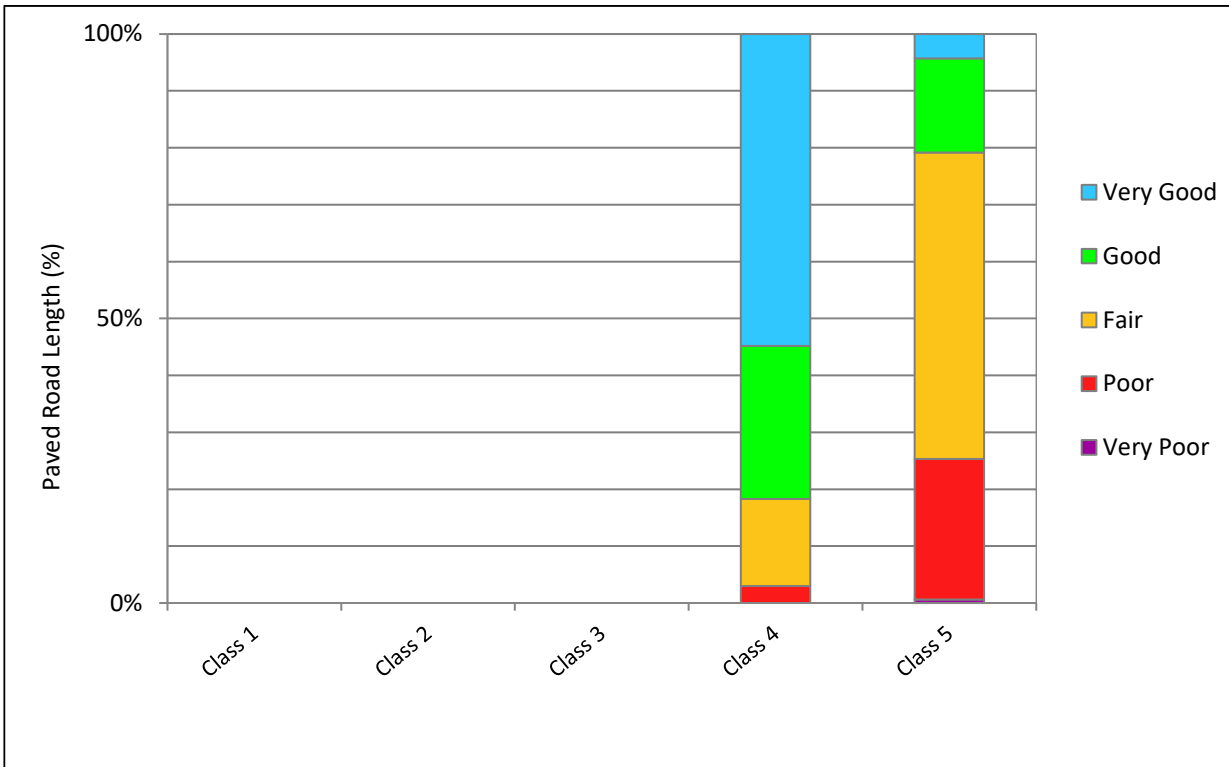


Figure 15: Length of Paved Road (%) per Condition Category by RISFSA Class

Average Condition Rating

Current Average Condition

The Average Condition Index weighs the Visual Condition Index (VCI) of each road segment by length and represents the condition of the road network in a single number. The average condition of the paved roads, grouped by town, is presented in **Table 9** and **Figure 16** below.

Table 9: Average Condition of Paved Roads by Town

Town	Average Condition Index: Paved Roads
Addo	80%
Bontrug	75%
Enon	53%
Kirkwood	61%
Paterson	58%
Other	61%
Total	66%

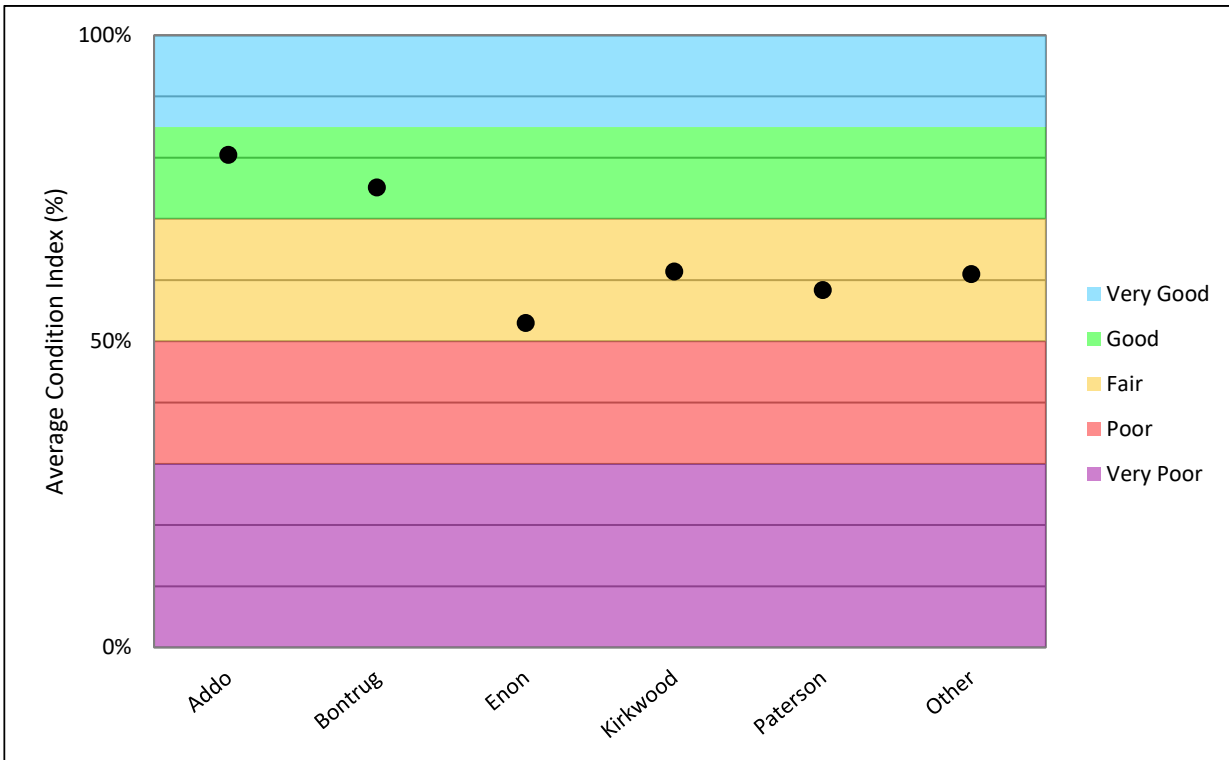


Figure 16: Average Condition of Paved Roads by Town

The average condition of the roads, grouped by RISFSA Class, is presented in **Table 10** and **Figure 17** below.

Table 10: Average Condition of Paved Roads by RISFSA Class

RISFSA CLASS	Average Condition Index: Paved Roads
Class 1	–
Class 2	–
Class 3	–
Class 4	82%
Class 5	59%
Total	66%

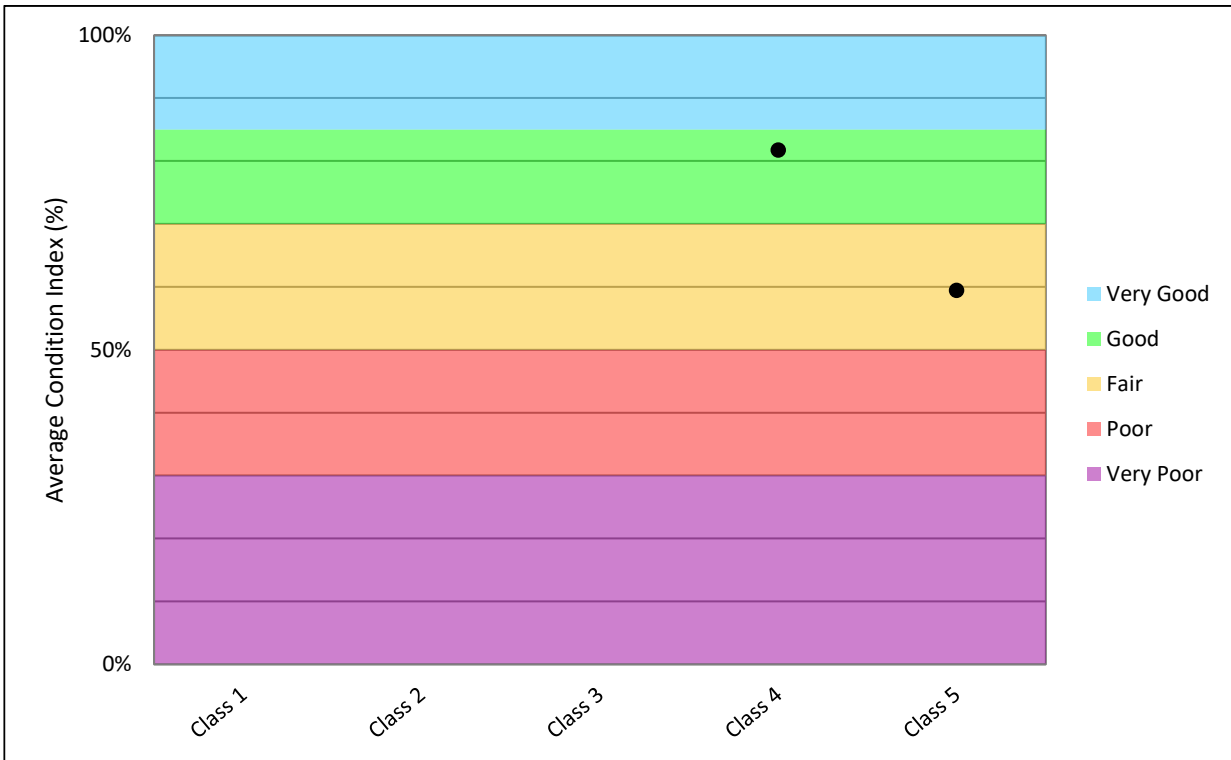


Figure 17: Average Condition Index of Paved Roads by RISFSA Class

Level of Service

Minimum Conditions

Based on the required minimum condition levels for roads as specified in the draft TMH 22, the maximum portions of the paved road network, grouped by RISFSA Class, that are allowed to have a condition index less than the specified minimum, as well as the actual length of roads having a condition index less than said minimum, is presented in **Table 11** and **Figure 18** below.

Table 11: Length of Paved Road (km) below Minimum Condition Index by RISFSA Class

<i>RISFSA Class</i>	<i>Minimum Condition Index</i>	<i>Allowable Maximum Length Below Minimum Condition Index</i>	<i>Actual Length Below Minimum Condition Index</i>	<i>% of Paved Network</i>
Class 1	45	–	–	–
Class 2	40	–	–	–
Class 3	40	–	–	–
Class 4	35	1.2	0.0	0.0%
Class 5	30	3.0	0.4	1.3%
Total	-	4.3	0.4	0.9%
% of Paved Network		10.0%	0.9%	

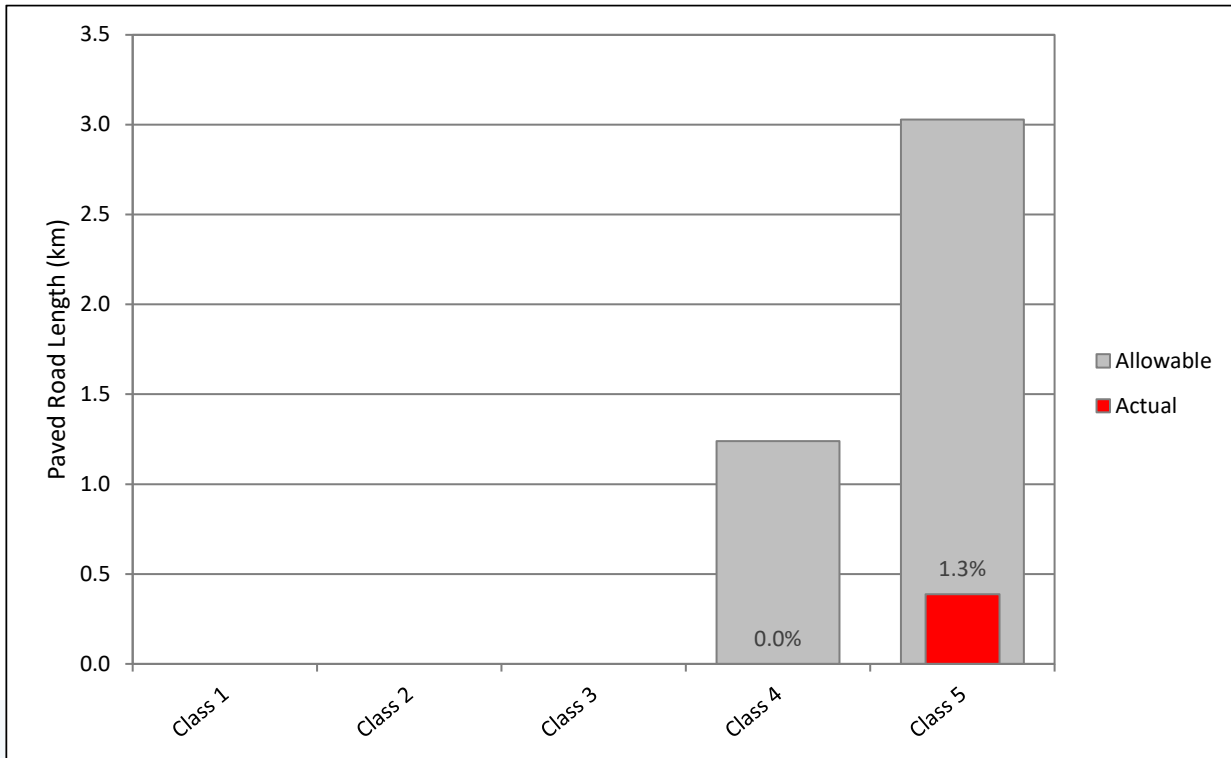


Figure 18: Length of Paved Road (km) below Minimum Condition Index by RISFSA Class

Maintenance Needs Determination

Maintenance Categories

The method of classifying road links into maintenance or rehabilitation categories is based on the Visual Condition Indices (VCI), together with distress ratings as described in the TMH 22. This method provides a network level tool, or a “first” order investigation. Therefore, the needs of individual projects as identified by the VCIs should be verified through further investigations. The need to rehabilitate roads can alternatively be based on instrument data (i.e., roughness and rutting data); however, this information is not available for lower-order RISFSA roads.

The VCI together with trigger values for degree and extent ratings of specific distress items were processed and revealed that different road links required different types of maintenance varying from routine to rehabilitation. Project types identified include:

- Preventative Maintenance.
- Special Maintenance; and
- Rehabilitation.

A summary of the Rehabilitation, Special Maintenance and Preventative Maintenance needs for the paved (flexible) roads, grouped by town, is presented in **Table 12** to **Table 13** and **Figure 19** to **Figure 20** below.

Table 12: Length of Flexible Road (km) per Need Category by Town

Town	Flexible Need Categories: Road Length (km)			
	Rehabilitation	Special Maintenance	Preventative Maintenance	Total
Addo	0.7	0.1	1.7	2.4
Bontrug	0.6	0.1	0.7	1.4
Enon	0.9	2.6	0.9	4.4
Kirkwood	3.4	3.9	2.5	9.9
Paterson	1.9	0.8	1.5	4.2
Other	0.0	0.2	0.0	0.2
Total	7.5	7.6	7.4	22.5
Percentage	33.5%	33.8%	32.8%	100.0%

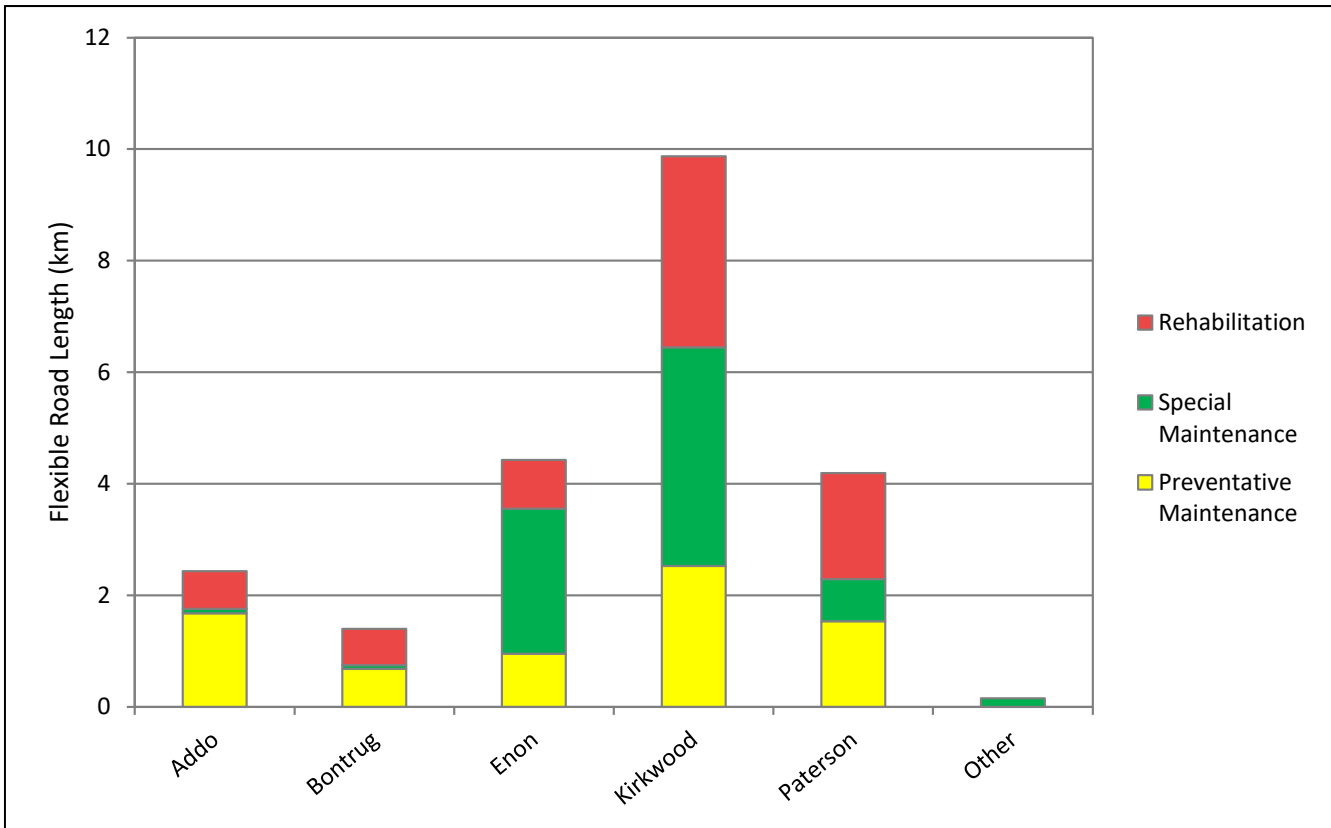


Figure 19: Length of Flexible Road (km) per Need Category by Town

Table 13: Length of Paved Road (%) per Need Category by Town

Town	Flexible Need Categories: Road Length (%)			
	Rehabilitation	Special Maintenance	Preventative Maintenance	Total
Addo	8%	1%	20%	30%
Bontrug	13%	1%	14%	29%
Enon	20%	59%	21%	100%
Kirkwood	33%	38%	24%	95%
Paterson	38%	15%	31%	84%
Other	0%	71%	0%	71%
Total	23%	23%	22%	68%

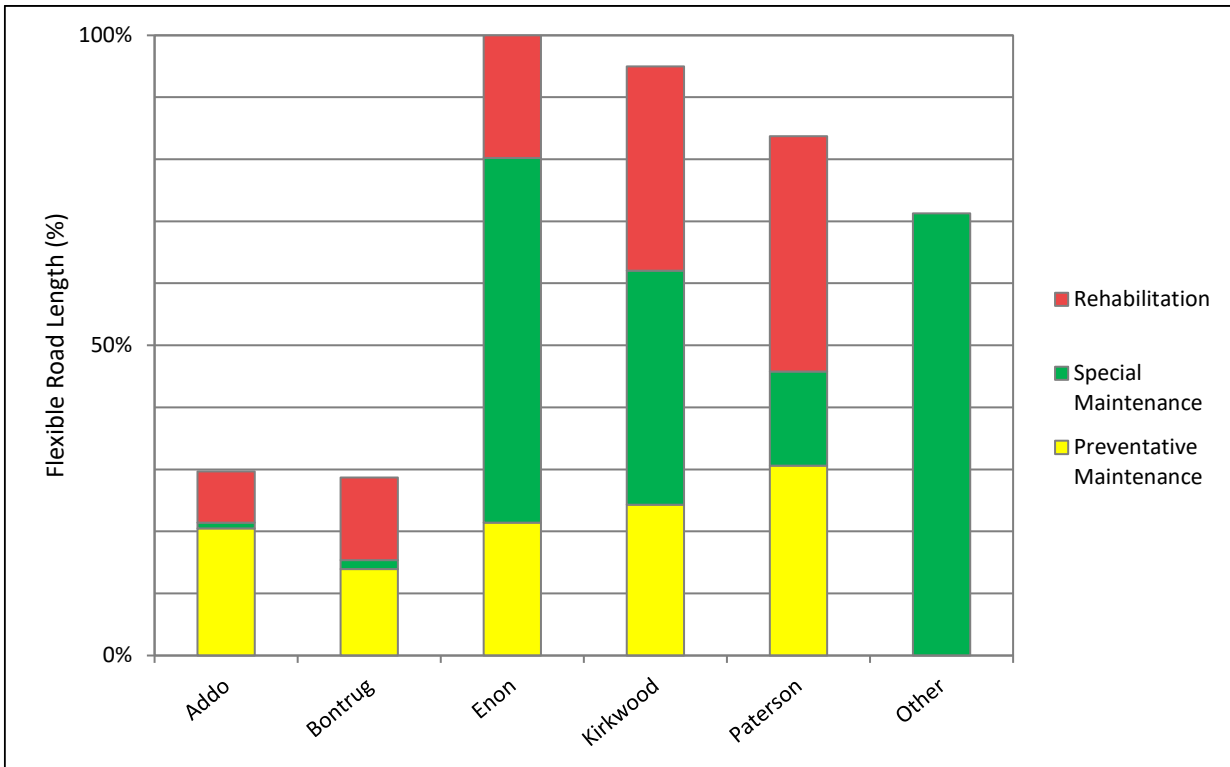


Figure 20: Length of Flexible Road (%) per Need Category by Town

Unpaved Roads

Condition Assessments

Background

The condition of the Gravel and Earth (excluding Tracks) road network was visually assessed using the draft TMH 9 method. The assessment consists of ratings for structural and functional conditions where:

- the structural condition relates to a road’s quality as a suitable riding surface for traffic under all weather conditions (wet and dry) and the maintainability (blading) of the surface, and
- the functional condition is a measure of the level of service currently provided to the road user.

Current Visual Condition

The condition of the unpaved municipal roads, as calculated from the latest visual assessments, grouped by town, is presented in **Table 14** and **Figure 21** to **Figure 22** . The condition of all Tracks is reflected as very poor in the table and figure.

Table 14: Length of Unpaved Road (km) per Condition Category by Town

Town	Unpaved Road Condition: Road Length (km)					Total Length
	Very Good	Good	Fair	Poor	Very Poor	
Addo	0.0	0.0	5.2	10.2	24.6	40.0
Bontrug	0.0	0.0	0.6	1.0	20.0	21.6
Enon	0.0	0.0	0.0	1.9	7.4	9.3
Kirkwood	0.0	0.0	0.0	0.3	1.9	2.2
Paterson	0.0	0.0	0.0	0.8	15.0	15.8
Other	0.0	0.0	0.0	2.0	0.0	2.0
Total	0.0	0.0	5.8	16.1	69.0	90.8
Percentage	0.0%	0.0%	6.3%	17.8%	75.9%	100.0%

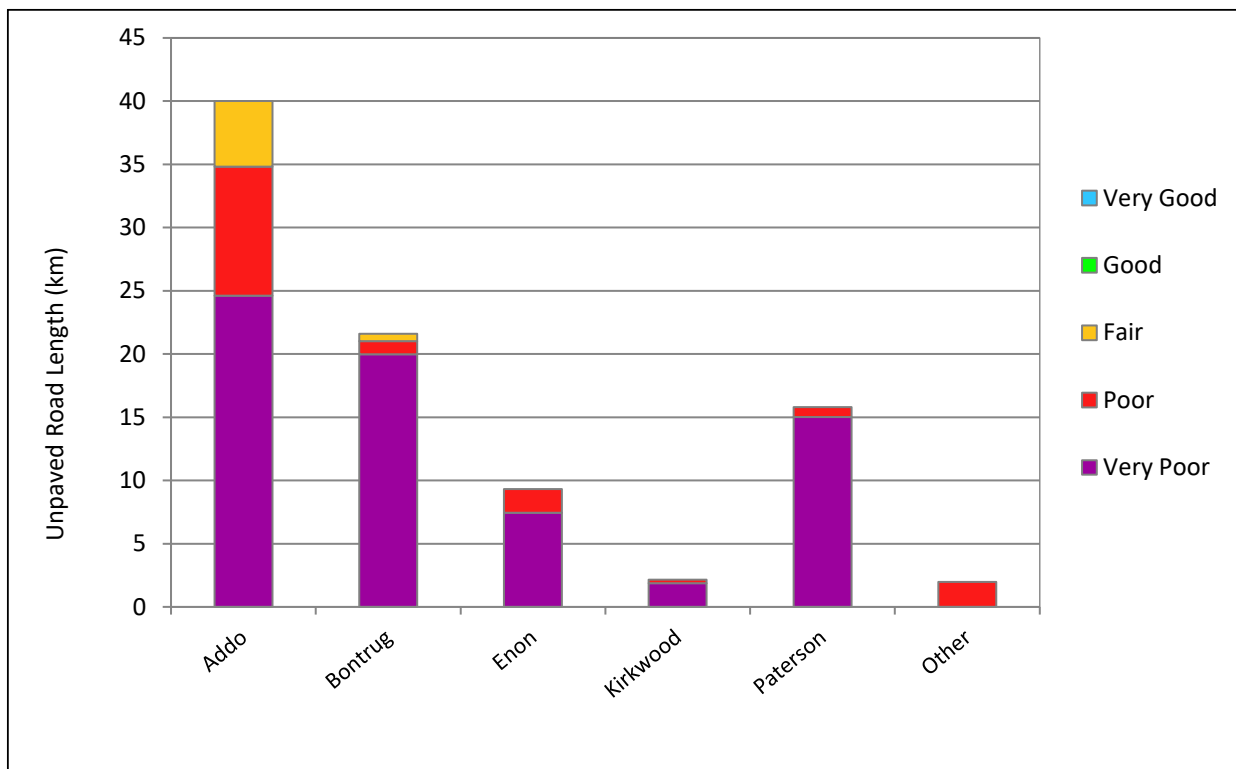


Figure 21: Length of Unpaved Road (km) per Condition Category by Town

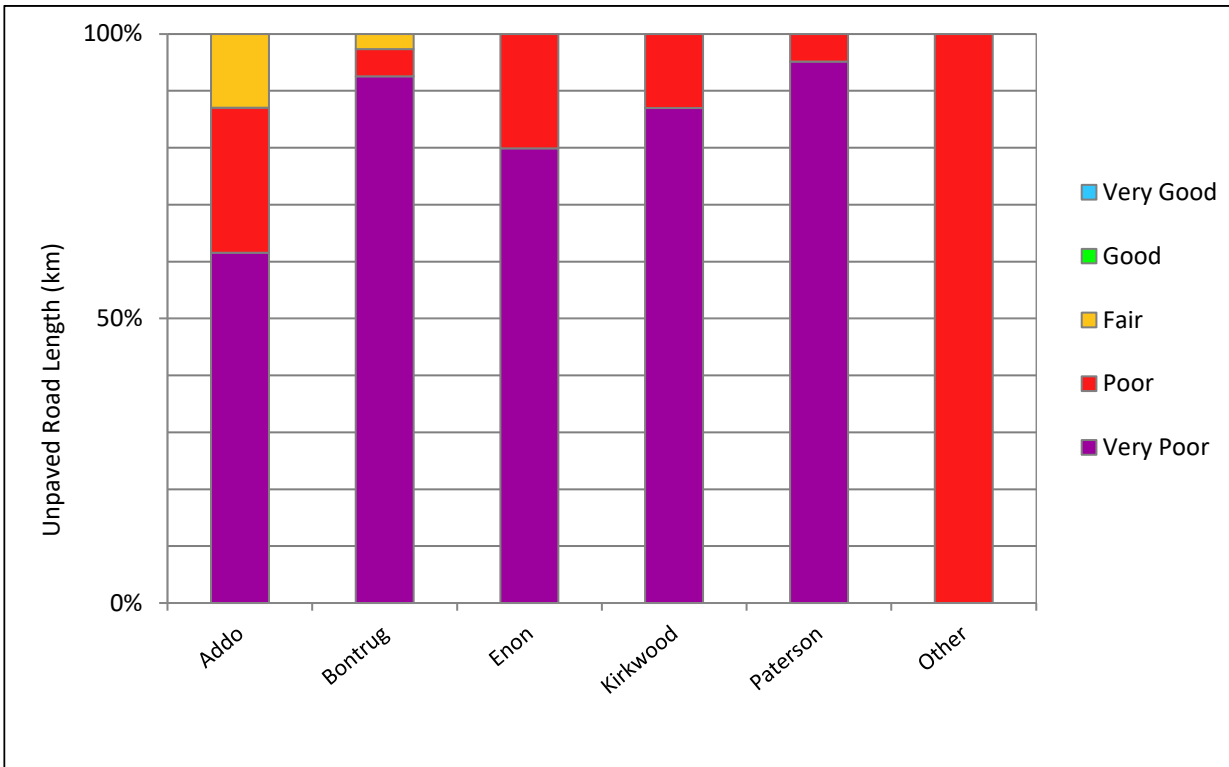


Figure 22: Length of Unpaved Road (%) per Condition Category by Town

The condition of the roads, grouped by RISFSA Class, is presented in **Table 15** and **Figure 23** to **Figure 24** below.

Table 15: Length of Unpaved Road (km) per Condition Category by RISFSA Class

RISFSA CLASS	Unpaved Road Condition: Road Length (km)					Total Length
	Very Good	Good	Fair	Poor	Very Poor	
Class 1	–	–	–	–	–	0.0
Class 2	–	–	–	–	–	0.0
Class 3	–	–	–	–	–	0.0
Class 4	0.0	0.0	0.5	0.2	1.6	2.3
Class 5	0.0	0.0	5.3	15.9	67.4	88.5
Total	0.0	0.0	5.8	16.1	69.0	90.8
Percentage	0%	0%	6%	18%	76%	100%

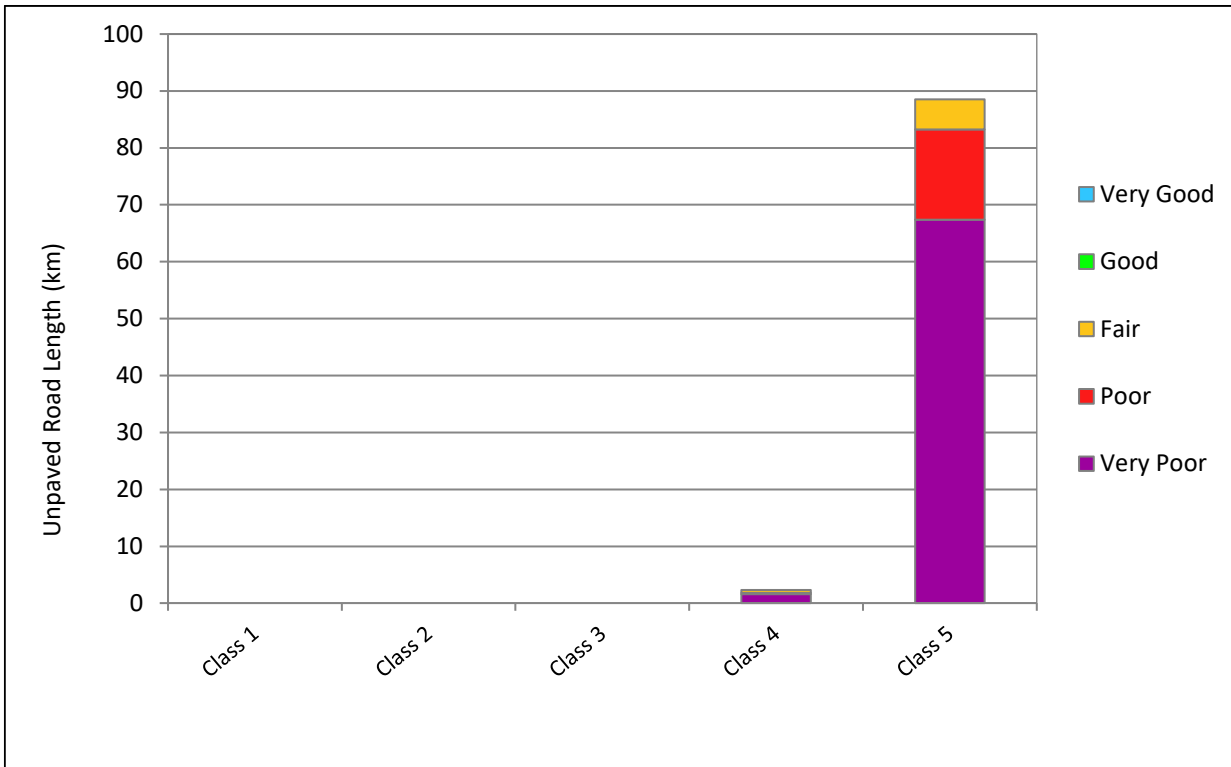


Figure 23: Length of Unpaved Road (km) per Condition Category by RISFSA Class

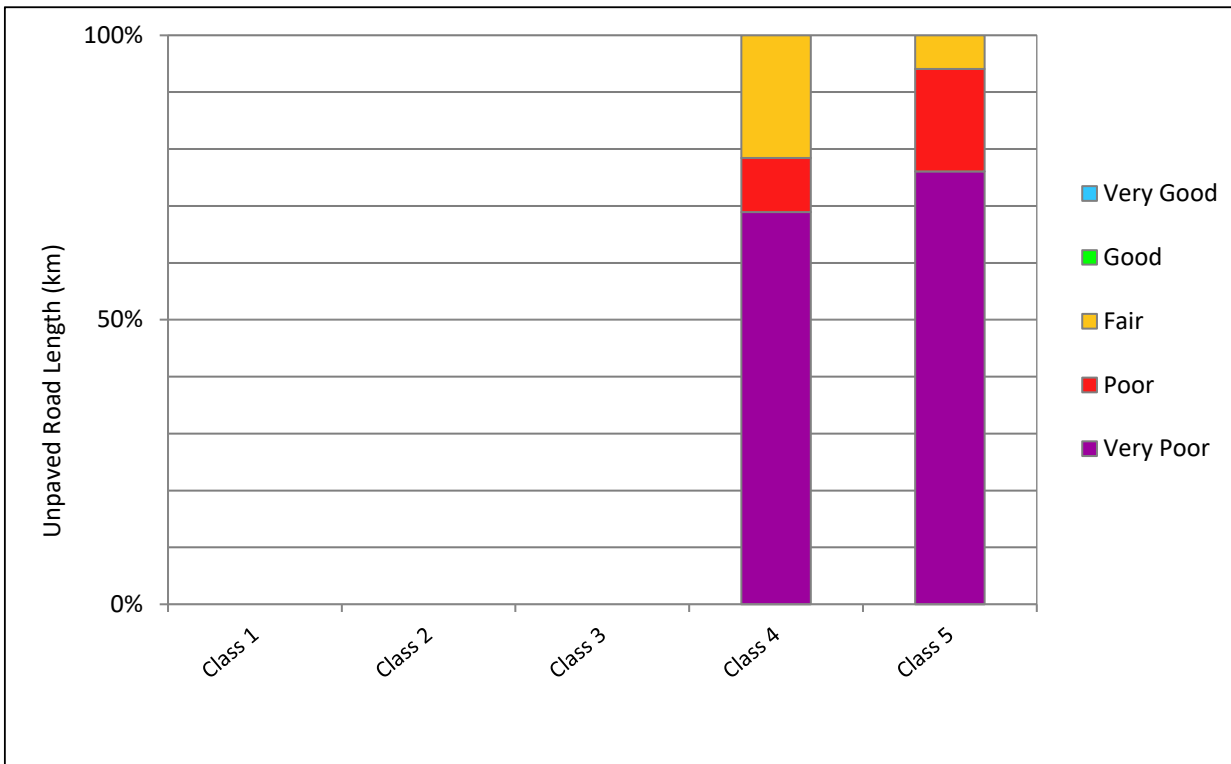


Figure 24: Length of Unpaved Road (%) per Condition Category by RISFSA Class

Average Condition Rating

Current Average Condition

The Average Condition Index weighs the Visual Gravel Index (VGI) of each road segment by length and represents the condition of the road network in a single number. The average condition of the unpaved roads, grouped by town, is presented in **Table 16** and **Figure 25** below.

Table 16: Average Condition of Unpaved Roads by Town

Town	Average Condition Index: Unpaved Roads
Addo	28%
Bontrug	19%
Enon	24%
Kirkwood	22%
Paterson	12%
Other	41%
Total	23%

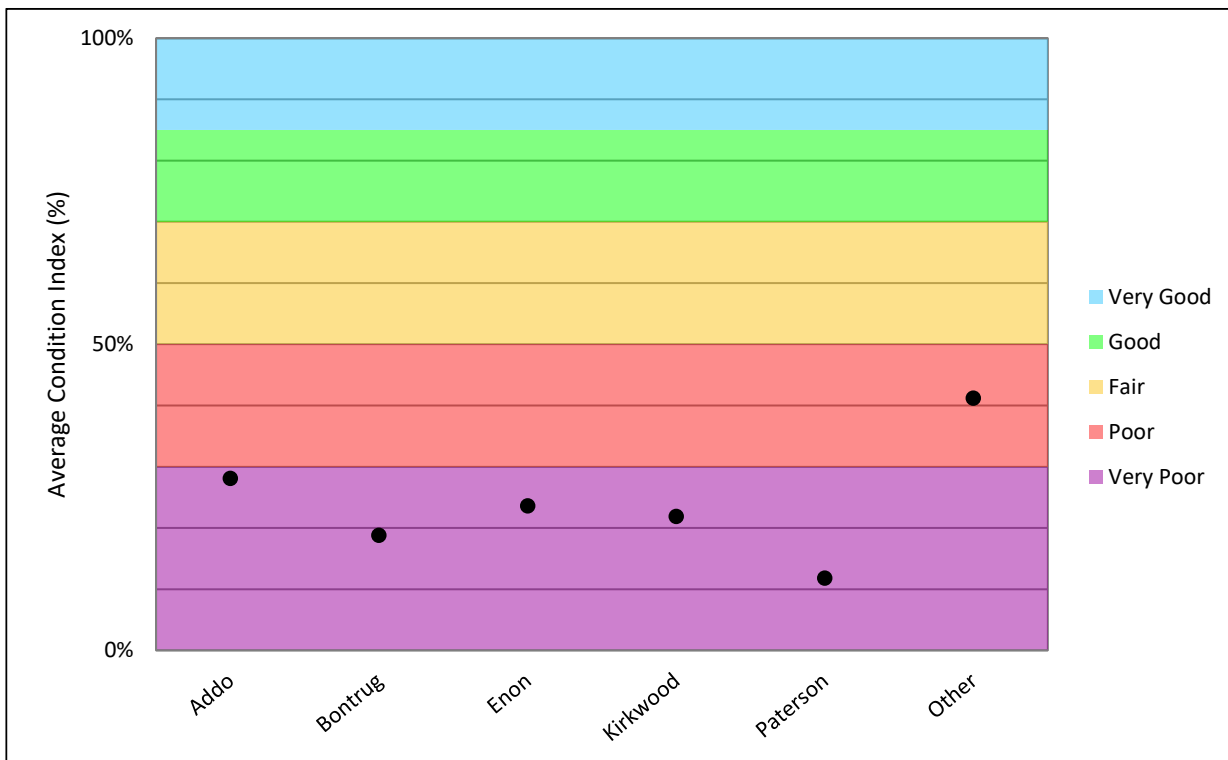


Figure 25: Average Condition of Unpaved Roads by Town

The average condition of the roads, grouped by RISFSA Class, is presented in **Table 17** and **Figure 26** below.

Table 17: Average Condition of Unpaved Roads by RISFSA Class

RISFSA CLASS	Average Condition Index: Paved Roads
Class 1	–
Class 2	–
Class 3	–
Class 4	24%
Class 5	23%
Total	23%

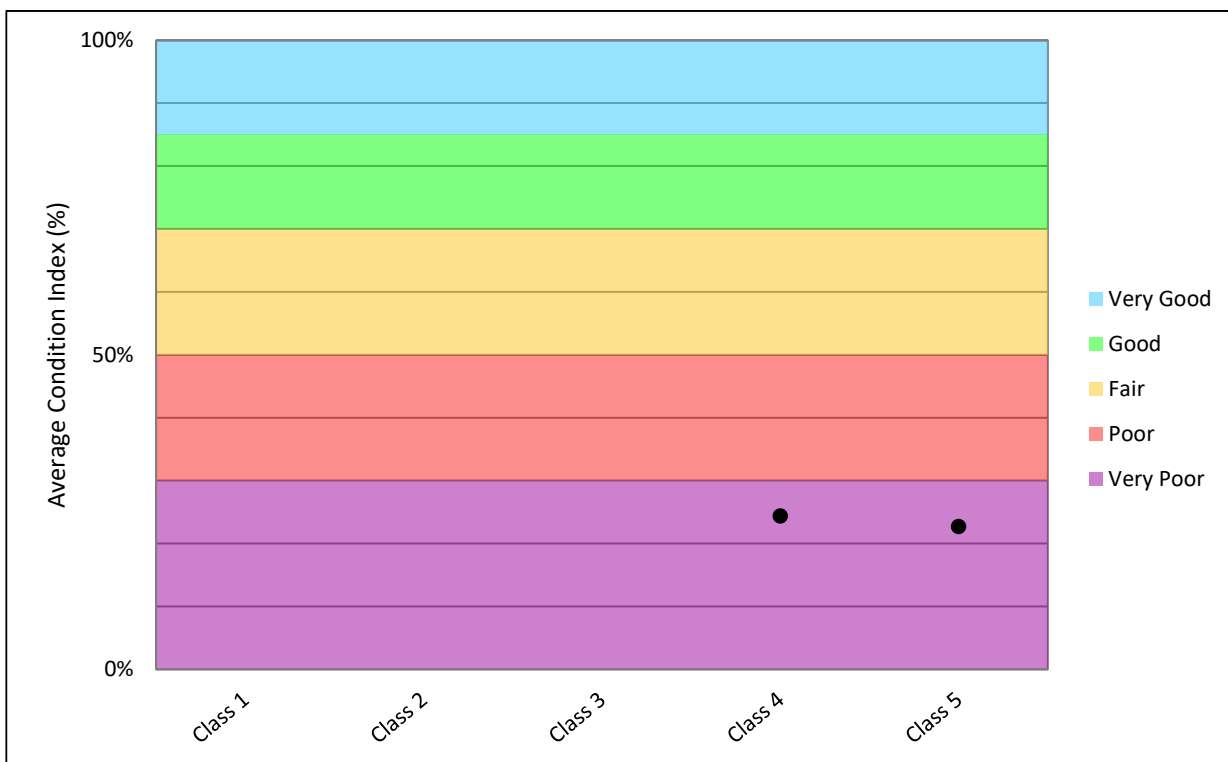


Figure 26: Average Condition Index of Unpaved Roads by RISFSA Class

Level of Service

Minimum Conditions

Based on the required minimum condition levels for roads as specified in the draft TMH 22, the maximum portions of the unpaved road network, grouped by RISFSA Class, that are allowed to have a condition index less than the specified minimum, as well as the actual length of roads having a condition index less than said minimum, is presented in **Table 18** and **Figure 27** below.

Table 18: Length of Unpaved Road (km) below Minimum Condition Index by RISFSA Class

RISFSA Class	Minimum Condition Index	Allowable Maximum Length Below Minimum Condition Index	Actual Length Below Minimum Condition Index	% of Unpaved Network
Class 1	45	–	–	–
Class 2	40	–	–	–
Class 3	40	–	–	–
Class 4	35	0.3	1.9	72.2%
Class 5	30	9.4	72.9	77.5%
Total	-	9.7	74.8	77.4%
% of Unpaved Network		10.0%	77.4%	

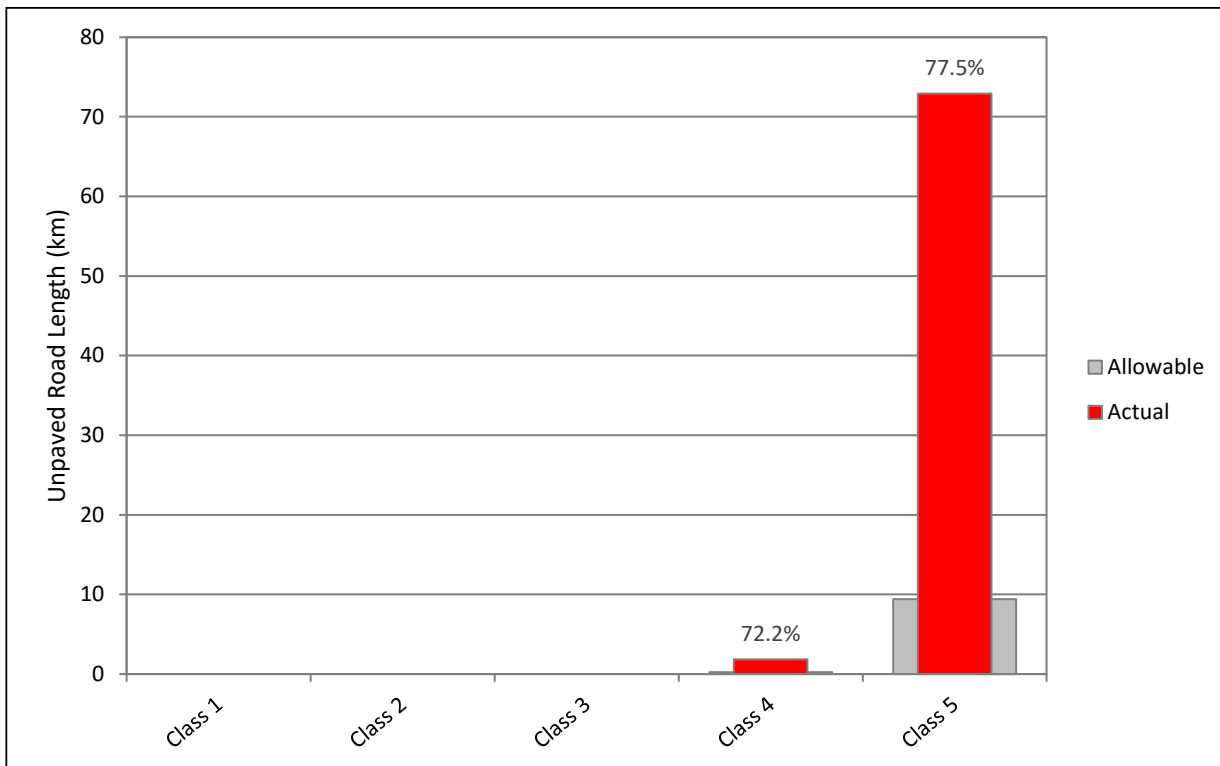


Figure 27: Length of Unpaved Road (km) below Minimum Condition Index by RISFSA Class

PRIORITY ROADS

Priority Projects in the Sundays River Valley Local Municipal Area

The SRVLM has identified certain strategic roads as priority projects using, inter alia, the following criteria:

- Strategic linkages between major towns/urban areas.
- Strategic linkages to economic centres and retail facilities.
- Access to government services and social facilities.

- The current road condition and maintenance needs.
- The current RISFSA/RCAM classification; and
- Estimated daily traffic volumes.

Ten (10) priority projects have been identified. These comprise five (5) paved and unpaved roads respectively.

A detailed breakdown of the priority projects is presented in **Table 19** below.

Table 19: Breakdown of Priority Projects per Road Type

Project No.	Town	Road Name	Paved	Unpaved	Total	Traffic
Project 1	Kirkwood	Whytes Road / Mimosa Street	1.5	0.0	1.5	Low
Project 2	Kirkwood	Mark / Meiring Street	1.5	0.0	1.5	Low
Project 3	Kirkwood	Shad Street	0.7	0.0	0.7	Medium
Project 4	Kirkwood	John Street	0.9	0.0	0.9	Low
Project 5	Addo	Main Road	1.5	0.0	1.5	Medium
Project 6	Bontrug		0.0	1.1	1.1	Very Low
Project 7	Bontrug		0.0	0.7	0.7	Very Low
Project 8	Bontrug		0.0	0.7	0.7	Low
Project 9	Addo		0.0	3.1	3.1	Very Low
Project 10	Addo		0.0	0.4	0.4	Very Low
Total			6.1	6.0	12.2	
Percentage			50.4%	49.6%	100.0%	

Note that the estimated traffic volumes are not based on actual traffic counts, but on observations by the assessor during visual condition assessments of the roads. The definition of the categories are as follows:

Category	Traffic Volume: Vehicles per Day	
	Unpaved	Paved
Very Light	< 20	< 50
Light	20 - 50	50 - 250
Medium	50 - 100	250 - 500
Heavy	100 - 200	500 - 2000
Very Heavy	> 200	> 2000

Priority Road Network

The network of priority roads identified within the Sundays River Valley Local Municipal Area and under the jurisdiction of the municipality consists of **12.2km**, of which **6.1km (or 50.4%)** are Paved roads.

Figure 28 as well as **Table 20** to **Table 22** and **Figure 29** to **Figure 31** below indicate the length of the priority road network under the jurisdiction of the SRVLM by Road Type and RCAM Class respectively.

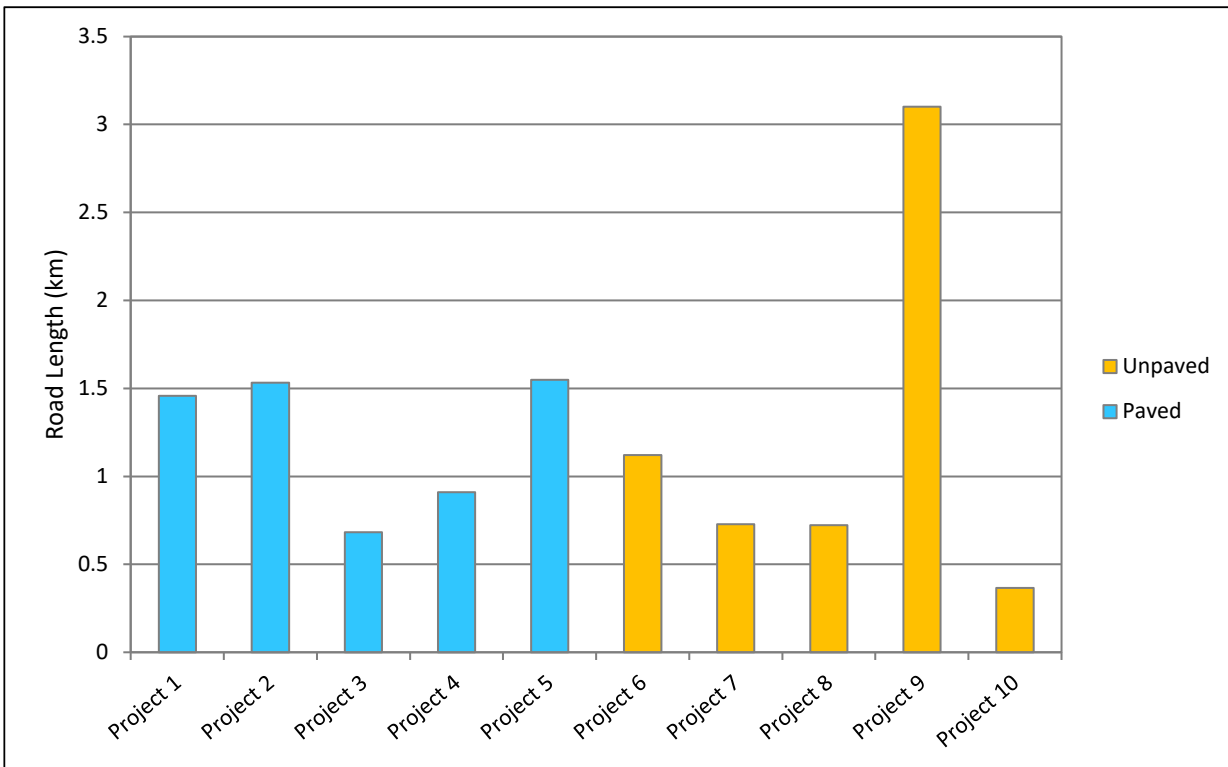


Figure 28: Length of Road (km) per Surface by Project

Table 20: Length of Paved Road (km) per RCAM Category by Project

Project No.	RCAM Urban: Paved Road Length (km)					Total
	U1	U2	U3	U4	U5	
Project 1	–	–	–	0.0	1.5	1.5
Project 2	–	–	–	0.0	1.5	1.5
Project 3	–	–	–	0.0	0.7	0.7
Project 4	–	–	–	0.0	0.9	0.9
Project 5	–	–	–	1.5	0.0	1.5
Total	0.0	0.0	0.0	1.5	4.6	6.1
Percentage	0.0%	0.0%	0.0%	25.3%	74.7%	100.0%

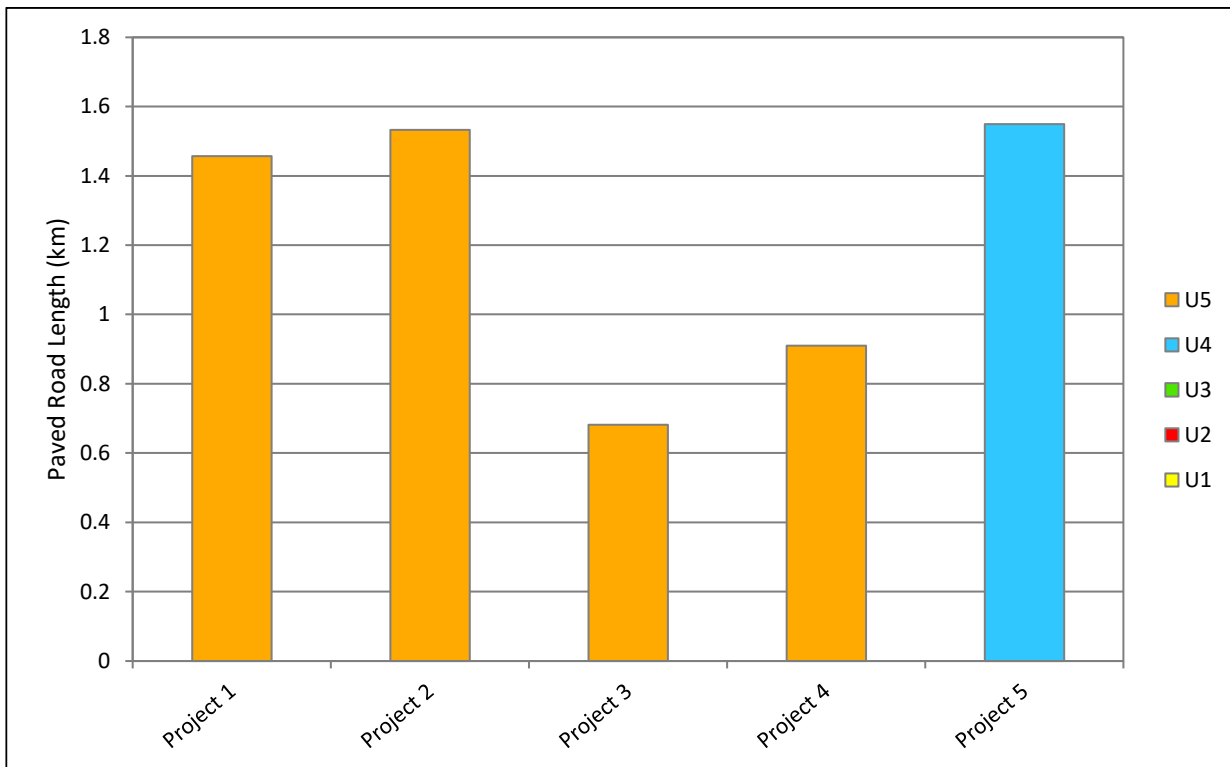


Figure 29: Length of Paved Road (km) per RCAM Category by Project

Table 21: Length of Unpaved Road (km) per RCAM Category by Project

Project No.	RCAM Urban: Unpaved Road Length (km)					Total
	U1	U2	U3	U4	U5	
Project 6	–	–	–	–	0.0	0.0
Project 7	–	–	–	–	0.0	0.0
Project 8	–	–	–	–	0.0	0.0
Project 9	–	–	–	–	3.1	3.1
Project 10	–	–	–	–	0.4	0.4
Total	0.0	0.0	0.0	0.0	3.5	3.5
Percentage	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%

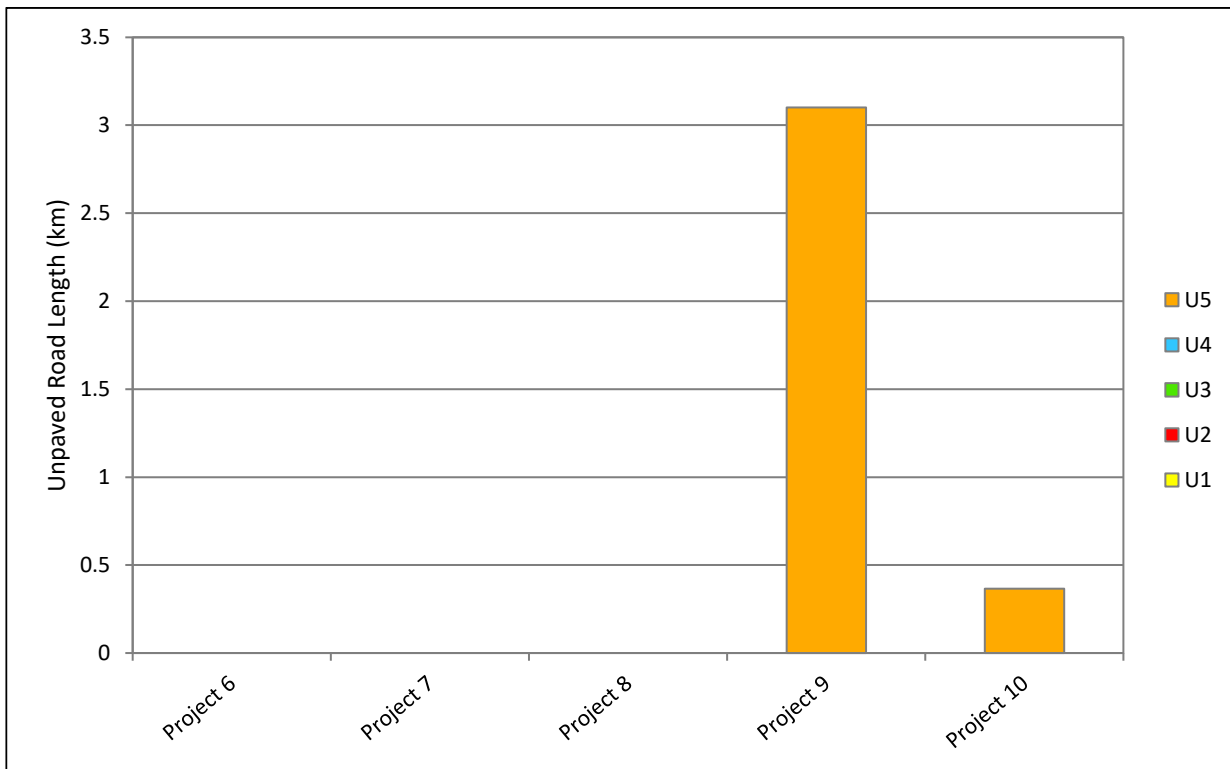


Figure 30: Length of Unpaved Road (km) per RCAM Category by Project

Table 22: Length of Unpaved Road (km) per RCAM (Rural) Category by Project

Project No.	RCAM Rural: Unpaved Road Length (km)					
	R1	R2	R3	R4	R5	Total
Project 6	–	–	–	–	1.1	1.1
Project 7	–	–	–	–	0.7	0.7
Project 8	–	–	–	–	0.7	0.7
Project 9	–	–	–	–	0.0	0.0
Project 10	–	–	–	–	0.0	0.0
Total	0.0	0.0	0.0	0.0	2.6	2.6
Percentage	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%

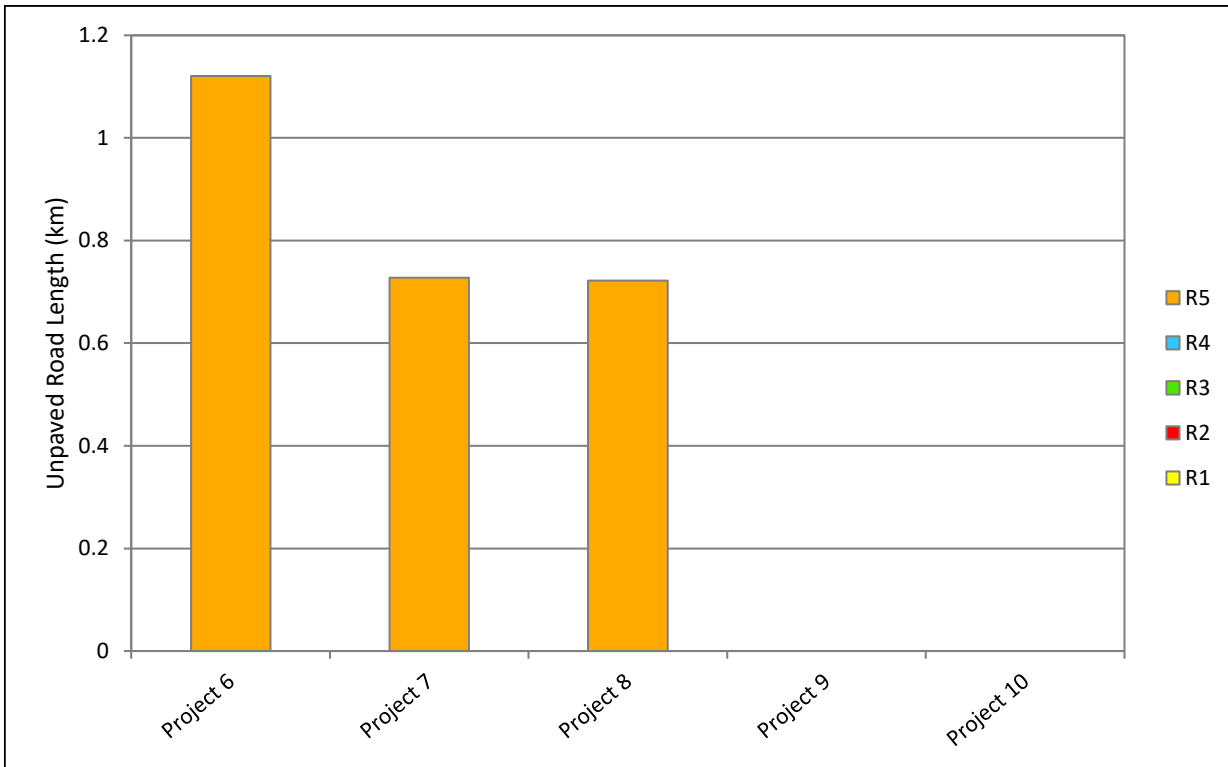


Figure 31: Length of Unpaved Road (km) per RCAM (Rural) Category by Project

Paved Road Priority Indicators

Visual Condition Assessments

The condition of the paved priority roads, as calculated from the latest visual assessments, grouped by project, is presented in **Table 23** and **Figure 32: Length of Paved Road (km) per Condition Category by Town** to **Figure 33: Length of Paved Road (%) per Condition Category by Town** below.

Table 23: Length of Paved Road (km) per Condition Category by Project

Project No.	Paved Road Condition: Road Length (km)					Total Length
	Very Good	Good	Fair	Poor	Very Poor	
Project 1	0.0	0.6	0.8	0.0	0.0	1.5
Project 2	0.0	0.2	1.1	0.3	0.0	1.5
Project 3	0.0	0.0	0.5	0.1	0.0	0.7
Project 4	0.0	0.0	0.6	0.3	0.0	0.9
Project 5	0.4	0.9	0.3	0.0	0.0	1.5
Total	0.4	1.7	3.3	0.7	0.0	6.1
Percentage	6.3%	27.4%	54.2%	12.1%	0.0%	100.0%

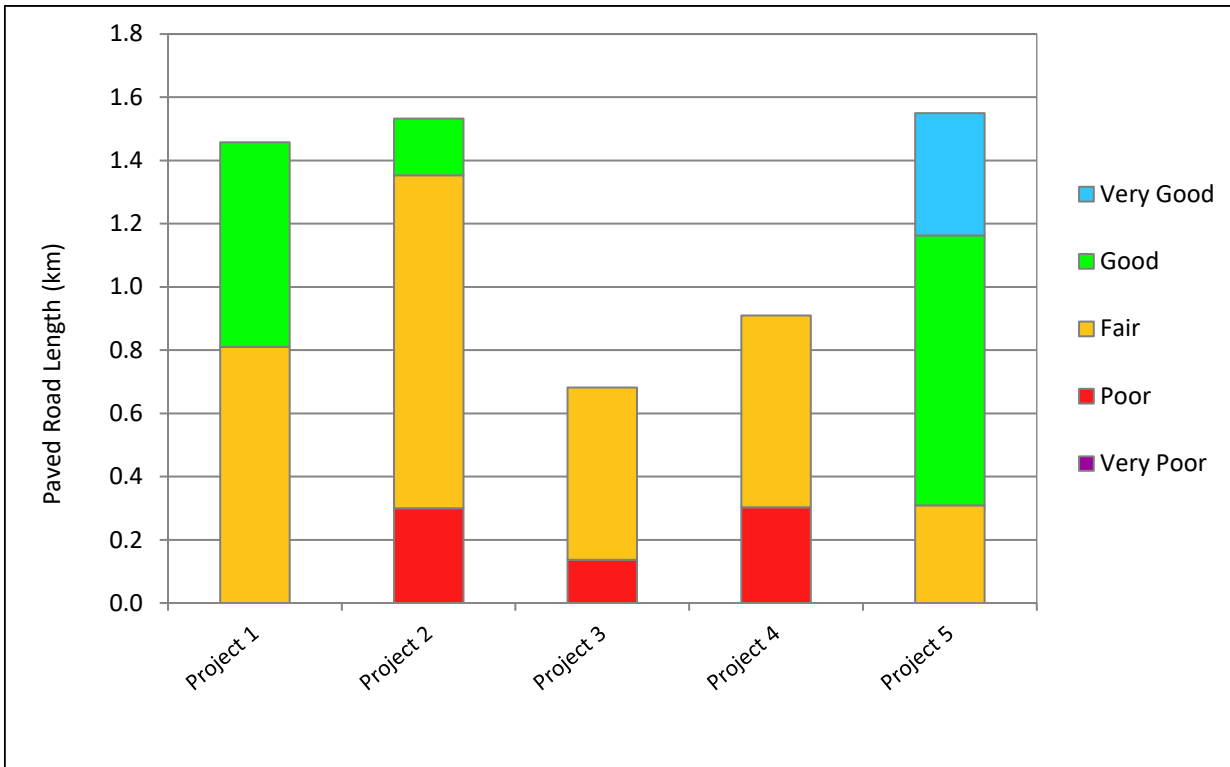


Figure 32: Length of Paved Road (km) per Condition Category by Town

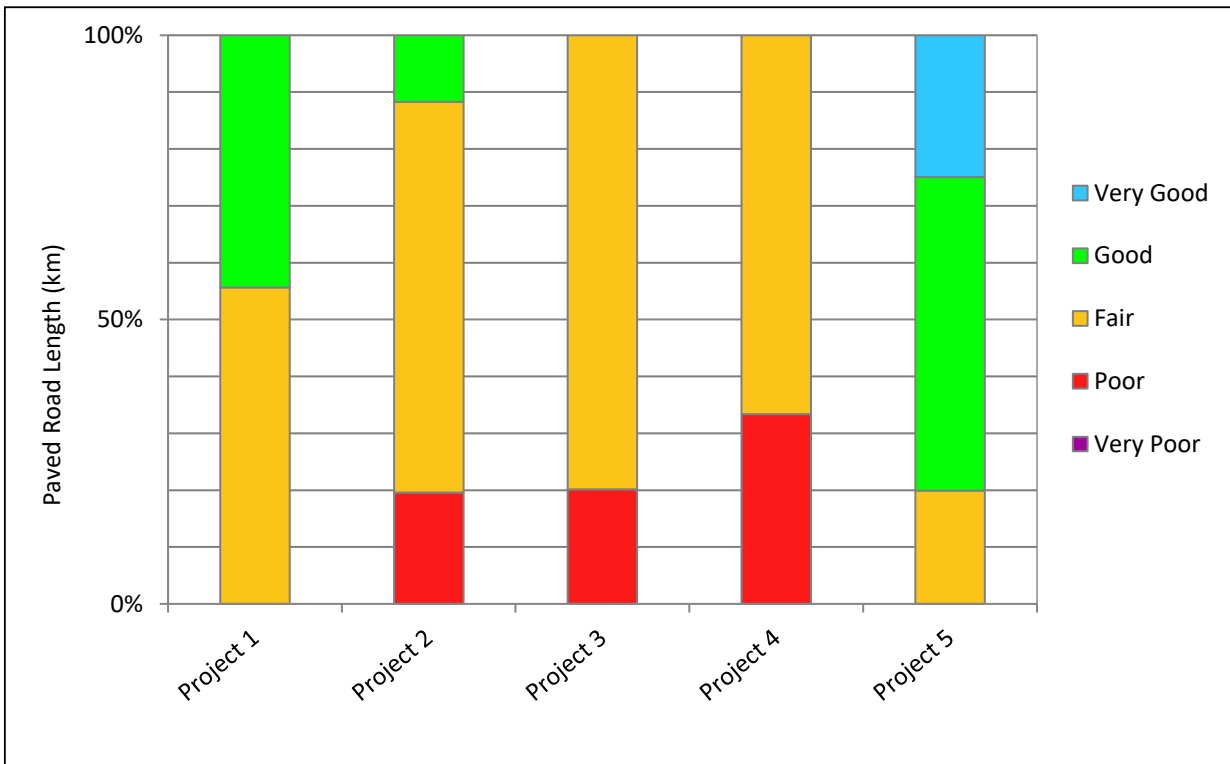


Figure 33: Length of Paved Road (%) per Condition Category by Town

Average Condition Rating

The average condition of the paved priority roads, grouped by project, is presented in **Table 24** and **Figure 34** below.

Table 24: Average Condition of Paved Roads by Project

Project No.	Average Condition Index: Paved Roads
Project 1	71%
Project 2	59%
Project 3	57%
Project 4	53%
Project 5	77%
Total	65%

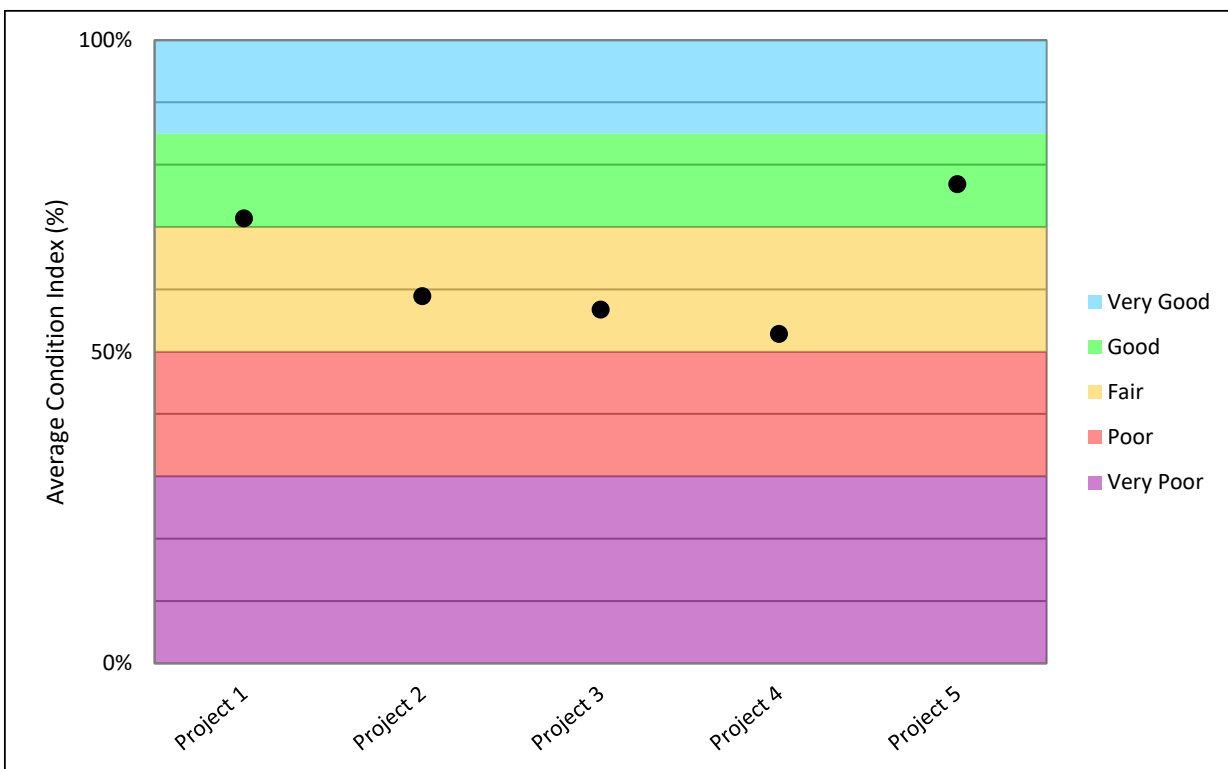


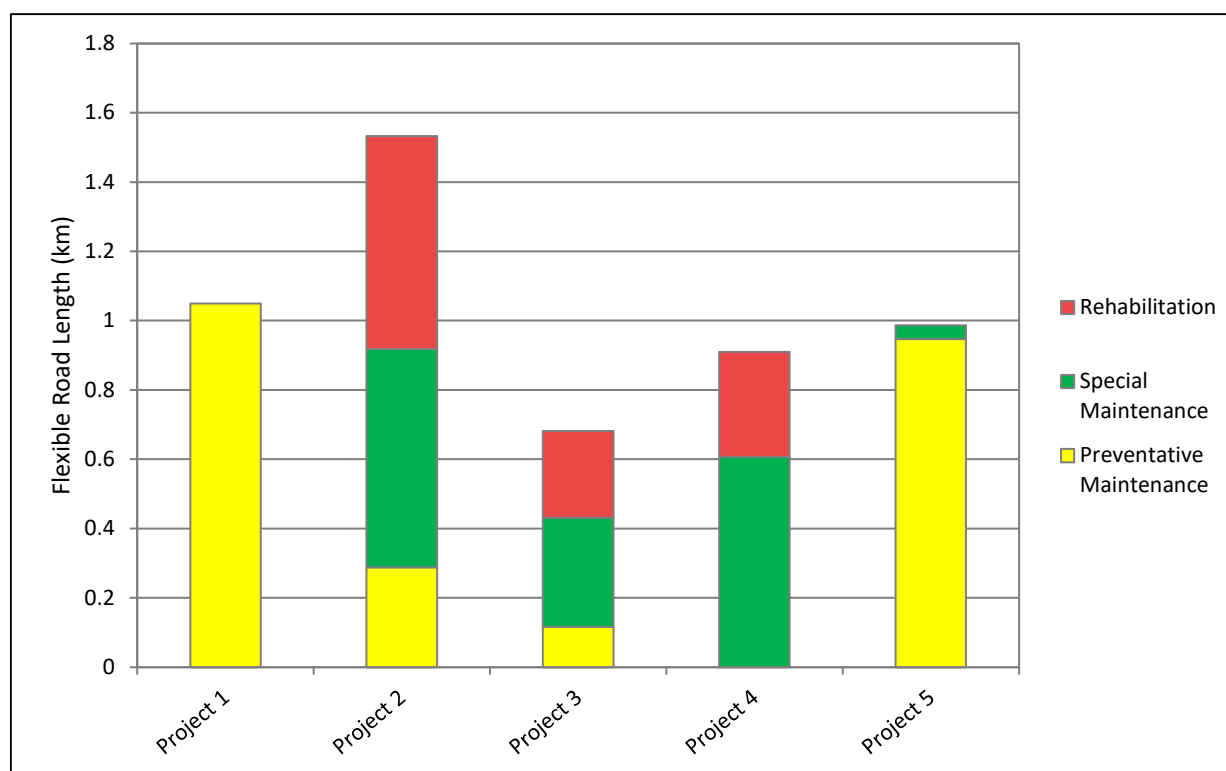
Figure 34: Average Condition of Paved Roads by Town

Maintenance Categories

A summary of the Rehabilitation, Special Maintenance and Preventative Maintenance needs for the paved (flexible) roads, grouped by project, is presented in **Table 25** to **Table 26** and **Figure 35** to **Figure 36** below.

Table 25: Length of Flexible Road (km) per Need Category by Project

Project No.	Flexible Need Categories: Road Length (km)			
	Rehabilitation	Special Maintenance	Preventative Maintenance	Total
Project 1	0.0	0.0	1.0	1.0
Project 2	0.6	0.6	0.3	1.5
Project 3	0.3	0.3	0.1	0.7
Project 4	0.3	0.6	0.0	0.9
Project 5	0.0	0.0	0.9	1.0
Total	1.2	1.6	2.4	5.2
Percentage	22.7%	30.8%	46.5%	100.0%

**Figure 35: Length of Flexible Road (km) per Need Category by Project****Table 26: Length of Flexible Road (%) per Need Category by Project**

Project No.	Flexible Need Categories: Road Length (%)			
	Rehabilitation	Special Maintenance	Preventative Maintenance	Total
Project 1	0%	0%	72%	72%
Project 2	40%	41%	19%	100%
Project 3	37%	46%	17%	100%
Project 4	33%	67%	0%	100%
Project 5	0%	3%	61%	64%
Total	19%	26%	39%	84%

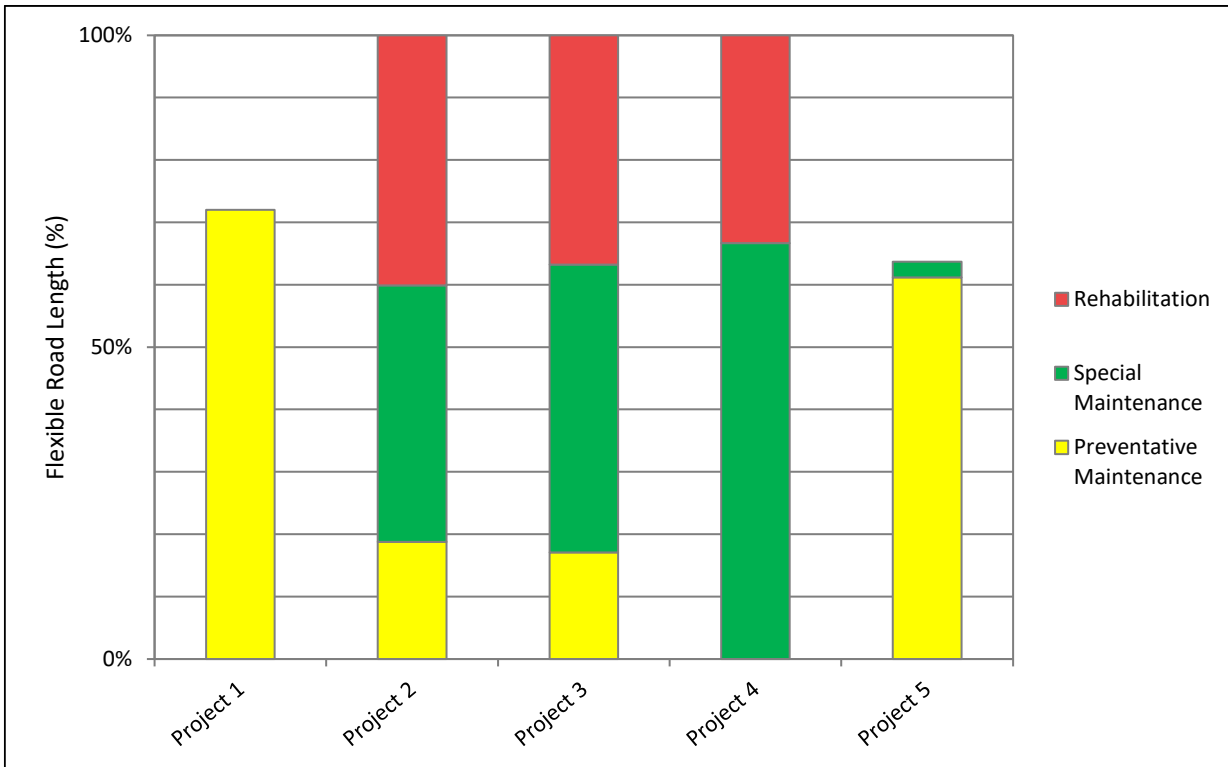


Figure 36: Length of Flexible Road (%) per Need Category by Project

Unpaved Road Priority Indicators

Visual Condition Assessments

The condition of the unpaved municipal roads, as calculated from the latest visual assessments, grouped by town, is presented in **Table 27** and **Figure 37** to **Figure 38**.

Table 27: Length of Unpaved Road (km) per Condition Category by Project

Project No.	Unpaved Road Condition: Road Length (km)					Total Length
	Very Good	Good	Fair	Poor	Very Poor	
Project 6	0.0	0.0	0.0	0.0	1.0	1.0
Project 7	0.0	0.0	0.0	0.0	0.7	0.7
Project 8	0.0	0.0	0.0	0.2	0.5	0.7
Project 9	0.0	0.0	0.0	1.2	1.5	2.7
Project 10	0.0	0.0	0.0	0.0	0.4	0.4
Total	0.0	0.0	0.0	1.4	4.1	5.5
Percentage	0.0%	0.0%	0.0%	25.5%	74.5%	100.0%

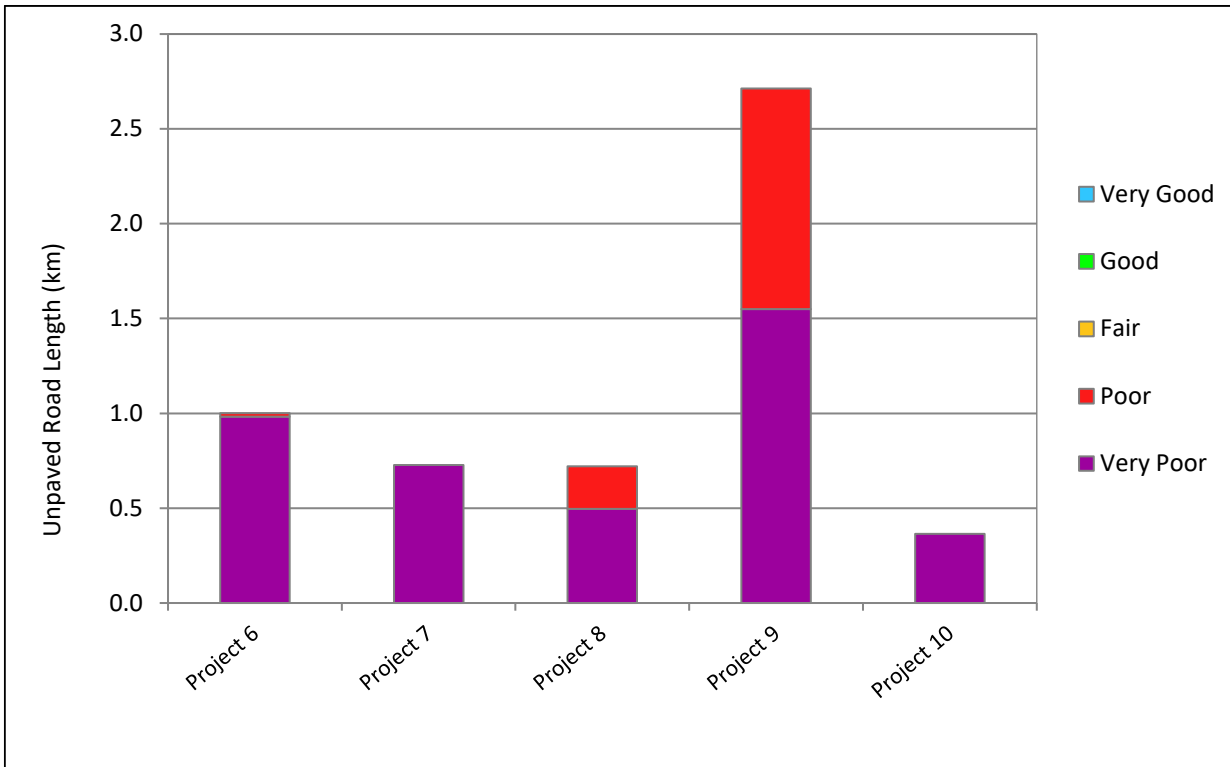


Figure 37: Length of Unpaved Road (km) per Condition Category by Project

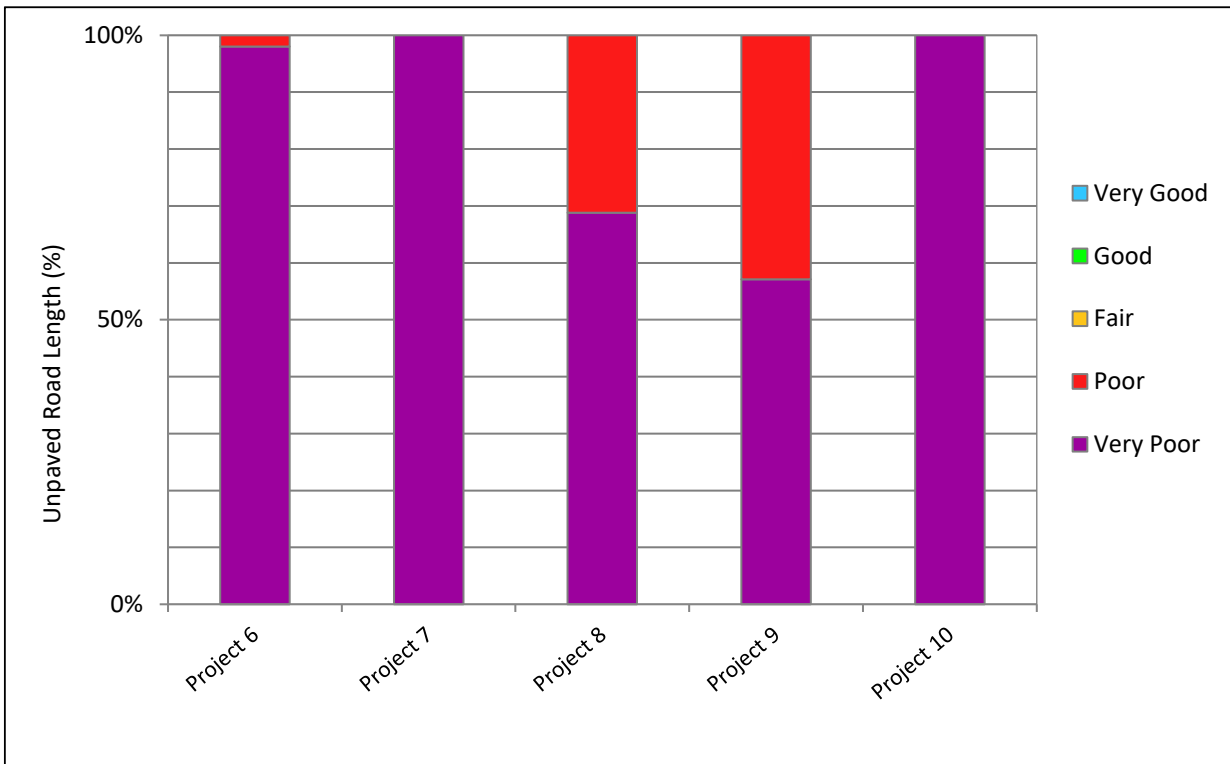


Figure 38: Length of Unpaved Road (%) per Condition Category by Project

Average Condition Rating

The average condition of the unpaved roads, grouped by project, is presented in **Table 28** and **Figure 39** below.

Table 28: Average Condition of Unpaved Roads by Project

Project No.	Average Condition Index: Unpaved Roads
Project 6	21%
Project 7	12%
Project 8	30%
Project 9	27%
Project 10	6%
Total	23%

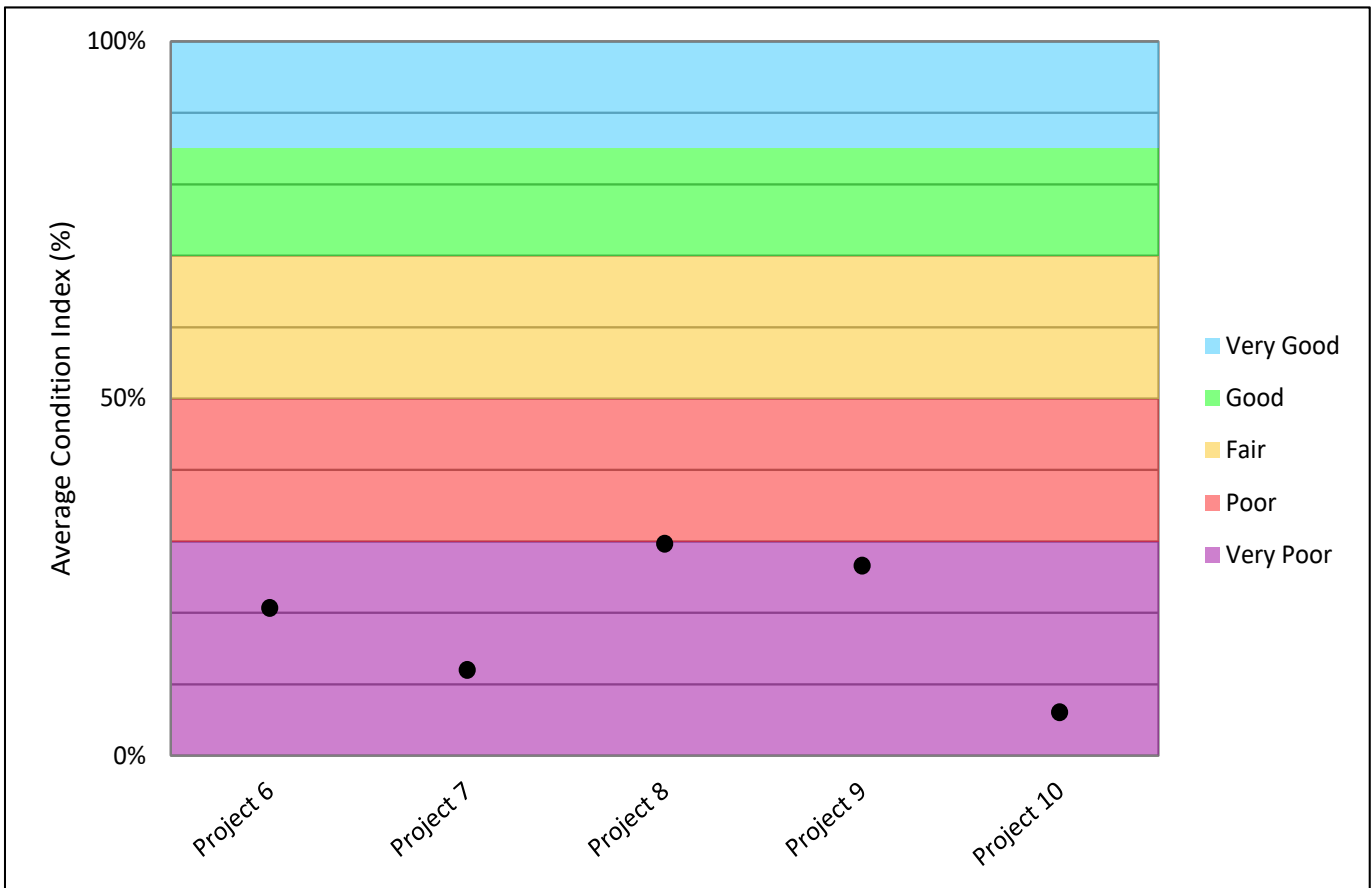


Figure 39: Average Condition of Unpaved Roads by Project

Financial Requirements

The following tables summarise the maintenance and rehabilitation (paved roads) and upgrading (unpaved roads) budget requirements, grouped by project.

Table 29 presents the Rehabilitation, Special Maintenance and Periodic Maintenance budget requirements of the identified paved roads according to the first-order assessments.

Table 29: Financial Requirements per Flexible Need Category by Project

Project No.	Flexible Need Categories: Treatment Cost			
	Rehabilitation	Special Maintenance	Preventative Maintenance	Total
Project 1	R -	R -	R 414 271	R 414 271
Project 2	R 2 718 588	R 1 964 816	R 60 962	R 4 744 366
Project 3	R 2 013 035	R 1 527 704	R 33 881	R 3 574 621
Project 4	R 1 097 412	R 1 427 465	R -	R 2 524 877
Project 5	R -	R 86 967	R 359 939	R 446 906
Total	R 5 829 036	R 5 006 952	R 869 053	R 11 705 041
Percentage	49.8%	42.8%	7.4%	100.0%

Table 30 presents the budget requirements if the identified paved roads were to be rehabilitated completely (recycling of existing base layer and addition of a new base layer along the full extent)

Table 30: Financial Requirements for Complete Rehabilitation by Project

Project No.	Flexible Need Categories: Treatment Cost			
	Rehabilitation	Special Maintenance	Preventative Maintenance	Total
Project 1	R 7 049 136	R -	R -	R 7 049 136
Project 2	R 7 174 469	R -	R -	R 7 174 469
Project 3	R 5 470 036	R -	R -	R 5 470 036
Project 4	R 3 455 832	R -	R -	R 3 455 832
Project 5	R 5 604 659	R -	R -	R 5 604 659
Total	R 28 754 132	R -	R -	R 28 754 132
Percentage	100.0%	0.0%	0.0%	100.0%

Table 31 presents the budget requirements to upgrade all the identified unpaved roads to surfaced standards.

Table 31: Financial Requirements for Upgrading of Unpaved Roads by Project

Project No.	Priority Roads: Unpaved	
	Length (km)	Cost to Upgrade
Project 6	1.1	R 8 179 139
Project 7	0.7	R 5 309 217
Project 8	0.7	R 5 268 775
Project 9	3.1	R 22 637 154
Project 10	0.4	R 2 665 230
Total	6.0	R 44 059 515

Conclusion and Way Forward

The method of classifying road links into maintenance or rehabilitation categories is based on the Visual Condition Indices (VCI), together with distress ratings as described in TMH 22. This method provides a network-level tool, or a “first-order” investigation and may change subject to project-level investigations. It is therefore advisable that the priority roads identified for maintenance and rehabilitation are investigated prior to finalisation of a budget and implementation plan. These project-level investigations may involve, inter alia, the following assessment activities:

- Dynamic Cone Penetrometer (DCP) Tests
- To measure pavement layer strength.
- Falling Weight Deflectometer (FWD) Tests
- To measure deflection and pavement layer stiffness.
- Trial Pitting and sampling
- To provide information on the characteristics and material classification of the in-situ pavement layers.
- Traffic Counts
- To estimate the design traffic loading.

The results from these tests, complemented by the information related to the surface condition of the roads, would allow for detailed modelling of the pavement structure in its current condition as well as estimation of its remaining design life based on the design traffic loading.

Consequently, this would facilitate the development of an accurate budget and implementation plan as well as the selection of suitable and cost-effective treatments, whether it be:

- Light Rehabilitation
- In-situ recycling of the existing base layer and the addition of a new base layer.
- Medium Rehabilitation
- Replacing the existing base layer and the addition of a new base layer.
- Heavy Rehabilitation
- Replace the existing base, subbase and selected subbase layers with new layers.

As well as surfacing, such as:

- Bituminous Seals.
- Asphalt.
- Concrete Block Pavers, etc.

Finally, the assessment activities described above will be applicable to the unpaved roads identified for upgrading to a paved standard as well.

Summary

Based on the first-order investigation of the priority roads identified, a budget of R11 705 041 for the Maintenance and Rehabilitation of the 6.1km Paved Roads and R44 059 515 for the Upgrading of the 6.0km Unpaved Roads will be required.

The municipal area covers 3507.59 km² (6% of Sarah Baartman's to area). It can be accessed through the N10 and N2 national road as indicated in the following map.

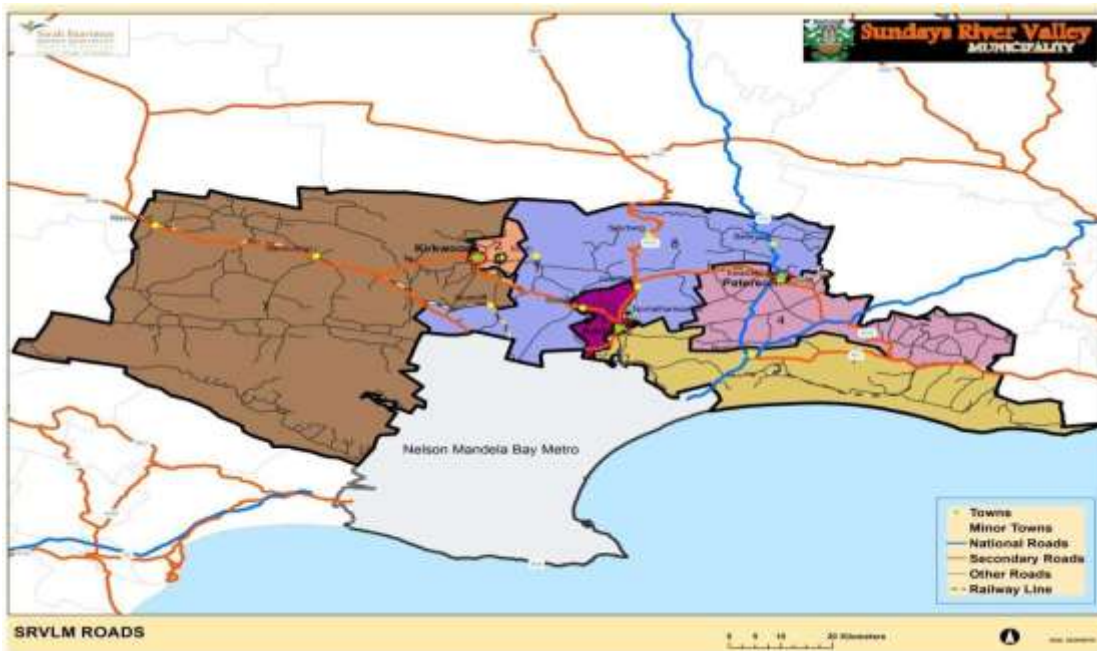


Figure 8: Municipal Road Network Map

2.2.5. Agricultural Infrastructure Backlog

The Municipality needs commonage that are fenced to be able to rent out to subsistence stock farmers. There is no pound in the Municipal area and the situation poses a risk for road accidents. There are dipping tanks in all three nodal areas, however they all need to be upgraded. Handling facilities were erected in Bersheba, Nomathamsanqa, Addo/Valencia and Paterson.

2.2.6 SUNDAYS RIVER VALLEY MUNICIPALITY SANRAL PROGRAMME

Objectives

To improve the level of service in the infrastructure in Nqweba (Kirkwood) and Addo. Namely: R75 and R 335 and R 336 road.

- To facilitate growth through stimulation of local economy.
- To facilitate the skills base of local SMME contractors through training and inclusion of identified packages of works.
- To create employment and inject direct capital back into local communities.

INTRODUCTION PROJECT MANAGEMENT UNIT (PMU)

Scope of work of the SRVM PMU

In keeping with the MIG principles, the cross-cutting conditions and the sector specific conditions, a PMU (see Annexure “A”) was established at the inception of the MIG programme in the municipality in 2005, responsible for the implementation of the MIG programme within SRVM. That PMU was established so as to ensure that the following key functions and operations are satisfied.

Financial Management

The SRVM through its PMU will be responsible for the administration and financial management of the 2025/26 MIG funding allocation. The management will be through and within municipal and national governments accounting systems for infrastructure projects as legislated. Furthermore, the SRVM PMU will also be responsible for the overall planning and reporting to the PPMU with respect to its performance in both administration and financial management on a monthly basis.

Project Identification/Feasibility Process

The co-ordination of the process of the identification of projects and their prioritization thereof is one of the main functions of the SRVM PMU, that whilst ensuring that there is proper integration of those projects in the Integrated Development Plan (**IDP**) and with appropriate input from the various multi-sectorial government departments so as to ensure synchronized service delivery. The SRVM PMU understands that the feasibility process in projects requires that due consideration be given to the feasibility of the projects in terms of the provincial growth strategies, integrated district-level infrastructure planning as well as technical feasibility of the projects in terms of the intended outcomes.

Contract Administration

The SRVM PMU will also be responsible for the co-ordination of the administration of service agreements with the relevant and affected government departments as well as contracts with contractors and consultants for each project, including feasibility and backlog studies.

Programme/Project Management

The SRVM PMU will be responsible for the management of the local (municipal) infrastructure programme as well as the physical project implementation activities while ensuring that:

Monitoring Database

The SRVM PMU will be responsible for the management of the monitoring of the database and the preparation of all necessary reports to municipal and the relevant provincial and national departments.

Capital Works Funded by Other Sources

The SRVM has incorporated in the competences of the SRVM PMU, amongst others, the implementation of all its capital works funded from other sources like DWA, etc. in terms of human resource sharing.

Project Monitoring & Evaluation

The SRVM PMU will also be responsible for the.

- Socio-economic impact assessments which detail the impact of the MIG Programme on SRVM and local communities within the municipal area, in terms of; skills development, community involvement, municipal partnerships, local economic development and how the lives of the communities have improved,
- Facilitation of backlog studies and environmental impact assessments of projects as and when necessary.

Project based capacity Building

The SRVM PMU will also be responsible for the co-ordination of project-based capacity building and developmental initiatives within the SRVM. It must be noted that this capacity building component of MIG is only concerned with projects and the arrangements relating to the effective delivery of municipal infrastructure.

Geographic Information System (GIS)

The SRVM PMU will make use of the available GIS facilities available within the Provincial MIG management units with regards to the planning/feasibility phases of projects, the operation and maintenance planning, and in the compilation of municipal asset registers. Where specialist IT intervention is required in respect of the MIG Data system, this will be sourced by the SRVM PMU from the MIG national management unit.

The SRVM has started the process of establishing its own GIS but is not yet fully functional. The SRVM makes use of the GIS Services from the Sarah Baartman District Municipality .Once that has been fully set up and is fully functional, the SRVM PMU will utilize it in respect of all the functions mentioned above that the provincial GIS would be used for.

Operation & Planned Maintenance

Municipal Infrastructure Investment Planning together with Integrated Development Planning is necessary for long-term financial sustainability of municipal assets. In support of this, it is critical that municipalities have planned maintenance programmes for their assets on one hand and the resources and capacity on the other.

It is henceforth that one of the main and critical responsibilities of the SRVM PMU has been identified as being to ensure that the municipality has the necessary resources to fulfil the operations and maintenance (**O&M**) obligations for all capital projects implemented through the MIG programme, etc. The SRVM PMU will assist wherever and whenever possible or required within SRVM in as far as the planning and implementation of the SRVM O&M Programmes, directly or indirectly.

Eradication of Backlogs

SRVM is targeting the year 2030 to have all backlogs eradicated (Water, Sanitation, Roads, Electricity) as necessitated by national infrastructure targets. The SRVM target is not necessarily derived from the national one but has thoroughly been investigated and its possibility verified as being realistic. This will be realised through funding from MISA, DWS.

The purpose of this Business Plan is to outline how the Sundays River Valley Municipality (**SRVM**) will efficiently and effectively manage its MIG programme through its Project Management Unit (**PMU**) in implementing all the MIG projects approved within the municipality for the 2025/2026 Financial Year. That would be achieved specifically through the alignment of all principles and objectives underpinning the design of the programme as contained in the MIG Policy Framework.

In the case of SRVM, the MIG programme started during the 2005/06 Financial Year, which all services would be rendered successfully in SRVM by that time. Most importantly, that assertion is in line with all the national targets with respect to the provision of infrastructure services to all South Africans.

SRVM MIG 3-YEAR CYCLE

MIG allocations

According to the SRVM MIG budgets for the medium term's expenditure framework (MIG 3-Year Cycle), as indicated in Table 1, which was been approved by Council and the Department of Provincial & Local Government (DPLG) and as reflected in the 2022 Dora Bill, the annual amounts allocated to the MIG Programme to SRVM are as follows:

National Financial Year	MIG Allocation	Total Allocation
2024/2025	R 39 150 000	R 39 150 000
2025/2026	R 30 314 000	R 30 314 00
2026/2027	R 32 764 000	R 32 764 000

Table 1: SRVM MIG MTEF Home of the Addo Elephant Park

The allocation of R 30 314 000 will be used for the following capital projects.

1. Upgrading of Roads & Stormwater in Enon and Bersheba – Phase 2
2. Refurbishment of Enon and Bersheba Water Borne Sanitation
3. Infrastructure Asset Management
4. Construction of Roads and Stormwater in Paterson
5. Construction of Bulk and Water Reticulation in Molly Blackburn
6. Augmentation of the Water Reticulation Network in Paterson

The Sunday's River Valley Municipality acknowledges the importance of implementing its MIG programme using the following guidelines by the MIG Policy and Framework

- **B-Component** (Basic residential infrastructure): This includes funding in capital investment for new, rehabilitated and upgraded basic bulk, connector and internal municipal infrastructure for un-serviced households in existing and to be proclaimed residential settlements. The formula allocates 75% of the total MIG funds to the B-component. This component consists of proportional allocations for:
 - Water services (water and sanitation) (72%);
 - Roads and storm water (23%); and
 - Other - (solid waste disposal sites and street /community lighting) (5%).
- **P-Component** (Public Municipal Facilities): This component is ring-fenced for municipal sport facilities. The formula allocates **15% of the total MIG funds to the P-component.**
- **E-Component** (Infrastructure for social institutions, small and emerging enterprises): This includes funding in capital investment for new, rehabilitated and municipal bulk, connector and internal municipal infrastructure for these institutions. The formula allocates **5% of total MIG funds to this component.**
- **N-Component** which is an additional allocation for infrastructure to nodal municipalities and the formula allocates **5% of total MIG funds to this component.** The funding is for any rural and urban nodal type of projects under B, P, or E components.

**THE THREE-YEAR MTEF CAPITAL PLAN. SUMMARIZED IN TABLE FORM BELOW
AND GRAPHICALLY ILLUSTRATED FOR SUNDAYS RIVER VALLEY MUNICIPALITY.**

CAPITAL INFRASTRUCTURE PLAN

The Municipal Capital Budget is R 57,5 million. Some of the salient projects to be undertaken over the medium-term include, amongst others.

Table 11: Medium Term Capital Projects

	2024/25	2025/26	2026/27
Direct: Conditional Grants			
	R	R	R
Equitable Share	117 539 000,00	122 707 000,00	127 204 000,00
Financial Management Grant	3 800 000,00	3 800 000,00	3 800 000,00
Expanded Public Works Programme	1 232 000,00		
Municipal Infrastructure Grant	39 150 000,00	30 413 000,00	32 764 000,00
Energy Efficiency and Demand Side Management Grant	4 000 000,00	4 000 000,00	
Integrated National Electrification Programme	495 000,00	6 270 000,00	7 000 000,00
Water Service Infrastructure Grant	16 000 000,00	21 830 000,00	24 000 000,00
	182 216 000,00	189 020 000,00	194 768 000,00
Indirect : Conditional Grants			
Integrated National Electrification Programme (Eskom)	13 508 000,00	6 728 000,00	501 000,00
Regional Bulk Infrastructure Grant	18 000 000,00	1 000 000,00	
	31 508 000,00	7 728 000,00	501 000,00
Total Grant Allocation	213 724 000,00	196 748 000,00	195 269 000,00

Project Name	Funding Type	Project Type (water, sanitation etc)	Total Project Cost	Amount as per Business Plan
Refurbishment of Addo Sewer Treatment Works and Moses Mabhida Sewer Reticulation	WSIG 5B	Sanitation	R 15 072 514,71	R 15 072 514,71
Provision of Water and Sanitation services of Nomathamsanqa and Molly Blackburn	WSIG 5B	Water	R 6 507 688,49	R 6 507 688,49

Capital Expenditure will solely be funded by Grant allocation by National Treasury and Provincial Treasury. This is due to significant constraints of Council funds as highlighted in the above sections. In addition to the above listed projects, in-kind Grant allocations have been made to the municipality, but projects for these are still to be confirmed.

Sundays River Valley Energy

Project Title	Project Type (water, sanitation etc)	Project Funder	Registered EEDSM Funds	Project Status (Not registered, Registered, Design & Tender, Contractor appointed, Construction <=25%, <=50%, <=75%, <=99%, completed, retention)
Retrovert of Street Lights in Kirkwood and municipal buildings	Energy	EEDSM	4 000 000,00	Design

Table 12: STATUS QUO OF CAPITAL EXPENDITURE

Name of Municipality:

Sundays River Valley Municipality

MIG-MIS No.	National Registration Number e.g. MIG/...../...../....	Project Name (as it appears on MIG-MIS)	Project type	Project Category: New Upgrade Rehabilitation Upgrade/ Rehab New/ Upgrade	EPWP Yes/No	Planned job opportunities in 2024/25	Total project value registered (Inclusive of budget maintenance) 'R
Whole number format	General Text	General Text	Select from drop down as registered	Select from drop down as registered	Select from drop down as registered	Number format	Whole number format
460 918,00	R/EC/19425/22/23	Upgrading of Roads & Stormwater in Enon and Bersheba – Phase 2	Roads & stormwater	Upgrade	Yes	30	24 354 664,00
501319	CS//EC/2023/24/11/370	Construction of Multi- Purpose Sports Recreational Facility in Nomathamsanqa in Addo (Budget Maintenance) (Phase1)	Sport and recreation	New	Yes	20	32 505 746,00
		Construction of Multi- Purpose Sports Recreational Facility in Nomathamsanqa in Addo (Budget Maintenance) (Phase2)	Sport and recreation	New	Yes	0	10 000 000,00
426485	EC/2021/22/12/147	Refurbishment of Enon and Bersheba Water Borne Sanitation (Budget Maintenance)	Sanitation	New/ Upgrade	Yes	13	13 948 110,00
498833	EC/2023/24/11/372	Construction of Roads and Stormwater in Paterson - Phase 1	Roads & stormwater	New	Yes	30	23 851 282,00
504198	EC/2023/24/11/369	Augmentation of the Water Reticulation Network in Paterson	Water	Upgrade	Yes	20	16 572 000,00
		PMU ADMIN.			No	0	1 556 450,00
		Total				113	122 8 252,00

2.2.5 SPATIAL DEVELOPMENT FRAMEWORK (SDF) - SUNDAYS RIVER VALLEY MUNICIPALITY

The SDF and Land Use Management Scheme (LUMS) has been adopted on June 30 in the 2022/2023 financial year. The revised IDP will consider the following elements:

- New developments that will require amendments to the SDF.
- Requirements of the SDF guidelines
- The new SDF will reflect the spatial implications of ward investment in the urban and rural areas.

The municipality has joined the District Municipal Planning Tribunal (DMPT). The 5-year term expired in October 2024. The Sarah Baartman District Municipality has advertised in November for new members to serve on the DMPT. The Authorized official of the municipality is the Director of Infrastructure Planning & Development. The Municipality's GIS system falls within the town planning office. The Eastern Cape Cooperative Governance and Traditional Affairs together with the Sarah Baartman District Municipality are assisting the SRVM Municipality with capacitating the officials of the municipality with GIS trainings, the main goal is for the municipality to have a fully-fledged functional GIS system.

Rural Development & Land Reform assisted the Municipality in the formulations and adoption of the SPLUMA By-Laws in 2013/2016.

COGTA has developed a Land Invasion Policy guideline to assist the municipality in crafting their own land invasion policy. The municipality will be requesting COGTA to facilitate a workshop of the land invasion policy in the 2025/2026 financial year.

The land audit is currently undergoing procurement processes, the municipality envisage that they will appoint at the beginning of the 2025/2026 financial year.

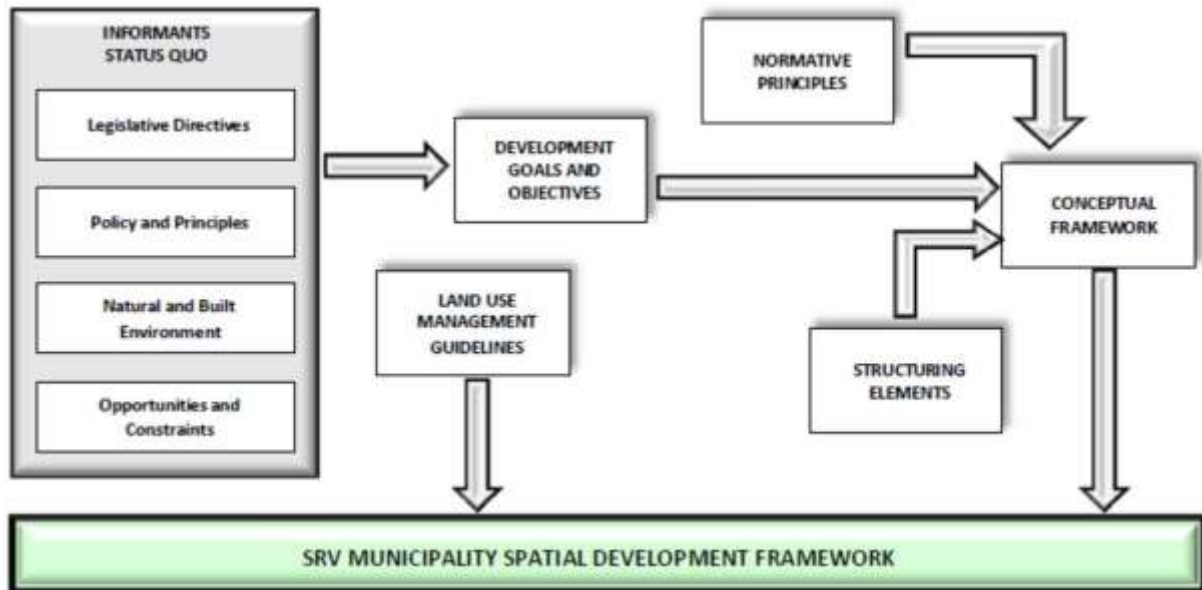
The municipality does not have a record of any land claim laid against properties within the jurisdiction of the municipality.

The formulation of a spatial development strategy for the Sundays River Valley forms a prominent part of the Sundays River Valley Spatial Development Framework. The Spatial Development Strategies and the Land Use Management Objectives, Policies and Guidelines (Chapter 5) should function as a strategic planning unit to fulfil the vision and planning principles as outlined.

The spatial development strategies include, inter alia:

- A strategic assessment of the environmental impact of the Spatial Development Framework
Land suitability criteria
- Representation of the desired spatial form of the study area to include future land development areas, desired utilization of space and the proposed urban edge.
- A capital investment framework which outlines the medium-term expenditure framework with respect to the Spatial Development Framework and includes areas where strategic intervention and priority spending are required.

Figure 9: SRVM Spatial Development framework



The Sundays River Valley SDF visioning, analysis and implementation strategies are based on PSDP pillars, to ensure alignment and integration. The PSDP proposes a future spatial development outcome for the western region of the province and a number of Provincial-wide priority projects for implementation.

Sunday River Valley Spatial Vision

Based on the Sundays River Valley Municipality vision, IDP priorities, objectives, and strategies and SDF key issues, the Spatial Development Framework vision for the Sundays River Valley Municipality incorporates key principles relating to the following:

- Provision of land for shelter, community facilities and socio-economic growth and upliftment.
- Ensure an integrated society that is planned and development on the key principles of sustainability. Support towards rural development and rural livelihoods.

District Alignment and Synergy

District alignment and synergy for the purposes of Spatial Development Framework planning and Land Use Management should incorporate and ensure integration based on the following key development parameters:

- Nodal hierarchy
- Main routes and accessibility
- District-wide local economic development, infrastructure, and rural development projects
- Capacitation and institutional support
- Provincial priorities, programmes, and initiatives
- Joint ventures and co-operative initiatives between Municipalities, the District Municipality, and the Provincial Government

- Support mechanisms towards institutional capacity building and District-wide Integrated Development Plan rollout

Area Based Plan and Land Reform

In addition, and in support of land reform in the District, the Cacadu Land Audit & Area Based Plan makes specific recommendations towards land reform and land reform corridors in the district. A key component of the Area Based Plan is the identification of key focus areas within which land reform should be developed and further explored.

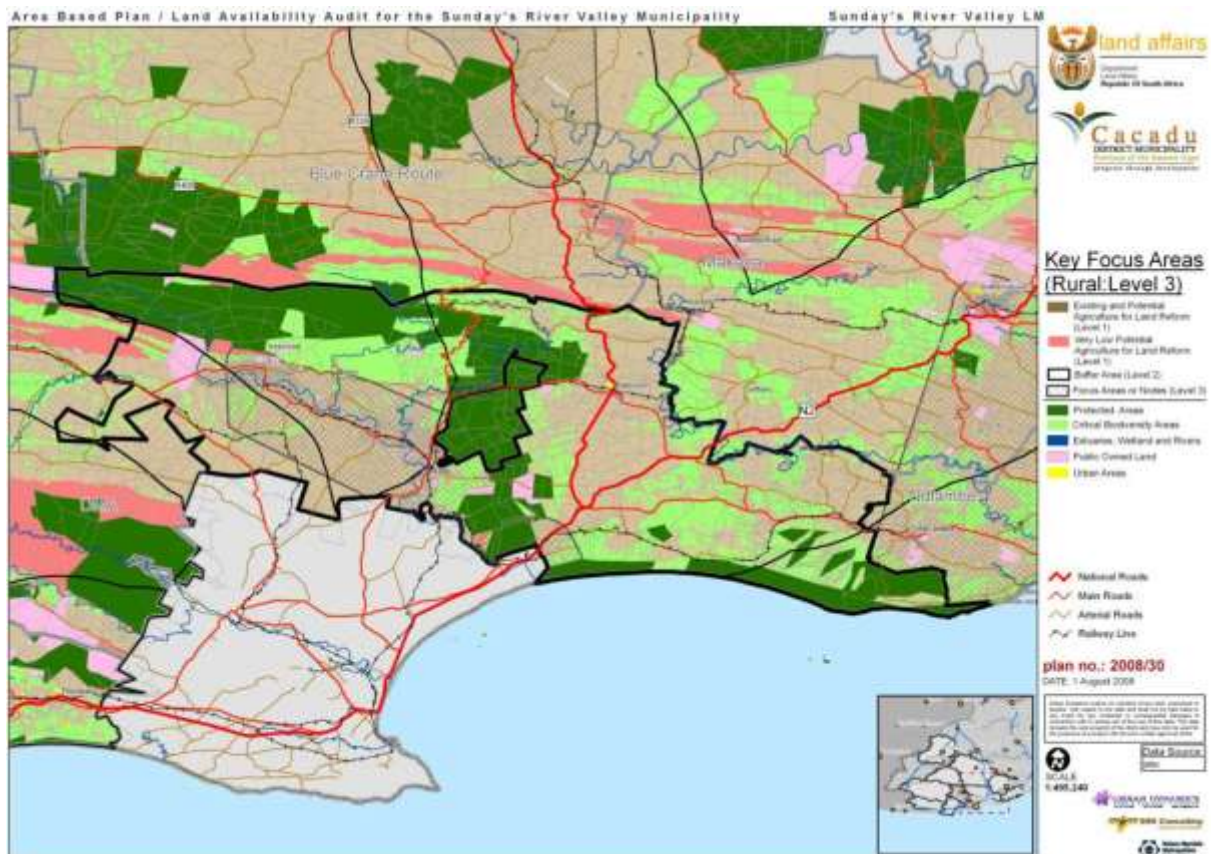


Figure 10: Area Based Plan & Land Reform

The area-based plan identified various levels of key focus areas to address land reform targets in the district. The determination of focus areas is a key component in the government's role out for accelerated land reform process. Determination of focus areas was informed by four main determinates:

- Physical criteria for determination of focus areas.
- PLAS Programme guidelines such as settlement along main corridors and consideration of the nodal development concept.
- Enterprise concentration, infrastructure, and available support systems.
- Expansion of Municipal Commonages.

Issues as identified through ward-based planning.

As part of the Municipal Integrated Development Planning, and extensive public participation process through ward-based planning identified a number of key issues. The Ward Based planning process was undertaken in October – November 2024.

No	PRIORITY	ISSUES
1	Institutional Transformation and Organizational Development	<ul style="list-style-type: none"> • Compliance with applicable legislation • Promotion of a culture of performance management • Development of a credible IDP • Respond to capacity challenges and recruitment and retention of scarce skills • HR plan responding to long-term development plans
2	Provision of Infrastructure and Basic Services	<ul style="list-style-type: none"> • Bulk water supply and clean drinking water (wholesome water) • Upgrading, maintenance and management of roads-, sanitation-, storm water- and electricity infrastructure • Clean and healthy environment • Water conservation and demand management including blue and green drop assessments • Combat electricity and water meter tempering
3	Local Economic Development	<ul style="list-style-type: none"> • Poverty alleviation through creation of employment opportunities (EPWP and CWP) • Sustainable community investment Programme • SMME Development Programme • Revitalization of Rural-Urban economies • Encourage participation and partnership opportunities for new investments • Enabling environment for existing and potential business to grow
4	Community Services (Forms part of Basic Services and Infrastructure)	<ul style="list-style-type: none"> • Upgrading and maintenance of community facilities (cemeteries, sports facilities, and parks) • Library services creating a culture of reading and learning • Fire services and disaster management • Facilitate access to health services including fight against HIV and AIDS • Community safety forums • Waste removal, disposal, and management

No	PRIORITY	ISSUES
5	Good Governance and Public Participation	<ul style="list-style-type: none"> • Effective and efficient internal control environment • Effective and efficient communication and customer care services • Functional IGR Structures including ward committees • Oversight of Council and Management oversight
6	Financial Viability and Management	<ul style="list-style-type: none"> • Fight against crime and corruption • Vigorous implementation of credit control and indigent registration • Clean audit • Proper billing system • Expansion of the current revenue base to ensure sustainability of service delivery levels
7	Spatial Planning	<ul style="list-style-type: none"> • Alignment to NSDP, PSEDS and PGDS • Land availability and ownership audit • Demonstrate how job creation is facilitated through spatial planning • Contribute positively towards local economic development, sustainable livelihoods in rural areas and poverty alleviation • Demarcate areas for industrial development

Table 14: SDF KEY ISSUES PER TOWN

TOWN	ISSUES
Nqweba (Kirkwood)	<ul style="list-style-type: none"> • Strengthening business node and central business district • Identify land for future housing and expansion • Promote growth of Moses Mabida and Kirkwood in an integrated way • Accommodate infill areas in and around Moses Mabida • Provide for middle income housing group • Strengthen economic base and nodal function
Addo	<ul style="list-style-type: none"> • Identify areas for future expansion of middle- and low-income housing • Expansion of commonage and communal grazing areas

	<ul style="list-style-type: none"> • Need for a regional cemetery • Promote local economic development through land availability • Future expansion should integrate the Nomathamsanqa and Addo Valencia areas • Prioritize development of Molly Blackburn
Paterson	<ul style="list-style-type: none"> • Improve and develop infrastructure, support tourism and rural development • Improve development of key economic land uses, i.e., truck shops and Coega IDZ linkages • Improve infrastructure, housing rectification and service delivery
Enon/Bersheba	<ul style="list-style-type: none"> • Transfer of commonage land to the community • Support the demand for additional housing and land identification • Building formal clinic
Rural Areas	<ul style="list-style-type: none"> • Conduct detailed feasibility studies on sustainability of various rural areas and rural nodes • Finalize development and service issues relating to Zuney • Facilitate expansion of Dunbrody, south of access road • Unpack and implement an Agri-village policy for support and development of rural areas • Develop housing and infrastructure at Langboos • Determine future and sustainability of the Kleinpoort and Glenconner rural nodes

SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR SRV NODES

The Conceptual Framework is a broad outline and development pattern for the Sundays River Valley rural area and nodal settlements. The Conceptual Framework is based

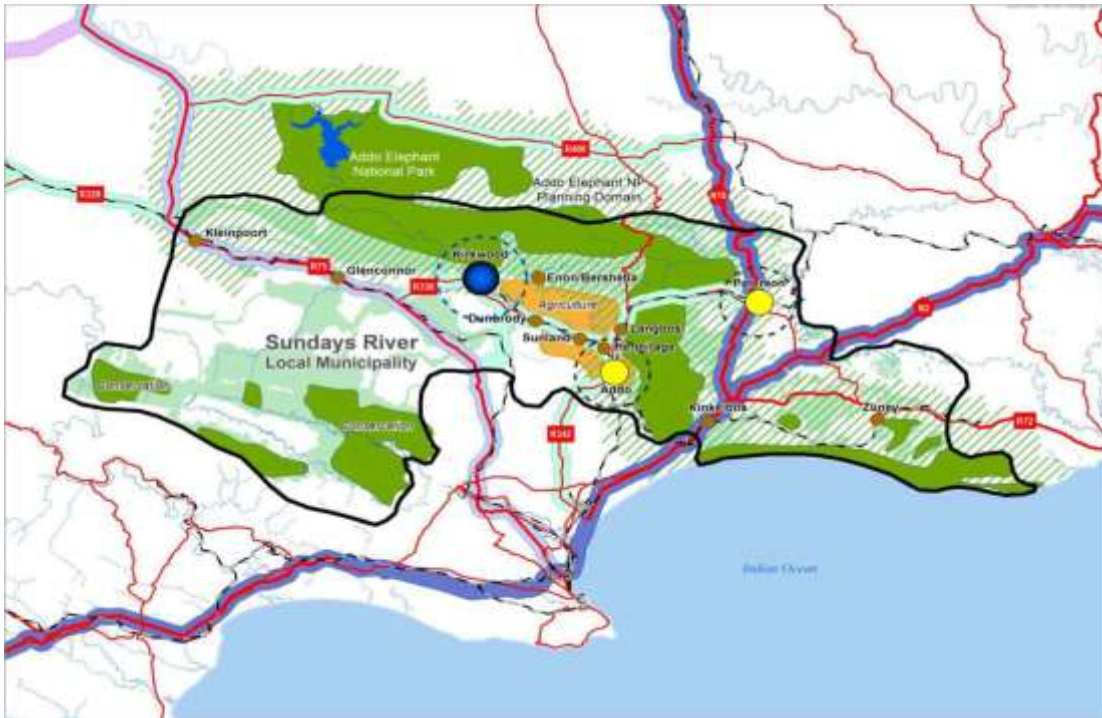


Figure 11: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR SRV NODES

Strategies for SRV

- Strengthening and support of the central business district along the R336 and establish this area as a key commercial and administrative node, within the District.
- Improve business visibility and interaction along the R336 with the possibility of a transportation hub at the intersection of the R336 and the Moses Mabida Road.
- Promote and support densification of existing low-density residential areas, north and south of the existing central business district.
- Ensure protection of the surrounding high potential agriculture land and critical biodiversity areas.
- Promote expansion of the industrial and mixed-use job creation component to the north and west of the existing station.
- Promote future expansion for high density subsidised residential development towards the east of the existing built-up area, north of the Moses Mabida access road.
- The above-mentioned expansion to promote integration and more compact urban areas, preventing urban sprawl.

moses Mabida

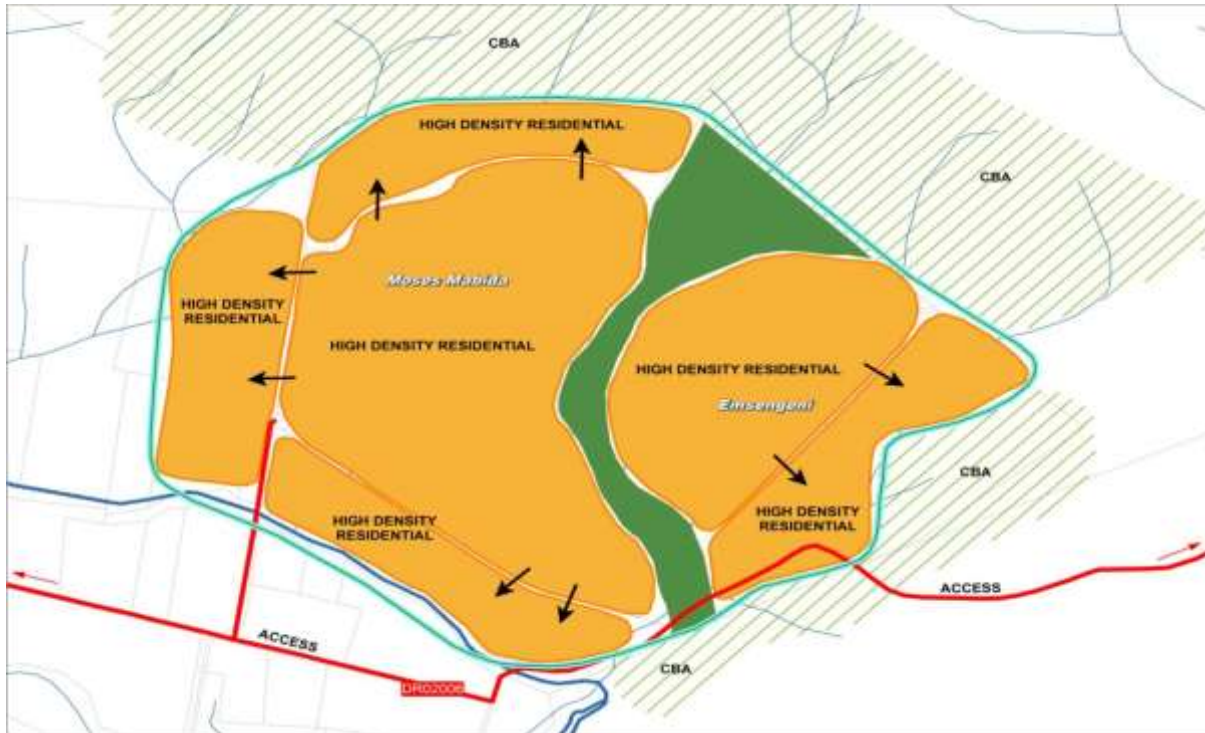


Figure 12: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR MOSES MABIDA

Strategies

- Strengthening access and interactivity between Moses Mabida and Kirkwood by promoting integration of land uses and activities.
- Acknowledge future population growth demands and existing informal settlement areas to the south and north of Moses Mabida.
- Preservation of existing residential open space system and preservation of critical biodiversity areas to the north and east.
- Upgrade, plan and service informal infill areas to the south and north.
- Ensure that future expansion and growth are planned in an integrated manner to make use of existing infrastructure and services.
- Proposed future expansion west of the Moses Mabida access road.
- Infill development and densification, including reassessment of Moses Mabida open space system and accommodation of additional families.
- Maintain the urban edge and carefully consider future expansion of Moses Mabida, with specific reference to strengthening of the Kirkwood node.

Addo

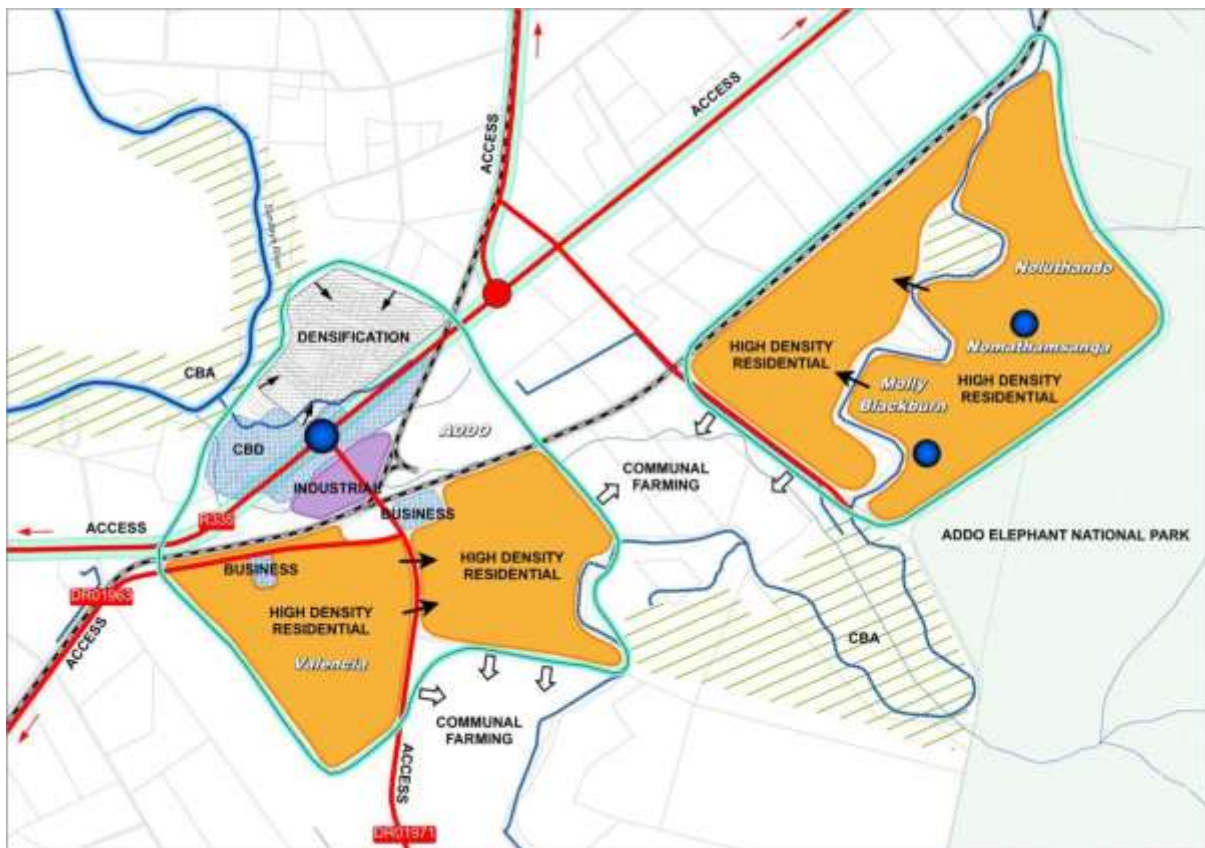


Figure 13: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR ADDO

Strategies

- Acknowledge access and tourism potential of the R335.
- Encourage strengthening of the Addo CBD area and priorities expansion of future job creation and industrial development.
- Ensure business development opportunities and accessibility to non-residential land uses, especially south of the railway line.
- Promote densification of current vacant land north-east of the Addo central business district.
- Future expansion and development should take place between Nomathamsanqa and Valencia to ensure integration and a more sustainable use of infrastructure and facilities.
- Ensure integrity of Addo Elephant National Park with all future development.

Paterson

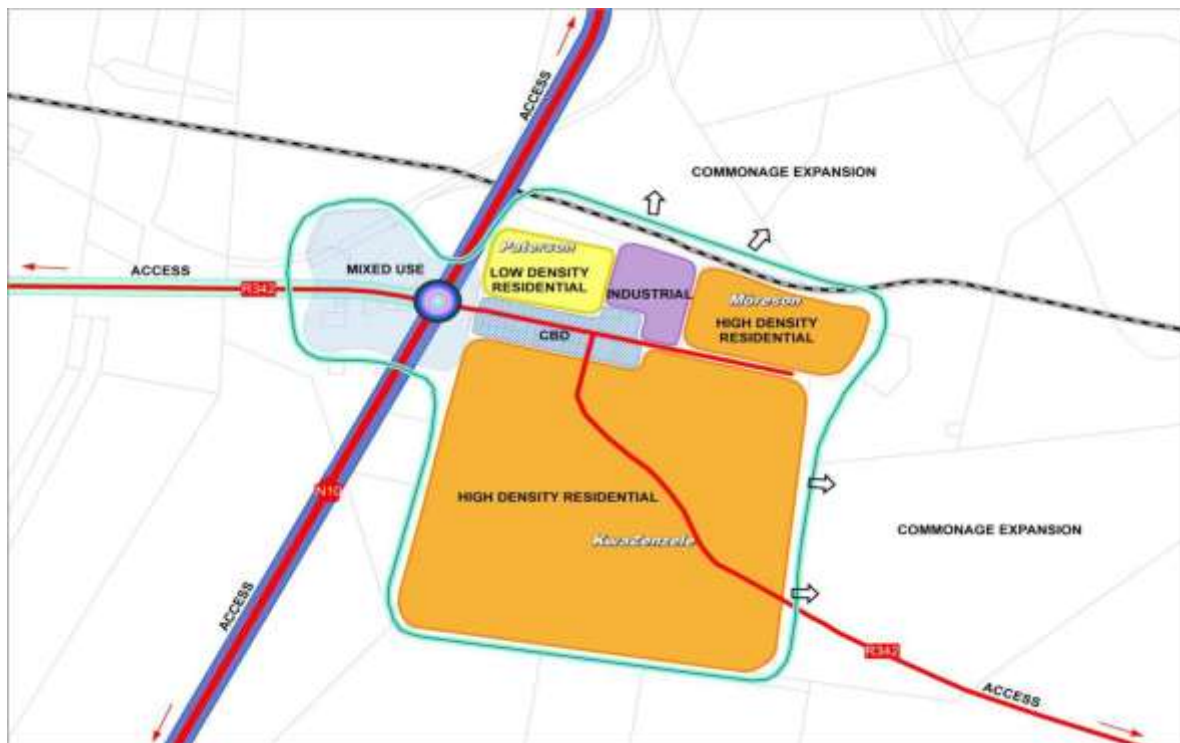


Figure 14: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR PATERSON

Strategies

- Acknowledge the importance of the Paterson node as a service provider along the N10 and in the east of the Park entrance.
- Promote and support the strengthening of the central business district with direct linkages to the N10 and the possible development of a higher intensity mixed use tourism related node.
- Support and promote Paterson as the entrance towards the National Park along the R342.
- Promote commonage development and expansion of the commonage on surrounding land east of the N10.
- Expansion of future high-density residential components based on availability of infrastructure.
- Support service provision role of Paterson.

Enon/Bersheba

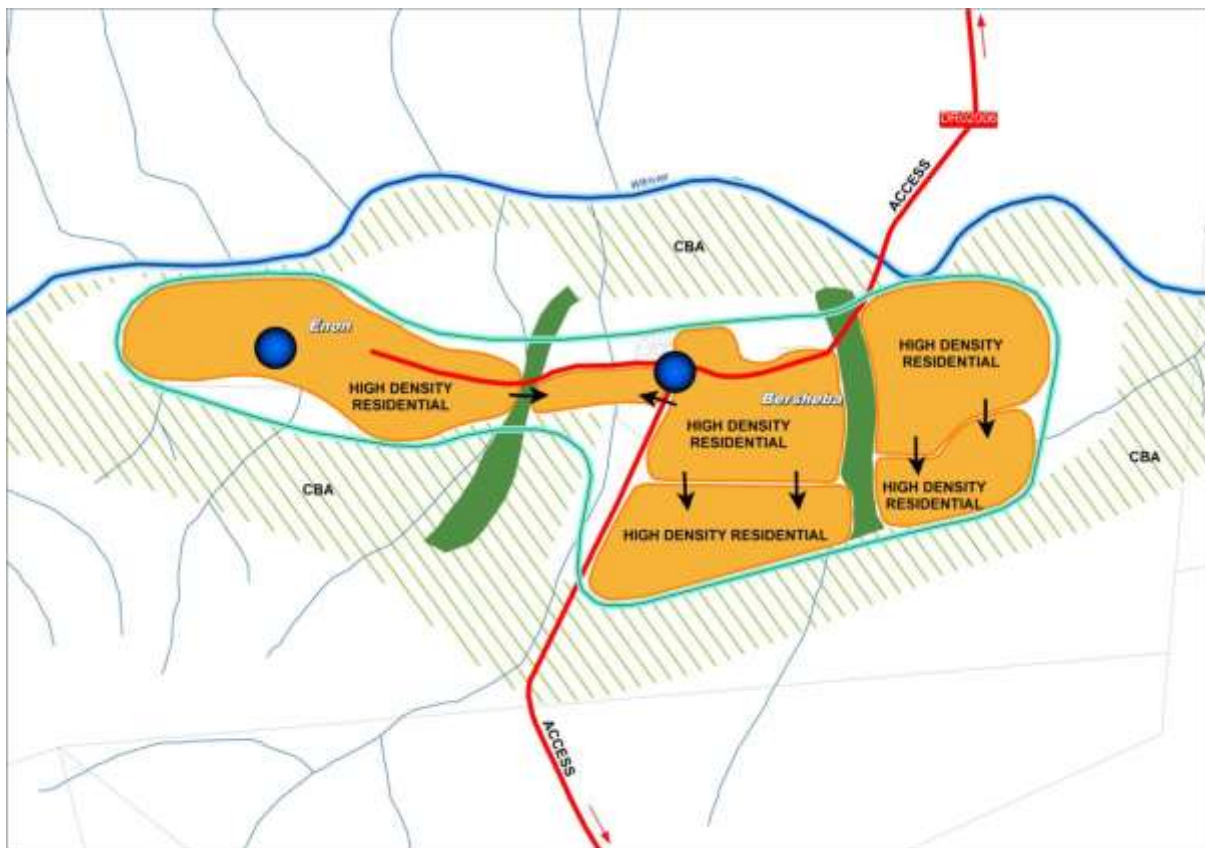


Figure 15: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR ENNON BERSHIBA

Strategies

- Acknowledge the potential of Enon/Bersheba as a strong rural node.
- Strengthening of the business component and encourage a hierarchy for urban development.
- Future residential expansion to avoid critical biodiversity areas and encourage towards the south.
- Future expansion and development should be based on sustainability principles, availability of bulk services and availability of social infrastructure.
- Future development and drastic increase of population of Enon/Bersheba should be carefully considered and weighed up against the sustainability principles within the larger primary and secondary nodes.

guidance on how and when to use the BSP (most importantly the CBA Map, GIS layers and land-use guidelines) within the field of land-use planning and decision-making.

By applying the recommendations provided in the BSP, sustainable development will be promoted. This will be achieved through the effective protection and management of biodiversity in the region, as required in Section 41(a) of the Biodiversity Act (10 of 2004), including in terms of the National Environmental Management Act (107 of 1998).

The Biodiversity Sector Plan includes a set of Land Use Guidelines for land-use planning and decision-making, and guidelines for the sound management of land and water use.

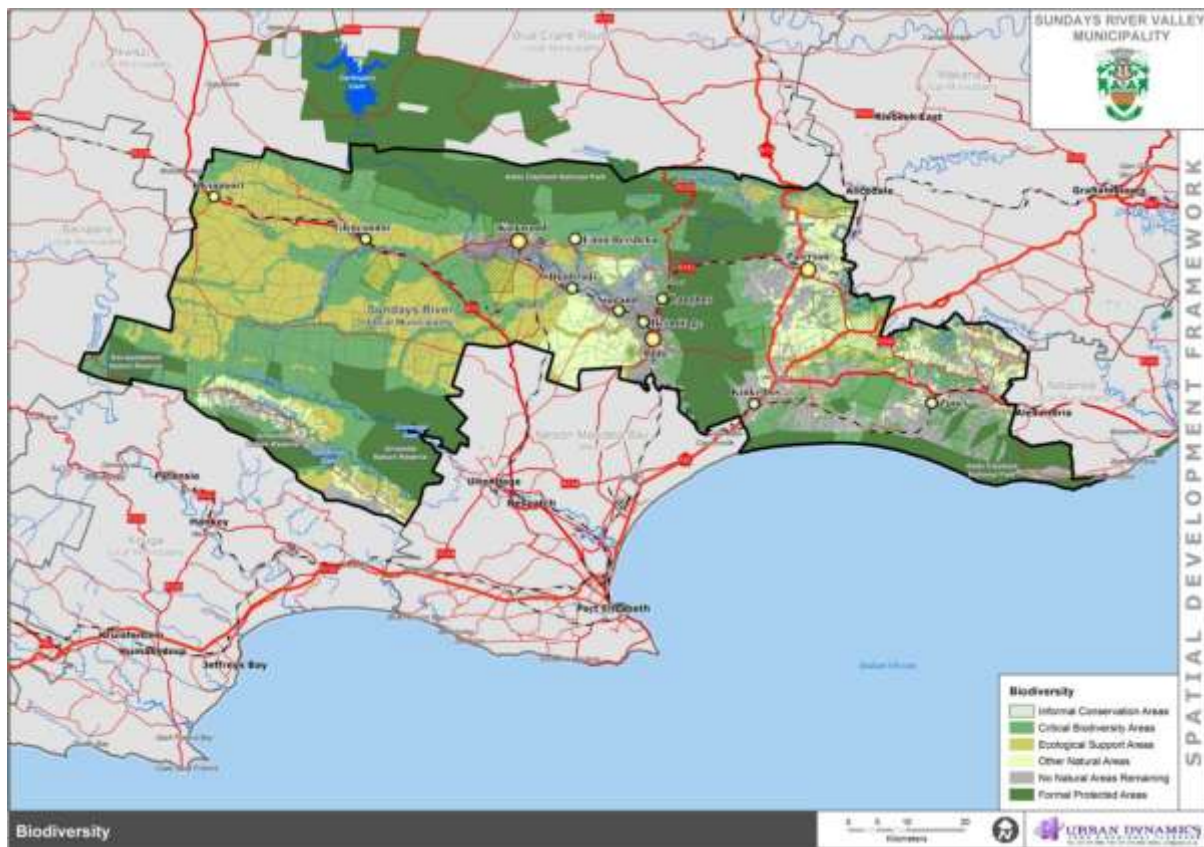


Figure 16: SRVM Biodiversity Sector Plan

LAND SUSTAINABILITY

The desired spatial form of the Sundays River Valley area as well as the individual urban nodes are presented by graphic presentations and maps, indicating areas for future expansion. Therefore, these development areas are identified based on individual in-situ site visits and basic terrain analysis. The accompanying Spatial Form Maps provide information with respect to locality, size, property description, land ownership and proposed use.

Procedures with respect to detailed land suitability studies, legislative approvals, land use management procedures and land acquisition should be implemented prior to the development of any portion of land within the study area. This applies to the land proposed for development in this Spatial Development Framework.

Land suitability indexing and site identification of specialised land uses should be done as separate projects with the involvement of the relevant expertise. Specific reference is made to the identification of cemetery sites, landfill sites, new road construction and alignment, agricultural land etc. The allocation and determination of these land uses fall outside the scope of the Spatial Development Framework and should be dealt with within the legislative and policy guidelines.

Desired Spatial Form: Rural Development



Figure 17: SRVM Desired Spatial Form

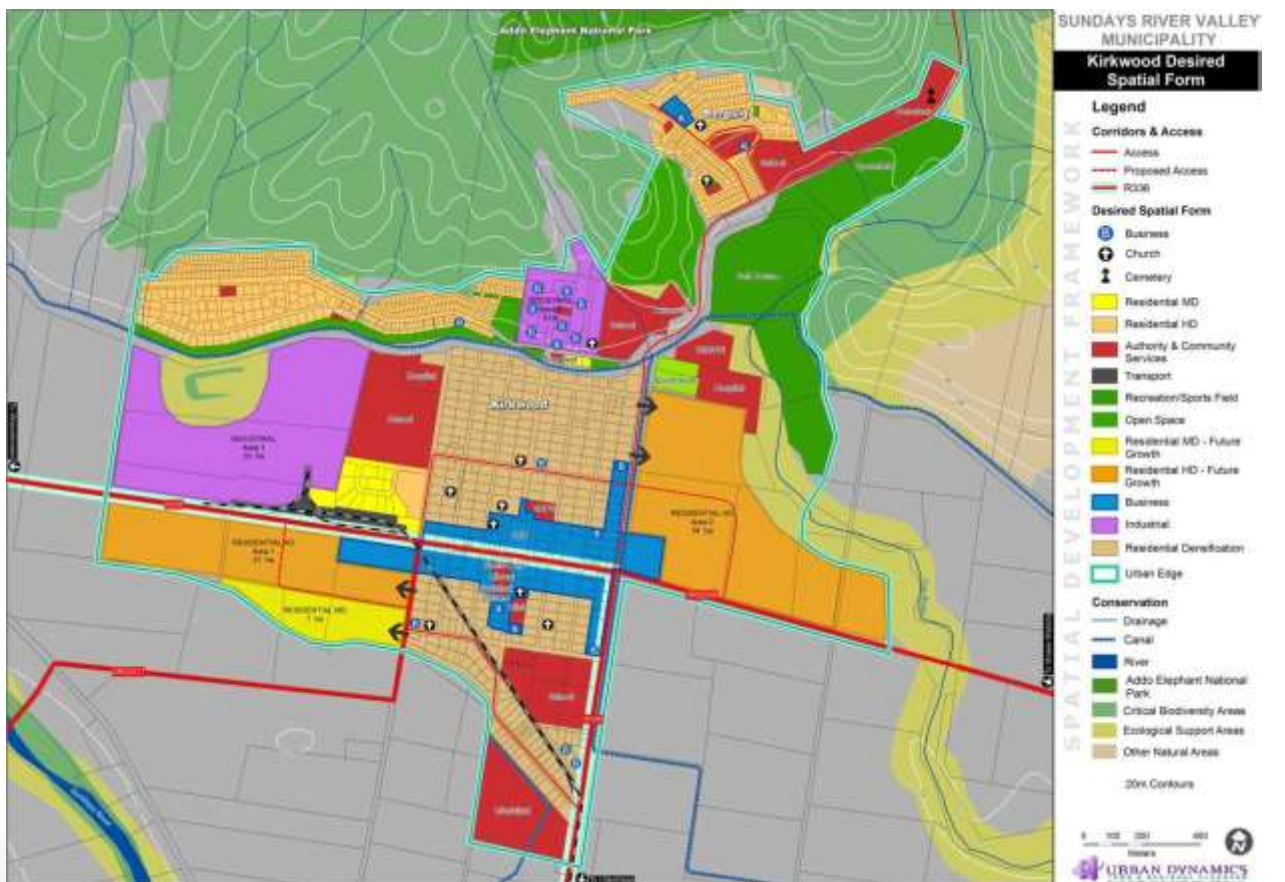


Figure 18: Desired Spatial Form: Kirkwood

Figure 19: Desired Spatial Form : Moses Mabida

Home of the Addo Elephant Park



Figure 20: Desired Spatial Form : Addo

2.2.6 Vacant Public and Private Land Required

ADDO AREA (Addo CBD, Valencia AND Nomathamsanqa)

(Note areas are according to the Spatial Development Plan)

High Density Residential

- (a) Area 3: Portion 179 of Farm Commando Kraal no 113 Uitenhage RD – Extension for Molly Black Burn housing project:

Motivation: No land for housing development and for 500 houses approved

Motivation: No land for housing development for approved housing development.

- (c) Area 2 Portions 186,225 and 275 of Farm Commando Kraal no 113, Uitenhage RD – High Density Residential, portion for Communal farming and portion for LED – Business Hub.

Motivation: The area is in the Addo Tourism corridor and is ideal for the Tourism Hub. The Employment and Job creation fund is targeted at a funding source.

Communal Farming

- (a) Area for Communal Farming: Portions 180, 181, 182, 184, 185, 187 and 218 of farm Commando Kraal no 113, Uitenhage RD.
- (b) Remainder of Farm 626

Motivation: Requests for land for commonages have been in our IDP for the past 10 years and landowners do not want to sell. It is only Habata that has put its property on sale and the municipality has applied to the Department of Rural development and Land Reform for the purchase of these 3 portions (One for residential purposes)

Addo Cemetery

- (a) Portion 306 of Farm Commando Kraal no 113, Uitenhage RD

Motivation: Cemeteries are full, and the community uses other wards which are almost full as well.

PATERSON AREA

Communal Farming

- (a) Area 2: Portion 83 of the Farm number 539, Uitenhage RD – Medium Density Residential
- (b) Area 3: Portions 57, 58, 59, 60, 61, 170 and 211 farm Strathsomers Estate number 42, Uitenhage RD – High Density Residential together with Portions 17, 257, 270, 271, 280 and 313 of the farm Strathsomers Estate number 42, Uitenhage RD – (Part of the Emsengeni 1500 housing project)

Industrial

- (a) Portions 52 and 518 of the Farm Strathsomers Estate number 42, Uitenhage RD – Industrial.

MOSES MABIDA AREA (Including Emsengeni)

High Density Residential

- (a) Area 2: Portions 22, 23, 24, 66 and 290 of the Farm Strathsomers Estate number 42, Uitenhage RD – High Density Residential.

Communal Farming

- (a) Portion 274 of the farm Strathsomers Estate number 42, Uitenhage RD.

The issue of land cannot be separated from a range of other development challenges, for example housing developments and agricultural initiatives. With the completion of the land audit, the Municipality will be in a much better position to use and manage land in line with its strategic direction. To this effect, CDM and Port Elizabeth Land Reform office of the Department of Agriculture and Land Reform have

conducted an Area Based Plan and Land availability audit in 2008 to identify appropriate land to implement:

- Decisions on the optimal placement of settlements in space based on concepts of sustainable development, i.e., how to determine where certain developments (e.g., housing) and support services should be placed regardless of the status of land
- The expansion of agricultural development within the District in conjunction with the Redistribution Programs as managed by the Department of Land Affairs (DLA), where portions of land with current or future potential are targeted as acquisitions in terms of land reform policy.

Unfortunately, key challenges still need to be addressed:

- a. The Spatial Development Framework (SRV) indicates that a total of 82 ha¹ are required for housing developments. This has since tripled but the revised SDF will be able to inform development officials about the extent of the land required and specific location.
- b. The LED situation analysis highlights the challenge of the availability of affordable land. The cost of serviced land is estimated at R60 000 – R90 000 per ha. Access to agricultural land includes:
 - ❖ Commonage for livestock
 - ❖ Food security
 - ❖ Unlocking irrigation potential

Enon-Bersheba community owns+- 11000 ha of communal land which is ideal for eco-tourism and agricultural development opportunities. This community has established a legal entity known as Witrevier Communal Property Association for the management of the commonage on the community's behalf. The council has approved terms of reference for the development of business plans for Enon-Bersheba citrus as well as the municipal-owned kk113 agricultural land. The municipality is supported by the National Department of Agriculture, Forestry and Fisheries and the Department of Rural Development and Agrarian Reform in such endeavors. Furthermore, lucrative economic prospects such as the public-private partnerships in the development of Enon-Bersheba communal land in the Eastern Cape exist.

Communities are also requesting the upgrading or development of new cemeteries, and the Municipality is finding it increasingly difficult to respond to requests due to limited availability of suitable land.

Figures need to be compared with the ABP/LAA situational analysis report on restitution status which counts 53 claims. Out of 53, 34 are said to be gazette, 11 non-compliant, 1 settled and 4 are validated. The slow pace of land reform has resulted in some frustration and impatience in certain words.

This is supported by the African Peer Review panel which suggested that South Africa has to be encouraged to relax market-based approach to land reform and look for more imaginative ways to speed up the land transfer to blacks.

Table 15: Land acquired

Program	Ha Distributed	% Distributed	Beneficiaries	Rand Value
PLAS	1,278	12	50	27,765,000
SLAG	1,410	25	162	2,016,000
Commonage	0	0	0	0
LRAD	1 719	5	384	32,205,850

Communities have requested the following:

- ❖ The provision of new cemeteries in Moses Mabida, Nomathamsanqa and Bersheba

A priority indicated by the SDF refers to policy development that ensures speedy planning and development processing.

Linked to this issue is the involvement of the Municipality in projects related to the Department of Rural Development and Land Reform. The information has not changed since 2009/10, and it will be updated as soon as we receive relevant information. Of the 49%Ha LRAD distribution throughout the district, SRVM accounts for 5%Ha which translates to 1 719Ha, 384 beneficiaries and the land price is R32,205,850 (DLA CAPEX 2007). This information is outdated but that is the only information at our disposal unless DRDLR provides us with the updated information. [Table 16: Land Demand for Housing](#)

Major Town & Settlements	Approved Projects				Housing demand (short/medium term) (SDF/IDP)	Additional land requirement (ha) (SDF/IDP)
	No. of Projects	Houses Completed	Houses under Construction	Total		
Addo	6	1532	802	2334	1710	30
Nqweba (Kirkwood)	3	1543	0	1543	1480	33
Paterson	2	0	1050	1050	900	9
Total	11	3075	1852	4927	4090	72

Source: DHLG &TA & LM SDF

Housing Delivery

The SRVM Housing Sector Plan is under review with assistance from District and Provincial Human settlement department and it will undergo the workshop for Councilor's and SRVM staff. SRVM does not have land audit and land invasion policy, however the Municipality will develop the land audit and land invasion policy and by-laws by appointing the service provider in the next financial year. Housing needs register is the ongoing process of updating the information of individual who needs the house.

The Municipality is using the National housing needs register (NHNR) to record Informal settlements database. The Municipality is implementing the project of upgrading the informal settlements for the entire SRV informal areas for residents. Planned housing projects ready for implementation are Molly Black burn and Emanqindini starting with infrastructure and later with top structures for the next Three years. The Municipality does not have development status to build houses, however the Municipality is coordinating the projects of human settlement in the area. The Municipality does not have traditional leaders within the area of the Municipality. Intends to ensure all its residents have access to safe and affordable permanent residential structures with secure tenure, ensuring privacy and providing adequate protection.

Housing Demand Profile

The housing backlog in the Sunday River Municipality is estimated to be 6016 with the demand from all informal settlements in the valley.

From the situation analysis's socio economic and demographic assessment, the following can be concluded:

- Around 6 016 households in Sundays River Valley presently live within informal structures and earn below R6 400.00 per month per household. Of these 1 556 households (88.9%) earn below R 3 200.00 per month, representing the number of households that qualify for the full subsidy amount available from the Department of Human Settlement. The majority- being 13 001 households reside in brick structures, followed by 6 016 informal dwellings.
- The presence of 263 households presently residing in "informal" flats and / or rooms in backyards and 27 households that presently reside in informal settlements clearly indicate a demand for informal settlement upgrade or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless). However, a dot-count reflects a total of 6 016 informal structures counted in Addo, Kirkwood and Paterson.

Households

The number of households increased significantly by 29% while the household size saw a decrease from 3,7 in 2011 to 2,8 in 2022.

Housing and Infrastructure

The number of formal dwellings increased from 84.6% in 2011 to 87.8% in 2022.

Access increased for all of the following flush toilets (58.7% 2011 to 81.3% in 2022); weekly refuse (61.2% in 2011 to 77.1% in 2022); access to piped water (32.3% in 2011 to 55.3% in 2022) and electricity for lighting (79.8% in 2011 to 94.4% in 2022).

RURAL/FARMS	SOCIAL RENTAL AND	INFORMAL SETTLEMENT STRUCTURES	CHILD HEADED HOUSEHOLDS
2 782 (To be reviewed)	27	344 (744 – dot count)	0

Table 17: Land Requirement for Future Development

Town	Population	Houses		Projects		Land Required
		Formal	Informal	Proposed	Approved	
Kirkwood	10 797		1 400	1 400		33 ha
Aqua Park		277	277	277	276	
Moses Mabida		250	1 300	1 300	250	
Emsengeni		766	766	766	766	
Valencia	10 287	666	1 575	1 575	666	12 ha
Nomathamsanqa		770	1 226	1 226	861	18 ha
Noluthando		0	801	801	-	-
Langboos		-	150	150	-	-
Paterson	4 468	-	-	-		-
Kwazenzele/Moreso		200	800	800	200	9 ha

n			450	450	-	-
Emanqindini						
Enon/Bersheba	2 400	250	850	850	250	10 ha
Total	27 952	3 179	9 595	9 595	3 269	

LIST OF INFORMAL SETTLEMENTS FOR UPGRADING AND RELOCATION BY HUMAN SETTLEMENTS AND SBDM.

WARD 1

Behind Khanyisa Crèche - FUNDED

Erf	Land Ownership	Zoning
250	Municipality	Public Open Space
53	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
16 000.8 M ²	32	Stand Alone Shacks

Category: B1 (Incremental In –Situ Upgrading)

Lolo Village

Erf	Land Ownership	Zoning
1213	Municipality	Public Open Space
1054	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
51 757 M ²	96 ¹	Stand Alone Shacks

Category C (Relocation)

Lower Bontrokhwe Village

Erf	Land Ownership	Zoning
322	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
51 757 M ²	76 ¹	Stand Alone Shacks

Category C (Relocation)

Erf	Land Ownership	Zoning
322	Municipality	Public Open Space

Home of the Addo Elephant Park

1054	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
51 757 M ²	17	Stand Alone Shacks

Category C (Relocation**Nosini - FUNDED**

Erf	Land Ownership	Zoning
299	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
11 804 M ²	20	Stand Alone Mud Shacks

Category B1 (incremental Upgrading)**Platini - FUNDED**

Erf	Land Ownership	Zoning
1213	Municipality	Public Open Space
1212	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
65 908.9m ²	50	Stand Alone Mud houses

Category B1 & C, (Incremental in-situ upgrading/ Relocation**Qolweni**

Erf	Land Ownership	Zoning
503	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
14 152.9m ²	20	Stand Alone Shacks

Category B1 & C, (Incremental in-situ upgrading/ Relocation)**Springane - FUNDED**

Erf	Land Ownership	Zoning
365	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
12 491.4 m ²	7	Stand Alone Mud House

Category B1 & C, (Incremental in-situ upgrading/ Relocation)**Zone 4**

Erf	Land Ownership	Zoning
1266	Municipality	Public Open Space
Farm No:42/475	Municipality	Authority 1
250	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
50 865 m ²	350	Stand Alone Mud House

Category B1 & C, (Incremental in-situ upgrading/ Relocation)**WARD 2: Aqua Park**

Erf	Land Ownership	Zoning
Farm No:42/134	Municipality	Agriculture
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
26 068 m ²	300	Stand Alone Shacks

Category B1 & C, (Incremental in-situ upgrading/ Relocation)**AREA 18**

Erf	Land Ownership	Zoning
Farm No:42/08	Department of Human Settlements	Agriculture 1
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
24 552.6 m ²	13	Stand Alone Shacks

Erf	Land Ownership	Zoning
372	Municipality	Agriculture 1
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
47 630 m ²	50	Stand Alone Shacks

Category C (Relocation) Ward 6:

Molly Blackburn - FUNDED

Erf	Land Ownership	Zoning
113	Municipality	Undetermined
2043	Municipality	Open Space 2
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
15 580 m ²	350	Stand Alone Shacks

Category B1 & C, (Incremental in-situ upgrading/ Relocation)

Ward 7: Kleinpoort

Erf	Land Ownership	Zoning
Farm no 669	Private	Agriculture
2043	Private	Agriculture
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
15 580 m ²	50	Abandoned Railway Houses

Category C (Relocation)

Glenconner

Erf	Land Ownership	Zoning
Farm no 151	Private	Agriculture
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY

15 580 m ²	150	Stand Alone Shacks
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Category B1 (incremental Upgrading)**WARD 4 :EMANGQINDINI**

Erf	Land Ownership	Zoning
Farm no 875	Municipality	Open Space 2
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
15 580 m ²	500	Stand Alone Shacks

War 3 Valencia

Erf	Land Ownership	Zoning
Unknown	Municipality	
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
	1058	Stand Alone Shacks

Category B1 (incremental Upgrading)**2.3 KEY PERFORMANCE AREA: Community Services & Public Safety Function****2.3.1 LEGISLATIVE AND POLICY IMPERATIVESFRAMEWORK**

THE CONSTITUTION OF 1996, ACT NO. 108 OF 1996 The WHITE PAPER IN LOCAL GOVERNMENT OF 1998 The Municipal Structures Act no 117 of 1998

Section 152 states the objects of local government as the provision of a democratic and accountable government for local communities, provision of services to communities in a sustainable manner, to promote social and economic development, to promote a safe and healthy environment, to encourage the involvement of communities and community organisations in the matters of local government.

The SRVM Community Services Directorate is responsible for the following:

- ✚ Public amenities (Community Halls, Sport fields, Graveyards, Public Parks & Swimming pools)
- ✚ Solid Waste Management (Access to refuse removal, waste infrastructure, waste minimization & Awareness & Cost recovery)
- ✚ Library Services (unfunded mandate); Cemeteries; Traffic services, Law enforcement and security; Disaster management & Fire services
- ✚ EPWP Prog: Environmental Sector & Social Sector

2.3.1.PUBLIC AMENITIES SECTION

Situational Analysis for SRVM

The Sundays River Valley area, while rich in agricultural potential and tourism offerings, faces pressing infrastructure backlogs and underinvestment in social amenities. Over the years, many facilities have fallen into disrepair due to inadequate maintenance, vandalism, lack of funding, and institutional challenges. Cemeteries are nearing capacity, recreational spaces are underutilised, and many parks are either non-functional or inaccessible to vulnerable communities..

Indoor recreational facilities and community halls have suffered from aging infrastructure, limited programming, and the absence of caretaking or oversight personnel. The Kirkwood Swimming Pool, once a central aquatic hub, currently reflects a gap in both facility management and the promotion of aquatic sport and water safety. Outdoor play parks remain few and unevenly distributed, depriving children and families in remote areas of safe and engaging environments.

Sports fields such as Bersig and Steve Tshwete Stadium offer promise but are hindered by poor drainage, inadequate lighting, and sporadic usage. Meanwhile, cemetery management is compounded by a lack of land, poor geotechnical conditions, unregulated burial sites, and incomplete record-keeping.

Despite these challenges, the municipality recognises the potential for transformative change. With community partnerships, strategic planning, and diversified funding, there is an opportunity to redefine public space management and enhance residents' quality of life.

Indoor Recreational Facilities

There are currently four known indoor recreational facilities within the municipality, each with varying degrees of functionality and public accessibility:

1. Kirkwood Squash Courts

This facility is under private management, though the physical structure remains the property of the municipality. While operational, its management model limits broader public access and community programming. There is potential for greater community benefit if inclusive usage agreements or partnerships are explored.

2. Kuyasa Hall (Boxing Training Facility)

Historically used as a boxing training center, Kuyasa Hall has suffered from repeated vandalism, which has rendered the facility suboptimal and largely dysfunctional. Security concerns and a lack of

consistent maintenance have contributed to its current state, diminishing its role in youth development and recreation.

3. **Nomathamsanqa Community Hall**

This hall is actively used for recreational and fitness activities, specifically Tybo (a form of aerobic exercise that blends taekwondo and boxing techniques). Despite its regular use, there may be limitations in capacity and equipment that restrict broader program offerings.

4. **Valencia Community Hall**

Similarly, Valencia Hall supports Karate sessions, offering a dedicated space for martial arts and youth engagement. While the facility is functional, enhancements in infrastructure, programming support, and safety would strengthen its role as a community asset.

Key Observations and Challenges

- **Infrastructure Vandalism and Security:** Vandalism remains a key barrier to the sustainability of indoor facilities, especially in Kuyasa Hall. This reflects broader issues around facility security, community ownership, and municipal oversight.
- **Management and Access Issues:** The mixed management structures—such as private operators managing municipal assets—introduce questions of equity, transparency, and service reach. Public-private management models require clearer guidelines and community-inclusive frameworks.
- **Uneven Distribution of Services:** Recreational services are concentrated in certain areas, leaving other communities with limited or no access to structured recreational programs.
- **Resource Constraints:** Many facilities lack the necessary equipment, staff, or budgetary support to operate at full capacity or to expand their program offerings.

Public Ablution Infrastructure

The provision of clean, accessible, and safe public toilet facilities is a fundamental component of public health, dignity, and inclusive urban development. In alignment with the **Sustainable Development Goals (SDG 6.2)**, **National Sanitation Policy**, and the **Municipality's own Strategic Objective** of improving access to infrastructure for effective service delivery, the Sundays River Valley Municipality (SRVM) commits to prioritizing the installation and maintenance of public toilet facilities in underserved high-footfall areas between 2025 and 2028.

This strategic intervention recognizes sanitation not just as a basic human right, but as a catalyst for **public hygiene, economic activity, tourism support, and dignity for vulnerable populations**—particularly **women, children, commuters, and farm workers**. By leveraging targeted infrastructure investments and potential **public-private partnerships (PPPs)**, SRVM will incrementally eliminate open defecation and establish **Open Defecation Free Zones** in its key urban nodes

Home of the Addo Elephant Park

Situational Analysis Statement

The provision of accessible and dignified public sanitation remains a critical service gap within the Sundays River Valley Municipality (SRVM). Currently, only two functional public toilet facilities exist—both located in Kirkwood—leaving large portions of the municipal area underserved, particularly high-footfall zones such as Addo, Paterson, Moses Mabhida, and the Nomathamsanqa taxi rank. These areas are characterised by vibrant informal trading activity, dense residential settlements, and high pedestrian movement, yet they lack even the most basic sanitation infrastructure.

An analysis of cadastral data and satellite imagery estimates approximately 14,578 residential sites across the towns of Kirkwood, Addo, and Paterson, supporting a population of roughly 54,504 residents. Despite this sizable population, the availability of safe, clean, and reliable public toilet facilities remains severely inadequate. As a result, open defecation and the use of unsafe, informal alternatives are still prevalent, particularly in and around taxi ranks, public markets, and roadside vending areas.

This situation poses significant public health risks, with the potential to facilitate the spread of waterborne diseases, environmental degradation, and social indignity—especially among women, children, the elderly, and persons living with disabilities. The absence of public toilets also discourages tourism, deters local economic activity, and erodes the overall urban experience for both residents and visitors.

The lack of investment in sanitation infrastructure contradicts the municipality's own development goals and undermines its obligations under national policy frameworks and international commitments such as **Sustainable Development Goal 6.2**, which calls for equitable access to adequate sanitation and the elimination of open defecation by 2030. Moreover, it impedes the achievement of SRVM's strategic objectives to provide reliable infrastructure and promote public health through improved basic services.

With growing urban pressures and increased migration to towns like Addo and Paterson, the demand for inclusive and gender-sensitive sanitation services is escalating. There is an urgent need to redress the current sanitation backlog, restore dignity in public spaces, and safeguard the health and well-being of all residents—particularly those in vulnerable and high-density areas. The situation requires an immediate and structured response through targeted infrastructure investment, beginning with the most critically affected areas.

- SRVM serves a population of **54,504** across **14,578** residential sites.
- Only **two operational public toilet facilities** exist, both located in **Kirkwood**.
- High-traffic public zones in **Addo, Paterson, Moses Mabhida, and Nomathamsanqa Taxi Rank** remain underserved.
- The lack of sanitation facilities poses environmental, health, and reputational risks and limits tourism and small business activities.

Anticipated Future Projected Plans (2025–2028)

Strategic Goal:

To ensure equitable access to safe, clean, and functional public sanitation facilities in all urban nodes of Sundays River Valley Municipality.

Specific Objectives:

- Increase the number of public toilet units from 2 to 6 by 2028.
- Achieve **Open Defecation Free (ODF)** status in Addo and Paterson by 2027/2028.
- Establish PPPs for operation and maintenance of sanitation infrastructure.
- Integrate public toilet sites with other public infrastructure nodes (taxi ranks, markets, parks).

The Sundays River Valley Municipality recognizes that access to sanitation is not a privilege, but a **basic human right**. This strategic investment in public toilet infrastructure is more than a technical solution—it is a **commitment to dignity, health, and inclusive development**. We urge Council, funders, and implementation stakeholders to support this priority programme as a cornerstone for healthy and sustainable towns.

Kirkwood Swimming Pool and Aquatic Facility Gaps

The Kirkwood Swimming Pool remains the sole dedicated municipal aquatic facility within the local municipality. Strategically located within the urban core of Kirkwood, the pool serves as a seasonal recreational space and has historically been used for school activities, community events, and informal swimming programs.

However, the facility faces several challenges:

- **Limited Operating Periods:** The pool is not open year-round and is often closed for extended periods due to maintenance delays, water shortages, or lack of staffing.
- **Ageing Infrastructure:** The facility requires upgrades to its filtration system, ablution blocks, and perimeter fencing to ensure safety, hygiene, and operational efficiency.

- **Underutilization:** Due to intermittent closures and limited promotional activities, community usage has declined, particularly among youth and school groups.
- **Security Concerns:** The absence of dedicated security personnel and proper lighting increases the risk of vandalism and discourages broader use.

While the Kirkwood pool remains a potentially valuable recreational asset, these limitations significantly reduce its impact and accessibility, particularly for residents living outside the immediate Kirkwood area.

Service Gap: Addo Area (Valencia, Nomathamsanqa, and Surrounding Farms)

There is currently no public swimming pool or aquatic facility in the Addo area, which includes the densely populated communities of Valencia and Nomathamsanqa, as well as several surrounding farm settlements. This constitutes a critical infrastructure gap, particularly considering the area's demographic profile, which includes a large youth population and numerous schools that could benefit from swimming as both a recreational and life-saving activity.

Key Implications of This Gap:

- **Exclusion from Water Safety Education:** Children and youth in Addo do not have access to swimming lessons or water safety programs, posing risks in a region with farm dams and canals.
- **Recreational Inequality:** The absence of swimming facilities contributes to spatial and social inequities in service delivery, with communities in Addo disadvantaged compared to Kirkwood.
- **Unrealized Social and Health Benefits:** Aquatic activities offer significant health and social benefits, including stress relief, low-impact exercise, and structured youth engagement. These benefits remain inaccessible to Addo's residents.
- **Transport and Affordability Barriers:** Traveling to Kirkwood for swimming is not a viable option for many households in Addo due to transport costs, time constraints, and limited public transport options.

Outdoor Play Parks

The municipality has established four outdoor play parks in the following locations:

- **Bersig**
- **Msengeni**
- **Nomathamsanqa**
- **Paterson**

These parks provide essential play and recreational space for children and families. However, site assessments indicate varying levels of functionality and maintenance. Common challenges include:

- **Damaged or outdated play equipment**
- **Lack of fencing and safety features**
- **Insufficient lighting and supervision**
- **Limited accessibility for children with disabilities**

While the presence of these parks is commendable, there is a pressing need for consistent maintenance schedules, community stewardship programs, and inclusive upgrades to ensure they meet safety standards and serve a wider demographic.

Cross-Cutting Challenges

- **Maintenance and Vandalism:** Many facilities face infrastructure degradation due to vandalism and lack of ongoing maintenance. This affects usability and public trust in facility safety.
- **Limited Community Programming:** Even where facilities exist, the range of structured programming remains limited, affecting participation rates and the developmental potential of these spaces.
- **Equity and Access:** Facilities are not evenly distributed across the municipality, creating access disparities—particularly in smaller or rural communities.
- **Governance and Partnerships:** Some assets under private or informal management arrangements lack clear accountability frameworks, affecting transparency and strategic oversight.

Sports Fields

Sports fields are a vital component of public recreational infrastructure, offering opportunities for structured and informal sports, youth development, physical activity, and community engagement. For such facilities to serve their intended purpose effectively, they must be safe, accessible, well-maintained, and adequately equipped.

Ideal Standards for Sports Fields

To meet functional and safety standards, municipal sports fields ought to:

1. Be easily accessible, fenced, and feature clear signage for emergency and security purposes.
2. Include turf irrigation systems or hosepipe connections for proper maintenance.
3. Provide access to restrooms, change rooms, and other essential amenities.

4. Accommodate users with disabilities through disabled ramps and accessible pathways.

Current Conditions and Challenges

A review of the six municipal sports fields within Sundays River Valley reveals widespread issues that compromise the safety, quality, and functionality of these facilities. The majority of the infrastructure suffers from neglect, vandalism, and a lack of routine maintenance. Key challenges include:

- Vandalised or dysfunctional plumbing systems, especially ablution facilities.
- No or poor turf management, leading to unsafe and uneven playing surfaces.
- Inadequate security infrastructure, contributing to ongoing vandalism and facility misuse.
- Lack of irrigation systems, essential for maintaining turf quality.
- Absence of disability access features, which limits inclusivity.
- Insufficient equipment and markings for organised sports.

Urgent interventions are required to restore these facilities to a usable and safe condition.

Existing Municipal Sports Fields: Status Overview

Facility Name	Location	Nature of Use	State and Status of Use
Nomathamsanqa Sports Field	Ward 6, Langboss	Multi-disciplinary	Under construction – completion expected by September 2025
Steve Tshwete Stadium	Ward 1, Moses Mabhida	Soccer Sports Field	Poor – In use but open space with no equipment, vandalised ablution facilities, no turf
Bersig Sports Field	Ward 2, Bersig	Rugby & Soccer Sports Field	Poor – No ablution facilities, fair turf needing upgrades, no security, lacks irrigation
Valencia Sports Field	Ward 3, Valencia	Rugby Sports Field	Poor – In use, requires irrigation system upgrade
Enon Bershiba Sports Field	Ward 8, Enon Bershiba	Rugby Sports Field	Poor – In use, requires irrigation system upgrade
Paterson Sports Field	Ward 4, Paterson	Soccer Sports Field	Poor – In use, requires irrigation system upgrade

Priority Areas for Intervention

To bring these facilities to a standard that ensures safety, functionality, and community benefit, targeted interventions are required in the following areas:

- Ablution Facilities: Restoration of vandalised restrooms and plumbing infrastructure.
- Turf Management: Installation of proper irrigation systems and regular maintenance schedules.
- Security Enhancements: Construction of security booths, installation of fencing, and provision of adequate lighting.
- Infrastructure Support: Addition of storerooms, change rooms, and netball courts to diversify recreational use.
- Accessibility: Inclusion of disabled ramps and pathways to ensure inclusive participation.

The current state of the municipality's sports fields reflects a critical underinvestment in recreation infrastructure. Without urgent maintenance and targeted upgrades, the potential of these facilities to support youth engagement, reduce social risk factors, and promote community well-being will remain unrealized. Strategic funding, community partnerships, and ongoing management plans are essential to revitalising these assets and ensuring long-term sustainability.

Community Halls

Community halls serve as vital public assets that enable civic participation, cultural expression, recreational activities, and social service delivery. In the Sundays River Valley Local Municipality (SRVLM), community halls are central to hosting events, training sessions, public meetings, and recreational programs. Their accessibility, functionality, and condition significantly influence community cohesion and service outreach.

Currently, there are **seven (7)** community halls across various wards in the municipality. These facilities vary in terms of condition, usage status, and overall infrastructure integrity.

Current Status of Community Halls

Facility Name	Location	Ward	Status	Condition	Comments
Bersig Community Hall	Kirkwood	Ward 2	In Use	Fair	Facility interior is controlled and functional. However, fencing is lacking, several windowpanes are broken, and electrical system is only fair.
Bershiba (Zinakile) Community Hall	Enon, Bershiba	Ward 8	In Use	Fair	Internal access is well controlled; facility suffers from minor vandalism

					(broken windows) and requires fencing upgrades.
Enon Community Hall	Enon, Bershiba	Ward 8	Not in Use	Not in Use	Currently inactive. No operational usage or maintenance.
Valencia Community Hall	Valencia	Ward 3	In Use	Good	In generally good condition; fencing needs attention. Some windowpanes broken, and electrical systems require moderate improvements.
Masizakhe (Nomathamsanqa) Community Hall	Nomathamsanqa, Langboss	Ward 5 & 6	In Use	Good	Facility is in good working order with adequate fencing and security measures. Minor electrical issues persist.
Sinako (Paterson) Community Hall	Paterson	Ward 4	In Use	Good	Well-maintained facility with secure access and fencing. Electrical system fair; minor repairs required.
Mzamomhle & Kuyasa Community Hall	Moses Mabhida	Ward 1	Not in Use	Not in Use	Not operational; needs assessment for repair, repurposing, or decommissioning.

Key Observations

1. **Operational Disparities:** Out of seven community halls, **five are in use** while **two (Enon and Mzamomhle & Kuyasa)** are **non-operational** and require immediate evaluation for revitalisation or alternative use.
2. **Physical Condition:**
 - **Good Condition:** Masizakhe, Sinako, and Valencia Community Halls are structurally sound but require minor repairs.
 - **Fair Condition:** Bersig and Bershiba halls are functional but lack critical external security features such as fencing and window protection.
 - **Not in Use:** Enon and Kuyasa halls are unused and pose a risk of further dilapidation if not addressed.
3. **Common Maintenance Issues:**
 - **Fencing:** Several facilities lack perimeter fencing, posing security and access control challenges.
 - **Electrical Systems:** Most halls have fair electrical systems that require upgrading for full safety and functionality.

- **Security Features:** Doors with burglar bars are standard, but broken windows remain a recurring issue across facilities.

Strategic Challenges

- **Infrastructure Deterioration:** Delayed maintenance contributes to rapid degradation, even in facilities still in use.
- **Underutilisation:** Non-functional halls represent wasted infrastructure potential, especially in underserved areas.
- **Inequitable Access:** Ward-level disparities in operational hall distribution limit uniform access to public indoor spaces.

Community halls in the Sundays River Valley Local Municipality remain critical for social cohesion, service delivery, and community empowerment. While most are in use and partially functional, targeted maintenance, improved security, and the revitalisation of dormant facilities are essential for maximizing their potential and ensuring equitable access across all wards.

Overall Strategic Objectives (2025–2030)

Objective 1: Improve Infrastructure Quality and Accessibility

Upgrade and maintain essential public amenities to ensure they are safe, accessible, inclusive, and fit-for-purpose for all community members.

- **Outcomes:** Modernized cemeteries, renovated community halls, revitalized parks, improved sports and aquatic facilities.
- **Alignment:** Constitution of South Africa (Schedule 4 & 5); Municipal Infrastructure Grant (MIG) guidelines.

• **Objective 2: Institutionalize Effective Asset Management and Operations**

Develop and implement standardized operational procedures, asset maintenance plans, and staffing models to ensure efficiency and longevity of public facilities.

- **Outcomes:** Asset registers, SOPs, caretakers deployed, clear administrative governance structures.

Objective 3: Enhance Safety, Security, and Risk Preparedness

Establish a proactive, integrated security management system to protect municipal infrastructure and ensure safe usage by the public.

- **Outcomes:** CCTV installations, fencing, lighting, facility risk audits, and community safety forums operational.

Objective 4: Promote Social Inclusion and Community Participation

Utilize public amenities to foster social cohesion, youth development, cultural activities, and participatory governance.

- **Outcomes:** MoUs with schools, federations, NGOs; regular recreational programs and community use of spaces.

Objective 5: Mobilize Sustainable Funding and Partnerships

Adopt a multi-stream funding model to support capital and operational costs through internal budgeting, grants, partnerships, and revenue-generating activities.

- **Outcomes:** PPP agreements, grant applications submitted and awarded, commercial initiatives at key sites.

Objective 6: Monitor Performance and Foster Accountability

Implement a SMART-aligned M&E system for continuous performance tracking, transparency, and policy responsiveness.

- **Outcomes:** Digital dashboard, monthly facility-level reports, biannual council reviews, audit compliance.

CEMETERIES

The existing cemeteries in the Sundays River Valley municipal area of jurisdiction can be classified as municipal (owned, operated, and maintained by the Sundays River Valley Municipality), semi-private (operated and maintained by specific religions or church denominations) and private (owned, operated, and maintained private farm owners). The very poor geotechnical soil conditions exacerbate the poor image of the cemeteries in the region.

Sundays River Valley Municipal is faced with a number of challenges with regard to cemetery management. These can be grouped into the following categories:

- 1) shortage of land for cemeteries; Full cemeteries
- 2) cemeteries located on unsuitable land
- 3) insufficient budgets for cemetery management and purchase of new land; Funding
- 4) Illegal cemeteries
- 5) Unregistered cemeteries
- 6) Guard rooms at Cemeteries
- 7) Safety and security; Vandalism
- 8) Record-keeping
- 9) Sustainability

In order for the Sundays River Valley Municipality to take care of its local government function effectively and efficiently regarding the provision and management of cemeteries, it recognised the need to:

1. Take stock of current cemetery provision and requirements within its area of jurisdiction.
2. Take awareness of recent trends within the municipality (such as HIV/Aids rate) and its impact.
3. Take awareness of current growth [patterns within the municipality in relation to existing cemetery provision
4. Be proactive in the identification and provision of new cemetery site.
5. Optimize the utilization of existing and new cemeteries in the light of:
6. The spatial extent of cemeteries and their impact on the form and growth of the town.
7. Develop a uniform cemetery policy that will consolidate and streamline the policies of all extents within the Sundays River Valley Municipal area.

Land required for burial space in the Sundays River Valley municipal area should, due to the lack of accessibility and travelling distances between areas, not be determined for the region but rather on locality specifications. This may not materialize given the scarcity of available and suitable land. Each cemetery area needs to be evaluated individually due to the local burial patterns. It is recommended that additional land be allocated and planned as soon as possible for certain areas/wards.

Ideally this should be done in consultation with the stakeholders. Alternative solutions include expanding either or both existing cemeteries or developing a new cemetery to serve the deferent area, based on the current population projections.

The goal should also be that all cemeteries in the Sundays River Valley municipal area should be provided

with proper and adequate infrastructure and facilities.

- Proper access roads.
- Fencing (particularly fencing that cannot be easily stolen such as electric fencing).
Water supply.
- Cemetery infrastructure e.g., Toilets.

The table below is the representation of municipal area of jurisdiction that can be classified as municipal (owned, operated, and maintained by the Sundays River Valley Municipality), the list does not include closed and private cemeteries. Also depicted are some of the areas of intervention that we have identified and seek to redress.

Table 18: Cemeteries Details

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 7	Glenconner Cemetery	Sarah Baartman District Local Municipal: Portion 25 of UITZICHT, 155/UITENHAGE RD	Functioning: The site requires minor earthworks to clear overgrown bushes and to demarcate/fence off	33°23'31.0"S 25°09'21.8"E	<ul style="list-style-type: none"> The locality of Glenconner currently utilises the cemetery of privately-owned property but is land that has been allocated for burial but not utilised. With the property being registered under the Sarah Baartman District Municipality. <p>Total approximate number of available burial sites: 1128</p> <p>With Estimated 25-year life span per current average burial rate</p>
Ward 7	Westbank Cemetery	Sundays River Valley Municipality: Portion 108 of	Functioning: The site requires minor earthworks to clear	33°27'17.6"S 25°29'32.9"E	<p>The site is located on Westbank side of farm location and caters for the farm dwellers of around the location</p> <p>Total approximate number of available</p>

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
		CLAAS KRAAL, 539/UITENHAGE RD	overgrown bushes and to demarcate/fence off		burial sites: 1728 With Estimated 36-year life span per current average burial rate
Ward 2	Bergsig/Kirkwood Cemetery	Sundays River Valley Municipality: ERF 459 and ERF 460	Functioning: But Critical	33°23'13.5"S 25°27'24.2"E	Site recently expanded with new 1,2m high diamond mesh wire fence, with visible access gate. The cemetery has been well maintained in terms of vegetation overgrowth. There is no facility or proper infrastructure in place. The geotechnical soil conditions are favorable and close classification to sandy loam. The location is isolated from residential units Total approximate number of available burial sites: 80 With Estimated 1-year life span per current average burial rate

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 1	Moses Mabhida Cemetery	Sundays River Valley Municipality:	<p>Functioning with limitations and Critical</p> <p>The site needs to be closed off and new cemetery to be established</p>	33°23'32.6"S 25°28'46.4"E	<p>The site has poorly designed or lack of proper access roads, fencing is in place but high risk of theft and vandalism. There is no facility or proper infrastructure in place. It has very poor geotechnical soil conditions with the soil been typified as rocky. The location of which is densely populated by surrounding informal settlement.</p> <p>Total approximate number of available burial sites: 60</p> <p>With Estimated 6-month life span per current average burial rate</p>
Ward 8	Mistkraal Cemetery	Sundays River Valley Municipality: Farm 42of Portion	<p>Functioning:</p> <p>The site requires minor earthworks to clear</p>	33°27'15.8"S 25°29'32.3"E	the site is located on R336 on Mistkraal locality and caters for the majority of farms that are transverse by R336 ending in Summerville

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
		420 STRATHSOMERS ESTATE	overgrown bushes and to demarcate/fence off		Total approximate number of available burial sites: 1128 With Estimated 25-year life span per current average burial rate
Ward 8	Enon Cemetery	Witrevier Communal Property Association	Full to Capacity	33°23'31.4"S 25°32'40.4"E	The location of the site is located in a property that is said to belong to Witrevier Communal Property Association. Currently the location for Enon is set to reach full capacity soon. But one advantage is the availability of land to choose from the hydrogeological condition suffice. Total approximate number of available burial sites: 10

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 8	Bersheba Cemetery	Witrevier Communal Property Association	Functioning with limitations: The site needs to be closed off and new cemetery to be established	33°24'55.4"S 25°32'58.3"E	The location of these two sites is located in a property that is said to belong to Witrevier Communal Property Association. Currently the two locations for Enon and Beersheba respectively are set to reach full capacity soon. But one advantage is the availability of land to choose from the hydrogeological condition suffice. Total approximate number of available burial sites: 63 With an Estimated less than a 1-year life span per current average burial rate
Ward 6	Sunland Cemetery	Sundays River Valley Municipality:	Functioning: The site requires minor earthworks to clear	33°28'32.8"S 25°37'14.8"E	The site requires minor earth-works to clear overgrown bushes and to demarcate/fence off the two sections in this property. With the above-mentioned, There is a project to establish a new Cemetery in Addo, which is at EIA stage.

Home of the Addo Elephant Park

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Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
		FARM 639	overgrown bushes and to demarcate/fence off		following prospects Total approximate number of available burial sites: 500 With Estimated 21-year life span per current average burial rate
Ward 3	Valencia Cemetery	Sarah Baartman District Local Municipal Portion 306 of COMMANDO KRAAL ESTATE, 113	Functioning: The site requires minor earth-works to clear overgrown bushes and to demarcate/fence off	33°32'33.3"S 25°41'42.3"E	The site has poorly maintained or lack of proper access roads, there is no fencing in place or any structure demarcating the location. There are no facilities or proper infrastructure in place the geotechnical soil conditions are favorable and close classification to sandy loam. The location is isolated from residential units and caters for residence of Ward 3, 5 and 6. The total of land covers approx. 28 Hectares.

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
					<p>The site and location present an opportunity to create what can be perceived as ideal design and enough cemetery that encapsulate all necessary amenities</p> <p>Total approximate number of available burial sites: 1464</p> <p>With Estimated 15-year life span per current average burial rate</p>
Ward 5	Nomathamsanqa Cemetery	Sundays River Valley Municipality: Erf 2071 in ADDO	<u>FULL CAPACITY AND CLOSED FOR BURIALS</u>	33°31'39.9"S 25°42'35.5"E	site has been closed for burial; local narrative presumes that there are individual plots that have been reserved. The location of which is densely populated by surrounding informal settlement.

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 6	Langboos Cemetery	Sundays River Valley Municipality:		33°30'06.7"S 25°41'41.0"E	<p>The site requires minor earth-works to clear overgrown bushes and to demarcate/fence off the two sections in this property. With the above-mentioned measures in place the site has the following prospects</p> <p>Total approximate number of available burial sites: 651</p> <p>With Estimated 6-year life span per current average burial rate</p>
Ward 4	Paterson/Moreson Cemetery	Sundays River Valley Municipality:	Functioning with and Critical limitations	33°26'27.9"S 25°58'15.5"E	<p>Site recently expanded with new 1,8m high diamond mesh wire fence-currently stolen, with visible access gate. The cemetery has been maintained in terms of vegetation overgrowth and litter. There is no facility or proper infrastructure in place. The geotechnical soil conditions appear to be favorable and close</p>

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
			The site needs to be closed off and new cemetery to be established		<p>classification to sandy. The location is located within the residential units with proximity to SAPS, but this has not deterred theft of the fence</p> <p>Total approximate number of available burial sites: 50</p> <p>With an Estimated less than 1-year life span per current average burial rate</p>

Required interventions in cemetery management.

- A. **Improving safety and security in cemeteries.** In order to deter theft and vandalism of tombstones, security should be increased at cemeteries.
- B. **When budget permits, outsource functions in cemeteries.** Have service-level agreements with grave diggers, which means that graves can be dug when required, 24 hours a day, thus providing a better service to citizens. Or link this to creating jobs through collaborating with the Expanded Public Works Programme. Low-skilled labour in cemeteries can be provided by communities adjacent to cemeteries
- C. **Electronic funds transfer (EFT) should replace cash payments to cemetery officers for funeral services.** where unscrupulous cemetery officers would pocket the money paid by families themselves and not send it to the municipal revenue department.
- D. **Funeral records should be managed properly.** Historical records are missing and have not been properly kept. A system should be put in place to ensure that accurate records of all burials are kept.
- E. **Use computerized management software.** Ideally records should be captured electronically using customized computer software. There should be a strategy to have electronic software that has automated the funeral-booking process, which can also allow for the GPS location of graves.
- F. Create a customer service division including a renovated cemetery office also create an updated, more user-friendly bylaw format that has a narrative 'flow' between sections
- G. **Funeral procedures should be streamlined and made more efficient.** Municipalities should commit to providing an efficient burial service to citizens in keeping with the Batho Pele "People First" principles.
- H. **Burial booking processes** or procedures are recommended to be only done by undertakers.
- I. **The existing Cemetery Bylaw review**, now 17 years old, is no longer meeting today's burial needs and customer care. While some sections of the bylaw are adequate, many areas require clarification and review.

2.3.2 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Given the magnitude of the unemployment and poverty challenge in the country, the EPWP will continue to be implemented in a fourth phase (Phase IV). Phase IV of the EPWP is to be implemented over 2024/2025. It is important, therefore, that the EPWP builds on the experience and innovations to date to identify measures that will address some of the weaknesses of the Programme that have emerged, and result in capitalising on the various developmental opportunities. IN summary, the key changes that will be implemented in Phase IV are the following:

- Strengthening the monitoring of the core EPWP principles to improve compliance with

the EPWP guidelines.

- Expansion of the Programme through replication and improvements in programmes across all sectors.
- Ensuring and monitoring the provision of quality services and the creation of quality assets.
- Enhancing the EPWP coordination and institutional arrangements including the PEP-IMC.
- Implementing projects and programmes that are more attractive to the youth who are in the Not in Education, Employment or Training Sector and increasing the participation of women across all programmes and sectors.
- Ensuring transparency and accountability through social audits and strengthening Programme evaluation to enable improved performance of the Programme guided by evidence.
 - Strengthening impact evaluation of the EPWP and ensure greater transparency and accountability through the introduction of social audits.

Demographic targeting

In order to increase participation of the vulnerable groups of our society, demographic targets for youth participation are set at 55% in the EPWP Phase IV while targets for the participation of women and people with disability are set at 60% and 2%, respectively. The targets for Phase IV designated groups are presented in the table below.

Targets for demographics in EPWP Phase IV

Category	Phase IV target
Women	60%
Youth between 16 and 35 years	55%
People with disabilities	2%

The EPWP is implemented in line with key government legislation, prescripts, and guidelines. All EPWP projects and public bodies must comply with these requirements, and they include, among others:

- **The Ministerial Determination 4: EPWP (2012)** and the Code of Good Practice for employment and conditions of work for EPWP (2011), which contains the standard terms and conditions for workers employed in the elementary occupation of the EPWP. The
- **Unemployment Insurance Contributions Act (Act 4 of 2002, as amended)**, which provides for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund (UIF).
- **Occupational Health and Safety Act (Act 85 of 1993, as amended)**, which provides for the health and safety of people at work and in connection with the use of plant and

machinery as well as the protection against hazards to health and safety arising out of or in connection with the activities of persons at work.

- **Compensation for Occupational Injuries and Diseases Act of (Act 130 of 1993**, as amended),
- which provides for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases.
- **The National Minimum Wage Act (Act 9 of 2018)** which provides for the national minimum wage, Schedule 1, Section 6(6). 2(2) and EPWP minimum wage in terms of clauses 13(2) of the Ministerial Determination. T
- **The EPWP Recruitment Guidelines (2017)**, which provides guidance in the selection of participants to be employed in an EPWP project to ensure uniformity, fairness, transparency, and equity across all sectors

Principle 1	Adherence to the EPWP minimum wage and employment conditions under the EPWP Ministerial Determination
Principle 2	Selection of EPWP participants based on (a) a clearly defined process and (b) a defined criterion
Principle 3	Work provides or enhances public goods or community services
Principle 4	Minimum labour intensity (LI) appropriate to each sector

Greater Kirkwood/Upper Valley

The Greater Kirkwood area has seven schools of which three primary schools and one secondary school is situated in Moses Mabida. The Emsengeni residential extension made provision for the construction of additional schools.

Community facilities are mostly concentrated in Kirkwood, such as community halls, the hospital, and main police station and sports fields. Facilities in Moses Mabida and Bergsig need to be upgraded – particularly, the cemetery site needs to be expanded. The Kuyasa Hall is currently utilised as a community gymnasium. In the Sarah Baartman District, SRVM is the first to have a community gymnasium and Combo Courts in the province. At Enon-Bersheba there are 2 primary schools and two community halls and cemeteries.

- **Lower Valley Addo**

Community facilities are limited to three primary schools and one secondary school (situated in Nomathamsanqa). Two clinics are in operation with a police station, library, 2 sports fields and 2

community halls. The provision of these facilities is not adequate. The facilities are overused, and upgrading is needed. Sports facilities are limited to two sports fields in Nomathamsanqa, and one sports field in Valencia. The sport field in Nomathamsanqa is in process of being upgraded.

- **Paterson and Zuney**

Phase 1 in Addo sport field has finished. Phase 2 will commence soon. Phase 2 for Nomathamsanqa sport field will also commence soon. Moses Mabida sport-field is in the process of completing phase 2. Paterson sport-field has been completed. Valencia sport-field is in phase.

3. The sports field in Enon is in phase 2, as the sport field in Bergsig.

Sundays River has two (2) recreational fields (playgrounds); Bergsig and Paterson.

2.3.4 Health Services

The Sunday's River Valley is demarcated under Kouga Health Sub-district Authority together with Kouga Local Municipality and Kou-kamma Local Municipality. Primary Health Care Service Function has since 01 January 2010 been provincialised and this was to address duplication and fragmentation of services and to create and establish uniform norms and standards and ensure that the service is provided by the single authority (Eastern Department of Health) through District and Sub-district structures.

Table 19: Health Care Infrastructure

SET CLINIC		Satellite			Mobiles	
1	3	1	0	1	3	0
Addo Town Nomathamsanqa	Moses Mabida Bergsig Kirkwood Town	Addo Town		Paterson		

Achievements

- Sundays Valley Hospital has been accredited as an ARV site, and it is a baby friendly hospital.
- The Kirkwood Clinic has relocated to Sundays Valley Hospital.

Challenges

The biggest challenge with Health Services is the poor provision of Emergency Medical Services (Ambulance Services), which require serious attention. The other challenge is the sizes of the Clinics,

especially in Nomathamsanqa where the community has significantly grown and yet the facility not extended. The other two townships that must be considered for new clinics are Emsengeni and Enon/Bersheba. These challenges will be pursued with the Eastern Cape Department of Health.

Covid-19 Pandemic

On 31 December 2019, the World Health Organization (WHO) reported a cluster of pneumonia cases in Wuhan City, China.

COVID-19 was confirmed to be the reason behind these respiratory sicknesses. Since then, the virus has spread to more than 100 countries, including South Africa. In March 2020, the first case of COVID-19 was reported in South Africa and from there it spread throughout the country infecting and killing many people.

Sundays River Valley Municipality, as a local sphere of government and the closest to the people, has a responsibility to produce action plans to combat the spread of the virus.

SRVM established a Joint Operations Committee which includes external stakeholders such as: The Department of Health, The Department of Education, South African Police Service, The Department of Social Development, Department of Correctional Services, Commercial Banks, Department of Home Affairs, Department of Cooperative Governance and Traditional Affairs,

Department of Public Works, SRV Citrus Producers Association, SRV Collaborative Taxi Associations, Religious groups, Liquor Outlet Owners, and other key stakeholders.

These stakeholders have been working together to create awareness campaigns and ensure that the communities are safe and have the access to all the basic services.

These stakeholders have been meeting regularly to discuss ways they can collectively fight the virus. Fortunately, the numbers of infections in Sundays River Valley Municipality have dropped drastically.

However, with the Citrus season and Easter weekend approaching, more awareness activities must be conducted to ensure that the Valley is safe from the expected third wave of infections an integrated approach to development is facilitated. The municipality cannot plan a new housing development without understanding the need and plans of education, for example a new housing development may need a school and a reserved site where such school could be built. Development issues that emanated from IDP community consultation are reflected below:

- Skills training centers are needed in the municipal area
- Learner transport is very critical especially for remote rural areas such as Zuney
- Education support services are needed for children with learning disabilities.
- It is required to introduce skills development for Municipal staff, the community, and especially emerging farmers. Emerging farmers mentorship Programme is started and

facilitated by the District

- General access to farm schools is problematic and restricts learners from attending school on a regular basis. The Zune school is an example
- Crèches are needed in Aqua Park, Dunbrody, Midtskraal and West Bank. The Sakhuxolo preschool has since its establishment been sending several correspondences to the Department of Social development complaining about non-recognition of the number of learners despite proofs.
- That has impacted on the allocation of grants and supervisors suffer consequences. The municipality has in the past tried to intervene but to no avail.
- Langboos has Multipurpose Centre which includes a crèche.
- Through Municipal involvement a crèche for Aqua Park is temporary housed at Aqua Park municipal hall.
- School Governing Councils are important institutions that should play a role in planning activities in municipal planning and in ensuring that the quality of education is upheld. These engagements will take place through IGR structures.

Table 20: School enrolment

School type	Total Number	Total Number	Principal Deputy	HOD	PL1
Primary Schools	15	4198	18	11	93
Secondary	5	2133	7	8	53

Libraries

Vision

It is to reach the hard-to-reach SRVM communities using the power of information and innovation through libraries. This vision can be achieved through:

- Formation of book clubs
- Hosting library awareness campaigns
- Career exhibitions
- Educational workshops
- Holiday activities
- Reading programs

Goals

To be a welcoming, safer space that provides free access to information through internet, printed material, periodicals and sharing of ideas at all times.

Status Quo

Sunday River Valley Municipality has six physical libraries, Mobile Library (Bakkie) and a wagon and consists of **15** staff members including 1DSRAC staff member, being general workers, general library assistants, library assistants, one provincial librarian, Librarian and also acting as Principal Librarian.

At the moment all libraries operate on a manual circulation system.

All libraries in SRVM are connected to the internet, except Enon Library which is still in process to be connected by the SRVM IT Section. There is a WIFI connection in Moses Mabida and Kirkwood Library. In the past financial year, we have seen an increase in the number of library users, and it is evident in monthly statistics.

PATERSON PRESENT STATUS

- At the IGR meeting held on the 13th of March 2024, it was reported that DSRAC is still willing to move the library into the heart of the community.
- The little left of the original building constitutes rubble. Options presently considered by DSRAC are demolishing the ruins of original buildings and building a new structure or renovating two nearby buildings.
- These buildings, a portion of the bigger erf 115 that belongs to the municipality, are under- utilized. There is water and electricity at the site. The proposal will suit SRVM intentions for these buildings as hopefully there will be interest in utilizing the trading stalls when a library project kicks off the ground.
- There are various tenants who unlawfully utilize the trading stalls in front but since there is no activity there, they serve as security from vandalism of the whole structures.

Nomathamsanqa present status

- The long-term solution is to build a library at the community hall.
- For interims, a book wagon is being utilised to service the area.
- In the previous financial year, the Sundays River Citrus Company assisted in transporting the wagon to and from the area. Currently there is no transport or driver to do that, the staff in Fitzpatrick only do visits to school and Pre-schools in Nomathamsanqa.

Bersheba present status

- In this area there is no library at the moment, and they utilize Enon public Library which is too far to access, especially for children and elderly. The solution was to partner with the Thoko Ntshinga Foundation in Bersheba and utilize their building.

Functions

- Provision of an adequate library service for all sectors of SRVM.
- Provision of access to library material for purposes of education, information, research,

recreation, and leisure for all the people residing within SRVM area.

- Provision of conducive study areas for all learners, students, and researchers in the SRVM area. Our libraries, in addition to traditional library services, also function as community centers to provide in the diverse needs of our communities.

Outreach Programs

- Nalibali
- Book clubs
- Funda Mzantsi
- Library week
- Holiday program
- Use it or lose it project (libraries going green)
- Service to the blind and sight-impaired

Awareness: Use it or lose it project (Libraries going green)

- Library gardening (Crop planting project)
- Cleaning of library open spaces
- Beautification of libraries using recycled materials



Achievements

- 2021/2022 district library week winners for
- 2021/2022 district winners of national book week for spelling bee and reading.
- 2021/2022 award winners for the best display in district event
- 2021/2022 Secure fund donation from GIBB Foundation.
- 2021/2022 Paterson Fund for removal were on DSRAC Budget.
- 2021/2022 SRVM Book club was invited by Author Dr. S. Mahala to LitFest.

Challenges

- Staffing for Valencia, Paterson, and Enon Libraries
- Library related Accredited trainings.
- Library security systems (3 M gates)

- Lack of space at Enon Library
- Lack of libraries in Bersheba and Nomathamsanqa
- Relocation of Paterson Library
- Transportation of the Book Wagon Library to Nomathamsanqa

Desired Solutions

- Urgent additional staffing (Librarians and Library Assistants)
- More funding for training and development of library staff
- Appointment of relevant training service providers such as UKS
- Installation of Library security systems (3 M gates)
- Extension of Enon Library to the underutilized old post office section
- Introduction of Modular libraries or usage of Municipal buildings in Bersheba and Nomathamsanqa
- Speeding of consultation between DSRAC and SRVM to relocate Paterson Library
- Appointment of contract driver for Nomathamsanqa book Wagon

2.3.6. Safety and Security

The National Road Agency with Traffic services conducts meetings on a regular basis to discuss issues of road safety and community safety at large. Regular roadblocks are being conducted on major routes N10; N2; R366; R334; R75; R72.

With respect to general safety the municipality still experiences challenges around:

- Medium accident rate
- Municipal by-law with respect to stray animals and hawkers trading areas were promulgated but the level of enforcing them is very low. Peace Officers will deal with these challenges.
- The municipality intends to solicit proposals from potential partners for the development of a pound.
- Development of a Community Safety Plan (Currently, a draft)
- Establishment of a Community Safety Forum
- Crime decreased in all areas, but Paterson does not show any significant improvement.

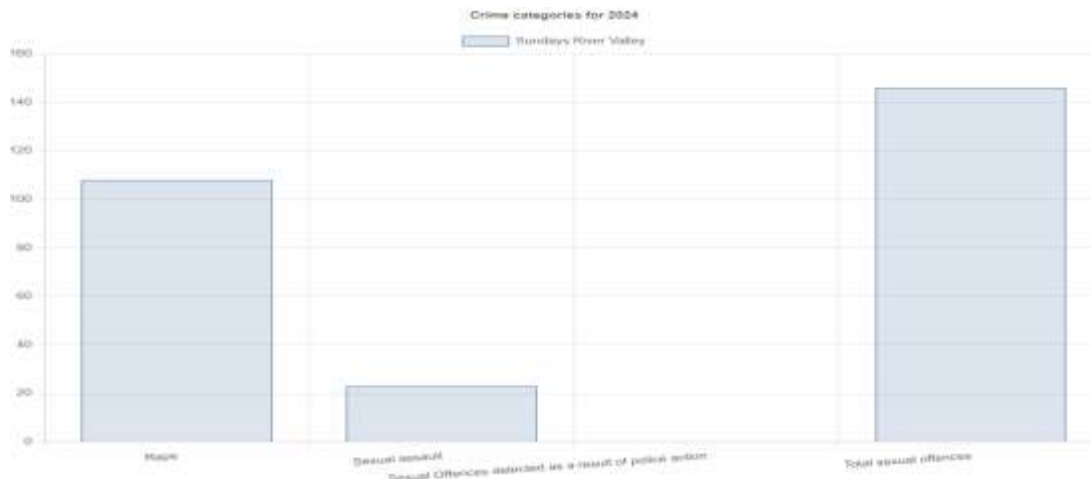
Table 21:INCIDENCE OF CRIME IN SUNDAYS RIVER VALLEY MUNICIPALITY 2024

INCIDENCE OF CRIME IN SUNDAYS RIVER VALLEY MUNICIPALITY 2024	
Driving under the influence	124
Burglary at residential premises	1,286

Murder	41
Drug related crime	124
Safety during day and night	62%-day time and 10.6% nighttime

Enon-Bersheba community in conjunction with the community police forum has requested that the The unused mobile clinic at Bersheba be used as a satellite police station. The police also supported the call and an application to that effect was forwarded to the municipality and approved.

Gender Based Violence and Femicide



Reference: Institute for Security Studies Crime Hub Statistics Wizard 2024

There was a total of 146 sexual offences in the SRVM broken down as follows: Rape – 108 and sexual assault - 23 and sexual assault offences detected as a result of police action – 15.

Enon-Bersheba community in conjunction with the community police forum has requested that the The unused mobile clinic at Bersheba be used as a satellite police station. The police also supported the call and an application to that effect was forwarded to the municipality and approved.

2.3.7. Traffic Services

SRVM is rendering a full traffic service to the communities within the jurisdiction of the Municipality. The services rendered are as follows.

- Law enforcement,
- Traffic emergency services (accidents, incidents & disasters),
- Motor vehicle registration and licensing
- Roadworthy services.
- Driving licensing functions are partly operational (applications for renewal of drivers’

licenses; application for learners' license; application for driver's license). Regular maintenance needs to be done for the testing route to be compliant with national norms.

- Application for professional driving permits (Categories P, G and D). SRVM is registered as a Grade "A" driver's license testing and Grade A roadworthy testing center.

Traffic Services

SRVM has two functional operational offices in Nqweba Town and Paterson, however they will be new satellite office in Nomathamsanqa Location (Addo) to render a full traffic service to the communities within the jurisdiction of the Municipality. The services rendered are as follows.

- Law enforcement,
- Traffic emergency services (accidents, incidents & disasters),
- Motor vehicle registration and licensing
- Roadworthy services.
- Driving licensing functions are fully operational (applications for renewal of drivers' licenses; application for learners' license; application for driver's license). Regular maintenance is done for the testing route to be compliant with national norms.
- Application for professional driving permits (Categories P, G and D). SRVM is registered as a Grade "A" driver's license testing and Grade A roadworthy testing center.

Road Safety

The Keeping of Animals Bylaw will be developed to increase awareness and curb road carnages resulting from poor livestock keeping by owners. Animal impoundment Bylaw will be part of the Bylaws review process in the 2024-2025 and approved by Council by Sarah Baartman district municipality.

Driving License and Motor Vehicle Registration Section Current Status

- The section is functional and is working very well with full staff compliments.
- We have 8 examiners in total for testing applicants for driving licenses.
- We have 10 clerks in Nqweba Office and Two clerks in Paterson.

SRVM will be investigating the construction and establishment of the Weighing Bridge in the area of Addo and Mobile Weighing Spots/Scales across SRVM major National and Provincial Roads. This will improve Law Enforcement and ensure that Heavy Duty Vehicles travelling in our area do not overload and in return damage the existing road infrastructure. This has been transferred to the Office of the Municipal Manager.

Driving License and Motor Vehicle Registration Section Current Status

Home of the Addo Elephant Park

- The section is functional and is working under pressure due to a shortage of staff. We currently need two examiners to attend eye testing daily. Currently we have one person.
- We have 1 examiner in total for testing applicants for driving licenses.
- One clerk at the reception which is not enough to deal with the public and answering the phone
- Tests need to be cancelled after rain as the testing ground is inaccessible
- Relocate testing grounds to Sonop street (submit proposal)
- The Traffic Department building needs repairs and maintenance urgently.
- An additional registration clerk is needed to oversee bulk registration and renewals as the SRVM services in excess of 18 farms and the public at large.

SRVM will be investigating the construction and establishment of the Weighing Bridge in the area of Addo and Mobile Weighing Spots/Scales across SRVM major National and Provincial Roads. Additionally, the establishment of a Satellite Traffic station in Addo in the 2025/26 Financial Year. This will improve Law Enforcement and ensure that Heavy Duty Vehicles travelling in our area do not overload and in return damage the existing road infrastructure. This has been transferred to the Office of the Municipal Manager.

2.3.8. Fire & Disaster Management

The Disaster Management Act defines disaster management to mean a continuous and integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures aimed at:

- Prevention or reducing the risk of disasters
- Mitigating the severity of consequences of disasters
- Emergency preparedness
- A rapid and effective response to disasters
- Post-disaster recovery and rehabilitation
- All Local Authorities and the District Municipalities are required, in terms of legislation, to prepare disaster management plans as outlined in the Bill.
- Various District Municipalities have embarked on this process on a regional level, including the local municipalities.

The Disaster Management Plan is available. The District Municipality has developed and adopted a Disaster Management Plan in December 2019 and all Local Municipalities are encouraged to customise the plan taking into consideration their respective contextualises. The Disaster Management function has always resided with the District Municipality, the enabling Act has allowed local municipalities to perform this function in conjunction with the District and as a result the following functions now apply

- Disaster prevention/risk reduction Disaster mitigation priorities and the promotion of

sustainable livelihoods

- Disaster preparedness
- Disaster response and relief
- Post disaster recovery, rehabilitation, and reconstruction
- Establishment of effective management of the function
- Strategies to ensure the involvement of the community and volunteers.

Following the assessment exercise of the identification of priority risks, the disaster risks identified to be high priority of the district were accidents, fire, and floods. The top ten priority risks in Sundays River Valley Municipality are:

- Water pollution
- Sewerage and drainage
- Heat wave
- Human epidemic diseases
- Electricity supply disruptions
- Service disruptions
- Severe storms
- Air pollution
- Illegal/uncontrolled solid waste disposal
- Fires

The staff complement in the Fire & Disaster Unit is seven, inclusive of the Chief Fire Officer. The Chief Fire Officer & Disaster Management Officer in the Fire and Disaster management section and the section is headed by the Director of Community Services.

Additional four fire fighters in the Unit are to be appointed through the funding from the SBDM in line with the Service Level Agreement entered into between SRVM and SBDM, resuming from fiscal year 2021/22 PPSLA budget.

There are plans to operate a 24-hour emergency management service for the Day and Night shift system. Re-opening Satellite Station in Addo & Paterson which will assist the response related to fires and disasters and this again is in line with SRVM Council resolution of decentralization and improvement of Emergency Services, the plans of the district budgeted funds for the development of an emergency center in Paterson is still on the awaiting.

Disaster Management Centre

In terms of the Act, the Municipality is required to establish a Disaster Management Centre. A fully established and functioning Municipal Disaster Management Centre is key for the Municipality to

achieve its responsibilities in terms of the Act. The Disaster Management Centre consults with and Operates in close collaboration with the Eastern Cape Provincial Disaster Management Centre. The Disaster Management Centre established the Disaster operation Centre (DOC) as the facility to be activated for coordination during disaster response.

Disaster Management Structures Priorities:

- Disaster Risk Assessment to be conducted.
- Institutionalization of disaster management through municipal organs of state disaster management sub plans for all directorates of the Municipality to complement an overall Disaster Management Plan.
- Reconvene Inter-Departmental Disaster Management Committee Forum.
- Institutional Risk Register to include disaster risks, including massive scale pandemics.
- A need to reinforce the current Disaster Management capacity with professional Fire & Disaster Management Practitioners.

Investment in the following disaster management elements:

- Resources within fire & disaster management.
- Disease Outbreak planning e.g., COVID-19.
- Budget for Disaster Management Planning for Climate Change as required by the Act.
- Mitigation and prevention.
- Upgrade the Fire Station to meet Disaster Management Centers latest technology and future technology preparedness.

KPI	CHALLENGES	SOLUTIONS
<p>Public Information & Education Relations</p>	<ul style="list-style-type: none"> ▪ Equipment to perform public awareness demonstrations. ▪ Trained firefighters to conduct awareness to public. ▪ Unavailability of most community members during working hours ▪ High influx of people during citrus season makes it difficult to reach them 	<ul style="list-style-type: none"> ▪ Availability of awareness material ▪ Designated employed to facilitate such programs. ▪ A continuous community awareness, and avail our programs to participate in other community activities. ▪ Avail our information at working stations ▪ Awareness's to be brought to workplace

KPI	CHALLENGES	SOLUTIONS
		<ul style="list-style-type: none"> ▪ Using Citrus induction phases to educate seasonal workers.
Fire Safety	<ul style="list-style-type: none"> • Influx and Mushrooming of Spaza Shops • Noncompliance with Spaza Shops & Street Vendors • Erection of buildings without proper preapproval plan • Buildings not complying with Fire Safety Regulations • Increase in informal settlements • Fire By laws abiding community • Buildings and fire hydrants inspection 	<ul style="list-style-type: none"> • The approval of Fire By-laws by the Council • Recruiting of Peace Officers to enforce available by-laws. • Establishing fine tariffs policy • Enforcing fire safety compliance
Operations	<ul style="list-style-type: none"> • Vast area to cover • Old fleet with continuous breakdown • Difficulties overseeing an emergency • Big industrial buildings which challenge our capabilities • Shortage of • Emergency Call Centre 	<ul style="list-style-type: none"> • Need for satellite fire stations (Paterson & Addo) • New fleet to effectively perform as per need of advancing technology • Additional firefighters and purchase of the latest technology equipment

KPI	CHALLENGES	SOLUTIONS
Training	<ul style="list-style-type: none"> • Training facilities • Advance Fire & Rescue Trainings 	<ul style="list-style-type: none"> • A contentious training/ refresher training is required to keep up to date • To advance with continuing evolving technology and water canal which is a huge contributor in deaths within the valley

Progression within Fire & Disaster Management Section

- Renovation of Fire Station (Kirkwood) Restroom and Entertainment Area
- Call Centre Furniture, Safety and Security in and outside of the Fire Station (Kirkwood) SBFDM & SRVM PPSLA 2021/22 Financial budget capital items to wall fence, paving, security cameras and lighting in and around the fire station.

2.3.9. Environmental Management

The Municipality is rendering the Environmental Management Function in an attempt to achieve sound environmental management and biodiversity goals.

Sarah Baartman District Municipality, Department of Economic Development, Environmental Affairs and Tourism and the Department of Environment, Forestry and Fisheries assist in the following:

- Policy development and coordination
- Environmental Quality Management
- Licensing of Waste Disposal Facilities
- Financial Support on Environmental related programmes and projects
- Capacity Building
- Monitoring and Evaluation
- Environmental Compliance

The Municipality is participating in environmental management programmes funded by the Department of Environmental Affairs, Forestry and Fisheries.

As it is acknowledged that the economy is land-based (i.e., reliant on the quality of the environment and land-based resources for the development of the tourism industry as well as the development of the agriculture and forestry sectors and related value chains), environmental management is a critical activity in the municipality.

Environmental Awareness Projects

- Wetlands month in February- yearly
- Water week in March – yearly
- Environmental week in June- yearly
- Arbor week in September- yearly

Environmental Opportunities

- Scenic beauty
- Endemic species

Environmental Management Sector Plans

On 27 June SRVM Adopted its Integrated Waste Management Plan & the Reviewed Cleaning and greening Strategy which is an implementation vehicle of the IWMP, The following Sector Plans and By Laws will be developed:

- Climate Change Strategy
- Biodiversity Management Plan and Policy
- Air Pollution By Law
- Air Quality Management Plan
- Management of Parks and Open Spaces By Law (Review)

Development of Environmental Management Tools

- Review Waste Management and Environmental Management By-Laws
- Climate change strategy
- Biodiversity management Plan
- Integrated Waste Management plan.

Environmental Awareness Promotional Projects

- Provincial Greenest Municipality Competition, done jointly with District Municipality- all municipalities participate, and winners receive awards to boost waste management activities within the municipalities.
- Registration of waste recyclers across the Valley
- Regional and provincial school environmental awards- all schools continuously participate in the region.
- Environmental Awareness Campaigns.
 - Community-focused competitions to inculcate the culture of better environmental management

Environmental Management, Biodiversity, Waste Management Current Projects

Table 22: Environmental Management, Biodiversity, Waste Management Current Projects

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Diversion of Organic Waste Material from the Landfill Site	Diversion of Organic Waste Material in Kirkwood and Addo	<ul style="list-style-type: none"> • Clean & Healthy Environment • Effective & Efficient delivery of waste service in line with the Waste Act of 2008. • Environmental Sustainability • Protected natural resources • Decent employment through inclusive green economy • Waste Minimization 	Not started due to no funding	12 projected job opportunities
Cleaning & Greening of Open Spaces	<ul style="list-style-type: none"> • Cleaning and Greening of open spaces and clearing of illegal dumps • Beautification of parks 	<ul style="list-style-type: none"> • Protection of natural resources • Clean & Healthy Environment • Job creation • Promote Tourism 	Project active in the municipality with support from the business sector for illegal dump and construction rubble clearance from time to time	100 projected jobs
Beautification of open spaces	<ul style="list-style-type: none"> • Land rehabilitation and biodiversity 	<ul style="list-style-type: none"> • Climate Change adaptation • Land Care 	Plan developed and to be launched in June 2022	100 projected jobs

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Land Rehabilitation Project	<ul style="list-style-type: none"> • Land rehabilitation and restoration • Education and awareness • Clearing of aliens plants 	<ul style="list-style-type: none"> • Protection of natural resources • Land care • Job creation 	<ul style="list-style-type: none"> • List of areas with alien species sent to DFFE 	110 Projected jobs
Establishment of a Regional landfill site	Regional landfill site	<p>Improved compliance with license conditions</p> <ul style="list-style-type: none"> • Clean & Healthy Environment • Effective & Efficient delivery of waste service in line with the Waste Act of 2008. • Environmental Sustainability • Protected natural resources • Decent employment through inclusive green economy • Waste Minimization 	<ul style="list-style-type: none"> • Assessment of existing landfill sites done, report submitted to SRVM with recommendations and cost estimates. • Exchange agreement with a partner signed and transfer of land finalised • Stakeholder sessions on going to facilitate compliance with initial processes (EIA) etc. • Project steering Committee established 	80 Projected jobs
Maintenance of SRVM Landfill sites	Sourcing services to maintain landfill sites in line with Waste license conditions and legislation	<p>Improved environmental safety Reduction in the risk of litigation Minimizing risk to the local economy derived from the agricultural sector</p>	<ul style="list-style-type: none"> • Tender advertisement 	8 Jobs projected

Establishment of a Waste Transfer Station in Addo	Waste Transfer Station	Reduced cost of waste collection Reduced dumping sites in the areas around Addo Provision of closer drop off zone Improved recycling and business in waste	<ul style="list-style-type: none"> • Land Identification • EIA Processes in progress • Awaiting finalization of land lease 	20 jobs projected
Procurement of Waste Fleet	Purchasing landfill site machinery (TLBs, Trucks, Front-end Loaders)	Improved environmental safety Cleanliness	<ul style="list-style-type: none"> • Advocacy internally and externally • Submission of needs through the Transversal tender process. 	6 Jobs projected
Review of Waste Licenses	Sourcing services for the review of waste licenses for landfill sites	Improved Compliance Risk minimisation	<ul style="list-style-type: none"> • Award of contract for EIA processes 	3 Jobs projected
Registration, business support and capacity development of waste recyclers	Training programmes for waste collectors and linkage to market	Waste minimization Increased job creation Environmental safety	<ul style="list-style-type: none"> • Registration of Waste recyclers 	40 Jobs

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Development of a Climate change response strategy	<ul style="list-style-type: none"> • Climate change strategy 	<ul style="list-style-type: none"> • Readiness to deal with climate change related occurrences 	<ul style="list-style-type: none"> • Not yet started 	
Development of an Air quality management plan	<ul style="list-style-type: none"> • Air quality management plan 	<ul style="list-style-type: none"> ▪ Monitor ambient air quality and point, non-point, and mobile source emissions. Compliance with the Municipal Systems Act. ▪ Curb threats to health, well-being, or the environment in the municipality ▪ Monitor compliance with respect to reasonable steps to prevent the emission of any offensive odor caused by any activity. ▪ <input type="checkbox"/> Monitoring compliance with directives to submit an atmospheric impact report 	<ul style="list-style-type: none"> • Engagements with the District Municipality to start in July 2025 	None
Natural environment protection: Eradication of alien invasive species	<ul style="list-style-type: none"> • Embarking on a month-long campaign on alien invasive species awareness and eradication 	<ul style="list-style-type: none"> ▪ Safer communities ▪ Reduced fire incidents as a result of spreading fires emanating from alien tree species ▪ Improved awareness ▪ Improved health and wellness ▪ Establishment of an Environmental management Forum 	<ul style="list-style-type: none"> • Council approved Tree policy • Awareness campaigns • Submission made to DFFE for development of Alien Invasive species maintenance plan 	None outside EPWP

<p>Construction of non-motorised facilities</p>	<ul style="list-style-type: none"> • non-motorised facilities 	<ul style="list-style-type: none"> ▪ Reduce traffic flow in the CBD ▪ Supporting alternative transportation into town ▪ Improve safety in town 	<ul style="list-style-type: none"> • Internal engagements started between the affected directorates (Infrastructure planning and Development as Community services and Public safety) 	<p>20 projected jobs</p>
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PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
			<ul style="list-style-type: none"> • Designs and business plan are not yet done due to funding challenges 	
Development of IWMP for 2023-2027	<ul style="list-style-type: none"> • IWMP 	<ul style="list-style-type: none"> ▪ To enhance tourism and environmental management as well as integration of initiatives towards a clean municipality 	<ul style="list-style-type: none"> • Council approval phase 	None
Review of Waste management bylaws	<ul style="list-style-type: none"> • Waste management plan 	To improve waste management services and to comply with the legislation	<ul style="list-style-type: none"> • Waste management bylaws form part of the package for review including all other municipal bylaws Council approval of Draft Bylaws 	none
Development of Integrated environmental management plan	<ul style="list-style-type: none"> • Environmental management plan • Protection of natura resources 	<p>To enhance a clean environment & better health for all.</p> <p>For ensure legislative compliance</p>	<ul style="list-style-type: none"> • Planning to start in June 2022 	None

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Clean Sundays River Valley Programme	<ul style="list-style-type: none"> • Beautification and cleaning of SRV • Cleaning & Greening of open spaces • Cleaning and Beautification of streets in partnership with business and community stakeholders • Adopt a dumping Spot Concept • Clean up Campaigns • Cleaning and clearing of illegal dumps • Environmental Education & Awareness 	<ul style="list-style-type: none"> • Cleaning & Greening • Healthy & safe environment to attract investors and tourists • Clean City towards cleaner SRV Municipality • Mindset change on waste management • Minimize pollution of natural resources and open spaces. • Job creation through EPWP 	<ul style="list-style-type: none"> • Project Steering Committee to be established • Cleaning and greening to be launched in June 2022 • Monthly cleaning campaign schedule developed • The Programme will be given by the Mayor in June 2022. • Business Sector and Government supportive to SRVM Departments are to adopt dumping spots closest to their area of business • Illegal dumping is cleared in urban wards on an ongoing basis • 1 Clean up Campaigns conducted once per month 	102 projected EPWP to jobs created

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
			<ul style="list-style-type: none"><li data-bbox="1487 258 1895 389">• The Waste Minimization Programme was launched in 5 schools.<li data-bbox="1487 408 1895 539">• Environmental Awareness Campaigns being conducted in 6 schools	

Waste Management

The Municipality has a clear refuse removal and management plan for all its suburbs including the Central Business District (CBD) for Kirkwood, Addo and Paterson. The waste management objective is to provide quality, sustainable services to ensure a clean and healthy environment.

The Waste Management unit provides an appropriate general waste collection service to households and businesses; cleansing services (street sweeping, litter picking, removal of illegal dumping on municipal public open spaces), as well as operating three general waste landfill sites.

The Upper Valley (Kirkwood Town, Moses Mabida, Bergsig, Emsengeni and Aqua Park) is serviced in-house by SRVM cleansing staff. The Lower Valley (Addo Town, Nomathamsanqa, Valencia, Greenfield's and Noluthando, Paterson Town, Kwazenzele, Morrison and Enon/Bersheba) was once outsourced to co-operatives or contractors but now it is taken over by the municipality.

Waste disposal facilities.

Currently SRVM Operates 3 Landfill sites (Kirkwood, Sunland, and Paterson), **All licensed** but not fully compliant, budget shortages are the main cause of non-compliance. Municipality in the process of establishing a regional landfill site. The Sunland Landfill site will be closed as the land Exchange process has been finalized and the rehabilitation process will start at the cost to the purchasing party. The SRVM Landfill sites assessment report enlists key compliance issues for consideration and funding in order to bring the landfill sites to compliance position.

Recycling- Waste collectors and recyclers structured but not formalized; Formalisation of waste recyclers, development of a database thereof, included waste recycling in a bucket of projects in the Cleaner SRV Plan

Waste reporting -All waste management matters are reported in all internal sessions, IGR Forums verbally and/or written form, as well as Standing committees and Council.

Waste Management officers – Waste management Officer, appointed by the Mayor in May 2022.

Refuse removal.

The municipality has a fully integrated waste management service which is executed by the Department of Community services (house collection, street cleaning/sweeping transportation and disposal) and the management of the Land fill sites. Refuse removal services such emptying of swivel drums is done daily in Kirkwood Town and once a week for the business premises areas and once for residential areas per week. The refuse removal services had been extended to cover areas in Lower Valley which include Addo, Valencia, Nomathamsanqa, Paterson, Kwazenzele, Moreson and Enon-Bersheba (Upper Valley). Refuse removal services had also been extended to cover the informal settlements that have accessible roads. All the residents are provided with black plastic bags for refuse collection. About two-hundred-wheel bins were distributed in the informal areas through the assistance of local councilors.

There are three landfill sites in the Sundays River Valley Municipal area of jurisdiction, with all three fully operational. All three landfill sites, namely Kirkwood (Emsengeni), Sunland and Paterson are fully licensed. Presently the municipality had set aside the budget for maintenance of three landfill sites in order to ensure compliance with the License Conditions and the requirements of the Waste Act. The Sunland Landfill site is in the process of being transferred to a private purchaser as an Exchange agreement was reached to get land for the Regional Landfill site. It is however to be noted that there is general poor management of the two land landfill sites, namely Kirkwood and Paterson due to an inadequate that cannot cover basic requirements such as fencing and daily machinery operational aspects.

One of the key areas of operation is the eradication of illegal dumps through the utilization of EPWP component and occasionally hiring out of machinery such tipper trucks and front loaders (TLB).

The Waste Management Section is also responsible for maintenance of municipally planted trees within its area of jurisdiction.

The current Integrated Waste Management Plan (IWMP) was done with the assistance of the Sarah Baartman District Municipality but is now due review. For the maintenance of the landfill sites, we have entered into a service level agreement for the Sunland landfill site. The two remaining sites are maintained by the municipality at scheduled intervals.

Functionality of the Waste management Unit

Waste management Unit functional, with some gaps in terms of personnel, though new positions have been accommodated in the revised Organisational structure, the positions remain unfunded. The department has been receiving technical support from DFFE through its graduate placement Programme for Environmental management. The directorate also uses unskilled and semi-skilled labour (EPWP) to augment budget and staff shortages. The appointment of Waste Management Officer to be finalized in May 2022. Intergrated Waste Management plan approved by Council in 2017, and due for review in 2022 and approved.

Major Challenges Experienced by SRV Municipality in Relation to Waste Management:

- The 3 landfill sites in use are not in compliance with waste management license conditions due to poor fencing and lack of required specialized fleet for waste compaction.
- Some residential areas are not formalised
- Poor access to refuse removal, especially in peri urban areas resulting to illegal dumping.
- Lack of support from communities on curbing illegal dumping.
- Increase in illegal dumping in open spaces and in peri urban areas.
- Littering is still a challenge although bins are provided all over the town
- Illegal dumping due to lawlessness
- The reviewed organogram has no new positions for Environmental Management due to budgetary constraints.

- Budgetary constraints to eradicate illegal dumping.
- Alien invasive plants
- Water pollution poses a risk to health and the environment.
- Increase in illegal dumping in open spaces and residential areas.
- Shortage was fleet at waste management section for managing landfill sites (Tipper truck, Front loader TLB, Bulldozer truck)

Addressing Waste Challenges

- Increase capacity for Waste Management Unit.
- Rehabilitation and remediation of Landfill Sites to meet waste management license conditions.
- Ward Based cleaning programmes through partnership with Ward Councilors in cleaning and greening waste minimisation programmes to curb illegal dumping and to increase access to refuse removal in peri urban areas and
- Intensify Waste Minimisation Programmes in Schools and Communities
- Development of environmental management policies
- Enforcement of Waste Management and Nuisance by laws
- Job specific training and mentoring
- Intensify adopt a spot Campaign by Businesses and other Stakeholders.
- Provide additional Waste Infrastructure
- Lobby for funding from MIG grant for procurement of Specialised Waste collection vehicles
- Install “NO DUMPING” signs as a deterrent
- Partnership with business sector in both urban and townships in mechanism to curb illegal dumping and to increase access to refuse removal in peri urban areas and in rural areas.
- Implement recommendations of the SRVM Solid waste sites assessment report
- Lobby funding for the establishment of a regional landfill site
- Improved enforcement of by laws
- Job specific training and mentoring
- Intensify adopt a dumping spot Campaign
- Provide additional Waste Infrastructure
- Funding environmental and waste related projects.

Waste Management driven Projects

- Street Cleaning and Greening in Kirkwood, Addo and Paterson
- Development of waste transfer station in Addo /Valentia due to closure of the Sunland's landfill site and the process of establishing the new regional landfill site in Addo
- Completion of the development of a new landfill site
- Implementation of Integrated Waste Management Plan
- Land rehabilitation in all wards
- Clearing of illegal dumps

Environmental Threats and Biodiversity Threats

The Region's biodiversity is threatened by alien invasive plants in most areas. Overgrazing and clearing of vegetation creates soil erosion in some areas. Other threats include the following:-

- Pest infestation of the region (Brown migratory locusts / *Locustana Pardalina*) destroying grazing land and the citrus industry
- Human induced climate change
- Illegal Dumping
- Veld Fires

Environmental Health Services (Municipal Health Services)

Municipal health Services (MHS) what was historically know as environmental health and MHS is a function and a competency of Sarah Baartman District Municipality (SBDM) and SRVM is rendering MHS on behalf of SBDM in its area of jurisdiction. The Municipality is responsible for Municipal Health services which focus on:

- Water quality monitor
- Communicable disease
- Waste Management
- Disposal of Dead.
- Food control
- Food premises licenses
- Health surveillance of premises

SRVM through the Service Level Agreement (SLA) that entered into with SBDM is allocated annual subsidy from the SBDM for this service (MHS). In order to render MHS, SRVM appointed two Environmental Health Practitioners (EHP's) to its staff establishment.

Table 23: Environmental Approved Tariffs' SERVICE

Environmental Approved Tariffs'	TARIFFS	
SERVICE	NEW APPLICATION	RENEWAL
Certificate of Acceptability (CoA)	R157,50	R105,00
Certificate of unsound foodstuffs (Condemns Certificate)	R210,40per hour R1050 per	N/A
Condemnation Fine per item	item/foodstuff	
Health Certificate (Creches, Schools, etc.)	R157,50	R105,00
Application for exhumation	R1050,00	N/A

Application for reburials	R500	N/A
Re-Issue of all Certificates	R105,20	N/A

Emanating from complaints about poor quality of water and waste management, the Council has resolved that the budget for Environmental Health (MHS) is mainly focused on water quality monitoring, cleaning of illegal dumping spots, education and awareness programs. The above focus areas are elaborated below:

Water Quality Monitoring

The SRVM has three (3) Water Purification Plants (Kirkwood, Addo and Bersheba). Drinking water quality is being monitored on a monthly basis for bacteriological and chemical analysis as required and in compliance with the National Health Act and its quality measured against SANS 241 and the SRV sampling points are as follows:

- Kirkwood Town Clinic
- Kirkwood Water Purification Plant
- Bergsig Clinic
- Moses Mabida Community Hall
- Enon Post Office
- Bersheba Water Purification Plant
- Bersheba Albert Stores
- Addo Water Purification Plant
- Nomathamsanqa Communal Tap
- Sonwabo Street
- Valencia Apolis Street
- Moreson Standpipe
- KwaZenzele Communal Tap
- Glenconner
- Kleinpoort

On a monthly basis a total of fifteen (15) drinking water samples are taken to the laboratory for analysis. The results received from the laboratory are interpreted to ensure compliance, if there is a non-compliance; a re-sampling is taken to the laboratory within 7 days to check if the failure is repeated. If the failure is repeated in the re-sampling the early warning is sent to the Infrastructure and Technical Services for further investigation and intervention and the affected communities are alerted through issuing "Boil before Use Notice" as a precautionary measure and in the interest of public health protection. The results are reported to the Department of Water Affairs on a monthly basis through e-WQMS.

Air Quality Management

The municipality seeks assistance from DEDEAT to develop Air Quality Management Plan (AQMP). The district has, however, the AQMP, but it has not yet been cascaded with local municipalities. Air Quality Management Plan in SRV Municipality being driven with and within the Sarah Baartman District Municipality has undergone a revision, with a shift from the source-based air quality management approach under the Atmosphere Pollution Prevention Act (No. 45 of 1965)

(APPA) to an ambient based approach under the National Environmental Management: Air Quality act(No.39 of 2004(AQA).This change in air quality management approach has also seen as change in the responsibility for air Quality management being developed down from the national level to the local authority level (district and metropolitan municipalities). Under the new Act each local authority is responsible for the development and implementation of an air quality management plan as part of their Integrated Development Plans (IDP). This function is conducted by the Sarah Baartman District Municipality as this falls within their scope, SRVM at a local level is guided by the District Air Quality management plan. In terms of mitigation, air quality issues are covered in Sarah Baartman Air Quality Management Plan as mitigation measures to air pollution.

The key issues related to air pollution are:

- Burning of tyres during winter season
- The public transport sectors (taxis, trucking, buses) are responsible for emitting pollutants in the form of exhaust fumes.
- Uncontrolled, extensive, and unnecessary burning of grasslands
- Lack of public awareness of Air Quality issues and legislated pollution prevention
- Lack of monitoring and enforcement
- Protest related fires blocking access to CBD and business areas

Climate Change

Climate Change is regarded by many as the most significant environmental challenge in our area. Climate Change is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere, and which is in addition to natural climate variability over comparable time periods.” Global Warming has been blamed as that human activity which has had the most influential impact on climate change. Global warming is defined by the UNFCCC as “the increase in the earth’s temperature, in part due to emissions of greenhouse gases (GHG’s) associated with human activities such as burning fossil fuels, biomass burning, cement manufacture, cow and sheep rearing, deforestation and other land-use changes.”

There is now empirical evidence to suggest that climate change is a reality and there are many global examples or trends which all depict a change in climate. Anthropogenic climate change is already occurring, and many natural systems are being affected.

Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

- Higher temperatures
- Altered rainfall patterns
- More frequent or intense extreme weather events including heat-waves, drought, storms, and floods
- Rising sea levels

There is no policy for climate change. However, the municipality needs to systematically develop resistance to the impact of climate change and agriculture. Development planning should consider at least the following:

- Infrastructure development needs to take account of the changing variables such as higher returns period for flooding and drought, more extreme weather events, and sea level rise.
- Development plans and programmes need to take into consideration the growing need for climate change mitigation and clean energy projects

Planning for Climate Change takes on two paradigms – climate change mitigation and climate change adaptation. Climate Change Mitigation involves those activities that assist in reducing the rate of change of the climate. This is a global responsibility and is aimed at limiting the generation of greenhouse gases. Climate Change Adaptation refers to those activities which we undertake in response to a changing climate. Further details on planning guidance to the SRV Municipality in relation to Climate Change Adaptation can be sourced from the SBDM SDF.

Due to current drastic climate changes:

- The region has had to adapt to current new phenomenon like brown locusts in Agricultural Crop production, floods, and droughts. Impacts of these changes include changing seasons for planting.
- Education and awareness campaigns need to be conducted to educate communities on environmental impacts of climatic changes. Environmental assets for SRV are not clearly identified. Research to be done.
- An Environmental Response Strategy needs to be done by Community Services and public safety directorate to deal with protecting natural resources.

Climate Change Mitigation and Adaptation

Draft Climate Change Strategy to be developed and tabled to Council for approval.

Waste Management

The municipality has a fully integrated waste management service which is executed by the department of Community Services (household collection, transportation, and disposal) and Technical Services are currently responsible for the management of the Landfill Sites. Refuses are collected two days per week in business areas and once for residential areas per week. In the lower Valley which include Addo, Valencia, Nomathamsanqa, Paterson, Kwazenzele, Moreson and Enon-Bersheba (Upper Valley) waste is collected by local Co-operatives.

There are three landfill sites in the Sundays River Valley Municipal area of jurisdiction, with all three fully operational. Two landfill sites (namely Kirkwood and Sunland) which in the past were a challenge as they were illegal (without an operating license) are currently licensed and the only challenge is in the poor management of the sites; hence funds will be sought from the National Department of Environmental Affairs (DEA) through their Environmental Protection Infrastructure Programme (EPIP) and any other funders in the coming financial period. This is to improve the status of the landfill Sites and to ensure compliance with the License Condition and the requirements of the Waste Act.

The current Integrated Waste Management Plan (IWMP) was done with the assistance of the Sarah Baartman District Municipality. For the maintenance of the landfill sites, we have entered into a service level agreement for the Sunland landfill site. The two remaining sites are maintained by the municipality at scheduled intervals.

Environment

The Spatial Development Framework provides a detailed analysis of the topography, vegetation, and geology of the area. Of particular interest to the IDP we include the sections relating to recreation, tourism, and conservation, considering their high relevance to the local economic development framework.

The Municipality has engaged with these sectors via participation in partnerships such as the Mayibuy'indlovu Development Program and the Addo Elephant National Park. Learners visit the park for environmental education programmes, and also involved in Water Week Celebrations, Arbour Day, Marine Week, National Science Week, Women' Day, Youth Day, South African National Parks Week and the CWP.

The Environmental Management Plan (as required by the IDP) is limited to the involvement of the Municipality with the Cacadu District Municipality process. Waste management at the municipality's waste sites does not comply. EIA needs to be conducted by external auditors from DEAT in order to manage waste sites effectively. Currently all three waste sites are not registered. Poor management of waste sites has a detrimental effect on the environment. The necessary steps need to be followed include among others: Proper management tools i.e., IWMP; fencing of sites; monitoring gates; waste recording; recycling; waste minimising; waste management awareness.

Key environmental legislation requires that the IDP is aligned with:

- The National Environmental Management (107 of 1998): The Municipality must provide services, encourage cooperative environmental governance, and ensure that EIAs and Basic Assessments are implemented where required.
- The National Environmental Management: Biodiversity Act (10 of 2004): The Municipality should compile an alien plant management plan for municipal-owned land, and must consider threatened ecosystems (the Endangered Albany Alluvial Vegetation as integrated into the Biodiversity Sector Plan & SDF), while aligning with the National Biodiversity Framework (NBF), 2009 (gazette in terms of this Act). The NBF requires municipalities, with other lead agents (e.g., Eastern Cape Parks), to assist with establishing provincial stewardship programmes, including managing alien invasive plants.
- The National Water Act (36 of 1998): The Municipality should not undertake activities that cause pollution of water resources, ensure that township developments include a 1:100 flood line on proposed layout plans, and it gives effect to the purpose of the Act (i.e., water resource protection)
- The National Environmental Management: Integrated Coastal Management Act (24 of 2008): The Municipality should develop a coastal management Programme. In the case of the SRVM, the majority of the coastline is designated as a formal Protected Area and managed by South African National, apart from a small stretch south of Spring Mount.
- The National Environmental Management: Waste Act (54 of 2008): The Municipality must integrate its waste management plans with its IDP to secure ecologically sustainable development.
- The National Forest Act (84 of 1998): The Municipality should not remove the forest without an authorisation from the Department of Forestry.

Numerous policy documents require the consideration of biodiversity in municipal planning for sustainable development, e.g. The National Spatial Development Perspective (2003), The National Strategy for Sustainable Development (2006), and The National Framework for Sustainable Development (2008), while the Provincial Spatial Development Framework requires the integration of important biodiversity areas, such as Critical Biodiversity Areas. The IDP is therefore required to be aligned with national and provincial programmes and strategies in terms of the Local Government: Municipal Systems Act (32 of 2000). Importantly, the Constitution (108 of 1996) necessitates ecologically sustainable development, as stated in the environmental clause of the Bill of Rights

2.4 KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Local economic development is an ongoing process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas, and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents. The Constitutional (Act 108 of 1996) obligation to promote local economic development as stated in Section 153 of Constitution which stipulates that: "Municipality must structure and manage its administration and budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic development of the community".

While LED is a recent phenomenon in South Africa, it has been applied, as a Programme, to improve the economic performance of municipal areas. It focuses attention on the local level as the most appropriate place for economic intervention, as this level should be the most readily accountable to the public, while having the legitimacy of being democratically elected.

Sundays River Valley Municipality (SRVM) is responsible for drafting a local economic development (LED) strategy, coupled with an implementation to promote and enhance sustainable economic development within the locality. A key element in this process was to partner and consult with key role-players from the public sector, private sector, and non-governmental sector. These partnerships and consultations were required to solicit the views and inputs pertaining to the economic development path that the municipality should prioritize over the next five years, hence ensuring that an inclusive economic development approach be adopted.

The municipality is in the process of establishing an LED Forum that will be inclusive of all stakeholders and be properly elected in line with the agreed and adopted LED Terms of Reference. The purpose of the LED forum is to 4.1 Assist in the integration of LED initiatives into the Integrated Development Plan (IDP) of the SRV Municipality.

- Provide support and expertise to the SRV Municipality in developing and reviewing the LED Strategy and the implementation plan.
- Facilitate access to funding, expertise and formulate partnerships on the implementation of the projects identified through the LED processes.
- Make recommendations to Council through communication structure.
- Identify economic development opportunities (through LED strategy) that lead to competitiveness.
- Ensure that the resolutions of the economic summits are implemented and reviewed accordingly.
- Analyse the economic trends within the municipality, assess the impact of the economic strategies of the municipality.

The LED Forum will be held once a quarter at the venue, date and time designated by the chairperson in consultation with the secretariat.

Local economic development and the drafting of the Sundays River Valley municipal LED strategy and priorities are guided by the principles and objectives of the National Development Plan, the New Growth Path, the National Spatial Development Perspective (NSDP), etc.

The LED Plan had ensured synergy and alignment with the objectives of national and provincial government programmes. In addition to the Constitution, a number of government policies and statutes are relevant to LED at the local government level, which includes the following:

- White Paper on Local Government (1998)
- National Framework for Local Economic Development in South Africa
- National Spatial Development Perspective
- National Development Plan
- Accelerated & Shared Growth Initiative for South Africa (ASGISA)
- Joint Initiative on Priority Skills Acquisition (JIPSA)
- Provincial Growth and Development Plan: 2004 – 2014
- Spatial Development Plan: Eastern Cape Province
- Broad-Based Black Economic Empowerment Act (BBBEE), Act 53 of 2003

White Paper on Local Government

The white paper on Local Government (1998) reinforces the concept of developmental local government which is defined as:

“Local government committed to collaborating with citizen and groups within the community to find sustainable ways to meet their social, economic and material needs and to improve the quality of their lives”

It further states that the powers and functions of local government should be exercised in such a way that it has maximum impact on the development of communities, to meet the basic needs of the poor and to grow the local economy.

Due to its influence on local economies, local government needs a clear vision for the local economy and needs to work in partnership with local business to Maximise job creation and investment by taking responsible steps to ensure the overall economic and social conditions of the locality are conducive to the creation of employment opportunities.

Relevance: The White Paper guides LED at a local government level, as it advocates support services and leadership in the field of economic development and provides a mandate for LED to create an enabling environment for sustainable economic growth.

National Framework for Local Economic Development in South Africa

The National Framework for LED in South Africa seeks to mobilize local people and resources, within the framework of the PGDP and NSDP, to become competitive in the economic marketplace, both domestically and internationally. The anticipated outcomes of the framework over the next five years were:

- **Build Public and market confidence in municipalities** - good governance, effective intergovernmental coordination, infrastructure investment capability
- **Identify and exploit the comparative and competitive advantage of each region** – a better

understanding of the opportunities and constraints in local economies should inform a more balanced development path

- **Intensification of enterprise support** – SMME has greater capacity to absorb labour and is key in improving equity in ownership of the economy
- **Sustainable Community Development**- interventions in areas where there are no markets to bring about sustained growth

Relevance: The National Framework for LED in South Africa sets out the roles and responsibilities of government in terms of conducting LED. At a provincial level, the primary responsibility of government is to ensure adequate leadership at a local level, while local government is responsible for direct policy Programme and projects, initiating economic development programmes) Thus that the LED strategy/plan would be mind-map for economic intervention in the Municipal space.

National Spatial Development Perspective

The National Spatial Development Perspective guides all infrastructure investment and development spending.

Key to this is ensuring that:

- Economic growth is a prerequisite;
- Spending on fixed investment beyond constitutional obligation of basic services should focus on areas with economic potential;
- Areas with low development potential – beyond basic services, focus on social transfers,
- HRD and labour market intelligence to give people more sustainable opportunities;
- Channel future settlement and economic development opportunities into activity corridors adjacent to main growth centers.

Relevance: The primary emphasis of the NSDP is to reconfigure spatial relations and implement spatial priorities that meet the Constitutional directives of providing basic services and alleviating poverty and inequality.

The NSDP thus identifies areas where there is either economic development potential or high levels of poverty. Therefore, the municipal SDF would be utilized and inform LED programs / projects to be implemented in the municipal space.

Accelerated & Shared Growth Initiative for South Africa (ASGISA)

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) is a strategy that aims to achieve a higher and sustained rate of economic growth, through greater socio-economic inclusion in the development of the South African economy.

The objectives set out by ASGISA include:

- Halve poverty from one-third of households in 2004 to one-sixth of households by 2014.
- Halve unemployment by about 30% in 2004 to less than 15% by 2014.
- Average annual economic growth rate of 4.5% per annum to 2009 and 6% growth per annum from 2010 onwards.

Relevance: since ASGISA is the guiding economic policy document for South Africa, it is necessary for the Sunday River valley Municipality LED strategy/plan to align itself with the National priorities set out in ASGISA. In this respect the Sundays River Valley LED should focus on the tourism, agro-processing, and agriculture sectors. Furthermore, the LED strategy should focus its development plans on the target groups identified in ASGISA particularly women, youth, and people with disabilities.

Spatial Development Plan: Eastern Cape Province

The Spatial Development Plan (SDP) is intended as a coordinating document that sets out a broad framework for the investment of public funding and management of development in the Eastern Province, towards achievement of a common vision and set of objectives.

The objectives of the SDP are:

- To provide a coordinating Provincial spatial framework to dovetail public sector investment towards a common vision and set of objectives
- To provide a policy framework to give directions to all other development agencies in the Province regarding the priorities of government
- To make public investment programs more efficient
- To provide opportunities for creating an environment within which communities and the private sector can operate more effectively to achieve sustainable economic growth in the Province
- To protect natural systems
- To make efficient use of resources at a Provincial level
- To avoid duplication by different departments and spheres of government

Relevance

The approach to investment and management as outlined in the Provincial Spatial Development Plan provides a framework for the development of both LED strategies and Spatial Development Frameworks at a local government level.

Broad-Based Black Economic Empowerment Act (BBBEE), Act 53 of 2003

The objective of BBBEE Act is to increase the number of Black people who have ownership and control of new and existing enterprises, and the number of black people in executive and senior management position. In this Act “Black people refer to Africans, Coloreds and Indians, Broad-based black economic empowerment” means the economic empowerment of all black people including women, youth, people with disabilities and people living in rural areas; through diverse but integrated socio-economic strategies that include but are not limited to:

- Increasing the number of Black people that manage, own and control enterprises and productive assets;
- Facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives, and other collective enterprises;
- Human resource and skills development;
- Achieving equitable representation in all occupational categories and levels in the workforce;
- Preferential procurement and
- Investment in enterprises that are owned or managed by black people:

Relevance:

These BBBEE policy objectives will serve as a guide in the development of an LED strategy that promotes the participation of black people in the economic mainstream, as the successful implementation of BBBEE will be evaluated against the economic transformation and empowerment of rural and local communities.

Growth and Development Summit Agreement, 2007

The GDS Agreement was completed and signed in April 2007 and identified sector development as one of the strategic pillars of the strategy. Sector development seeks:

- a) To grow the numbers and improve the competitiveness and productivity of small, medium, and micro enterprises
- b) To increase the numbers and productive capacity of SMMEs and large enterprises in the specific sectors of the economy
- c) To improve the quantity and quality of jobs created by SMMEs and large enterprises
- d) To increase the contribution of the targeted sectors in terms of employment and GGP contribution

Relevance: To ensure that the objectives of the GDS are expressed in the SRLM LED Plan.

NATIONAL DEVELOPMENT PLAN (Vision2030)

The National Development Plan (2011, p.1) presents a long-term Vision Statement of charting a new growth path for South Africa, stating that by 2030, the country should have eliminated poverty and reduced inequality by

- Creating jobs and improving livelihoods,
- Reduce poverty, and inequality,
- Expand economic infrastructure,
- Transit to a low carbon economy,
- Create an inclusive and integrated rural economy,
- Improved quality of education,
- Provide training and encourage innovation,
- Provide quality health care,
- Build a capable state,
- Fight corruption,
- Enhance accountability,
- Transforming society,
- Uniting the nation, and
- Provide adequate social protection

Industrial Action Plan

The Industrial Action Plan advocates for the following:

- To contribute to rural development,
- Promote agro-processing,

- Development of cultural industries,
- Promote tourism,
- Advance technology development,
- Promotion and development of the green economy,

- Adopt energy efficient goods and services,
- Encourage mineral beneficiation,
- Strengthening linkages,
- Integration of sector strategies

The analysis of the economic profile and trends in Sundays River Valley Municipality local Municipality (SRVLM) forms the basis of identifying comparative and competitive advantages and economic potential opportunities that may be exploited by the Municipality for the benefit of local residents. Sundays River Valley is the leading region in citrus production in South Africa. SRVM has access to a constant supply of irrigation water through the canal and that makes production more favorable to areas that depend on rainwater. The rationale for successful economic revitalization of SRVM lies in some of the following salient comparative and competitive features:

- Proximity of SRVM to the Nelson Mandela Bay Metro presents a readily available market for this rural community.
- Proximity of local business to the Coega harbour for cheaper export costs
- Land availability for new development that is already identified for future development initiatives
- Established local commercial farming and tourism infrastructure
- Possibility of relocation of the District municipality and other Provincial Government Departments' offices to Kirkwood
- Established road and rail infrastructure
- Natural resources as portrayed by the local landscape and warm climate that sustains the key agriculture and tourism sectors
- SRVM is identified and funded by the Premier for the town revitalization project.

The economy of the SRVM bears the typical characteristics of the rural area; with agriculture having a dominating role in the economy of the area. Although tourism is not formally regarded as a sector, its contribution to the area's economy is significant enough to take cognisance of.

The LED strategy reflects the economic development concepts listed below as a result of broad consultative process. These form part of the catalytic projects identified in the implementation plan and the IDP must be read in conjunction with that plan.

FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
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Enon-Bersheba land Asset (10 200ha)	<p>A draft business plan for six-pronged project has been completed and presented to various stakeholders (Municipal Council, Ministers Hanekom and Nkwinti, the Witrevier Communal Property Association and the Enon-Bersheba community). The six facets of this development Programme are:</p> <ul style="list-style-type: none"> • 220 hectares of Citrus development that will be in three phases • 120 hectares of crop and grass farming • 14 hectares of food security Programme • 1000 hectares of livestock farming
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FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
	<ul style="list-style-type: none"> • Addo Elephant Park conservation and lodge development or Game Ranch with combination of Game and Nguni cattle • A community College <p>SRVM is embarking on funding mobilization for this lucrative Programme.</p>
Portion 307 of site kk113	The development model is designed to develop citrus and crops for the benefit of the Agri-park. The potential beneficiaries are ward 3, 5 & 6 and a community trust will be established
Addo Gateway	Tourism business development opportunities are earmarked through the Cacadu Development Agency and a budget of about R150million rand will be spent on this development
ERF 943	<p>Erf 943 is situated at the junction of the main road from Addo, turning towards Kirkwood; this site is “home” to the newly unveiled “heritage” mark for the Municipality.</p> <p>A combination of middle-income housing development and commercial site development will attract the necessary investment and enhance tourism in the area.</p> <p>To enhance the “heritage” aspect of the site, it is envisioned that the development concept may include a Museum, to capture the diverse historical narratives of the area, and a Tourism Information office. Included in the development will be commercial shops with varied offerings.</p> <p>The development model for this piece of land is envisioned to be a “partnership” between a private developer and the Municipality.</p>

Bio-energy solutions	The Development Agency intends to roll out this project at SRVM for R100 million. The bio-energy sector is growing at a rapid pace throughout the globe, South African enterprises are providing more and more practical solutions to alternate energy; these applications must be evaluated for implementation in the region. Municipal waste and bio-mass are natural feed- stocks for such applications. Smaller applications for industrial and commercial applications must be considered for spatial heating and thermal power.
FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
Bee-keeping	Research has revealed the rising demand for natural honey, the Sunday River Valley area with its rich Citrus environment, is an ideal place to invest in larger scale bee-keeping projects. This low capital scale project, with established market opportunities, is ideal for “emergent” farmers to exploit. The placement of beehives could take place throughout the region, to take advantage of the various natural honey feedstocks.
Aqua-Culture and marine development	It is of great advantage that the Sundays River Valley municipal area stretches to the Indian Ocean, this allows the potential establishment of both fresh water and saltwater aquaculture enterprises. The advantage of being exploited is the proximity of the area to the Coega harbour for exports, being the dominant market for most saltwater aquaculture forms. Fresh water fish products could contribute to local food security.
Rail Revitalization	Rail infrastructure has already been established, but significantly underutilized. Three focal areas of development are envisioned in carving the Developmental Strategy for the revitalization of the Rail Transport, and these are; <ul style="list-style-type: none"> • Moving goods to the markets • Transporting people • Tourism experience

<p>Infrastructure Development</p>	<p>The underlying regional development needs are directly linked to improved and expanded infrastructure provision.</p> <p>Energy: The current Eskom supply capacity is dramatically improved from 2,5MVA to 5MVA to provide sufficient power requirements for expanding commercial and residential demand.</p> <p>Water: Existing water infrastructure requires maintenance and expansion into new development areas.</p> <p>Sewerage: Under-capacity of sewerage processing facilities is limiting provision of basic services and will not allow for economic expansion.</p> <p>Road: Road transport is an important sector of economic activity, especially in developing countries, where it plays an essential role in marketing agricultural products and providing access to health,</p>
FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
	<p>education and agricultural inputs and extension services. Conversely, lack of accessibility or poor road conditions are barriers to agriculture, industry, and trade, and may hinder the entire development effort.</p>
<p>Nursery and Pruning operation</p>	<p>Demand for citrus trees is overwhelming and as a result new operations have a waiting period of 3-5 years to get trees for planting. This is an investment identified for development at municipal owned lands.</p>
<p>Small towns revitalization</p>	<p>The municipality has developed a Small Towns revitalization Strategy and an implementation plan for the three major towns in SRVM (i.e., Paterson Addo and Kirkwood). The Office of the Premier is currently implementing the revitalization strategy in Kirkwood town.</p>
<p>Orchard Development</p>	<p>The private sector intends to transform some of the orchards into retail business development precinct around the Kirkwood area. See the citrus packhouse and Agri development plan included in this document.</p>

The socio-economic analysis

Name	2022	2011
Total population	53 256	54 504
Young children (0-14 years)	24,10%	26,70%
Working age population (15-64 years)	70,30%	68,00%
Elderly (65+ years)	5,60%	5,20%
Dependency ratio	42,2	47
Sex ratio	96,5	103,8
No schooling (20+ years)	5,40%	8,80%
Higher education (20+ years)	3,30%	3,70%
Number of households	19 017	14 749
Average household size	2,8	3,7
Formal dwellings	87,80%	84,60%
Flush toilets connected to sewerage	81,50%	58,70%
Weekly refuse disposal service	77,10%	61,20%
Access to piped water in the dwelling	55,30%	32,30%
Electricity for lighting	94,40%	79,80%

Analysis of the above Socio-Economic Data**1. Population Trends**

Total Population: The population decreased slightly from 54,504 in 2011 to 53,256 in 2022. This decline may indicate migration out of the area or lower birth rates.

Age Distribution:

- Young Children (0-14 years): The percentage of young children decreased from 26.7% in 2011 to 24.1% in 2022, suggesting a declining birth rate or changes in family size.
- Working Age Population (15-64 years): Increased from 68% to 70.3%, indicating a larger proportion of the population is of working age, which could be beneficial for economic productivity.
- Elderly (65+ years): Slight increase from 5.2% to 5.6%, reflecting an aging population.

2. Dependency Ratio

The dependency ratio decreased from 47 in 2011 to 42.2 in 2022. This suggests fewer dependents (young children and elderly) per working-age individual, potentially reducing the economic burden on the working population.

3. Sex Ratio

The sex ratio decreased from 103.8 males per 100 females in 2011 to 96.5 in 2022, indicating a shift towards a more balanced gender distribution.

4. Education

No Schooling (20+ years): Decreased significantly from 8.8% to 5.4%, showing improvements in access to basic education.

Higher Education (20+ years): Slight decrease from 3.7% to 3.3%, indicating a need for greater focus on higher education opportunities.

5. Households and Living Conditions

- Number of Households: Increased from 14,749 in 2011 to 19,017 in 2022, reflecting population growth and smaller household sizes.
- Average Household Size: Decreased from 3.7 to 2.8, suggesting a trend towards smaller family units.
- Formal Dwellings: Increased from 84.6% to 87.8%, indicating improvements in housing conditions.
- Flush Toilets Connected to Sewerage: Significant increase from 58.7% to 81.5%, showing progress in sanitation infrastructure.
- Weekly Refuse Disposal Service: Increased from 61.2% to 77.1%, reflecting better waste management services.
- Access to Piped Water in the Dwelling: Increased from 32.3% to 55.3%, indicating improved access to clean water.
- Electricity for Lighting: Increased from 79.8% to 94.4%, showing substantial progress in electrification.

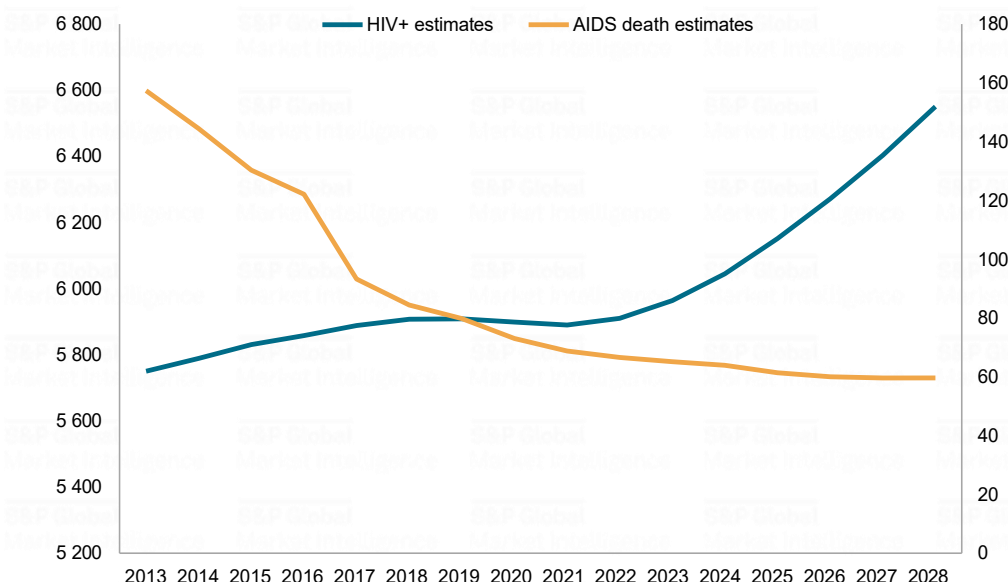
HIV AND HIV ESTIMATES

In 2023, 5 960 people in the Sundays River Valley Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 0.37% since 2013, and in 2023 represented 12.02% of the local municipality's total population. The Sarah Baartman District Municipality had an average annual growth rate of 1.48% from 2013 to 2023 in the number of people infected with HIV, which is higher than that of the Sundays River Valley Local Municipality.

The number of infections in the Eastern Cape Province increased from 664,000 in 2013 to 791,000 in 2023. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2013 to 2023 with an average annual growth rate of 2.42%.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	Sundays River Valley as % of district municipality
2013	5,750	38,600	664,000	6,080,000	14.9%	
2014	5,790	39,100	673,000	6,210,000	14.8%	
2015	5,830	39,700	685,000	6,350,000	14.7%	
2016	5,860	40,300	695,000	6,490,000	14.6%	
2017	5,890	40,900	708,000	6,650,000	14.4%	
2018	5,910	41,400	722,000	6,820,000	14.3%	
2019	5,910	41,900	735,000	7,000,000	14.1%	
2020	5,900	42,300	748,000	7,170,000	13.9%	
2021	5,890	42,900	760,000	7,340,000	13.7%	
2022	5,910	43,700	774,000	7,520,000	13.5%	
2023	5,960	44,700	791,000	7,730,000	13.3%	
Average Annual growth						
2013-2023	0.37%	1.48%	1.77%	2.42%		

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global.

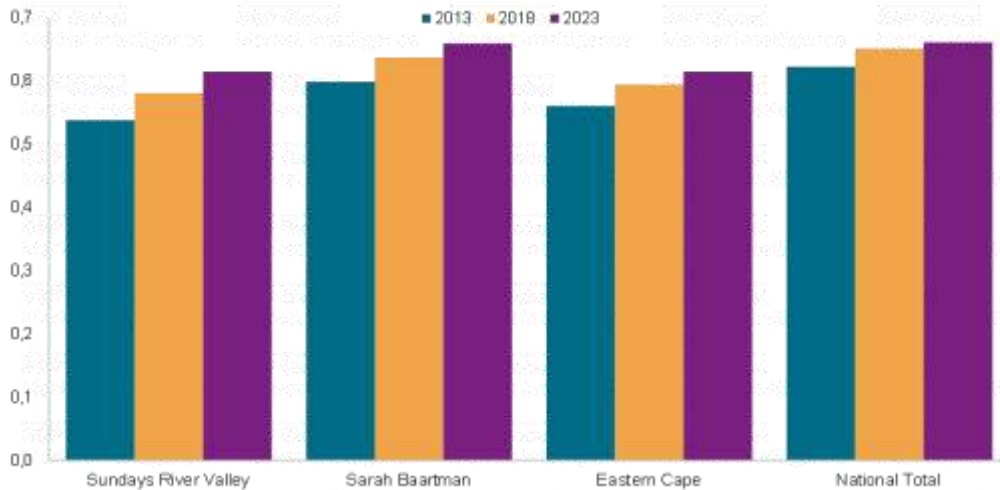
Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 157 in 2013 and 65 for 2023. This number denotes a decrease from 2013 to 2023 with a high average annual rate of -8.43% (or -92 people). For the year 2023, they represented 0.13% of the total population of the entire local municipality.

HUMAN DEVELOPMENT INDEX

Definition: The human development index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge, and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth.

Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

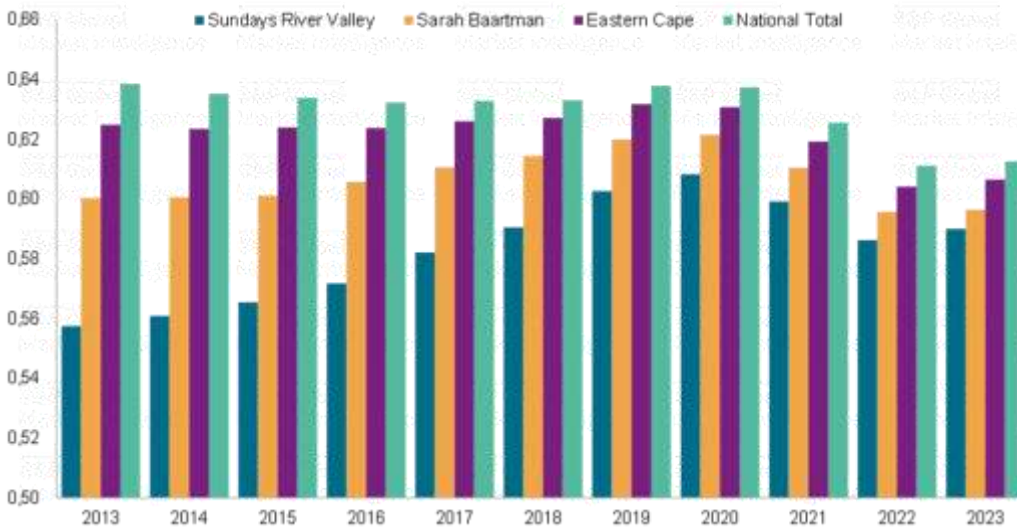
In 2023 Sundays, River Valley Local Municipality had an HDI of 0.615 compared to the Sarah Baartman with a HDI of 0.66, 0.615 of Eastern Cape and 0.661 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2023 when compared to Sundays River Valley Local Municipality which translates to worse human development for Sundays River Valley Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.60% and this increase is lower than that of Sundays River Valley Local Municipality (1.34%).

GINI COEFFICIENT

Definition: The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high- and low-income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e., one individual in the population is earning all the income and the rest has no income. This coefficient lies in the range between 0.25 and 0.70.



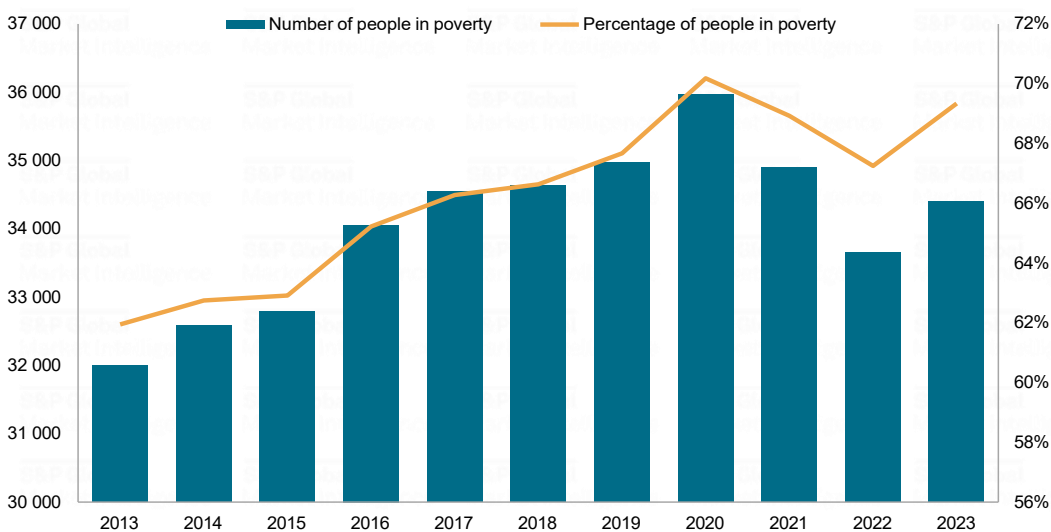


Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

In 2023, the Gini coefficient in Sundays River Valley Local Municipality was at 0.59, which reflects an increase in the number over the ten-year period from 2013 to 2023. The Sarah Baartman District Municipality and the Eastern Cape Province, both had a more unequal spread of income amongst their residents (at 0.596 and 0.606 respectively) when compared to Sundays River Valley Local Municipality.

POVERTY

Definition: The upper poverty line is defined by Stats SA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area and is balanced directly to the official upper poverty rate as measured by Stats SA.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

In 2023, there were 34 400 people living in poverty, using the upper poverty line definition, across Sundays River Valley Local Municipality - this is 7.50% higher than the 32 000 in 2013.

The percentage of people living in poverty has increased from 61.95% in 2013 to 69.34% in 2023, which indicates an increase of -7.4 percentage points.

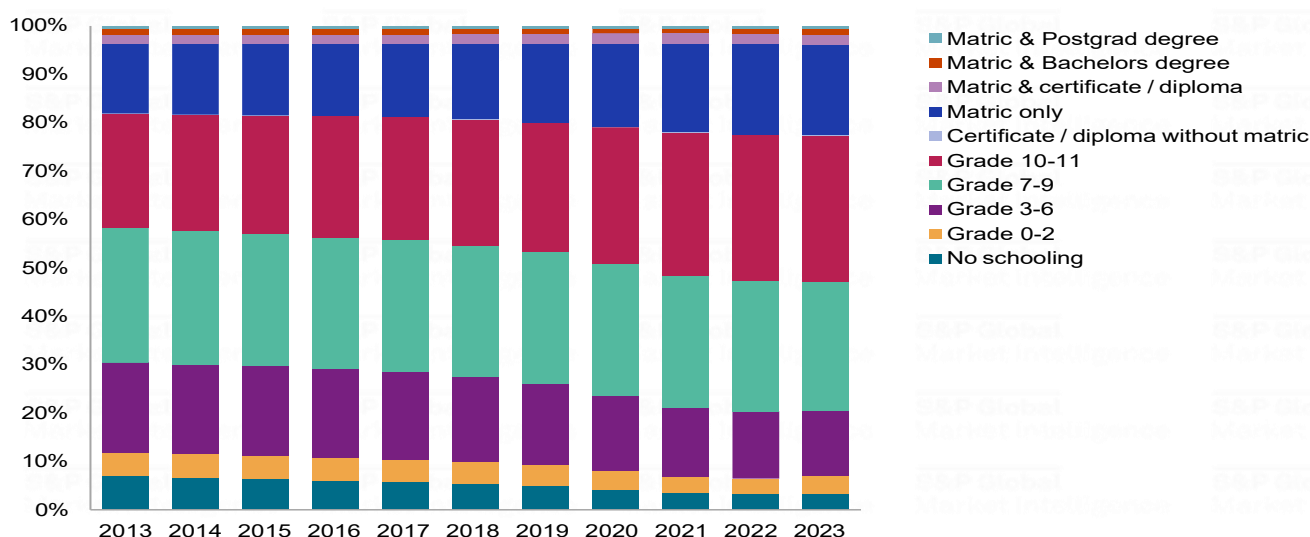
	African	White	Coloured
2013	65.4%	1.8%	65.4%
2014	65.8%	1.8%	67.4%
2015	65.6%	1.8%	68.5%
2016	67.8%	2.1%	71.5%
2017	68.7%	2.0%	72.8%
2018	69.0%	2.0%	73.3%
2019	70.0%	1.9%	74.4%
2020	72.2%	2.1%	78.1%
2021	70.9%	1.7%	76.5%
2022	68.9%	1.3%	75.2%
2023	70.5%	1.4%	78.8%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global

In 2023, the population group with the highest percentage of people living in poverty was the Coloured population group with a total of 78.8% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by -13.3 percentage points, as can be seen by the change from 65.40% in 2013 to 70.49% in 2023. In 2023 78.77% of the Coloured population group lived in poverty, as compared to the 65.42% in 2013.

EDUCATION LEVELS

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global

Within Sundays River Valley Local Municipality, the number of people without any schooling decreased from 2013 to 2023 with an average annual rate of -7.64%, while the number of people within the 'matric only' category increased from 5,160 to 6,540. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 1.13%, with the number of people with a 'matric and a Bachelor's' degree decreasing with an average annual rate of -1.58%.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	Sundays River Valley as % of province	Sundays River Valley as % of national
No schooling	1,130	8,350	172,000	1,420,000	13.5%	0.66%	0.08%
Grade 0-2	1,290	7,220	97,000	437,000	17.9%	1.33%	0.30%
Grade 3-6	4,700	32,200	423,000	2,480,000	14.6%	1.11%	0.19%
Grade 7-9	9,280	73,800	896,000	5,810,000	12.6%	1.03%	0.16%
Grade 10-11	10,500	87,700	1,140,000	9,990,000	12.0%	0.92%	0.10%
Certificate / diploma without matric	21	940	14,400	142,000	2.2%	0.14%	0.01%
Matric only	6,540	94,400	1,060,000	14,000,000	6.9%	0.61%	0.05%
Matric certificate / diploma	729	17,200	247,000	2,900,000	4.2%	0.30%	0.03%
Matric Bachelors degree	393	11,700	141,000	1,940,000	3.4%	0.28%	0.02%
Matric Postgrad degree	204	7,180	69,700	1,120,000	2.8%	0.29%	0.02%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

The number of people without any schooling in Sundays River Valley Local Municipality accounts for 13.55% of the number of people without schooling in the district municipality, 0.66% of the province and 0.08% of the national. In 2023, the number of people in Sundays River Valley Local Municipality with a matric only was 6,540 which is a share of 6.93% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 3.36% of the district municipality, 0.28% of the province and 0.02% of the national.

FUNCTIONAL LITERACY

Definition: For the purpose of this report, S&P Global defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e., grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

	Illiterate	Literate	%
2013	11,293	27,720	71.1%
2014	11,259	27,976	71.3%
2015	11,238	28,200	71.5%
2016	11,086	28,502	72.0%
2017	10,916	28,731	72.5%
2018	10,511	29,179	73.5%
2019	9,909	29,772	75.0%
2020	8,981	30,648	77.3%
2021	7,998	31,470	79.7%
2022	7,601	31,687	80.7%
2023	7,610	31,583	80.6%
Average Annual growth 2013-2023	-3.87%	1.31%	1.27%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global A total of 31 600 individuals

On Sundays River Valley Local Municipality were considered functionally literate in 2023, while 7 610 people were considered to be illiterate. Expressed as a rate, this amounts to 80.58% of the population, which is an increase of 0.095 percentage points since 2013 (71.05%). The number of illiterate individuals decreased on average by -3.87% annually from 2013 to 2023, with the number of functional literate people increasing at 1.31% annually.

Economic analysis that is underpinned by quality assured data

Gross domestic product (GDP) - Sundays River Valley, Sarah Baartman, Eastern Cape and National Total, 2013-2023 [R billions, Current prices]

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	Sundays River Valley as % of province	Sundays River Valley as % of national
2013	1.6	32.8	309.6	3,868.6	4.9%	0.51%	0.04%
2014	1.7	35.3	330.8	4,133.9	4.9%	0.52%	0.04%
2015	1.8	37.8	354.1	4,420.8	4.9%	0.52%	0.04%
2016	2.0	40.5	379.0	4,759.6	4.9%	0.52%	0.04%
2017	2.1	43.0	403.4	5,078.2	4.9%	0.52%	0.04%
2018	2.2	44.6	420.9	5,363.2	4.9%	0.52%	0.04%
2019	2.3	46.1	437.2	5,625.2	4.9%	0.52%	0.04%
2020	2.2	45.1	427.0	5,562.8	5.0%	0.52%	0.04%
2021	2.5	49.8	474.8	6,220.2	5.0%	0.52%	0.04%
2022	2.6	52.2	501.1	6,655.5	5.0%	0.52%	0.04%
2023	2.8	55.5	537.4	7,024.0	5.0%	0.52%	0.04%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global. With a GDP of R 2.8 billion in 2023 (up from R 1.59 billion in 2013), the Sundays River Valley Local Municipality contributed 5.05% to the Sarah Baartman District Municipality GDP of R 55.5 billion in 2023 increasing in the share of the Sarah Baartman from 4.86% in 2013. The Sundays River Valley Local Municipality contributes 0.52% to the GDP of Eastern Cape Province and 0.04% the GDP of South Africa which had a total GDP of R 7.02 trillion in 2023 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2013 when it contributed 0.04% to South Africa, but it is lower than the peak of 0.04% in 2015.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total
2013	1.1%	1.6%	1.4%	2.5%
2014	1.1%	1.1%	0.8%	1.4%
2015	0.5%	0.8%	0.9%	1.3%
2016	-0.6%	0.2%	0.8%	0.7%
2017	2.4%	1.3%	0.5%	1.2%
2018	1.4%	0.9%	1.1%	1.6%
2019	0.4%	-0.3%	0.1%	0.3%
2020	-6.6%	-6.4%	-6.0%	-6.2%
2021	5.7%	4.7%	5.3%	5.0%
2022	0.8%	1.4%	2.1%	1.9%
2023	0.9%	0.6%	0.8%	0.7%
Average Annual growth 2013-2023	0.55%	0.38%	0.60%	0.74%

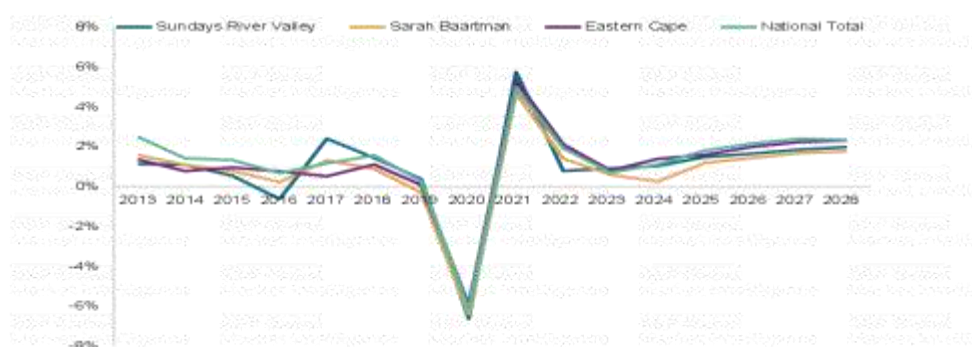
Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global.

In 2023, the Sundays River Valley Local Municipality achieved an annual growth rate of 0.90% which is a very similar GDP growth than the Eastern Cape Province's 0.80% but is higher than that of South Africa, where the 2023 GDP growth rate was 0.70%.

Contrary to the short-term growth rate of 2023, the longer-term average growth rate for Sundays River Valley (0.55%) is very similar than that of South Africa (0.74%). The economic growth in Sundays River Valley peaked in 2021 at 5.74%.

1. Economic Growth Forecast

It is expected that Sundays River Valley Local Municipality will grow at an average annual rate of 1.60% from 2023 to 2028. The average annual growth rate in the GDP of Sarah Baartman District Municipality and Eastern Cape Province is expected to be 1.26% and 1.89%, respectively. South Africa is forecasted to grow at an average annual growth rate of 1.95%, which is higher than that of the Sundays River Valley Local Municipality.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global. In 2028, Sundays River Valley's forecasted GDP will be an estimated R 2.06 billion (constant 2010 prices) or 5.0% of the total GDP of Sarah Baartman District Municipality. The ranking in terms of size of the Sundays River Valley Local Municipality will remain the same between 2023 and 2028, with a contribution to the Sarah Baartman District Municipality GDP of 5.0% in 2028 compared to the 4.9% in 2023. At a 1.60% average annual GDP growth rate between 2023 and 2028, Sundays River Valley ranked the third compared to the other regional economies.

	2028 (Current prices)	Share of district municipality	2013 (Constant prices)	2028 (Constant prices)	Average Annual growth
Sundays River Valley	3.80	5.13%	1.80	2.06	0.90%
Dr Beyers Naude	9.35	12.62%	5.07	5.14	0.09%
Blue Crane Route	4.52	6.10%	2.28	2.56	0.77%
Makana	12.27	16.55%	5.88	6.97	1.14%
Ndlambe	14.09	19.01%	7.23	7.86	0.56%
Kouga	24.36	32.86%	12.47	13.70	0.63%
Kou-Kamma	5.73	7.73%	2.70	3.12	0.97%

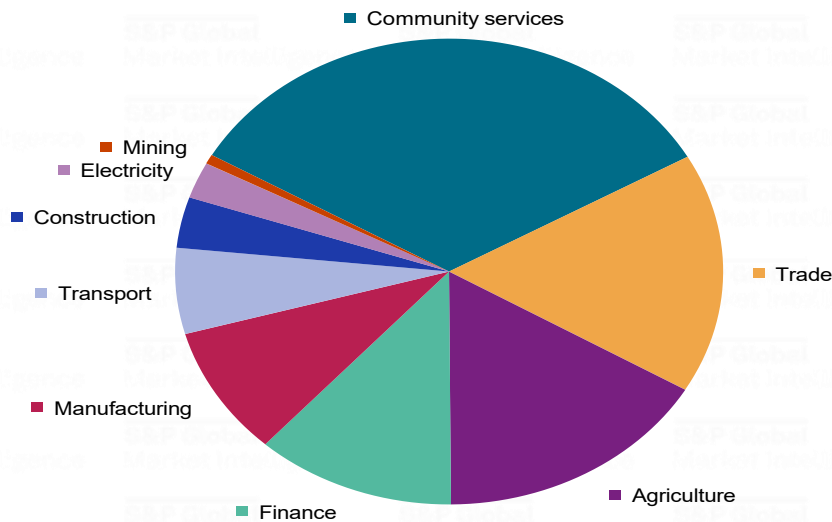
Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global

2. GROSS VALUE ADDED (GVA)

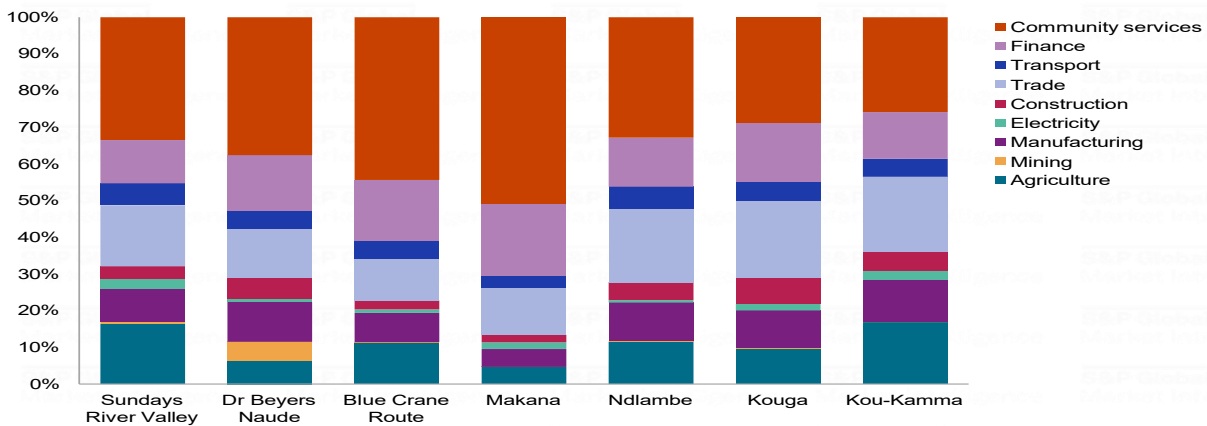
The Sundays River Valley Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy. Definition: Gross value added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors. The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Sundays River Valley Local Municipality.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	Sundays River Valley as % of province	Sundays River Valley as % of national
Agriculture	0.4	5.0	11.6	183.8	8.3%	3.6%	0.23%
Mining	0.0	0.4	1.3	444.2	4.2%	1.3%	0.00%
Manufacturing	0.2	4.8	71.4	910.5	4.8%	0.3%	0.03%
Electricity	0.1	0.8	11.0	219.4	8.4%	0.6%	0.03%
Construction	0.1	2.6	12.3	155.2	3.4%	0.7%	0.06%
Trade	0.4	9.0	79.3	877.7	4.7%	0.5%	0.05%
Transport	0.2	2.6	26.9	495.0	5.8%	0.6%	0.03%
Finance	0.3	7.9	87.6	1,471.8	3.8%	0.3%	0.02%
Community services	0.8	18.0	181.3	1,553.2	4.7%	0.5%	0.05%
Total Industries	2.5	51.0	482.8	6,310.8	5.0%	0.5%	0.04%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global
 In 2023, the community services sector is the largest within Sundays River Valley Local Municipality accounting for R 850 million or 33.5% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Sundays River Valley Local Municipality is the trade sector at 16.7%, followed by the agriculture sector with 16.4%. The sector that contributes the least to the economy of Sundays River Valley Local Municipality is the mining sector with a contribution of R 16.5 million or 0.65% of the total GVA.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global
 The community sector, which includes the government services, is a large contributor towards GVA. When looking at all the regions within the Sarah Baartman District Municipality, it is clear that the Kouga contributes the most community services towards its own GVA, with 27.08%, relative to the other regions within Sarah Baartman District Municipality. The Kouga contributed R 16.9 billion or 33.05% to the GVA of Sarah Baartman District Municipality. The Kouga also contributes the most the overall GVA of Sarah Baartman District Municipality.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

1. Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that participate as workers, i.e., people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

	Sundays River Valley		Sarah Baartman		Eastern Cape		National Total	
	2013	2023	2013	2023	2013	2023	2013	2023
15-19	3,240	4,020	28,500	38,800	553,000	698,000	4,800,000	5,620,000
20-24	5,300	3,720	42,200	32,800	674,000	516,000	5,540,000	4,750,000
25-29	6,890	3,670	49,500	29,300	676,000	488,000	5,490,000	4,990,000
30-34	4,970	4,310	38,000	35,300	481,000	609,000	4,480,000	5,730,000
35-39	3,750	4,900	29,800	42,500	340,000	622,000	3,660,000	5,500,000
40-44	3,070	3,910	26,300	34,600	286,000	445,000	3,120,000	4,340,000
45-49	2,690	3,150	24,900	30,100	274,000	314,000	2,710,000	3,450,000
50-54	2,430	2,720	22,600	28,100	268,000	263,000	2,320,000	2,880,000
55-59	1,940	2,190	19,500	25,300	237,000	249,000	1,910,000	2,450,000
60-64	1,440	1,720	15,900	22,000	195,000	236,000	1,510,000	2,040,000
Total	35,700	34,300	297,000	319,000	3,980,000	4,440,000	35,500,000	41,800,000

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

The working age population in Sundays River Valley in 2023 was 34 300, decreasing at an average annual rate of - 0.41% since 2013. For the same period, the working age population for Sarah Baartman District Municipality increased at 0.70% annually, while that of Eastern Cape Province increased at 1.09% annually. South Africa's working age population has increased annually by 1.62% from 35.5 million in 2013 to 41.8 million in 2023.

The graph below combines all the facets of the labour force in the Sundays River Valley Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

2. Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force. Definition:

Home of the Addo Elephant Park

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People who recently have not taken any active steps to find employment are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	Sundays River Valley as % of province	Sundays River Valley as % of national
2013	19,700	169,000	1,740,000	19,600,000	11.6%	1.13%	0.10%
2014	20,700	178,000	1,820,000	20,500,000	11.7%	1.14%	0.10%
2015	21,400	183,000	1,890,000	21,200,000	11.7%	1.13%	0.10%
2016	22,000	189,000	1,970,000	21,900,000	11.6%	1.12%	0.10%
2017	22,500	195,000	2,050,000	22,500,000	11.5%	1.10%	0.10%
2018	22,600	197,000	2,100,000	22,800,000	11.5%	1.08%	0.10%
2019	22,800	201,000	2,180,000	23,200,000	11.3%	1.05%	0.10%
2020	21,900	197,000	2,170,000	22,700,000	11.1%	1.01%	0.10%
2021	21,800	199,000	2,230,000	22,800,000	11.0%	0.98%	0.10%
2022	22,200	204,000	2,290,000	23,700,000	10.9%	0.97%	0.09%
2023	22,400	207,000	2,320,000	24,800,000	10.8%	0.97%	0.09%
Average Annual growth							
2013-2023	1.30%	2.01%	2.95%	2.39%			

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global
Sundays River Valley Local Municipality's EAP was 22 400 in 2023, which is 45.18% of its total population of 49 600, and 10.84% of the total EAP of the Sarah Baartman District Municipality. From 2013 to 2023, the average annual increase in the EAP in the Sundays River Valley Local Municipality was 1.30%, which is 0.713 percentage points lower than the growth in the EAP of Sarah Baartman's for the same period.

3. Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators. Definition: Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total
2013	17,100	137,000	1,210,000	14,700,000
2014	18,000	145,000	1,270,000	15,300,000
2015	18,700	151,000	1,330,000	15,800,000
2016	19,200	154,000	1,350,000	16,100,000
2017	19,300	154,000	1,360,000	16,400,000
2018	19,300	153,000	1,350,000	16,600,000
2019	19,200	151,000	1,340,000	16,600,000
2020	18,000	141,000	1,260,000	15,800,000
2021	17,500	136,000	1,220,000	15,100,000
2022	18,200	143,000	1,280,000	15,700,000
2023	19,000	151,000	1,360,000	16,700,000
Average Annual growth				
2013-2023	1.10%	0.97%	1.15%	1.31%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global
In 2023, Sundays River Valley employed 19 000 people which is 12.59% of the total employment in Sarah Baartman District Municipality (151 000), 1.40% of total employment in Eastern Cape Province

(1.36 million), and 0.11% of the total employment of 16.7 million in South Africa. Employment within Sundays River Valley increased annually at an average rate of 1.10% from 2013 to 2023.

4. Unemployment

Definition: The unemployed include all people between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all people above a specified age who during the reference period were:

- "Without work", i.e., not in paid employment or self-employment.
- "Currently available for work", i.e., were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e., had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market, or other assembly places; placing or answering newspaper advertisements; seeking assistance from friends or relatives; looking for land.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	Sundays River Valley as % of province	Sundays River Valley as % of national
2013	2,260	31,900	514,000	4,940,000	7.1%	0.44%	0.05%
2014	2,330	33,000	537,000	5,150,000	7.0%	0.43%	0.05%
2015	2,360	33,600	553,000	5,410,000	7.0%	0.43%	0.04%
2016	2,580	37,000	601,000	5,800,000	7.0%	0.43%	0.04%
2017	2,940	42,300	676,000	6,130,000	6.9%	0.43%	0.05%
2018	3,210	46,500	735,000	6,240,000	6.9%	0.44%	0.05%
2019	3,620	53,200	829,000	6,600,000	6.8%	0.44%	0.05%
2020	4,050	59,600	901,000	6,880,000	6.8%	0.45%	0.06%
2021	4,500	67,200	999,000	7,660,000	6.7%	0.45%	0.06%
2022	4,320	65,800	996,000	8,000,000	6.6%	0.43%	0.05%
2023	3,930	61,400	953,000	8,120,000	6.4%	0.41%	0.05%
Average Annual growth							
2013-2023	5.70%	6.75%	6.36%	5.11%			

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

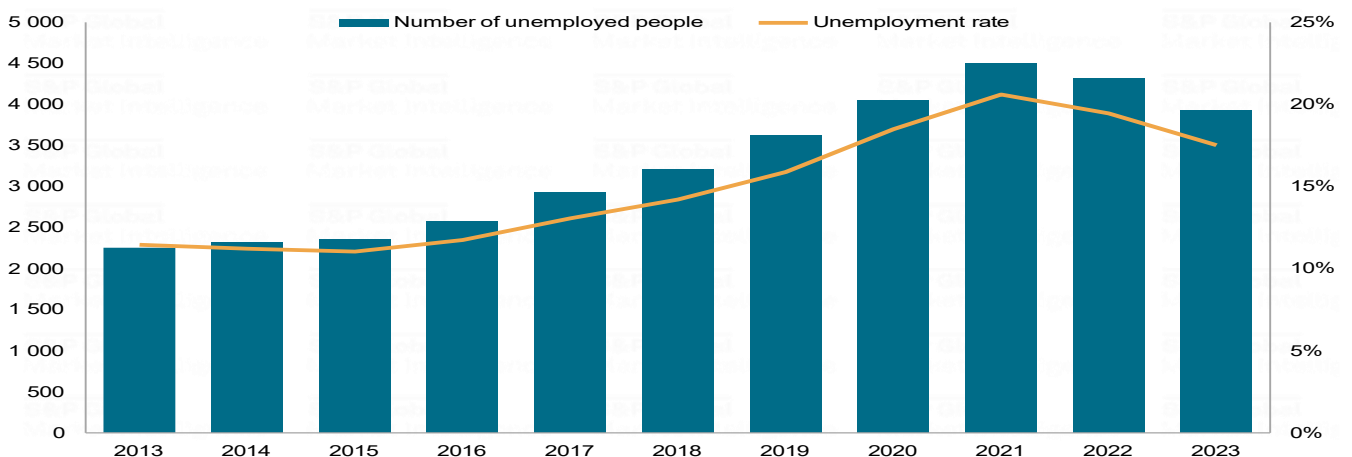
In 2023, there were a total number of 3 930 people unemployed in Sundays River Valley, which is an increase of 1 670 from 2 260 in 2013. The total number of unemployed people within Sundays River Valley constitutes 6.40% of the total number of unemployed people in Sarah Baartman District Municipality. The Sundays River Valley Local Municipality experienced an average annual increase of 5.70% in the number of unemployed people, which is better than that of the Sarah Baartman District Municipality which had an average annual increase in unemployment of 6.75%.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total
2013	11.5%	18.9%	29.6%	25.2%
2014	11.2%	18.6%	29.5%	25.2%
2015	11.0%	18.3%	29.3%	25.5%
2016	11.7%	19.5%	30.6%	26.4%
2017	13.1%	21.8%	33.0%	27.2%
2018	14.2%	23.6%	35.0%	27.4%
2019	15.9%	26.5%	38.1%	28.4%
2020	18.5%	30.3%	41.5%	30.3%
2021	20.6%	33.7%	44.8%	33.6%
2022	19.5%	32.3%	43.5%	33.7%
2023	17.5%	29.7%	41.0%	32.7%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global

In 2023, the unemployment rate in Sundays River Valley Local Municipality (based on the official definition of unemployment) was 17.52%, which is an increase of 6.07 percentage points. The unemployment rate in Sundays River Valley Local Municipality is lower than that of Sarah Baartman. Compared to the Eastern Cape Province it can be seen that the unemployment rate for Sundays River Valley Local Municipality was lower than that of Eastern Cape which was 41.04%.

The unemployment rate for South Africa was 32.70% in 2023, which is an increase of -7.54 percentage points from 25.15% in 2013.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global

5. Number of Households by Income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments of kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not consider inflation creep: over time, the movement of households "up" the brackets are natural, even if they are not earning any more in real terms.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total	Sundays River Valley as % of district municipality	Sundays River Valley as % of province	Sundays River Valley as % of national
0-2400	0	4	114	1,200	10.3%	0.32%	0.03%
2400-6000	6	76	1,560	14,500	8.4%	0.41%	0.04%
6000-12000	48	498	12,000	104,000	9.7%	0.40%	0.05%
12000-18000	123	1,150	29,500	249,000	10.7%	0.42%	0.05%
18000-30000	533	5,060	116,000	911,000	10.5%	0.46%	0.06%
30000-42000	891	8,380	167,000	1,280,000	10.6%	0.53%	0.07%
42000-54000	971	8,620	168,000	1,280,000	11.3%	0.58%	0.08%
54000-72000	1,660	14,000	243,000	1,850,000	11.9%	0.68%	0.09%
72000-96000	1,910	16,400	241,000	1,960,000	11.6%	0.79%	0.10%
96000-132000	1,950	17,100	218,000	1,920,000	11.4%	0.90%	0.10%
132000-192000	1,860	17,200	208,000	1,990,000	10.8%	0.89%	0.09%
192000-360000	1,970	22,600	230,000	2,470,000	8.7%	0.86%	0.08%
360000-600000	1,000	14,100	131,000	1,590,000	7.1%	0.76%	0.06%
600000-1200000	747	12,500	101,000	1,380,000	6.0%	0.74%	0.05%
1200000-2400000	410	6,030	43,600	646,000	6.8%	0.94%	0.06%
2400000+	79	1,260	8,180	134,000	6.3%	0.97%	0.06%
Total	14,200	145,000	1,920,000	17,800,000	9.8%	0.74%	0.08%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global

It was estimated that in 2023 5.02% of all the households in the Sundays River Valley Local Municipality, were living on R30,000 or less per annum.

In comparison with 2013's 17.10%, the number is more than half. The 192000-360000 income category has the highest number of households with a total number of 1 970, followed by the 96000-132000 income category with 1 950 households. Only 0.36 households fall within the 0-2400 income category.

6. Annual Total Personal Income

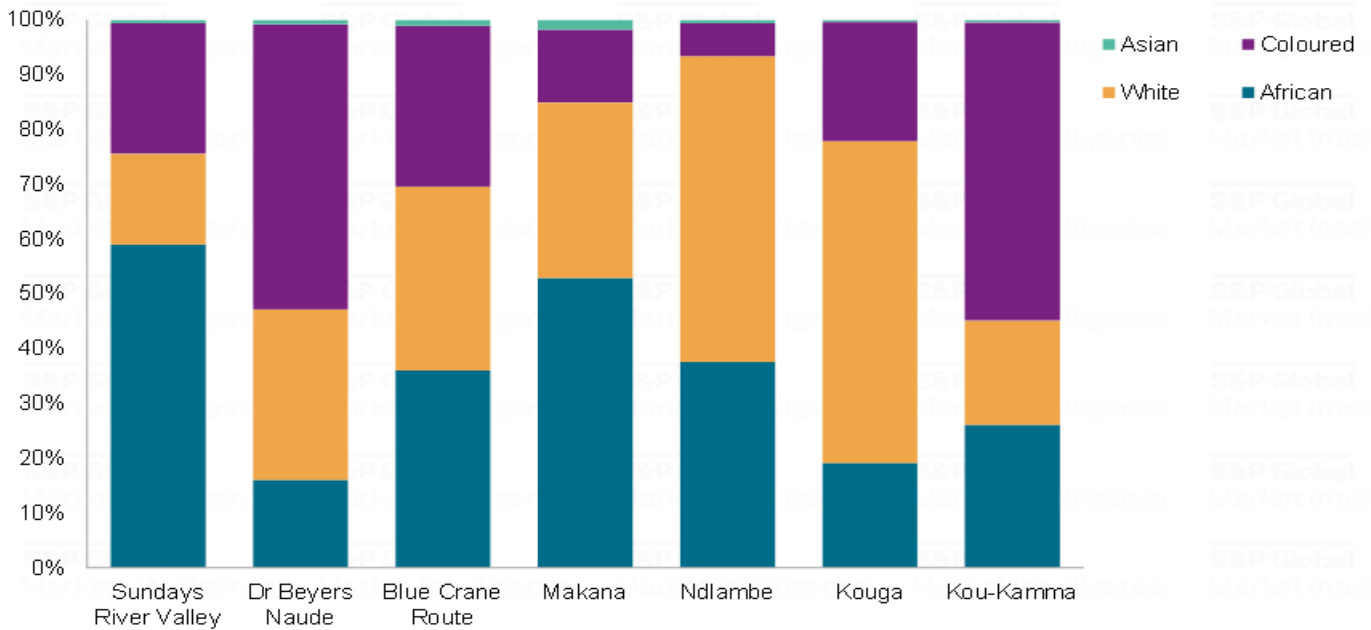
Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers, and net social benefits.

Definition: Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been considered.

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total
2013	1.6	20.8	213.8	2,729.4
2014	1.7	22.8	231.8	2,938.2
2015	1.9	25.1	250.8	3,180.0
2016	2.1	27.2	268.4	3,413.6
2017	2.3	30.0	290.0	3,662.1
2018	2.5	32.7	310.7	3,913.0
2019	2.7	35.0	326.6	4,111.6
2020	2.6	34.9	319.3	4,015.2
2021	3.0	39.0	357.0	4,435.7
2022	3.3	42.8	395.3	4,823.2
2023	3.5	46.1	423.8	5,133.6
Average Annual growth				
2013-2023	8.18%	8.31%	7.08%	6.52%

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global

Sundays River Valley Local Municipality recorded an average annual growth rate of 8.18% (from R 1.59 billion to R 3.5 billion) from 2013 to 2023, which is less than Sarah Baartman's (8.31%), but more than Eastern Cape Province's (7.08%) average annual growth rates. South Africa had an average annual growth rate of 6.52% (from R 2.73 trillion to R 5.13 trillion) which is less than the growth rate in Sundays River Valley Local Municipality.



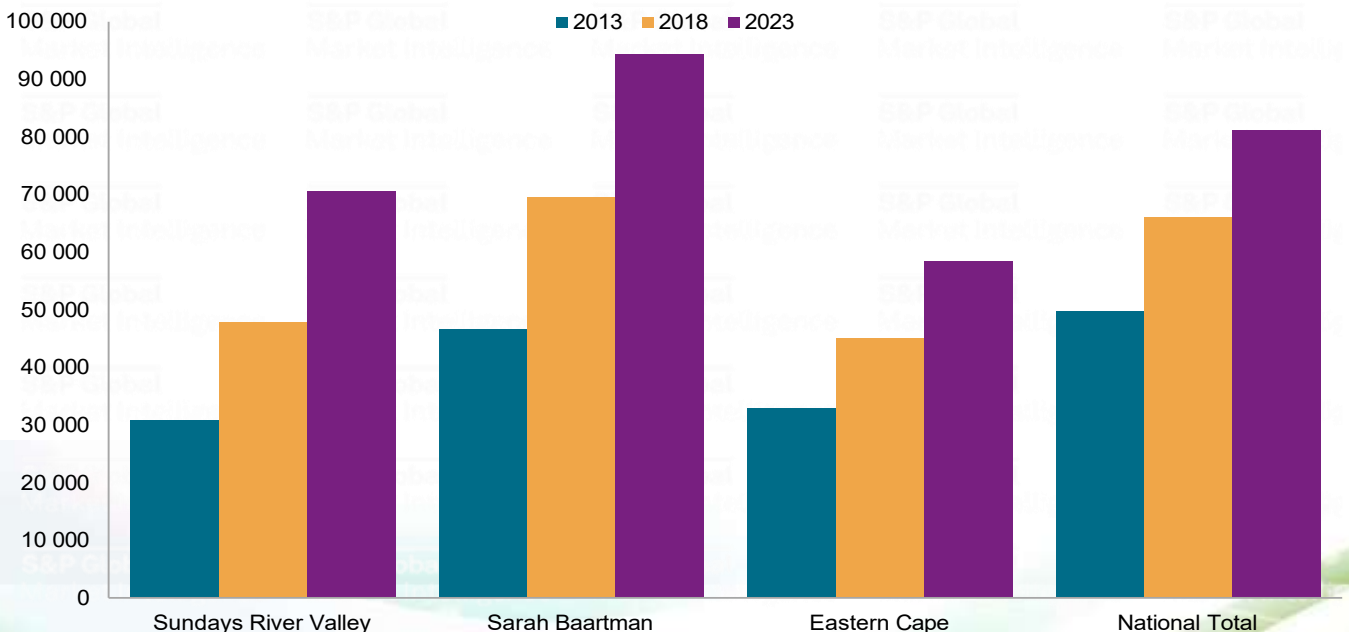
Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global

The total personal income of Sundays River Valley Local Municipality amounted to R 3.5 billion in 2023. The African population group earned R 2.06 billion, or 59.04% of total personal income, while the White population group earned R 581 million, or 23.83% of the total personal income. The White and the Asian population groups only had a share of 16.60% and 0.54% of total personal income, respectively.

7. Annual Per Capita Income

Definition: Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a swell in demand for consumption.



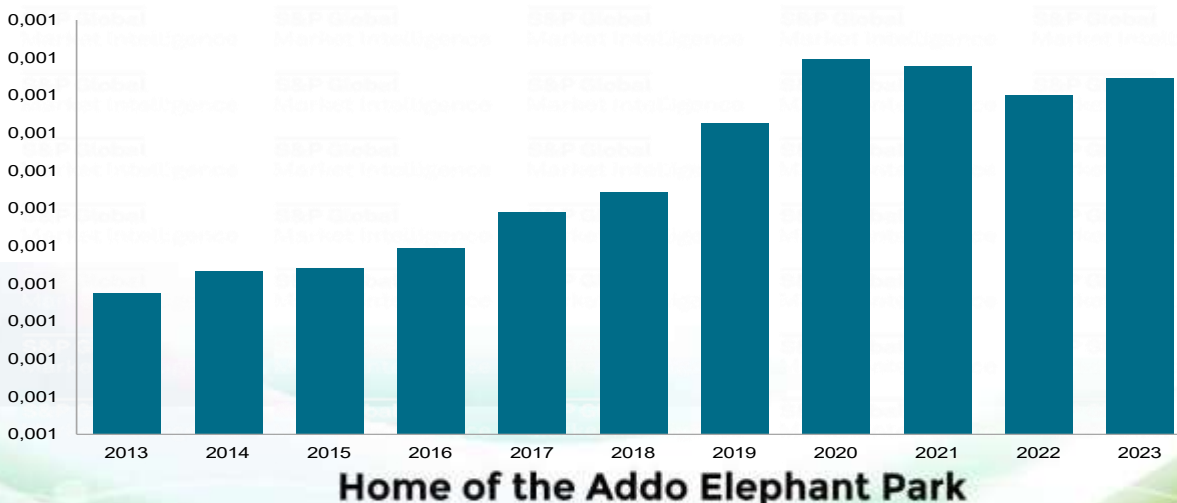
Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global
 Although the per capita income in Sundays River Valley Local Municipality is R 70,500 which is higher than the Eastern Cape (R 58,500), it is less than that of the Sarah Baartman District Municipality (R 94,500). The per capita income for Sundays River Valley Local Municipality (R 70,500) is lower than that of the South Africa as a whole which is R 81,200

8. Index Buying Power

Definition: The index of buying power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1) and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

	Sundays River Valley	Sarah Baartman	Eastern Cape	National Total
Population	49,608	488,239	7,245,056	63,228,158
Population - share of national total	0.1%	0.8%	11.5%	100.0%
Income	3,498	46,122	423,752	5,133,618
Income - share of national total	0.1%	0.9%	8.3%	100.0%
Retail	891,044	11,720,208	117,870,586	1,354,274,000
Retail - share of national total	0.1%	0.9%	8.7%	100.0%
Index	0.00	0.01	0.09	1.00

Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024.© 2024 S&P Global
 Sundays River Valley Local Municipality has a 0.1% share of the national population, 0.1% share of the total national income and a 0.1% share in the total national retail, this all equates to an IBP index value of 0.00068 relative to South Africa as a whole. Sarah Baartman has an IBP of 0.0088, where Eastern Cape Province has and IBP index value of 0.087 and South Africa a value of 1 relative to South Africa as a whole. The considerable low index of buying power of the Sundays River Valley Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Sarah Baartman District Municipality. Its residents are spending some of their income in neighboring areas.



Source: South Africa Regional explorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global
Between 2013 and 2023, the index of buying power within Sundays River Valley Local Municipality increased to its highest level in 2020 (0.0006896) from its lowest in 2013 (0.0006275). Although the buying power within Sundays River Valley Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 0.88%.

COMPARATIVE ADVANTAGE: Agricultural Productivity

The Sundays River Valley is renowned for its fertile soil and favorable climate, making it an ideal location for agriculture. The region is particularly famous for its citrus production, contributing significantly to both local and national economies. The availability of water from the Sundays River also supports irrigation, enhancing agricultural yields.

Natural Resources

The municipality is rich in natural resources, including arable land and water resources. These resources provide a strong foundation for agricultural activities and related industries, such as food processing and agro-tourism.

Tourism Potential

The Sundays River Valley is home to the Addo Elephant National Park, one of South Africa's major tourist attractions. The park draws visitors from around the world, providing opportunities for eco-tourism and related businesses. The scenic beauty of the region also offers potential for adventure tourism, such as hiking, bird watching, and river cruises.

Strategic Location

The municipality's proximity to major urban centers like Port Elizabeth (Gqeberha) provides access to larger markets and infrastructure. This strategic location facilitates the transportation of goods and services, enhancing trade opportunities. **Competitive Advantages**

Established Agricultural Sector

The well-established agricultural sector, particularly in citrus farming, gives the Sundays River Valley a competitive edge. The region's reputation for high-quality citrus products helps in securing both domestic and international markets. The presence of experienced farmers and agricultural businesses further strengthens this advantage.

Skilled Workforce

The municipality benefits from a skilled workforce with expertise in agriculture, tourism, and related industries. Training programs and partnerships with educational institutions help in maintaining and enhancing the skill levels of the local labor force.

Infrastructure Development

Ongoing infrastructure development, including road networks, irrigation systems, and communication facilities, supports economic activities and attracts investment. Improved infrastructure enhances the efficiency of business operations and reduces costs.

Supportive Local Government

The local government is committed to promoting economic development through supportive policies and initiatives. Efforts to streamline business registration processes, provide business advice, and facilitate access to funding contribute to a favorable business environment.

Community Engagement

Strong community engagement and collaboration among local businesses, government, and residents foster a supportive environment for economic development. Community-driven initiatives and partnerships help in addressing local challenges and leveraging opportunities.

INFORMAL TRADING

Informal economic activity is increasingly recognised as another crucial component of Sundays River Valleys economy. Informal economic activity is not a separate economy but is linked to the mainstream economy in various ways. For many households' informal economic activity is an important source of income. It sustains significant numbers of people in the context of high unemployment.

The municipality developed a policy aimed to support street trade within the overall economy of the valley, manage the sharing of public space by different stakeholders, regulate competition for space between traders, and facilitate the provision of services and infrastructure.

The Policy is applicable to all areas within the SRV Municipal boundaries and that no area, unless specifically mentioned herein or in official SRV Communication subsequent to this policy, shall be exempted: This policy should be read in conjunction with other municipal policies and plans e.g. Street Trading By-law, Spatial Plans, IDP/SDF etc.

- a) Seasonal traders, i.e., traders who respond to seasonal or once-off or short-term trading opportunities.
- b) Trading on or alongside pedestrian malls and walkways.
- c) Trading on or alongside public roads (if permitted pursuant to Regulation 322 of the National Road Traffic Act: Regulation, 2000).
- d) Public markets, i.e., markets that operate on public land, such as flea and craft markets;
- e) Trading in public open spaces.
- f) Trading at special events.
- g) Trading on private land and municipal owned property leased to 3rd parties is exempted unless it (trading) constitutes illegal land invasions, illegal land use as per the Town Planning Scheme, or is deemed as causing hazards to the general public environment/surrounding area.

Transport Networks

Transportation is an essential ingredient of everything man does to supply himself with the necessities of life. Road transport is particularly important for developing countries, where it provides about 80 to 90 percent of the total inland and/or border crossing transport of people and goods. An effective road network can hasten progress in agricultural and rural development, industry and trade, the viability of urban areas, and the expansion of jobs, education, and personal opportunities. The World Bank's Long-Term Perspective Study emphasizes that although better market incentives (especially related to prices and inputs) for farmers remain important factors in agriculture, the effects of these would be blunted if the physical barriers and economic costs of transporting goods to and from markets remain high. **SRVM boasts of:**

- ✓ 2 National Roads **N2** and **N10** which are in good condition and currently maintained by SANRAL.
- ✓ 4 Tarred Provincial Roads R 72,R75,R335,R336 which are fairly good condition safe of the R335 and R336 which need some patching ups.
- ✓ A number of gravel provincial roads that need urgent attention as most of them are full of potholes.
- ✓ Municipal Streets – all internal municipal streets are in urgent need of repairs and some needs paving in order to looks attractive to business.

SRVM also boasts of a rail line that was once used to transport citrus produce to markets but is in serious need of refurbishment as some parts of the rail are no longer serviced and hence inaccessible. There is an urgent need for the refurbishment of these railway lines in order to cut costs and reduce pressure on roads [the bulky nature of citrus produce is suited for rail transport more than road].

Stakeholder and community involvement in LED activities

An environment for Public Participation is sectoral based where you find different fora for every sector identifiable in the valley. There is a business chamber, SMME forum, Cooperatives forum, Addo Elephant National Park business stakeholder's forum and collaboration with the district we serve in the district LED forum.

PHASE 2 – STRATEGIES & PROJECTS

Does the municipality have mechanisms for business expansion and retention for existing businesses and attraction of further investment?

INVESTMENT ATTRACTION RETENTION

Investment Attraction Plan

- a. Infrastructure Development: The municipality focuses on improving the infrastructure to attract investors. This includes upgrading roads, utilities, and communication networks to create a conducive environment for businesses.

b. Incentives and Support: Offering tax incentives, grants, and support services to new and existing businesses to encourage investment. This can include streamlined processes for permits and licenses.

c. Marketing and Promotion: Actively promoting the municipality as an attractive investment destination through marketing campaigns, trade shows, and partnerships with investment promotion agencies.

d. Land Development: Identifying and developing land for commercial and industrial use.

This includes creating business parks and special economic zones to attract various industries.

Business Retention Plan

a. Support Services: Providing ongoing support to local businesses through advisory services, training programs, and access to funding.

This helps businesses grow and remain competitive.

b. Engagement and Feedback: Regularly engaging with the business community to understand their needs and challenges. This can be done through forums, surveys, and direct consultations.

c. Infrastructure Maintenance: Ensuring that existing infrastructure is well-maintained to support business operations. This includes regular maintenance of roads, utilities, and public facilities.

d. Policy Stability: Maintaining a stable and predictable policy environment to give businesses confidence in their long-term planning and investment decisions.

One of the critical goals identified in the LED strategy is to develop business attraction, retention and expansion that considers SMMEs and large businesses. This goal has a set of strategic objectives, programmes, and projects.

Table 30: mechanisms for business expansion and retention for existing businesses and attraction of further investment

Goal	Objective	Programme	Project	
To develop business attraction, retention and expansion that considers SMME's and large businesses	Prevent economic leakage by undertaking 4 buy-local campaigns per annum Improving the Local Business Investment Climate by 2025	Tourism development enterprises at Enon - Bersheba	Undertake import and Export assessment research	M.M, Chief Financial Officer (CFO), Director Corporate Services & LED MANAGER
		Attract and retain investments and people to make business in the Town	Develop Investment Incentive strategy / policy.	
			Develop Enon-Bersheba, Santa Clara and KK 113 Farms.	

<p>SMMEs are supported through the mentorship and business support programs annually.</p>	<p>center.</p> <p>Investment in sites and premises for Business</p>	<p>Enhance 4 marketing and branding programs per annum.</p>
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Has the municipality set targets for enterprise development support e.g., SMME and Cooperatives?

The Sundays River Valley Municipality recognizes the vital role that Small, Medium, and Micro Enterprises (SMMEs) play in driving local economic development, creating employment opportunities, and fostering innovation. As a cornerstone of our economic strategy, the developed an SMME Policy that is aimed to empower and support these enterprises, ensuring their sustainable growth and integration into the broader economy.

LED Strategy – The current strategy is outdated and is under review. COGTA is assisting the municipality in reviewing the strategy. The second session will be held on 02nd June 2025 with COGTA to finalise the strategy. The draft will be sent to Council for adoption.

SMME Policy – The policy was last adopted by Council 2022 and has been under review. Consultations were held with relevant stakeholders, and the document is pending approval by Council.

Informal Trading Policy – The municipality has adopted the Standard Draft By-law for Township Economies last year 2025. However, the municipality still needs to customise the by-law to suit the conditions of the municipality. There is a draft Informal Trading Policy available, and consultations were done. The draft needs one more workshop as there were slight changes.

Non-financial professional services to support and develop local SMMEs under its Local Economic Development (LED) initiatives. These services typically include:

1. **Business Development Support:** Providing guidance on business planning, management, and operations to help SMMEs grow and become more competitive.
2. **Training and Capacity Building:** Through partnership with various institutions, the municipality is offering workshops and training sessions on various business skills, such as financial literacy, marketing, and technical skills relevant to different industries.
3. **Mentorship and Coaching:** Connecting SMMEs with experienced mentors who can provide advice and support on business challenges and opportunities.
4. **Regulatory Compliance Assistance:** Helping businesses understand and comply with local regulations, including registration, licensing, and tax requirements.
5. **Information and Resource Sharing:** Providing access to valuable information and resources, such as market research, industry trends, and funding opportunities.
6. **Networking Opportunities:** Organizing events and forums where SMMEs can connect with other businesses, potential clients, and stakeholders.

7. **SMME Communication:** The municipality created a Whatsapp Group for local SMMEs. The main purpose of the group is to disseminate information about tenders, meeting notices, workshops, training sessions, and other relevant communications.

SMME DEVELOPMENT TARGETS

SMME participation in the municipal economy is a priority of the Sundays River Valley Municipality. This shall be achieved through an SMME Economic Empowerment Programme. The Programme shall have the following components:

- The municipality shall set aside a percentage for certain jobs created by the municipality, other sector agencies and private sector, more especially those doing business with the municipality, for unemployed local youth and women owned businesses in the area.
- Facilitate the participation of local SMMEs in business opportunities created by the municipality and within the municipality.
- Avail suitable land for urban agriculture, industrial and commercial development in the municipality to local SMMEs where possible.
- Facilitate access to training and skills development opportunities for learner emerging enterprises and workers.
- Facilitate a mentorship Programme that will provide Technical, Project Management, Construction and Materials Management Support to all the learner emerging enterprises.
- The success of mentorship support will be determined by the ability of emerging enterprises to manage projects with limited or no support, and also their ability to compete with other businesses in the open market. After their participation in the development Programme, it is envisaged that these emerging micro-enterprises will be able to stand, operate on their own, and have a better feel of the business environment.

The Sector and Enterprise development practitioner is facilitating venture funding which remains a key issue and is establishing linkages with government and establishing new venture funds for SMMEs.

The municipal SMME development Programme seeks to turn around the vicious cycle of poverty, unemployment, and inequality.

The current programmes that are being facilitated in support and growth for SMMEs in the area are as follows:

Table 31: targets for enterprise development support

Support Programme	Description
SMME and Co-operative Promotion and Awareness Programme	Support initiatives designed to increase the promotion of the SMMEs including Co-operatives
Support Programme	Description
Education and Training	Promotion of education and training on SMMEs and Co-operatives

SMME and Co-operative Research and database	Research plays an important role in informing government policy and strategy on collective entrepreneurship and SMMEs promotion.
Business Support Services	Registering of new businesses via the website of CIPC. Registration of businesses under the Central Database System. Referrals and Advice. Call for business funding proposals
Products for Targeted Procurement from Small Enterprises	30% of local procurement is secured from local SMMEs including co-operatives.
SMME Outreach and Training Programmes	To bring close to the services of small business development e.g., SEDA, ECDC, DTI
Business infrastructure support	Focus will be given to the provision of facilities for use by small businesses in specialised manufacturing and service industries, as well as strengthening of hubs for rural small businesses. Renovation of old buildings for use by small businesses will also be considered.

Does the municipality have mechanisms to support the implementation of public employment programmes (CWP/EPWP)?

SRVM has established an EPWP committee, and it comprises Sector and SMME Coordinator, Supply Chain Management Practitioner and PMU Manager.

This is one mechanism to enhance the implementation of EPWP. The municipality is expected to receive in 2025/2026 EPWP allocation around R1 4 million which will be ring-fenced for EPWP. The EPWP policy was developed and adopted by the council. Given the magnitude of the unemployment and poverty challenge in the country, the EPWP will continue to be implemented in a fourth phase (Phase IV). Phase IV of the EPWP is to be implemented over 2024/2025. It is important, therefore, that the EPWP builds on the experience and innovations to date to identify measures that will address some of the weaknesses of the Programme that have emerged, and result in capitalising on the various developmental opportunities. IN summary, the key changes that will be implemented in Phase IV are the following:

- Strengthening the monitoring of the core EPWP principles to improve compliance with the EPWP guidelines.
- Expansion of the Programme through replication and improvements in programmes across all sectors.
- Ensuring and monitoring the provision of quality services and the creation of quality assets.
- Enhancing the EPWP coordination and institutional arrangements including the PEP-IMC.

- Implementing projects and programmes that are more attractive to the youth who are in the Not in Education, Employment or Training Sector and increasing the participation of women across all programmes and sectors.
- Ensuring transparency and accountability through social audits and strengthening Programme evaluation to enable improved performance of the Programme guided by evidence.
 - Strengthening impact evaluation of the EPWP and ensure greater transparency and accountability through the introduction of social audits.

Demographic targeting

In order to increase participation of the vulnerable groups of our society, demographic targets for youth participation are set at 55% in the EPWP Phase IV while targets for the participation of women and people with disability are set at 60% and 2%, respectively. The targets for Phase IV designated groups are presented in the table below

Targets for demographics in EPWP Phase IV

Category	Phase IV target
Women	60%
Youth between 16 and 35 years	55%
People with disabilities	2%

The EPWP is implemented in line with key government legislation, prescripts, and guidelines. All EPWP projects and public bodies must comply with these requirements, and they include, among others:

- **The Ministerial Determination 4: EPWP (2012)** and the Code of Good Practice for employment and conditions of work for EPWP (2011), which contains the standard terms and conditions for workers employed in the elementary occupation of the EPWP. The
- **Unemployment Insurance Contributions Act (Act 4 of 2002, as amended)**, which provides for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund (UIF).
- **Occupational Health and Safety Act (Act 85 of 1993, as amended)**, which provides for the health and safety of people at work and in connection with the use of plant and machinery as well as the protection against hazards to health and safety arising out of or in connection with the activities of persons at work.
- **Compensation for Occupational Injuries and Diseases Act of (Act 130 of 1993, as amended)**,
- which provides for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for

death resulting from such injuries or diseases.

- **The National Minimum Wage Act (Act 9 of 2018)** which provides for the national minimum wage, Schedule 1, Section 6(6). 2(2) and EPWP minimum wage in terms of clauses 13(2) of the Ministerial Determination. T
- **The EPWP Recruitment Guidelines (2017)**, which provides guidance in the selection of participants to be employed in an EPWP project to ensure uniformity, fairness, transparency, and equity across all sectors

Principle 1	Adherence to the EPWP minimum wage and employment conditions under the EPWP Ministerial Determination
Principle 2	Selection of EPWP participants based on (a) a clearly defined process and (b) a defined criterion
Principle 3	Work provides or enhances public goods or community services
Principle 4	Minimum labour intensity (LI) appropriate to each sector

Are there mechanisms to support small towns' revitalization initiatives?

The Sundays River Valley Municipality (SRVM) had an obligation (Commitment) to fulfil targeted outputs and achieve the outcome of improving the lives of the local communities ,by developing initiatives that support the rehabilitation of the town as local center of economic activities and nodes of centralized and focused delivery of service. The aim is to ensure that the competitiveness of these small towns, i.e., Kirkwood, Addo and Paterson, is enhanced in order to attract investments and to retain the current investors.

SUNDAYS RIVER VALLEY MUNICIPALITY THROUGH SANRAL PROGRAMMES:

Objectives

To improve the level of service in the infrastructure in Kirkwood and Addo. Namely: R75 and R 335 and R 336 road.

- To facilitate growth through stimulation of local economy.
- To facilitate the skills base of local SMME contractors through training and inclusion of identified packages of works.
- To create employment and inject direct capital back into local communities.

Policies to promote economic development.

The municipality has the following policies and by-laws that promote economic development:

- Street trading by-law
- Food control by-law
- Animal control by-law
- Co-operative Development policy

- SMME Development policy
- Informal Trading policy
- Draft Commonage Management policy
- Tourism Sector Plan
- LED Strategy 2025
- Spatial Development Framework
- EPWP Policy
- Supply Chain Management Policy

Tourism

The recreation and tourism potential of the SRV area is fairly well developed with tremendous potential for further expansion and improvement. Recently, the area has gained a strong reputation as a tourism destination due to the development of conservation and eco-tourism in the area, with specific reference to the Greater Addo Park initiatives. Robust marketing is being conducted through the 7 wonders marketing strategy with Addo being the 1st wonder of our world. A number of tourism and conservation initiatives are currently underway with a large increase in eco-tourism and game farm orientated activities.

The expansion of the Addo Elephant National Park and the Greater Addo Initiatives are playing a major role in tourism and development in the area. This strength will continue and expand in the future with an emphasis on the eco-tourism and gaming industries. The Sunday's River Municipality is currently playing an important role with respect to these initiatives. Addo Elephant Park, amongst other parks has been identified by the National Department of Tourism as one of the parks that will roll out the domestic tourism scheme that encourages domestic tourism and promotion of social tourism. The aim is to develop the culture of travel by making it more affordable and accessible.

Leisure tourism is the strongest subsector in the area. In partnership with the district municipality and Eastern Cape Parks Board, more marketing strategies will be enhanced. Accommodation in the form of bed and breakfast establishments and guesthouses outside game farms on the Addo

Park boundaries are secondary uses which show an increase in popularity and growth. A number of guidelines in support of the growing tourism industry with respect to Land Use Management are included in this Spatial Development Framework. Existing initiatives by the Municipality in preparing a Tourism Plan and Local Economic Development Plan should further enhance the tourism potential of the area.

A number of provincial, local, and private reserves and nature areas exist within the study area. The STEP and Greater Addo Park project are further contributing to the conservation potential of the area.

The following nature and conservation areas are dominant in the study area:

- Addo Elephant National Park
- including Kuzuko Game Reserve
- Woody Cape Nature Reserve
- Alexandria Coast Reserve
- Alexandria State Forest

- San Soucie
- Bosch Hoek
- Boxwood and Congo's Kraal
- Intaba Lodge
- Good Hope Reserve
- Voetpads kloof Citruslandgoed
- Scotia Safaris
- Shamwari Game Reserve
- Amakhala Game Reserve

It is of significance to note that planning domain of the Greater Addo Park initiative includes the towns of Paterson, Addo and Kirkwood.

Greater Addo Elephant National Park Project

The spatial and economic impact of the Greater Addo Park within the study area is of critical importance, specifically regarding future planning and development and the integration of park activities and settlement patterns within the Sunday's River Valley Municipal area.

Expansion plans for the Park are focused on the establishment of a 372 000-ha terrestrial zone in addition to a 120 000-ha marine reserve which would include the Bird and St Croix Islands group in Algoa Bay. These plans would see Addo becoming the third largest conservation area in South Africa after the Kgalagadi Trans frontier Park and Kruger National Park. The expansion includes opportunities not only for a core conservation area managed by the SANParks but also makes provision for a private contractual area within the planning boundary. Driving the expansion are efforts to conserve representative examples of the varied landscapes and their associated biodiversity patterns and processes, while simultaneously promoting sustainable development and eco-tourism in the region.

Critical to the expansion of Addo is the identification of a key area within a greater planning domain, loosely related to the proposed 'Greater Addo' boundary, which would conserve the unique features of the area. The dynamic conservation plan developed by the consultants for the region will allow SANParks to make informed decisions around which area should be prioritised for such conservation efforts.

It is the vision of SANParks that a critical core conservation area will be established that would be in excess of 250 000 ha and would be able to support viable free ranging populations of the 'Big 5' tourist draw cards. However, the Park will offer much more than just the lure of the 'Big 5' in a malaria free environment.

With the proposed inclusion of a marine protected area, species such as the southern right whale and great white shark are guaranteed to make the park a

"Big 7 destination. Furthermore, with the emphasis on the conservation of biodiversity, a complete wildlife experience is possible across a series of landscapes unrivalled in beauty, all within a single conservation area. At the moment the bulk tourism activities are restricted to the main elephant camp, which is only some 13 500

Home of the Addo Elephant Park

At the moment Addo receives about 115 000 visitors each year, of which 50% are foreign, and this figure

is on the increase. A number of new developments are on the horizon to cater for a range of visitor aspirations from the first-time visitor or wildlife generalist to the specialist, with the prime objective being to accommodate tourists for a longer period in the Park.

Not the least of these includes a new entrance gate and camp being planned near the Sunday's River and the N2 national road. Accommodation will range from the standard SANParks camps/camping sites and bush camps accessible to non 4x4 traffic, to sophisticated, "up-market" camps operated by concessionaires. Any developments will take place in designated zones to minimize the impact on sensitive environments.

The Park expansion also has opportunities for local communities to derive benefits from the Park. Developments and a number entered into sector are being run by a private tour operator, Bukani Tours.

The plans for expansion have also seen the creation of a suite of broader based forums and focus groups that include representation from local communities, business, tourism, and industry.

People and Parks Project

This project is supported by **Resource Africa**; it educates people about the parks and the Tangible and intangible benefits from the parks, Also about the seasons that the traditional healers can be allowed to dig their roots. Resource Africa auditioned traditional groups around SRV and the group from Paterson took the first place they were going to be awarded with the equipment.

SPAR KIRKWOOD WILDFEES

SVR has partnered with SBDM to market the area through events so as to draw more visitors into the hinterland. The SPAR Kirkwood Wilds fees is amongst the events that the LM supports as it has become the key event for attracting tourists into the area. It is a benchmark for community owned and fun family festivals nationally. It was initiated in 2002 by the Sundays River Valley Tourism body as a means of promoting tourism to the valley, which borders on the world-famous Addo Elephant national Park. The main objective behind the growth of tourism to the Sundays River Valley is to create sustainable year-round jobs which provide meaningful work and marketable skills. As a measure of its success. Over 80 new tourism products have opened in the valley since the first festival – with most sustaining jobs. Tourism investors are also showing more interest in the area after experiencing the popular Eastern Cape Flagship event. Another major boost to tourism is the disease-free buffalo and other prime games from the Addo Elephant National Park and other national parks and top-quality breeders which have helped to grow the nature tourism appeal of the province. The premier Game Auction held in collaboration with SANParks, is a core to the event and demand for their disease-free strain is high.

The Wilds fees is a legacy project and is firmly established as an annual event, with thousands of dedicated festinos. The event continues to grow and to be relevant to the people of the Sundays River Valley because it is proudly community-owned. It is a team effort that involves a large number of organisations and individuals from all walks of life in the Sundays River Valley and immediate surrounds. This provides a good basis for Sundays River valley to develop event tourism

TOURISM SMMES

It is evident that there are few established Black owned businesses in the area and a key challenge is to identify business opportunities and support the development of businesses in relation to this. Further funding has been made available by SBDM to roll out township tourism and create opportunities based on such.

LOCAL TOURISM ORGANISATION

The LM, collaborating with other partners (ECPTA and SBDM) has worked towards strengthening the Local Tourism Organisations for tourism, coordinated efforts and to ensure community participation in the structure. SBDM has further assisted with the minimum budget for SRV to ensure that the area is further marketed through this structure.

LOCAL TOURISM AWARENESS PROGRAMMES

Through forged partnerships with Eastern Cape Parks and the Tourism agency and the district Municipality, the LM further embarked on Tourism Awareness programmes that aim at increasing women and youth participation in the industry by creating awareness of the industry and opportunities within the industry. Both partners have set budget aside for future engagement with the communities so that they enter into the economic mainstream.

The Biodiversity Sector Plan for the Sundays River Valley Municipality (2012).

The Biodiversity Sector Plan (BSP) for the SRVM represents the biodiversity information for all multi sectoral planning procedures, such as the integrated Development plan and spatial development framework. It is intended to support land use planning and decision making in order to achieve the sustainable development agenda. The BSP is comprised of a fine-scale Critical Biodiversity Areas (CBA) Map, mapped at a scale of 1:20 000 (Skowno and Holness, 2012) (Refer Figure 1). Associated with the CBA Map is a set of biodiversity-compatible land-use guidelines, including a series of land and water use management guidelines. The BSP also includes an explanatory handbook (with a biodiversity profile), and the various maps used to prepare the CBA Map (e.g., vegetation, rivers, wetlands, and land cover)².

The CBA Map has refined the spatial accuracy of the Eastern Cape Biodiversity Conservation Plan's (ECBCP) CBA Map (Berliner and Desmet, 2007³), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling *et al.*, 2003⁴). In other words, it is a more accurate spatial representation of important biodiversity areas in the SRVM and therefore supersedes the aforementioned maps. The CBA Map divides the landscape into formal Protected Areas, Critical Biodiversity Areas, Ecological Support Areas, Other Natural Areas, and No Natural Areas Remaining. The first three categories represent the biodiversity priority areas, which should be maintained in a natural to near-natural state, with low intensity developments possible. The remaining two categories are not considered biodiversity priority areas and can be targeted for sustainable development. The land use guidelines are specified for Critical Biodiversity Areas and Ecological Support Areas, while the general

land use management guidelines are specified for Critical Biodiversity Areas, Ecological Support Areas, and Other Natural Areas.

2.5 KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Sundays River Valley Municipality has developed the IDP/Budget process plan, and it was adopted by Council on the August 2023. Communities were invited to participate in the IDP processes through outreach programmes facilitated by the IDP/PMS practitioner, public participation officer and the Mayor.

Ward Committees

The Municipality has eight (8) Ward Committees that were established as per the number of demarcated Municipal wards. The Municipality has adopted guidelines for the establishment of the ward committees that comply with the terms of reference for the establishment of the ward. The ward committee meetings are scheduled such that the ward inputs are able to find express in standing committees and council meetings agendas. To compensate for out-of-pocket expenses, members receive a stipend of R1500 per scheduled meeting. The Municipality is committed to ensure that it has a fully functional ward committee system. SRVM area does not have traditional leaders .

Ward based planning is utilized in the Municipality – this process of interactive engagement with local stakeholders allows the Municipality the opportunity to engage while also making the IDP process realistic. The ward plans for all the wards are in place and were reviewed in the 2023/2024 financial period. Ward based planning is also a mechanism of making the IDP belong to the community, and this allows IDP objectives to be framed at a local level where this allows a bottom- up approach to strategic planning.

2.5.2 Public participation

The draft public participation strategy is being reviewed and will be adopted in the 2025/2026. The implementation of public participation strategy is the responsibility of the Municipal Manager assisted by the public participation official. The consultation process is done through Council Outreach Programmes, Mayoral Imbizo`s, Ward Committees, IDP consultation and review process and IDP & Budget road shows. Ward based planning for the IDP was undertaken in October November 2024 and IDP Outreaches took place in te months of April to June 2025. The Sundays River Valley Municipality ensures the stakeholders and communities participate in a range of issues with particular emphasis on the following:

- Integrated Development Planning Process.
- Annual Budgeting process.
- Performance management system.
- Policies and By-laws development and implementation.
- Pressing issues of HIV and Aids, Unemployment, and social cohesion.
- Project planning, implementation, and monitoring.
- Strategic plans for the municipality

- Covid-19 Joint Operations Committee
- Development in general

The office of the Speaker is currently responsible for public participation. There is a readily available stakeholders' register that specifies the contact details of stakeholder representatives.

Comments on Effectiveness of Public Engagements

- Very Good attendance by communities
- Proper Planning from the administration especially when it comes to Communication of meeting and dissemination of information.
- All ward committee issues find expression in council.
- Some members of the ward committee are not active in the community and the forums they are representing do not hold them accountable.
- Some councilors are not holding report-back meetings in their constituencies after their ward committee meetings.

SOCIAL COHESION

To promote social cohesion within the communities the following activities are honored:

- Multi-coded sporting events
- Links forged with other departments like correctional services with the aim of integrating the prison community with local communities.
- There are arts and culture festivals that include a wide range of artistic disciplines (story-telling, visual arts and craft, speech and drama, poetry, dance, and music
- There are sport and recreational activities that are facilitated by the Municipality through the Office of the Sport and Recreational Officer

2.5.3 Community Development Workers

A memorandum of understanding was signed between the municipality and the department of local government and traditional affairs in respect of CDWs responsibilities. The CDWs ought to report monthly to the municipality but this does not happen. The challenge is that the round tables are not sitting as planned due to poor attendance by CDWs.

It is to be noted that not all wards have CDWs dedicated and designated in their respective wards. Out of 8 wards there are only 4 CDWs.

2.5.4 Special Programs Unit (SPU)

The recognition of democratic values of human dignity, equality and freedom as enshrined in the constitution was one of the transformation agendas in the 1999 presidential state of the nation address. Key to this was contextualisation of chapter 2(bill of rights) of the constitution of the republic of South Africa act 108 of 1996. For the state to respect, protect, promote, and fulfil democratic rights and values of all people in the country, government should priorities to improve the quality-of-life of designated

groups.

The mandate of special programmes in local government:

Constitutional Mandate:

Chapter 2 of the constitution provides for equality, protection, and advancement of all people or categories of people disadvantaged by unfair discrimination. Thus, Local Government has a role to play in ensuring that such rights are respected and entrenched within its mandate. Section 152 of the constitution requires the Municipality to structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community and its social and economic development.

In responding to the needs of the communities, the practical needs and strategical needs for designated groups must be considered.

NDP2030

Chapter 15 on transforming society and uniting the country provides for equal opportunities, inclusion, and redress by: all vulnerable groups including (women, children, rural communities, gay and lesbian people and African immigrants should enjoy equal protection and their vulnerability to redress through effective and coordinated responses by the police, Business, community, and civil society. (See chapter 12 for details).

The white paper on Local Government: defines local government as a local government committed to work with its citizens and groups with the community to find sustainable ways to meet their social, economic, and material needs and improve the quality of their lives.

SPU Primary Mandate:

It is based on the above that the primary mandate of Special Programme unit in local government space is as follows: To develop and monitor the policies and legislative frameworks and to guide mainstreaming and transformation of the designated groups issues within Local Government Space.

To develop, promote, and monitor mechanisms, system, and structures to enable an integrated, inclusion, and responsive service delivery within Local Government Space. The Special Programme unit in relations with vulnerable groups in developing the policies for the following sectors are on draft reviews stage:

- a) **Women**
- b) **Youth**
- c) **People living with Disability.**
- d) **Elderly People**
- e) **Children and**
- f) **LGBVTQI+**

The above-mentioned sectors of community have their policies and legislative framework that governs them per sector. The Special Programme coordinator consults with all designated groups to solicit their views or inputs to formulate the Programme and plans based on their aspiration and

resolution to be considered in the IDP. and the Youth Development Strategy focuses on the integration of programs and services targeting the identified groups. These policies seek to respond in a progressive manner to the issues and challenges faced by the identified groups within the local government mandate and policy framework.

The Unit has established several structures that respond to the needs of the vulnerable groups. These include but are not limited to Women's, Youth, Disability, and Elderly Forums. The primary purpose of these structures has been to mainstream the agenda of vulnerable groups into the everyday workings of the municipality.

Youth Forums are established in all areas, however what is still outstanding is the establishment of the Sundays River Valley Youth Council. Women, Disability and Elderly Forums are established.

2.5.4.1 Youth and Children Development Strategy.

The Youth development Strategy acts as an umbrella framework to guide the entire Sundays River Valley Municipality as it steps up its work with and for young people across its five pillars – creating an enabling environment and Placement of youth for vocational qualification, Education and skills development, Township and rural hubs, Enterprise/entrepreneurship development. – in all contexts. It seeks to significantly strengthen the SPU capacity to engage young people and benefit from their views, insights, and ideas. It seeks to ensure the SPU work on youth issues is pursued in a coordinated, coherent, and holistic manner.

3.3.4.2. Women empowerment Strategy /Gender equality LGBVTQI+

Gender Equality and Women's Empowerment Strategy. apply across all work undertaken by the Department of Foreign Affairs and Trade (DFAT). It strengthens gender equality and women's empowerment as a priority across.

2.5.4.2 People living with Disability and Elderly People

Local government is committed to working with disadvantaged groups to find sustainable solutions to their social, economic, and material challenges, and improve the quality of their lives. This includes people with disabilities. Our commitment is derived from two key processes found in the Local Government Municipal Systems Act 32 of 2000. These are the integrated development plan and performance management. The MSA mandate Municipality to consult and facilitate the [participation of local communities in identifying their development needs and priorities when developing integrated development plan. The act compels municipality to consider the special needs of people with disabilities and other disadvantaged groups.

2.5.5 Wellness

It is an intervention strategy based on the workplace to help employees contend with life challenges that may impact negatively on their performance. This is applicable whether the problem is one of physical illness, mental or emotional stress, marital or family conflict, financial problems, or other concerns.

2.5.5.1 HIV/AIDS

The wellness official coordinates the applications and procedures related to support, education, capacity building, training, promotion and awareness within the Municipality and broader community on HIV/AIDS infection and other related disease impacting on the quality of life through communication. She also ensures that specific policies are adhered to. The coordinator develops intervention Plan for the Municipal Employees and the communities. She establishes communication forums with non-governmental organizations and other stakeholders and private sector. We do not have an HIV/Aids Plan, and the municipality intends to customise one from other local municipalities.

2.5.5.2 OCCUPATION HEALTH & SAFETY

Enforce policies, procedures and practice dictating healthy and safety controls of the Municipality and execution of the investigations of incidents, also enforce the application of the promulgated safety regulations through inspections of work sites and determining the extent of the occupational safety and awareness. Ensure unsafe conditions and hazards are identified and minimize the threat of the injury to person /damage of property.

2.5.6 Communication Plan

The municipality has established a Communications Unit. A Communication Officer was employed and resumed her duties from October 2018. The position is located in the office of the Municipal Manager. A Communication strategy document has been produced and approved by council in 2019, and its plan is being implemented.

Table 32: Communication Strategy

ITEM	SUPPORTING INFORMATION	PERIOD
Signage for Municipal Buildings	These Items will include Notice boards, Signage posts inside at outside of the municipal buildings. The importance of these Items is to make sure that our municipality is visible.	Annually

ITEM	SUPPORTING INFORMATION	PERIOD
Engagement with the key stakeholders	This will ensure that the municipality has a direct relationship with all the stakeholders who are working with the municipality and within the municipality. This will promote coherence and harmonize projects.	Quarterly
Communication Support to various Awareness campaigns	This will ensure that the public is aware of all the municipal activities that way improving the image and reputation of the municipality. This would also improve the trust that people have in the municipality in delivering services.	As required

Radio Space on Local and national Radio Station	The essence of buying space in Radio stations is to reach out the bigger audience of SRVM. The aim is also to account to our population on a bigger and interactive platform.	Quarterly
Promotional/Marketing Material	The importance of having marketing material is to sell the brand of the municipality to our people and those who are coming from outside the Valley.	Annually
IRG Meetings	Inter-governmental meetings are legislated meetings which coordinate stakeholders for the purpose of main streaming service delivery and priorities services for our community.	Quarterly
Web site content Management and social media pages	Having a properly functioning website is very good for any institution for marketing purposes and to ensure that the public has easy access	As required
ITEM	SUPPORTING INFORMATION	PERIOD
	to all the public documents, relevant information about jobs and activities of the municipality. Keeping it up to date is very important. We live in a digital age, communicating digitally is fast, effective, and efficient. It is therefore very important to be available on all social media platforms. SRVM has a Facebook and Twitter page.	
Media advisory, release, statement	Issuing media statements regularly assists in maintaining the image of the municipality and improves the public perception of the municipality in a broader platform. Proactive communication assists in tackling the media to avoid chaos and leaking of wrong information.	As required

2.5.6.1 Intergovernmental Relations

SRVM has a functional IGR structure consisting of all the sector departments operating in the SRVM area together with other sectors such as the private sector and SMMEs. The Terms of Reference for the IGR were approved by the Council. The IGR is functional with the consistent adherence to the legislative guidelines of convening IGR at least once quarterly. The municipality decided to treat the Covid-19 Joint Operations Committee meetings as part of our IGR engagements since during the time of this pandemic it was difficult for the IGR to meet. The IGR meetings are held every quarter and the following issues that

communities have raised need to be addressed; most of them are recurring.

Table 33: 2.5.6.1. Intergovernmental Relations Issues

DEPARTMENT	PRIORITY ISSUE
Human Settlements	Rectification program in all areas. New RDP houses in all areas. Sewer pipe connections for housing development. Land for housing development. Title deeds.

DEPARTMENT	PRIORITY ISSUE
	Temporary housing structures Formalization of informal settlements
Roads and Public Transport	Tarring entrance roads to townships. Support with potholes within municipal roads. Weigh bridge Transport for learners
Water and Sanitation	Water tanks Service infrastructure for planned middle income housing development in Addo. Bucket System in Paterson and Zuney 3000ha water rights. Fencing of canals
Rural Development and Land Reform	Land Audit. Land for stock farming. Land disputes (Evictions, land sales to the detriment of long- time occupiers. Research on impact of land transfer/sale to emerging farmers.
Department of Health	Clinic for Enon-Bersheba community. Currently the mobile clinic visits the vast area once a week. The clinic at Valencia situated on the outskirts of community Day care hospital at Nomathamsanqa is needed and small. clinics that cannot cope with the high population figures
SANRAL; TRANSNET	Renewal of railway line/service Transfer of railway houses to the occupants or municipality Transfer of houses to occupants in ward 7: Glenconner

Sarah Baartman District Municipality	Provision of land for local economic development projects Emergency center in Paterson
Social Development	Proper monitoring of funded projects Assistance in establishing a drug committee
SASSA	Coordination of food parcel programmes and proactive interventions.

DEPARTMENT	PRIORITY ISSUE
Department of Education	FET College/ Community college Transport for learners. Teacher shortage in Sandisulwazi – Paterson (No Math's and Science Teachers)
SAPS	Improved patrolling and quicker response time to incidents, especially in Addo. Improve working relations between police forums and the Police
Department of Minerals	Illegal mining of sand in Paterson and Enon-Bersheba
CoGTA	Multipurpose facility at Paterson
Department of labour	Department only visits once per week in Kirkwood and many people are not serviced. Appalling farm dwellers' working conditions. Farm dwellers require ID registration

1. The strategy to make IGR responsibilities effective is to hold separate meetings with specific few sectors at a time and address all pertinent issues.

1. There is a functional IDP representative forum and Transport Forum. The special programmes officer and local stakeholders participated in the development of the district- wide youth, women and disable policies and these will be cascaded to local municipality through internal processes. The municipality would appreciate any assistance in the form of funds or deployment of officials to conduct these workshops. We participate in the Addo National Park Forum. The municipality participates in the District Economic Development Forum and District support team. The Local Aids Council was established but has now functional since the appointment of an HIV-Aids coordinator. The Mayor, Municipal Manager and CFO do attend Mayor's Forum, MM's Forum, and CFO's Forum, respectively. MuniMEC engagements are also attended by the Mayor and the Municipal Manager.

2. Technical services attend PMIIT quarterly meetings.

3. Some sector departments do attend IDP representative forum meetings but the attendees at local

level are not given decision-making powers (not strategic managers) as a result their presence is often not effective.

4. Assistance is required in the development of the IGR Policy framework for a local Municipality.
5. SRVM participates in the initiatives for inter-municipal planning around the Performance Management Systems. The District has established a district PMS forum. SRVM receives support from the District in respect to the use of their e-PMS tool.

2.5.6.2 Activities with other Municipalities

Sundays River Valley Municipality is working with Blue Crane Route Municipality in the Zuurbeg High Impact Project – this is the upgrading of the road (R335) that link the two municipalities. The unemployed youth and SMMEs benefit in this project. The project is implemented in two phases, namely – Airfield Development (phase 1) and R335 Addo Development (phase 2).

At a District level we are also in an agreement (SLAs) with Municipalities nearby with regards to Fires and Disaster Management.

2.5.7 Legal Matters

The size of the Municipality makes it difficult to have a fully-fledged legal unit, as such the function is outsourced to outside legal service providers.

2.5.8 Audit opinions:

During the past five financial years the municipality has received the following opinions from the Auditor General:

2018/2019 Disclaimer

2019/2020-Disclaimer

2020/21 Disclaimer

2021/22 Disclaimer

2022/2023 Disclaimer

2023/2024 Disclaimer

Bases for Disclaimer of opinion were as follows but not limited to the below stated:

- The indigent debtors were approved without confirming if indigent debtors were entitled to receive indigent subsidy.
- No sufficient evidence is provided to confirm the irregular expenditure as disclosed.
- Support evidence was not provided for the restated opening balance of VAT payable.
- Inability to obtain sufficient appropriate audit evidence for service charges due to poor status of accounting records.
- Inability to obtain sufficient appropriate audit evidence for bulk purchases due to the status of the accounting records.
- No adequate systems of internal control to confirm what was received or consumed by the

municipality.

MPAC:

The Municipal Public Accounts Committee sits every quarter. It was agreed that meetings of the MPAC should be more frequent. The council appointed a new MPAC chairperson by the name of Councilor Lunga Bhakha. MPAC meetings are coordinated by the corporate services office. Invites are advanced to the Office of Auditor General and the Chairperson of the Audit Committee to advise on matters that need attention for the Council to progress to an unqualified opinion. The municipality has an effective audit committee of three members with expertise in various areas, namely, Accountancy, Tax, Audit, Governance, Law, Performance Management, Human Resources and Risk Management.

The audit committee operates within an Audit Committee Charter adopted by the Council and is reviewed on an annual basis. The charter gives the audit committee the authority to direct activities of the Internal Audit Function. The Internal Audit function also operates within an approved Internal Audit Charter which gets approved by the Audit Committee and is adopted by the Council.

The Audit Committee recommends a three-year rolling Audit Strategy and an annual Internal Audit Plan, which is being adopted by the SRVM Council. As part of the strategy and annual internal audit plan, the Internal Audit function prioritizes the review of the IDP prior to its adoption and advice accordingly. Furthermore, the implementation of the IDP is regularly reviewed on a quarterly basis to evaluate the progress made to achieve the municipal strategic goals. Quarterly reports on the evaluations made for the implementation of the IDP are presented to the Audit Committee, EXCO and through to the Council for oversight.

Audit Action Plan

The report of the Auditor General with detailed findings is populated in an audit action plan template. The audit action plan is followed by Internal Audit to evaluate the progress made on action plans committed by management. The audit action plan is tabled at management, EXCO, Audit Committee and Council meetings.

Table 34: Administration Audit Action Plan

COA F NO	REFERANCE	AUDIT FINDIN G NO	FINDING	ROOT CAUSE	RECOMENDATIONS- Auditors	PERSONS RESPONSIBLE	ewq
17	AAP81302-2024	1	Deviation: Issues identified during the audit	Management did not take effective steps to ensure compliance with laws and regulations when procuring goods and services through deviations. Management did not ensure that deviations recorded in the annual financial statements are accurate and complete.	<ul style="list-style-type: none"> • Management should ensure compliance with relevant laws and regulations as well as ensure that all procurement is effective, efficient, economical, transparent, and competitive in order to avoid material non-compliance and irregular expenditure in the future. • Management should ensure that all deviations procured during the financial year are recorded at the contract value in the annual financial statements. • Proper planning needs to be done for items that will be needed to avoid deviating based on lack of proper planning. 	SCM Accountant : Phelokazi	Completed

17	AAP81341-2024	2	SCM: Issues identified during the testing quotations	Management did not ensure that all relevant laws and regulations are complied with by ensuring the evaluation includes functionality assessment.	<ul style="list-style-type: none"> • Management should ensure that the evaluation and adjudication criteria applied in evaluating and adjudicating the quotations are the same as those indicated in the original bid documentations. • Management should ensure there is compliance with laws and regulations. • Management should take reasonable steps to avoid any possible irregular expenditure. • Management should include the tender in the irregular expenditure in register. • Management should revisit the population of quotations that may have similar non-compliance and ensure that expenditure incurred on such procurement events is recorded in the register. 	SCM Accountant : Phelokazi	Completed
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17	AAP81344-2024	3	Procurement and contract management : Issues identified during the competitive bids testing	<p>1. Management did not ensure that all relevant laws and regulations are complied with by ensuring the evaluation process includes functionality assessment as per bid specification and advert.</p> <p>2. Management did not ensure that all relevant laws and regulations are complied with by ensuring that the supplier's tax affairs are in order before making the award.</p>	<ul style="list-style-type: none"> • Management should ensure that the evaluation and adjudication criteria applied in evaluating and adjudicating the bids are the same as those indicated in the original bid documentations. • Management should ensure that the evaluation and adjudication criteria included determinations of the capability and capacity of the provider to provide the goods. • Management should ensure that supplier's tax affairs are in order before awarding a contract. • Management should ensure there is compliance with laws and regulations. • Management should take reasonable steps to avoid any possible irregular expenditure. · Management should include the tender in the irregular expenditure register. • Management should revisit the population of procurement events that may have similar non-compliance and ensure that expenditure incurred on such procurement events is recorded in the register. 	SCM Accountant : Phelokazi	In Progress
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39	AAP81361-2024	4	<p>Deviation: Issues identified during the audit</p>	<p>Management did not take effective steps to ensure compliance with laws and regulations when procuring goods and services through deviations. Management did not ensure that deviations recorded in the annual financial statements are accurate and complete.</p>	<ul style="list-style-type: none"> • Management should ensure compliance with relevant laws and regulations as well as ensure that all procurement is effective, efficient, economical, transparent, and competitive in order to avoid material non-compliance and irregular expenditure in the future. • Management should ensure that all deviations procured during the financial year are recorded at the contract value in the annual financial statements. 	SCM Accountant : Phelokazi	In Progress
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17	AAP81362-2024	5	Issues were identified during the testing of Preferential Procurement Regulations 2022	<p>Management did not ensure that all relevant laws and regulations are complied with.</p> <p>1. Management not following PPR 2022 requirements for quotations less than R30 000</p> <p>2. Management not having controls to avoid internal control deficiencies.</p> <p>Management not ensuring that the non-responsive assessment in the bid evaluation is properly reviewed.</p>	<ul style="list-style-type: none"> • Management should ensure that the non-responsiveness evaluation is properly reviewed before bidders are further evaluated for pricing • Management should ensure that all requirements of 2022 Preferential Procurement reg 4(2) are applied for all tenders advertised after 16 January 2023 • Management should ensure there is compliance with laws and regulations. • Management should take reasonable steps to avoid any possible irregular expenditure. • Management should quantify expenditure relating to this procurement and record it as irregular expenditure in register. • Management should revisit the population of procurement events that may have similar non-compliance and ensure that expenditure incurred on such procurement events is recorded in the register. 	SCM Accountant : Phelokazi	Completed
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1	AAP81367-2024	6	Overall Planning: Non-submission of information	This is due to weaknesses in the municipality's control environment.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines.	Internal Audit: Mr Nkuntayi Director Corporate	Completed
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2	AAP81369-2024	7	Overall Planning: Non-submission of information	This is due to weaknesses in the municipality's control environment.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines.		Completed
3	AAP81374-2024	8	Overall Planning: Non-submission of information	This is due to weaknesses in the municipality's control environment.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines.		Completed

6	AAP81382-2024	11	Overall Planning: Correction of prior period errors	The prior year misstatements were due to weaknesses in the municipality's control environment.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Furthermore, management must provide responses as per Annexure A provided and send back the responses to the auditors to identify if prior year issues are resolved or not	Senior Accountant: Budget & Reporting : Onomsa	In Progress
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7	AAP81386-2024	12	<p>Annual Financial Statements High Level Review</p> <p>Execution - Issues identified during the high-level review of 2023/24 Annual Financial Statements</p>	This is due to an inadequate review of the financial statements and the accounting file submitted for audit that is not user friendly.	It is recommended that management ensures that the financial statements are adequately reviewed together with the accounting file prior to submission for audit. Management should further ensure that the financial statements submitted to the auditors are accompanied by accurate and complete supporting schedules/Trial Balance/General Ledger	Senior Accountant: Budget & Reporting : Onomsa	Not Started
8	AAP81395-2024	13	AOPO – Annual Performance report not signed	This is due to lack of adequate review of the APR	Management should ensure that complete and final annual performance report is signed by appropriate delegated individual before submitting for audit.	Mr Tambo	Not Started

8	AAP81397-2024	14	AOPO – Reporting of KPAs on the Annual performance report	This is due to lack of adequate review of the APR	Management should ensure that when completing APR all indicators under KPA 1 are presented under the heading “KPA 1 : Infrastructure and basic services) and then move to all the indicators falling under KPA 2 and then those that fall under KPA 3 etc instead of mix and matching the reporting of indicators	Mr Tambo	In Progress
8	AAP81401-2024	15	AOPO: Differences between APR and supporting listing/POE	This is due to lack of adequate review of the APR	Management when completing APR should ensure that reported actual achievement on the APR agrees with relevant supporting listing and POE's.	Mr Tambo	Not Started

8	AAP81407-2024	16	AOPO – Actual achievement reported on the APR are not measurable	This may result in non-compliance with the MFMA and Municipal Systems Act and material findings on Usefulness of the reported information.	Management when completing APR should ensure to report actual achieved with measurable output, and if the target is not met – they should report the measurable output of the actual work done as at 30 June 2024.	Mr Tambo	In Progress
9	AAP81414-2024	17	Non-submission of information – RFI 30 of 2024	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was actually requested and review the information before it is submitted for audit purposes	CFO	Completed

10	AAP81417-2024	18	Planning: Policies not reviewed and or approved	This is caused by lack of review controls over policies on a periodical basis.	Management should ensure that all municipal policies are reviewed and approved on a periodically basis to ensure that any changes to legislations or standards are taken into account	Manager Admin: Susan Fourie	In Progress
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10	AAP81427-2024	19	Overall Planning - Issues identified in the understanding the internal control testing	This is due to lack of management oversight over the performance assessment for the employees and other controls of the municipality.	Management must ensure that all the employees of the municipality sign performance agreements every year to improve the overall performance of the municipality and furthermore performance assessment must be performed to all employees of the municipality so that gaps on performance of employees can be identified and rectified accordingly.	1. Director: Corporate Services 2. Admin Manager: Susan Fourie	In Progress
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10	AAP81429-2024	20	Revenue Business Process: No reviews performed on the monthly grant reconciliations	This is due to lack of management oversight over the grant reconciliation prepared by expenditure accountant.	Management must ensure that all the monthly reconciliation are reviewed by a more senior employee and are approved by the CFO in order to ensure that errors are detected are corrected timeously before disclosing the amounts on the financial statements	CFO	Completed
10	AAP81431-2024	21	Business Process: VAT: No evidence that Vat 201 reconciliation submitted was approved	This is caused by lack of management oversight over monthly reconciliations	Management should ensure that VAT 201 reconciliations are prepared and signed as evidence of review on a monthly basis	CFO	Completed
10	AAP81433-2024	22	Control Deficiencies identified in Consequence Management Business Process	Controls over daily and monthly processing and reconciling of transactions are not always adhered to.	Management should ensure that the Municipality officials properly follows the Municipality internal processes during the entire financial period and for all transactions.	Mr T Klaas Municipal Manager	Completed

10	AAP81489-2024	23	Business Process: Cash and equivalents, Short term deposits and Investments: No evidence that the submitted Bank reconciliations were reviewed	This is caused by lack of management oversight over monthly reconciliations	Management should ensure that Bank reconciliations are prepared and signed as evidence of review on a monthly basis.	CFO	Completed
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10	AAP81493-2024	24	<p>Business cycle: Purchases, Payables and Payments: Invoices received by the municipality are not signed</p>	<ul style="list-style-type: none"> · The end user of the services performed by WRCON for the municipality did not follow the municipality's process of signing the invoice after possible receipt of services. · The policy of Financial Management of the municipality was not followed. 	<p>The end users of the municipality should follow the municipality process of signing supplier invoice(s) after services have been received to the satisfaction of the municipality.</p> <p>The policies of the municipality should be followed in order to meet the objectives of internal controls of the municipality.</p>	<p>Expenditure- Miss Mtshikwana</p>	<p>In Progress</p>
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11	AAP81511-2024	25	Basic Salaries: Non-submission of information – RFI 47 of 2024	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was actually requested and review the information before it is submitted for audit purposes.	(Acting Director: Corporate Services	In Progress
12	AAP81511-2024	26	SCM: Issues identified in Contract Management Testing	Oversight responsibility regarding financial and performance reporting and compliance and related internal controls was not exercised	<p>Management should also ensure that all the contracts are being monitored by keeping records or monitoring reports and ensuring that each winning bidder has a contract in place that is signed by both the winning bidder and the delegated official. Also management should ensure that the total payments made under a contract to a supplier do not exceed the contract price and if so the excess should be approved by a delegated official.</p> <p>Management should ensure that contracts are signed by both the contractor and the municipality.</p> <p>Management should ensure that they implement internal controls to ensure effective contract management. They should also ensure that all the necessary supporting documentation are submitted to the auditors on time when they are requested by the auditors</p>	SCM Accountant : Phelokazi	In Progress

14	AAP81533-2024	28	Bad Debts Written off not appropriately approved	This is due to weaknesses in the municipality's internal control environment.	Management should ensure that all the bad debts written off are appropriately approved by the delegated committee and this must be supported by a reliable evidence including the actual descriptions and amounts of the bad debts. Furthermore, management should establish a debt write off policy to serve as a guide in writing off bad debts.	Accountant Revenue : Miss J	Not Started
15	AAP81534-2024	29	Issues identified during the testing of revenue from sale of water	This is due lack of management oversight over the billing of the customers by the municipality. Furthermore, there is no monthly reconciliation performed by the municipality between the billing reports, meter readings, customer statements and valuation roll, and also the compliance with laws and regulations was not monitored.	Management should ensure that all the customers of the municipality are billed monthly and furthermore monthly reconciliation over the billing reports should be performed in order to ensure that the billing reports are complete and accurate.	Accountant Revenue : Miss J	In progress

15	AAP81537-2024	30	Issues identified during the testing of sale of electricity	<p>1. This due to the fact that the bank recognises revenue transactions in the following month</p> <p>2. Lack of oversight from management to ensure that the municipality only withholds the percentage agreed on by both the parties.</p>	Management should ensure that revenue is recorded on the period which it occurs, and at correct amounts.	Accountant Revenue : Miss J	Completed
15	AAP81541-2024	31	Issues identified during the testing of revenue from refuse removal	Lack of oversight from management to ensure the accuracy of the revenue recognised by the municipality.	Management should ensure that revenue is recorded on the period which it occurs, and at correct amounts. Proper processes and reviews need to be done to ensure that the amounts are recorded correctly	Revenue Accountant	Not Started
15	AAP81543-2024	32	Issues identified during the testing of revenue from sewerage and sanitation	Lack of oversight from management to ensure the accuracy of the revenue recognised by the municipality.	Management should ensure that revenue is recorded on the period which it occurs, and at correct amounts	Accountant Revenue : Miss J	Completed

16	AAP81550-2024	33	Issues identified during the testing of the unusual transactions	This is due lack of management oversight over the billing of the customers by the municipality, furthermore there is no monthly reconciliation performed by the municipality between the billing reports, meter readings, customer statements and valuation roll	Management should ensure that all the customers of the municipality are billed monthly/annually and furthermore monthly reconciliation over the billing reports should be performed in order to ensure that the billing reports are complete and accurate	Accountant Revenue : Miss J	Completed
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20	AAP81578-2024	36	Bulk Purchases: Occurrence of the purchased bulk units cannot be confirmed	This is due to the absence of the meter readings (inadequate resources to obtain the meter readings) which the SRVM personnel can read and agree to the electricity usage on the invoice submitted by Eskom for the respective months.	<p>Management should appoint/delegate a person who will be responsible to conduct manual reconciliations of the electricity units. The appointed/delegated person will contact Eskom to make an arrangement with them to send the municipality pictures of meter readings before the new units are loaded and then also request pictures of meter readings after the units have been loaded. Then the appointed/delegated person will, in each month, reconcile the units that appear on the pictures before the units were loaded with the units on the pictures sent after the units were loaded. This will give the person the number of units that were purchased by the Municipality in each month.</p> <p>Evidence of the communication between the service providers and the municipality should be kept and submitted to the auditors in order to ensure that the above does take place. Also, the pictures should clearly show the date and time of when they were taken in order to provide sufficient and appropriate evidence of the occurrence and accuracy of the units purchased.</p> <p>These reconciliations together with the relevant supporting evidence should then be submitted to the auditors together with the accounting file when the 2024/25 Annual Financial Statements are submitted to the auditors.</p>	CFO/Asanda	In Progress
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21	AAP81585-2024	37	Inventory water - non-submission of journals	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes	Accountant Asset: Thembi Vetsheza	Completed
22	AAP81590-2024	38	Bad Debts Written off - Insufficient Supporting Documents Provided	This is due to weaknesses in the municipality's internal control environment	Management should ensure that all the bad debts written off are appropriately approved by the delegated committee and this must be supported by reliable evidence including the actual descriptions and amounts of the bad debts. The relevant supporting documents (i.e. the statement that shows the amount that was owed by the debtor and the remaining balance to be written off after payment by the debtor, Proof of payment that will show the amount paid by the debtor and any other relevant information that will show steps taken as per the policy, final council approval of these debtors by the council before disclosure in the 2024/25 Annual Financial Statements) must be kept and submitted to auditors.	Accountant Revenue : Miss J	Not Started

23	AAP81593-2024	39	Revenue & Receivables from Exchange: Indigent CAATs Exceptions	Compliance regarding criteria for indigent individuals is not adequately monitored	Management should also ensure that they verify the indigent debtor register to ensure that all beneficiaries that are listed there are indeed indigent. For deceased debtors, the municipality must ensure that the surviving spouse or dependants of the deceased who occupy the property, applies for assistance and provide proof that they are indigent.	Accountant Revenue : Miss J	In Progress
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24	AAP81597-2024	40	Contract management: Non-submission of information request for contract management	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes.	SCM Accountant : Phelokazi	Completed
25	AAP81609-2024	41	Expenditure Restatements : Non-submission of information request for expenditure restatement	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was actually requested and review the information before it is submitted for audit purposes. In addition, management should ensure that information to support restatements is readily available	Expenditure- Miss Mtshikwana	Completed

26	AAP81612-2024	42	Conditional grants - No adjustment made on the prior year misstatement for unspent conditional grant opening balance	This may be due to compliance with DORA laws and regulations regarding the administration of conditional grants	Management should ensure that the accounting and administration of the conditional grants received is in line with the legislative requirements of DORA. Management should have revisited the prior year misstatements and ensure that they are adequately addressed, and preventative control are put in place to prevent the re-occurrence.	CFO	In Progress
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27	AAP81628-2024	43	Property, plant and equipment: Restatement limitation	<p>Management did not prepare all the necessary supporting information in processing restatements disclosed in note 44 to the annual financial statements pertaining to property, plant and equipment. Reasons for the restatements and all supporting information including working and calculations used to determine the new carrying amount was not made readily available for audit purposes.</p> <p>This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely. This is an indication that the prior year material findings have not been adequately addressed by management.</p>	<p>Management should prepare all necessary information for all restatements processed in the annual financial statements.</p> <p>Management should ensure that when preparing restatements, all the information, calculations and working used are readily available for audit purposes.</p> <p>In addition, management should have adequate controls to ensure that the information required for audit purposes is readily available.</p>	Accountant Asset: Thembi Vetsheza	In Progress
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28	AAP81629-2024	44	Non-submission of information – RFI 75 of 2024— Property Plant and Equipment (Impairment loss, impairment loss reversal, disposals)	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses to RFIs address what was actually requested and review the information before it is submitted for audit purposes.	Accountant Asset: Thembi Vetsheza	In Progress
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29	AAP81630-2024	45	<p>No evidence was provided to confirm what is invoiced by Department of Water and Sanitation agrees to what was actually received and/or consumed by the municipality.</p>	<p>This is due to the absence of the meter readings system in place i.e. inadequate resources to obtain the meter readings which the SRVM personnel can read and agree to the water consumption on the invoice submitted by Department of Water and Sanitation for the respective months. Management simply relied on the meter reading from the Department of Water and Sanitation and do not have own system to verify validity and accuracy of the billing.</p>	<ul style="list-style-type: none"> • Management should have their own system that will be used to confirm actual meter readings on a monthly basis. • Where it is not feasible to have a system in place, management should appoint/delegate an official who will be responsible to take actual reading with official from DWS. The official should ensure that the readings are taken in their presence to ensure that the billing/usage is accurate. • Evidence of the communication between the service provider and/or delegated official and the municipality should be kept and submitted to the auditors in order to ensure that the above does take place. In addition, the pictures of the readings should clearly show the date and time of when they were taken in order to provide sufficient and appropriate evidence of the occurrence and accuracy of the units purchased. • The municipality and/or delegated official should also reconcile the reading to the DWS reading on the invoice before it is actually paid. • These reconciliations together with the relevant supporting evidence should then be submitted to the auditors together with the accounting file when the 2024/25 Annual Financial Statements are submitted to the auditors 	<p>Accountant Asset: Thembi Vetsheza</p>	<p>Completed</p>
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30	AAP81631-2024	46	SCM: Non-submission of information request for SCM	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes.	SCM Accountant : Phelokazi	In Progress
31	AAP81632-2024	47	Non-submission of supporting documents relating to journals on RFI 80 Bad debts & Remuneration of Councillors Journals	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes is sufficient	Management should ensure that information requested by auditors, sufficient supporting documents should be provided. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes.	Accountant Revenue : Miss J	Completed

32	AAP81633-2024	48	Non-submission of information – RFI 79 of 2024: Expenditure Journals	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes.	Accountant Revenue : Miss J	Completed
33	AAP81634-2024	49	Prior period error – Incorrect amount disclosed for Finance cost adjustment on the prior period error note.	This is due to weakness in the municipality's control environment. In addition, the above finding is due to insufficient oversight by management to ensure that the Annual Financial Statement Notes are recorded correctly	Management should ensure that accurate and complete amounts are recorded on the notes to annual financial statements.	Senior Accountant: Budget & Reporting : Onomsa	Not Started
34	AAP81635-2024	50	Revenue from non-exchange – Incorrect amount presented and disclosed as received for Equitable Share	This results in an overstatement misstatement of revenue from non-exchange transaction by R 1 391 964.03	Management should ensure that accurate and complete amounts are recorded on the Notes to Annual Financial Statements.	Accountant Revenue : Miss J	Not Started

35	AAP81636-2024	51	Employee benefit obligation: Inconsistencies and differences identified on Post employment Medical Subsidiary and Long Service Bonus Awards Liability	This is due lack of management oversight over the review of the expert's report. Furthermore, management not reviewing the expert's report before it is actual used for 2024/25 Annual Financial Statements preparation to ensure that the amounts per reports are transferred correctly to the annual financial statements	Management should ensure that amounts reported on the annual financial statements agree with the experts' reports. Furthermore, management should ensure that the reports are properly reviewed before they are used to ensure that they are accurate and consistent.	CFO	Not Started
36	AAP81637-2024	52	Terminations - Employees not removed from the payroll system and paid after termination of employment	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management	Management should ensure proper controls are implemented and the flow of information between HR department and payroll department should be in real time to ensure that terminated employees are deleted or removed from the payroll systems.	SCM Accountant : Phelokazi	In Progress
36	AAP81638-2024	53	Difference between the payroll amounts and appointment letter amounts	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are appropriate and up to date.	Management should ensure that employee files are up to date (Everything that occurs with regards to the employment of the employee, an employee file should be updated with that information)	S Fourie: Acting Director Corporate Services	In Progress

38	AAP81640-2024	55	Operating expenditure – Contracted services- Issues identified during testing of contracted service	Oversight responsibility regarding financial reporting, compliance and related internal controls was not exercised	Management should ensure that the transactions recorded under the contracted services relates to transactions that the municipality has a signed contract for. There should be proper reviews by management to ensure items are correctly recorded in the GL. Management should ensure that the contracts are signed and dated by both parties	Expenditure-Miss Mtshikwana	Completed
40	AAP81641-2024	56	Issues identified during testing of General Expenditure.	<p>Oversight responsibility regarding financial reporting, compliance and related internal controls was not exercised.</p> <p>Management did not ensure that there is sufficient and appropriate evidence for the transactions that have occurred and paid the municipality. Furthermore, management did not ensure that transactions as per the High Court order are only made for the applicable months as per the court order.</p> <p>Management did not</p>	Management should ensure that the transactions recorded under the general expenditure are correctly classified and have occurred. There should be proper reviews by management to ensure items are correctly recorded in the GL. Management should ensure that all invoices are signed and dated by end users as per the business process of purchases and payables. Further, the municipality should have its own water and electricity readings (or controls in place to corroborate its electricity and water consumption.	Expenditure-Miss Mtshikwana	Not Started

				ensure that the transactions are correctly classified as per the MScOA.			
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41	AAP81642-2024	57	Financial Instruments : Presentation and disclosure not in accordance with GRAP 104	Lack of oversight by management to ensure that all GRAP required disclosures are included in the financial statements.	Management should ensure that disclosure notes are appropriately presented, comply with GRAP requirements and all necessary narrations included in the financial statements as required by the applicable accounting framework	Senior Accountant: Budget & Reporting : Onomsa	In Progress
42	AAP81643-2024	58	Receivables from exchange and rates testing - Issues identified	This is due to a weakness in the municipality's internal control environment to ensure that there is a plan in place with regards to the debt collection from all non-paying customers and also there is evidence that the debtors that in the system actually exist.	Management should ensure that there is evidence that the debtors that in the system actually exist. If debtors are not paying, they must at least acknowledge the debt owed to the municipality. Further to this, management should establish and implement a debt collection plan for all non-paying customers. This plan must be consistently followed, and enforcement measures should be in place to encourage customers to come forward and arrange payment plans.	Accountant Revenue : Miss J	In Progress

43	AAP81644-2024	59	Non-submission of information – RFI 90 of 2024-Payables: Workmen's Compensation	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes. Management should also have all the evidence in place when preparing financial statements to support what is disclosed in the 2024/25 Annual Financial Statements. Information should not only be requested when are needed by auditors.	Expenditure-Miss Mtshikwana	Completed
44	AAP81645-2024	60	Non-submission of information – Receivables from fine listing	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes	Chief Traffic Officer	Not Started

45	AAP81646-2024	61	<p>Accrued Leave: Difference between the leave provision calculated by the auditor and the one calculated by the auditee.</p>	<p>-This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that financial records submitted for audit purposes are accurate and free from error. - Lack of segregation of duties</p>	<p>-Management should ensure sufficient oversight over financial records to be subsequently used to prepare financial statements. -Management should ensure segregation of duties (preventative measure to avoid errors) (one employee should prepare, another one should review, and the other one should approve so that errors may be detected).</p>	<p>1. Director: Corporate Services 2. CFO</p>	In Progress
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46	AAP81647-2024	62	Unauthorized expenditure – Incorrect disclosure for unauthorized expenditure note	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. Management did not ensure the correct disclosure of the unauthorised expenditure note by applying the correct principles for prior period error adjustment.	Management should ensure the correct prior period error adjustment on the unauthorised expenditure note	Senior Accountant: Budget & Reporting : Onomsa	Not Started
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47	AAP81672-2024	63	Statement of cash flows differences	Lack of management oversight regarding preparation of the cash flow statement	Management should ensure that the annual financial statements are reviewed adequately to identify any errors, and to ensure that those errors are corrected promptly.	Senior Accountant: Budget & Reporting : Onomsa	Not Started
48	AAP81680-2024	64	Issues identified on the accuracy of debtors aging	Lack of oversight from management to ensure the accuracy of the revenue recognised by the municipality.	Management should ensure that the receivables aging is accurately recorded, and the amounts recorded on the debtors age analysis agrees to the amounts per the customer statements.	Accountant Revenue : Miss J	In Progress

49	AAP81684-2024	65	Remuneration of Councillors: Councillors receiving Office Bearer allowance but not included on the government	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that the remuneration package for councillors is in accordance with the government gazette.	Management should ensure that all council representatives receive allowances as per the government gazette.		Completed
50	AAP81687-2024	66	Employee cost – Variances between the Payroll report and GL amounts	This is due to weakness in the municipality's control environment. In addition, the above finding is due to insufficient oversight by management to ensure that the Annual Financial Statement Notes are recorded correctly.	Management should ensure that accurate and complete amounts are recorded on the notes to annual financial statements.	Senior Accountant: Budget & Reporting : Onomsa	Completed

51	AAP81689-2024	67	Fruitless and wasteful expenditure: Understatement of fruitless and wasteful expenditure disclosure note.	Oversight responsibility regarding financial and performance reporting and compliance and related internal controls was not exercised.	Management should ensure the accuracy of amounts added to the fruitless and wasteful expenditure schedule and the schedule should be thoroughly reviewed.	Expenditure-Miss Mtshikwana	In Progress
52	AAP81690-2024	68	AOPO : Issues identified during the testing of usefulness and reliability	This is due to lack of adequate review of the APR and the reasonability of reported achievements improvement plans	Management should ensure that they adequately review the APR for consistency with planned documents and ensure that performance information is presented appropriately.	Mr Tambo	In Progress

52	AAP81691-2024	69	Limitation - KPI 04 - Number of new sewer and water connections meeting minimum standards	This is due to lack of adequate reviews of the APR and its supporting POEs to ensure that what is reported on the APR is supported by a valid and sufficient POE.	Management should ensure that all KPIs reported on the APR are supported by a valid and sufficient POEs.	Mr Tambo	Not Started
52	AAP81694-2024	70	Reliability - Difference between quarterly reports and the APR - KPI 02, KPI 07, KPI 13	This is due to lack of adequate review of the APR and POEs	Management should ensure that achievement reported in the APR agrees with the close-out reports (POE). Furthermore, the total of reported achievement per quarterly reports should agree with annual achievement reported on the APR.	Mr Tambo	Not Started

53	AAP81696-2024	71	Inadequate Promun Financial System Controls	Lack of oversight/intervention IT Management and over-reliance from the service provider to ensure that adequate controls were in place on the system. This over-reliance created vulnerabilities, as it assumed that the service provider would consistently prioritize and enforce adequate security measures and operational protocols	<p>a) Management should ensure that the Promun Financial System operates on the latest version available, in consultation with the service provider. This involves regularly monitoring for updates and promptly applying them to avoid using outdated software.</p> <p>b) Management should establish a routine schedule for reviewing system versions, assessing compatibility and functionality, and ensuring that all necessary patches and enhancements are implemented. This approach will help maintain the system's optimal performance and security.</p> <p>c) Management should prioritize regular training and communication with staff to keep users informed about any new changes. This will foster a culture of compliance and awareness among all employees.</p>	Mr Ntongane - Senior systems administrator	In Progress
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54	AAP81697-2024	72	Non-submission of information – Contingent Liabilities (RFI 83 of 2024	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should make the necessary arrangements with the legal practitioners to ensure that legal confirmations are timeously submitted for audit purposes.	Director Corporate Services	Not Started
55	AAP81701-2024	73	Payables: Payments Received in Advance	This will result in payables being overstated by the amount of R10 706 808 and receivables being understated by the same amount.	Management should ensure the development and appropriate implementation of all necessary internal controls. Additionally, management must ensure that debtors' balances are accurately assessed, with any credit balances arising solely from advance payments made by the debtor. Adequate supporting documentation should be provided, along with clear explanations of the journals reflected in the statement.	Accountant Revenue : Miss J	Completed

56	AAP81703-2024	74	AOPO-The indicators and its targets are not properly presented and disclosed	This is due to lack of adequate review of the APR	Management should ensure that they adequately review the APR for consistency with planned documents and ensure that performance information is comparable and presented appropriately. Management should also ensure that the reasons for non-achievement are corroborated by accurate supporting evidence.	Mr Tambo	Not Started
57	AAP81708-2024	75	Segment Information: Material misstatements were identified during the testing of segment reporting	This is due to an inadequate review of the financial statements	It is recommended that management ensures that the set of financial statements and the related disclosure notes are adequately reviewed, and are prepared in accordance with the relevant accounting framework – GRAP standard.	Senior Accountant: Budget & Reporting : Onomsa	Not Started

58	AAP81712-2024	76	SCM: Issues identified during the testing quotations (CAATs)	<ol style="list-style-type: none"> 1. Management not recording reasons for not obtaining three quotations 2. Management not following PPR 2022 requirements for quotations less than R30 000 3. Management not obtaining all necessary documents for verification before an award is made 4. Management not ensuring that awards made to close family members are disclosed in the annual financial statements 5. Management not ensuring that supplier's tax matters are in order before an award is made 	<ul style="list-style-type: none"> • Management should ensure that they record reasons for not obtaining three quotations irrespective of the award amount • Management should ensure that all requirements of 2022 Preferential Procurement reg 4(2) are applied for all tenders advertised after 16 January 2023 • Management should ensure that all necessary documents are obtained before making an order • Management should ensure that they disclose particulars of any award of more than R2 000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months • Management should ensure that supplier's tax affairs are in order before awarding a quotation • Management should ensure there is compliance with laws and regulations. • Management should revisit the population of procurement events that may have similar non-compliance and ensure that expenditure incurred on such procurement events is recorded in the register. 	SCM Accountant : Phelokazi	Not Started
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59	AAP81718-2024	77	Statement of changes in net assets: inconsistencies and material differences identified during the testing of the statement of changes in net assets	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	<p>Management should ensure that the opening/closing balances and restatements from prior year annual financial statements are correctly included in the current year statement of changes in net assets.</p> <p>Management should ensure that all restated balances are reflected on the prior period adjustments note disclosure.</p>	Senior Accountant: Budget & Reporting : Onomsa	Not Started
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60	AAP81754-2024	78	Bid 015/2019 service provider rendering infrastructure related services outside their CIDB grading scope.	Non-compliance with Section 112 of the MFMA, Schedule 3 and Regulation 17 of CIDB regulations of 2004, resulting in the municipality incurring irregular expenditure	<p>Management to enforce compliance with legislation on appointment of bidders.</p> <p>Management should regard all payments relating to infrastructure services with CIDB requirements made under the bid as irregular and disclose accordingly in the Annual Financial Statements</p>	SCM Accountant : Phelokazi	Not Started
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61	AAP81756-2024	79	Disclosures: Issues identified during the testing of the Contingencies note disclosure	This is due to lack of reviews of the contingency register and the disclosure in the financial statements.	Management should keep a register of all litigations which is regularly reviewed and updated which will ensure the accuracy and completeness of contingent liability disclosure in the financial statements. Confirmations should also be done with the lawyers before finalisation of 2024/25 Annual Financial Statements.	Senior Accountant: Budget & Reporting : Onomsa	Not Started
62	AAP81781-2024	80	Irregular Expenditure - Restatement	Management has not adequately reviewed the annual financial statements before submission to ensure that all relevant disclosures are accurate.	Management should adequately review the financial statement and ensure that all corresponding figures on the current year financial statement agree to the prior year audited amount and where there is a restated amount this is disclosed in the relevant disclosure note as per GRAP requirement.	Senior Accountant: Budget & Reporting : Onomsa	Completed

62	AAP81786-2024	81	Irregular Expenditure - Completeness	Non-compliance with SCM policy and lack of adequate review of 2024/25 Annual Financial Statements and UIFWE register	Management should ensure to review and monitor compliance with SCM policy during procurement processes and shall review the UIFWE register to ensure that it is complete	SCM Accountant : Phelokazi	Completed
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63	AAP81789-2024	82	Investment property: Restatement limitation	<p>Management did not prepare all the necessary supporting information in processing restatements disclosed in note 44 to the annual financial statements pertaining to investment property. Reasons for the restatements and all supporting information including working and calculations used to determine the new opening amount was not made readily available for audit purposes. This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely. This is an indication that the prior year material findings have not been adequately addressed by management</p>	<p>Management should prepare all necessary information for all restatements processed in the annual financial statements. Management should ensure that when preparing restatements, all the information, calculations and working used are readily available for audit purposes. In addition, management should have adequate controls to ensure that the information required for audit purposes is readily available.</p>	Accountant Asset: Thembi Vetsheza	Not Started
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64	AAP81790-2024	83	Property, plant and equipment: Differences identified during restatements testing	<p>1. Management did not prepare note for change in accounting estimates in line with GRAP 19 requirements and ensure that the annual financial statements are fairly presented as required by GRAP 1.</p> <p>2. Management did not review the allocation inputs to ensure it is in line with the bill of quantities (BOQ) before unbundling the Langbos and Molly project to property, plant and equipment.</p> <p>3. Management limiting the estimated useful lives (EUL) of the split line assets to the base asset EUL despite splitting the items to separately depreciated assets.</p> <p>4. Management did not review the calculations before processing the restatements to ensure the restatement is accurate.</p> <p>5. Management did not review the annual financial statements note to ensure that it is accurate.</p> <p>This is due to weaknesses in the municipality's control environment. This is an indication that the prior year material findings</p>	<ul style="list-style-type: none"> • Management should ensure they prepare a note for a change in estimate where there are restatements impacted by change in accounting estimates. • Management should review all inputs to be used before unbundling a project from WIP to property, plant and equipment to ensure that the allocation is accurate. • Management should ensure that the depreciation method is in line and consistent with GRAP 17. • Management should ensure that are assets are correctly classified based on their nature and function. • Management should review restatements before they are processed. 		Not Started
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				have not been adequately addressed by management			
65	AAP81792-2024	84	Statement of comparison of budget and actual amount: Final budgeted amount as per 2024/25 Annual Financial Statements differs to the approved budget	This is due to inadequate controls over review of the Statement of comparison of budget and actual.	Management should ensure that proper reviews are conducted on the statement of comparison of budget and actual before 2024/25 Annual Financial Statements are submitted for audit and that the correct documents are used in the preparation of the financial statements and are available upon request.	Senior Accountant: Budget & Reporting : Onomsa	Not Started

67	AAP81793-2024	85	Unauthorised expenditure disclosure note is inaccurate	Lack of review to ensure that the correct approved budget amounts are used to calculate unauthorised expenditure.	Management should ensure that 2024/25 Annual Financial Statements and all supporting schedules are properly reviewed so that any identified error could be corrected and resolved before the financial statements are finalised and submitted for audit.	Senior Accountant: Budget & Reporting : Onomsa	In Progress
68	AAP81816-2024	86	Site visit findings and observations made	<ul style="list-style-type: none"> • The SRVM did not comply with all waste management license conditions and or all relevant waste regulations for the treatment- and disposal of solid waste (that includes the Minimum Requirements for Waste Disposal by Landfill); • Lack of proper review and monitor compliance with applicable legislation as well as budget constraints at the municipality to ensure that there is adequate resources to properly management the landfill sites. • The IWMP not updated and amended to include the latest landfill needs; • Resource constraints (HR, vehicles, equipment and funding for daily 	The Sundays River Valley Local Municipality should operate their waste landfill sites according to the site license conditions. Regular internal assessment and monitoring required to ascertain compliance with the license conditions, related waste landfilling and treatment legislative requirements. The license conditions is pertinent on site security and access control, general management, permissible waste, construction, monitoring (water monitoring, detection monitoring, investigative monitoring, liner leak and failure detection monitoring, further investigations, water pollution, environmental pollution monitoring, auditing (internal – and external audits), departmental audits and inspections, records, reporting and general requirements.	Director Community Services : A.Mbongwe	In Progress

				<p>operations, maintenance, repairs, upgrades and remedial action to ensure effective and sustainable infrastructure, landfill management and operations;</p> <ul style="list-style-type: none">• Externalities such as communal encroachment, recycler-, re-claimer activities, vandalism and theft on site infrastructure, operations and management			
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69	AAP84967-2024	87	Site visit findings and observations made	The main root causes are vandalism and theft of infrastructure assets. Another root depilated infrastructure.	We concur with the recommendations and further commit to we will refurbish the Enon and Bersheba Ponds in the current financial year. The Enon and Bersheba Pumpstation will be refurbish once the Municipality has sourced funding	D: Infrastructure Planning and Development	In Progress
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70	AAP81837-2024	88	Governance issues identified	This is due to lack of effective governance and oversight by the council and MPAC.	Leadership should ensure that all relevant laws and regulations are adhered to. Checklist of what needs to be done by council and MPAC based on roles and responsibilities must be developed and monitored to ensure that all governance issues are being addressed. Management should also ensure that there is a financial recovery plan in place which should be implemented to resolve the financial difficulties at the municipality.	MM	Completed
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71	AAP81838-2024	89	Receivables from non-exchange transactions (fines)- Impairment	Lack of management oversight and review of the annual financial statements and workings of impairment.	Recommendation Management should ensure that there is a policy/methodology in place documenting the method used to calculate the impairment, and it should agrees with the requirements of GRAP.	Reporting Accountant	Not Started
72	AAP81839-2024	90	Non-submission of information – Receivables from fine listing	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was requested and review the information before it is submitted for audit purposes.	Chief Traffic Officer	In Progress

73	AAP81840-2024	91	Going concern	The going concern assessment was not properly prepared in accordance with the requirements of GRAP 1 fully.	Management should ensure that the going concern assessment is prepared in accordance with the full requirements of GRAP 1 by clearly including all the relevant assumptions, inputs and information for the next twelve (12) months after the reporting date and the full disclosure in terms of the GRAP 1.	Senior Accountant: Budget & Reporting : Onomsa	Not Started
74	AAP81841-2024	92	Unauthorised expenditure – Restatement incorrectly calculated	This results in a material understatement of the opening balance of unauthorised expenditure of R 49 235 910.79.	Management should ensure that accurate and complete amounts are recorded on the Notes to Annual Financial Statements.	Senior Accountant: Budget & Reporting : Onomsa	Not Started

75	AAP81842-2024	93	AOPO- Completeness of relevant indicators in the SDBIP and APR	This is due to lack of proper review to ensure completeness of the relevant indicators in the SDBIP which are aligned to the IDP.	Management should ensure that the performance information in the SDBIP and APR is complete with all the output indicator relevant to its core functions	MM	Completed
76	AAP81843-2024	94	Commitments – Accuracy differences identified in the current and prior year balance (Limitation and disagreement)	The discrepancy arises from the incorrect accounting treatment applied by management, where the commitment balance was calculated using the MIG value instead of the appointment letter contractual value, leading to an inaccurate representation of the commitment balance. Furthermore, SLA's/contracts for the consulting engineering company on the projects were not provided.	Management should ensure that accurate and complete amounts are recorded on the notes to annual financial statements. Management should ensure that the correct amounts are used to support the commitments recorded in the annual financial statements. management should use the contract register instead of the WIP register for the calculation of the correct amount of contract value (VAT inclusive) and expenditure incurred, including accruals to have an accurate commitment balance	SCM Accountant- Phelokazi	Not Started

77	AAP81844-2024	95	Non-submission of Information RFI 96- Intangible assets - non-submission of service contracts for intangible assets	This is due to weaknesses in the municipality's control environment. In addition, the above finding is due to an insufficient oversight by management to ensure that documentation and information requested for external audit purposes are provided timely.	Management should ensure that information requested by auditors is submitted within the agreed upon timelines. Management should ensure that their responses addressed what was actually requested and review the information before it is submitted for audit purposes.	SCM Contract Management- Zimasa	Completed
78	AAP81845-2024	96	Compliance: Issues identified during the assessment of the Use of consultants compliance requirements	Oversight responsibility regarding financial and performance reporting and compliance and related internal controls was not implemented There was not review and monitoring of compliance with applicable legislation	Management should monitor compliance with laws and regulations and related internal controls relating to the use of consultants. Management must put controls in place in order to ensure that information is stored in a manner that will make it easy for the municipality to get the information when it is requested with ease. Management should ensure that there is an effective and on time skills transfer and employees should be identified for the skills transfer other than the CFO. This is to ensure that there is continuity on the work done by the consultants and also ensure that the work continues even after the consultants contract ends and also ensure that there is continuity for the municipality when the contract of the CFO comes to an end. This is in the best interest of the municipality.	SCM Accountant : Phelokazi	Not Started

80	AAP81846-2024	97	Property, plant and equipment: Restatement disagreement (WIP)	Management did not apply the accounting standard correctly, GRAP 17, para 07, 21 -25. This error may also be due to a misinterpretation of COAF 35 of 2023	Management should ensure that transactions are processed in accordance with GRAP. Management should also consider acting with more prudence when processing re-statements.	Asset-Accountant Thembi	In Progress
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81	AAP81847-2024	98	Conditional Grants: Reports not submitted within 2 months after year end as per requirements of DORA	This may be due to lack of review and monitoring with compliance to DORA laws and regulations regarding the administration of conditional grants.	Management should ensure that the accounting and administration of the conditional grants received is in line with the legislative requirements of DORA and that all the performance evaluation reports are submitted within 2 months after year end detailing the evaluation of performance in respect of programmes funded fully or partially by conditional grants against the targets/ outputs set per plans and whether they have been achieved or not.	Technical services - Linda	Not Started
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79	AAP81848-2024	99	Inadequate ICT Contract Controls	<p>Lack of oversight/intervention IT Management and over-reliance from the service provider to ensure that adequate controls were in place on the system. This over-reliance created vulnerabilities, as it assumed that the service provider would consistently prioritize and enforce adequate security measures and operational protocols.</p>	<p>a) Management should prioritize the establishment of a robust and continuous monitoring process specifically focused on the service level performance criteria. This process should be designed to regularly assess and report on the effectiveness of service levels, with reports being crafted in a clear and engaging manner to ensure that they are meaningful and easily understood by all stakeholders involved, including team members, management, and clients.</p> <p>b) Management should ensure that the monitoring statistics are subjected to in-depth analysis. This analysis should go beyond mere numbers to examine both positive and negative trends associated with individual services as well as the overall service landscape. By identifying these trends, management can gain valuable insights into areas that require improvement, as well as those performing well. This proactive and comprehensive approach will not only facilitate immediate actions to rectify any deficiencies but also contribute to a strategic enhancement of service quality over time.</p> <p>c) Management should also engage the service provider in this process to foster a culture of transparency and accountability, further driving improvements in service delivery.</p>	SCM Accountant-Phelokazi	Not Started
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82	AAP81849-2024	100	Receivables from Exchange Transactions - Impairment	Lack of management oversight and review of the annual financial statements and workings of impairment	Management should ensure that the method used to calculate the impairment agrees with the requirements of GRAP, and the accounting policies in the financial statements should be presented correctly and should agree with the GRAP standards.	Accountant Revenue : Miss J	In Progress
83	AAP81850-2024	101	General expenditure, Contracted services and Bulk purchases -Invoices not paid within 30 days	Controls over daily and monthly processing and reconciling of transactions were not implemented.	Management should ensure that invoices are paid within 30 days from the date they are received by the Municipality. Management should also ensure that invoices are signed and dated when they are received by the Municipality in order to clearly show when the invoice was received by the Municipality.	Expenditure- Miss Mtshikwana	In Progress
84	AAP81851-2024	102	Issues identified in the Prior-year adjustments (Note 44)	This is due to an inadequate review of the financial statements	It is recommended that management ensures that the set of financial statements and the related disclosure notes are adequately reviewed, and are prepared in accordance with the relevant accounting framework – GRAP standard.	Senior Accountant: Budget & Reporting : Onomsa	In Progress

Risk Register

Office of MM

Strategic Objectives	Risk Description	Root Causes	Risk Consequences	Impact Value (1-5)	Likelihood Value (1-5)	Inherent Risk Value	Current Risk Controls	Control Effectiveness	Residual Risk Factor	Residual Risk Value	Risk Owner
Annual review and development of credible IDP/Budget Plan.	Non adherence to the IDP Process Plan and COGTA IDP Assessment Tool.	No coordination between the IDP and the budget offices. Non compliance with stipulated timeframes	Non compliance with legislation. Negative audit outcomes. Unfunded budget. Unauthorised expenditure. Incorrect decision making by Council Service delivery protest	4	4	16	Proposed organogram with suggested positions(Strat Manager) Approved IDP Reviewed Performance management policy Council approved institutional calendar Approved budget process plan IDP and budget steering committee COGTA IDP Assessment Tool.	Weak	80%	13	Municipal Manager

Improve functionality, performance and professionalism in the municipality	Ineffectiveness of Performance management system.	Lack of consequence management Lack of accountability Lack of Performance Reviews. Performance management not cascaded.	Negative audit outcomes Non compliance with legislation Poor service delivery	5	5	25	Reviewed performance policy Code of conduct for Municipal officials	Satisfactory	65%	16	Municipal Manager
To enhance Council oversight	Indecisiveness by MPAC.	Lack of investigative capacity. Lack of monitoring on resolved issues.	Wrong decisions will be taken by council. Lack of consequence management. Inaccurate planning.	5	4	20	Council rules of order	Satisfactory	65%	13	Municipal Manager
To establish and strengthen service delivery partnerships between the municipality, district, sector departments, communities and civil society.	Ineffective IGR Structure.	Poor Coordination of Resolutions for implementation Outdated Public Participation Policy Lack of commitment by Stakeholders Capacity constraints (lack of skills/ shortage of staff) Poor record keeping Inconsistent representation by stakeholders	Poor Service Delivery. Illinformed Communities. Public Unrest. Non-compliance with Government policies (DDM). Duplication of projects	3	3	9	IGR calender of meetings. District Mayor's Forum. District MM's Forum. MuniMec.	Good	40%	4	Municipal Manager
<u>Strengthening social cohesion programmes.</u>	<u>Social disharmony.</u>	<u>Lack of programmes for the elderly and people living with disability.</u>	<u>Distrust amongst communities.</u> <u>Racial, gender and cultural discrimination.</u>	3	3	9	Constitution of the Republic. Outdated social cohesion policy.	Weak	80%	7	Municipal Manager

							Special programmes related policies.				
To ensure a fully functional Performance Management System	Ineffective Performance management system	Lack of cooperation from departments in terms of submitting reports and POEs. Lack of performance reviews for senior managers	Negative audit outcomes Non compliance with legislation Poor performance management reporting.	5	5	25	Reviewed Performance management system policy. Performance Management Unit.	Weak	80%	20	Municipal Manager/Director or Corporate Services

Finance

Strategic Objectives	Risk Description	Root Causes	Risk Consequences	Impact Value (1-5)	Likelihood Value (1-5)	Inherent Risk Value	Current Risk Controls	Control Effectiveness	Residual Risk Factor	Residual Risk Value	Risk Owner
To produce financial reports that meet the requirements of National Treasury department	.- Inability to produce sound financial reports (Valid, accurate and complete)	.- Lack of continuous capacitation (Trainings and development) .- overuse of consultants .- Unreliable data .- Non existence of Standard Operating Procedures .- Lack of reviews (capacity constraints, e.g vacant manager	.- Noncompliance with legislation .- Negative audit outcomes .- Underutilized personnel .- Lack of trust by stakeholders .- incorrect decision making	5	5	25	.- Approved policies .- Approved budget .- Financial system in place .- Organogram	Weak	80%	20	CFO

		position) .- Ineffective use of financial system									
To ensure a sustainable cash flow	Inability to have sound financial management	.Non-adherence to internal controls .- Lack of proper consequence management .- Inconsistency in planning and implementation of the organisational culture .- Lack of buy-in by Political leadership	Unfunded budget .-Negative audit outcomes .-Delays in service delivery .-Going concern	5	5	25	Approved budget .-Approved policies .-Cost containment regulations .-Revenue enhancement strategy - Procurement Plan	Weak	80%	20	CFO
To ensure proper asset management	Inability to have sound asset management	.-Lack of understanding of reporting processes .-Non implementation/n onadherence to asset management policy by employees .-Over reliance on the use of consultants	.- Theft and fraud .- Political unrests .- Low investment portfolio .-Low revenue collection .- Delays in service delivery	5	5	25	.-Approved asset management policy .-Asset Authorisation forms .- Insurance	Weak	80%	20	CFO

		.- Lack of Infrastructure maintenance plan									
To ensure compliant reporting in all respects of all grants	Losing the allocation	Timing of reporting	Loss of revenue	1	1	1	.- Submit business plans .- Approved budget .- Financial system in place	Very Good	80%	1	CFO
To ensure debt is managed sustainably	Inability to collect outstanding debt	.- Non-payment .- Lack of proper debt collection .- Demographic status of areas and poor asset management .- Lack of buy-in by Political leadership '- Lack of debtors data	Loss of revenue and delays in service delivery	4	5	20	.- Approved policies .- Approved budget .- Financial system in place .- Organogram	Weak	80%	16	CFO
To ensure proper procurement of goods and services terms of chapter 11 of MFMA	Inability to deliver services	.- Non-adherence to internal controls .- Lack of proper consequence management .- Inconsistency in planning and implementation of the organisational culture	.- Delays in service delivery .- Political unrests .- Low revenue collection .- Non compliance to SCM	4	4	16	.- Approved policies .- Approved budget .- Financial system in place .- Organogram	Weak	80%	13	CFO

		.- Lack of buy-in by Political leadership .- Lack of Procurement Plan									
						0				0	

Corporate Services

Strategic Objectives	Risk Description	Root Causes	Risk Consequences	Impact Value (1-5)	Likelihood Value (1-5)	Inherent Risk Value	Current Risk Controls	Control Effectiveness	Residual Risk Factor	Residual Risk Value	Risk Owner
To ensure the municipality approves the organogram and fills vacancies to support the implementation of the IDP	Non-approval of the reviewed organogram will inhibit the filling of vacancy posts. Inability to fill vacant posts will adversely affect service delivery	Unfunded budget	Poor service delivery. Community unrest/protests	5	2	10	R and S Policy Municipal Staff Regulations EE Plan and EE Policy in place	Good	40%	4	Director: CS
Capacity building and empowerment programmes to ensure skills enhancement of staff	Inability to have an effective and efficient	Budget constraints	Low Staff Morale Poor Performance Non-compliance with Regulations	4	2	8	WSP in place Study Assistance Policy	Good	40%	3	Director: CS

To ensure effective public participation of ward committees	Lack of communication and information between SRVM and communities	Dysfunctional ward committees Lack of continuous training interventions De-centralization of ICT Systems	Lack of participatory democracy Community Protect due to lack of information	4	3	12	Schedule of Ward Committee meetings	Satisfactory	65%	8	Director: CS
To optimize the information and communications technology (ICT) function to support organizational performance	Inability to provide good governance	Cashflow constraints		5	4	20	Anti-virus Firewall Approved ICT Governance Framework ICT Steering Committee Approved ICT Policies Granted Access to Financial System (R-Data)	Satisfactory	65%	13	Director: CS
To enhance employee wellness through prevention and provision of therapeutic programmes and physical fitness	Inadequate financial & human resources	Lack of budget Additional Staff Provisioning in the organogram	Low Staff Morale Lack of compliance with Health and Safety prescripts	5	5	25	H and S Policy in place H and S Committee in place	Weak	80%	20	Director: CS
To ensure effective and efficient records management	Inability to provide accurate and reliable institutional information	Inadequate filing system. De-centralised records management	Negative Audit Outcome (Disclaimer) Loss of information Litigation cases	5	5	25	Records Management Policy in place and Archives Clerks appointed	Unsatisfactory	90%	23	Director: CS

Technical Services

Strategic Objectives	Risk Description	Root Causes	Risk Consequences	Impact Value (1-5)	Likelihood Value (1-5)	Inherent Risk Value	Current Risk Controls	Control Effectiveness	Residual Risk Factor	Residual Risk Value	Risk Owner
<p>Upgrade electricity network for future development</p>	<p>Inability to maintain electricity infrastructure Lack of financial capacity, Human Capital i.e. Loss of revenue results in the municipality not being able to make profit to upgrade the network. Funding limitations Aging infrastrucutre</p>	<p>"-Perpetual cable theft Lack of funding Aging/obselete infrastructure Illegal connections Lack of capacity (training) Population growth Mushrooming informal settlements. Lack of filled. critical posts.</p>	<p>"-Inability to provide electricity to the community -Community unrest -Lower revenue collection -Reduced appetite for investments "- Inability to provide electicity to the community -Community unrest -Lower revenue collection -Reduced appetite for investments Injuries, losses to the municipality OID</p>	<p>4</p>	<p>4</p>	<p>16</p>	<p>"-Electricity master plan -Maintainance plan -Stabilised high voltage system "- Electricity master plan -Maintainance plan installatin of electricity meters to boost revenue and curb illegal connections</p>	<p>Satisfactory</p>	<p>60%</p>	<p>10</p>	<p>Direct or IPD</p>

<p>Ensure access and a continuous supply of good quality water and sanitation to each user by 2030</p>	<p>Poor service delivery to communities Vandalism Aging Infrastructure Lack of SOPs Insufficient budget Poor planning</p>	<ul style="list-style-type: none"> - Lack of maintenance plans - Insufficient chemical provision to deal with the treatment of sanitation - Aging infrastrucutre - Inadequate infrastructure - Poor quality of water supply Lack of security, Population growth, Under capacity, Low Revenue collection, non avaliability of procuement plans 	<p>loss of green/blue status of water Health hazard Community Unrest - Litigations Poor planning leading to fruitless and irregular expenditure</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>Supply chain management policy. Install water meters t boost revenue collection, Verification/ data cleansing of Water meters</p>	<p>Satisfactory</p>	<p>65%</p>	<p>8</p>	<p>Direct or IPD</p>
<p>SRVM Community has access to good quality roads built according to applicable standards.</p>	<p>No compliance to legislation and service standards Insufficient funds Rapid growth of encroaching informal settlements areas, shortage critical skills, Challenges on SMME and equipment Lack of roads</p>	<ul style="list-style-type: none"> -Lack of financial sources.. - Poor road network. - Contractual issues/ design/drawigns. - Population growth. - Unclear role clarification (SANRAL, Public Works etc) - Poor designs - Non avaliability of SMMES policy 	<ul style="list-style-type: none"> - Community unrests. - Litigation. - Damage to property and lives. - Goods and services increase due to road conditions. - Lack of access to important services e.g hospitals, police, schools etc. - Delays to projects completion. - Lack of investor confidence. 	<p>4</p>	<p>5</p>	<p>20</p>	<p>- MIG Funding to build roads with necessary skills and equipment. - Adequate budgeting. - Municipality is currently doing maintenance(ro ads and stormwater) to minimise potential damages which could lead to litigation and loss. 3 Year capital plan. Roads</p>	<p>Weak</p>	<p>80%</p>	<p>16</p>	<p>Direct or IPD</p>

	masterplan.						Materplan				
To promote programmes of shared economic growth, land redistribution and general economic redress for the poor and disenfranchised.	Ineffective LED initiatives.	No strategy in place; Lack of capacity in the LED organogram Poor coordination of LED forums Poor linkages with external support institutions	Reduced investment appetite Lack of employment opportunities which can lead to high crime rate	5	5	25	Spatial Development Framework contains some of LED policies. SMME Forums SRVM SDF, SPUMA By-laws,	weak	80%	20	Direct or IPD
To ensure compliant reporting in all respects of all grants	Civil Unrest, Tools & equipment, ICT, Non availability of signatories (MM, CFO etc)	Transfers of money not done, Unrest will result in expenditure not happening. Delays of signing payment certificates by MM, Delays in payment of certificates, inadequate budget, Lack of cashflow management, lack of accountability i.e monitoring of projects. Poor planning	Projects will not move, Service will be delayed resulting in civil unrest, Equitable share will decrease due to non-spending. Incomplete projects	4	3	12	Regular reporting on the MIGMIS, DWS & EPWP including standing committee, council, DWIF. Compliance with DORA, Adherence to MFMA objectives especially value for money.	weak		0	Direct or IPD

To enhance internal capacity in order to improve service delivery performance	Non-availability of skilled workers Lack of budget Low Staff morale	Lack of staff development, to enable employees to meet current demand, Equitable share allocation does not meet the current growing demands. Lack of performance incentives	Community protests, Lack of service delivery, poor performance from employees.	3	3	9				0	Direct or IPD. This risk does not fall under Direct or IPD.
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Community Services

Strategic Objectives	Risk Description	Root Causes	Risk Consequences	Impact Value (1-5)	Likelihood Value (1-5)	Inherent Risk Value	Current Risk Controls	Control Effectiveness	Residual Risk Factor	Residual Risk Value	Risk Owner
To ensure provision of water quality monitoring and food control	Consumption of contaminated water, Sale of counterfeit and expired food / consumables	Delayed water quality results. Non-compliance by shop owners and hawkers Dilapidated Infrastructure Lack of enforcement	Litigation, Loss of life, illnesses	4	4	16	Awareness and Monthly updates through social media. Confiscation of counterfeit goods and expired consumables Monthly monitoring, registration and regulation of hawkers	Satisfactory	65%	10	Direct or Community Services
Communities of SRVM with specific reference to	Absence of Public amenities Master Plan, Lack of	No caretakers in facilities, Budgetary constraints, High	Disengaged youth, poor service delivery, skewed IDP	4	4	16	Public amenities draft Bylaw, Public	Satisfactory	65%	10	Direct or Community

<p>youth have access to suitable and affordable recreational and sport facilities and public amenities.</p>	<p>accessibility to Sports Facility. Insufficient maintenance budget</p>	<p>Rate of crime in SRV, Poor security at sports facilities and amenities, Shortage of personnel, Lack of facilities, No SOP, Poor stakeholder management, Poor public participation coordination, Outdated techniques communication medium, Unemployment, Poor police service, Vandalism, Misalignment between the function and personnel</p>	<p>priorities, Dronings and litigation due to use of alternative means of recreation (canals)</p>				<p>amenities policy, Public amenities Masterplan (To be developed), Trainings. Active involvement of the SRV Sports Council.</p>				<p>y Services</p>
<p>Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment</p>	<p>Inefficient waste management, Community protests, Inadequate aste fleet, Absense of a Fleet maintenance plan</p>	<p>Inaccessible roads into informal settlements, Road infrastructure challenges, Non compliance to Legislation and IWMP, Fraud and corruption Lack of</p>	<p>Revoking of waste license Hazardous environment Reduced investment opportunities Service delivery protests Litigation, Fines from DEDEAT and</p>	<p>4</p>	<p>4</p>	<p>16</p>	<p>Waste management bylaws Council approved Tree Policy Budget for maintenance New council approved organogram to</p>	<p>Weak</p>	<p>80%</p>	<p>13</p>	<p>Direct or Community Services</p>

		awareness Illegal dumping Sub-standard landfill sites Budgetary constraints Personnel shortages Outdated Bylaws	DFFE				address personnel shortage Designated Waste management Officer				
To ensure provision of traffic services including improved revenue	Revenue loss & delayed gains Non-compliance with DOT Service Level Agreement, Load shedding hampering operations, shortage of resources (human capital, budget, condition of the road network) Low revenue collection, Abuse of Sick leave	-Loashedding -Inadequate fleet Skewed focus on revenue collection Insufficient budget -No system to measure response time to emergencies -Budgetary constraints -No SOPs -Silo operation, Poor road conditions, - Shortage of staff, Equipment i.e speedcameras	Litigation as a result of collusion with motorists, Loss of revenue, litigation, Reputational damage, Detetioration of road infrastructure Reversal of gains	4	4	16	Revamp of the Driver testing ground, Reactivation of the Prolaser speed monitor, Aareness to employees	Weak	80%	13	Direct or Community Services
	Low revenue base	-Ineffective monitoring on issued fines -Lack of marketing strategies - advertisment (social media) -Shortage of staff	"- Reduces the overall budget of the institution - Liquidity Risk (cannot pay creditors) -Inability to pay salaries -Inability to render	5	5	25	"-Road and Transport Policy -SOPs -Cashiers -Revenue Enhancement Strategy	Weak	80%	20	Direct or Community Services

		<p>to enforce bylaws</p> <ul style="list-style-type: none"> -Lack of engagement with stakeholders (customer relations) -Unrealistic targets (setting low targets of revenue collection) -Limited tools of trade (alternative tools to the main system in the event of shutdowns) 	<p>services to the community</p>								
<p>To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM</p>	<p>Non compliance to legislation and service standards</p>	<p>No system to measure response time to emergencies</p> <ul style="list-style-type: none"> -Budgetary constraints -No SOPs, Land invasion -Silo operation (Poor coordination beteen departments) -Porr condition of road network -Poor participation of the private sector in IGR structures to coordinate 	<p>Unauthorised expenditure when disasters occur</p> <p>Mushrooming of informal settlements and structures</p> <p>Inability to acess certain areas and respond to energencies</p> <p>Fragmented support</p>	4	4	16	<p>Fire services</p> <p>Bylaws</p> <p>Disaster management Plan</p> <p>Fire Plan</p> <p>Fire department centre</p> <p>Disaster Forum, Fire protection association</p> <p>Fleet</p>	<p>Satisfactor y</p>	65%	10	<p>Direct or Comunit y Servic es</p>

		development planing - Inadequate resources (Budget, human resource) - Lack of bylaw enforcement									
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Local Economic Development

Strategic Objectives	Risk Description	Root Causes	Risk Consequences	Impact Value (1-5)	Likelihood Value (1-5)	Inherent Risk Value	Current Risk Controls	Control Effectiveness	Residual Risk Factor	Residual Risk Value	Risk Owner
To establish a policy framework for LED related policies and strategies by 2026	Non- compliance with the legislation	Inadequate capacity within the Municipality. Outdated LED Strategy. Lack of funding to Implement the LED Strategy.	Lack of Buy-in by Stakeholders. Unable to fulfill the Constitutional Mandate of LED	4	4	16	LED Strategy		60%	10	
To create a conducive environment for job creation	Unsustainable economic development	Insuffient human capacity to facillitate local economic development Outdated LED strategy Budget constriants	Lack of buy-in from stakeholders Poor economic growth Increased in crime due to unemployment.	4	4	16	LED Strategy and Policies.		60%	10	
Support the capacity and training development of small businesses and increase the number of viable emerging business by 2026	Outdated SMME database.	Lack of SMME coordination by the LED office.	Public unrest due to lack of understanding. Poor economic development.	5	4	20	Draft SMME Support Policy.		60%	12	

Create a platform for networking required for effective business	Unbiasness by local business forum.	Non availability of institution that support SMMEs	Poor participation in economic development activities by SMMEs	3	4	12	Business Forum.		60%	7	
Support the establishment and strengthening of enterprises, including cooperatives and other forms of collective ownerships	Non-operational enterprises	Lack of vision Poor business plans Lack of financial resource	Increase of dependency Demand of jobs from the municipality by SMMEs	5	4	20	Draft SMME Support Policy.		60%	12	

KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT.

2.6.1 Political Governance Structures

Table 37: Political Governance Structures

Councilor's Name	wards
CLLR MANDILE PAYI	WARD 1 (ANC)
CLLR NOMBHASA LANGBOOI	WARD 2 (ANC)
CLLR XOLANI JONAS	WARD 3 (ANC)
CLLR LUNGA BAKA	WARD 4 (ANC)
CLLR ZOYISILE QUSHEA	WARD 5 (ANC)
CLLR NOKUZOLA BAXANA	WARD 6 (ANC)
CLLR ANELE NDAWO	WARD 7 (DA)
CLLR NELISWA NCAMBELE	WARD 8 (ANC)
PR	
CLLR KAREN SMITH	(DA)
CLLR BULELANI DYANTYI	(EFF)
CLLR SIMPHIWE RUNE	(ANC)
CLLR SISEKO NODONTI	(ANC)
CLLR HESTER JAGERS	(ANC)
CLLR MINET BOSMAN	(DA)
CLLR Xolani Headman Bhayeni	(DA)
CLLR HUBERT HENDRICKS	(GP)

2.5.9 Organizational structure

- The entire organizational structure was adopted together with the IDP and Budget on the 31 May 2024
- The approved staff complement for the Municipality is 267.
- There are currently 219 filled positions which include 5 section 56 positions.

- SBDM is assisting the municipality with job evaluations and currently the municipality is busy designing job descriptions of all employees of Sundays River. The job descriptions are available, but they are all undergoing a process of review.

2.5.10 Municipal Functions

POWERS AND FUNCTIONS	Sundays River Valley	Changes to Updates to current situation
Childcare faculties	Yes	Yes
Electricity reticulation	Yes	Yes
Fire fighting	Yes	Yes
Local tourism	Yes	Yes
Municipal airports	Yes	No
Municipal planning	Yes	Yes
Municipal health services	No	No
Municipal public transport	Yes	No
Pontoons and ferries	Yes	
Storm water	Yes	Yes
Trading regulations	Yes	Yes
Water (Potable)	Yes	Yes
Sanitation	Yes	Yes
Beaches and Amusement facilities	Yes	No
Billboards and the display of advertisements in public places	Yes	Yes
Cemeteries, funeral parlours and crematoria	Yes	Yes
Cleansing	Yes	Yes
Control of public nuisance	Yes	Yes

Control of undertakings that sell liquor to the public	Yes	Yes
Facilities for the accommodation, care and burial of animals	Yes	Yes
Fencing and fences	Yes	No

The Constitution (Chapter 7, section 152(1) and (2) as well as Section 153 (a) and (b) obliges and outlines the functions and services that are to be performed by local government. The Sundays River Valley Municipality (SRVM) obtains these functions through either allocation by legislative framework, Authorization by Minister of Provincial and Local Government or adjustment by the Provincial MEC for local government. The underlying table specifies some out of a number of functions that SRVM performs.

Powers & Functions – Sundays River Valley LM

POWERS AND FUNCTIONS	Sundays River Valley	Changes to Updates to current situation
Air pollution	Yes	No
Building regulations	Yes	Yes
Licensing of dogs	Yes	Yes
Licensing and control of undertakings that sell food to the public	Yes	Yes
Local amenities	Yes	Yes
Local sport facilities	Yes	Yes
Markets	Yes	Yes
Municipal abattoirs	Yes	Yes
Municipal parks and recreation	Yes	Yes
Municipal roads	Yes	Yes
Noise pollution	No	No

Pounds	Yes	Yes
Public places	Yes	Yes
Refuse removal, refuse dumps and solid waste. Disposal	Yes	Yes
Street trading	Yes	Yes
Street lighting	Yes	Yes
Traffic and parking	Yes	Yes

Table 40:SRVM - Institutional Issues – Local Municipality Scan

ISSUES	SUNDAYS VALLEY	RIVER	Changes – Updates – Corrections
Staff Establishment	295		267
Vacancies Organizational Structure	57		48
Filled Positions	240		267
Salary % of Total Budget	32%		30.2
Free Basic Services(6k/ water, 50 KW Electricity)		√	√
By-laws	√		√
Internal Audit	√		√
Audit Committees	√		√
Revenue Collection	65%		68%
AFS	√		√
Budget	√		√
Audit Report			√
Audit	√		√
MFMA Implementation (Compliance Cost)	√		√
GAMAP / GRAP Compliance	√		√
SCM Compliance	√		√
Asset Register	√		√
MM	√		√
CFO	√		√
Job Evaluation	100%		0%
Information Management System	√		√
Delegations	√		√
PMS	√		√

ISSUES	SUNDAYS VALLEY	RIVER	Changes – Updates – Corrections
Skills Development Plan	√		✓
Employment Equity Plan	√		✓
Assistance Plan	√		✓
Occupational Health & Safety	√		✓
Website/Communication Plan	√		✓
Customer Care Strategy (Batho Pele)	No		No
Indigent Policy	√		✓
HIV/AIDS Plan	√		✓
Focus Groups - Good Gov. Survey	√		No
Programme (Youth, Gender, Disability)	√		✓
Financial Delegations	√		✓
Procurement Framework	√		✓
Audit Committees	√		✓
Disaster Management Plan	√		✓
Project Management Unit	√		✓
Organisational Structure	√		✓
Fin. Maintenance Budget	√		✓
Capital Expenditure Budget	√		✓
Number of Wards	8		8

Table 41: SRVM Staff Complement

Directorate	Positions on structure	Filled positions	Vacant positions
Office of the mayor	6	4	2
Municipal manager	16	14	2
Corporate services	25	21	4
Financial services	50	40	10
Community services	119	100	19
Technical Services	81	70	11
Total	297	249	48

2.5.11 Policies

An essential requirement for rendering services is that political office bearers and public managers should work jointly in formulating policies of an institution. Public managers are tasked with the responsibility of formulating policies, implementing policies and analysis, and evaluating the impact these policies have on general welfare of the people.

The Municipality has adopted a plethora of policies 2024/2025 with the primary objective of running a clean administration on the principles of good cooperative government. In addition, the policies are intended to be reviewed on a three yearly or annual basis to evaluate their relevance and compliance with the strategic objectives of the Council. The following policies and plans have been reviewed (some developed) and approved in terms of the turnaround plan of the Council:

OFFICE OF MM	
NAME OF POLICY / PLAN / PROCEDURE	DATE APPROVED
Communication Strategy	28-Oct-22
Fraud Prevention Policy	11-Dec-24
Local Economic Development Strategy	13-Dec-22
Performance Management & Development System Policy	08-Jul-22
SMME Policy	08-Jul-22
Social media Policy	02-Sept-21

CORPORATE SERVICES	
NAME OF POLICY / PLAN / PROCEDURE	DATE APPROVED
Acting Allowance Policy	30-May-25
Alcohol and drug policy and procedures	31-Jul-18
Alderman Policy	28-Jul-21
Cellular Phone Policy	31-Jul-18
Code of conduct for Municipal Employees	28-Feb-25
Confidentiality Policy	08-Jul-22
Consequence Management Policy	27-Aug-20
Counselling/Wellness Policy	30-May-25
Disciplinary Procedure Policy	08-Jul-22
Employee Wellness Policy	08-Jul-22
Employment Equity Policy	08-Jul-22
Essential User Car Scheme Policy	31-Jul-18
Grievance Policy	08-Jul-22
ICT Business Continuity Plan	30-May-25
ICT 3G Card Policy	30-Oct-19
ICT Change Management Policy	08-Jul-22
ICT Charter - Corporate Governance	30-May-25
ICT Data and Systems security	30-Oct-19
ICT Disaster Recovery policy	08-Jul-22
ICT Governance Framework	30-Oct-19
ICT Information security Policy	30-Oct-19
ICT Password Policy	30-Oct-19
ICT Patch Management Policy	30-May-25
ICT Plan	30-Oct-19
ICT Policy user	30-Oct-19
ICT Project Management Policy	30-May-25
ICT Server room policy	30-Oct-19
ICT SLA Management Policy	30-May-25
ICT Steering Committee Policy	30-May-25
ICT User Access Management Policy	30-May-25
Incapacity: Ill Health / Injury Policy	31-Jul-18
Induction Policy	30-May-25
Internet & Email Policy	30-Oct-19
Job Evaluation Policy	08-Jul-22
Leave Policy	30-May-25
Litigation Management Policy	08-Jul-22
Overtime & Standby Allowance Policy	30-May-25
Private Work Policy	30-Oct-19
Records Management Policy	08-Jul-22
Recruitment & Selection Policy	30-May-25
Roles and responsibilities and delegation of power	27-Jun-12
Server Room Access Policy	30-May-25
Standing Rules and orders for Council and	30-May-25

Committees	
Sexual harassment policy	08-Jul-22
Student Assistance Policy	08-Jul-22
Study Assistance Policy	08-Jul-22
Subsistence and Travel Policy	31-Jul-18
Termination and Exit management Policy	30-May-25
Unauthorized absence from Work Policy	31-Jul-18
Whistleblowing Policy	08-Jul-22
Wireless Security Policy	08-Jul-22
FINANCE	
NAME OF POLICY / PLAN / PROCEDURE	DATE APPROVED
Asset Management	07-Jun-24
Cash Management and Investment	07-Jun-24
Cost Containment Policy	30-May-25
Credit Control and Debt Collection	07-Jun-24
Financial Management Policy	07-Jun-24
Indigent Policy	07-Jun-24
Investment Policy	07-Jun-24
Methodology for the impairments of receivables	07-Jun-24
Payroll Policy	08-Jul-22
Principles and Policy on the Writing Off of Irrecoverable Debts	07-Jun-24
Property Rates Policy	07-Jun-24
Supply Chain Management Policy	07-Jun-24
Tariff Policy	07-Jun-24
Virement Policy	07-Jun-24
COMMUNITY SERVICES	
NAME OF POLICY / PLAN / PROCEDURE	DATE APPROVED
Facility Provision & Management Policy	08-Jul-22
Firearms & Ammunition Policy	08-Jul-22
Inteegrated Waste Management Plan	May-25
Library & Information Services Policy	08-Jul-22
Security Management & Access Control Policy	08-Jul-22
SRVM Fire and Disaster Recovery Plan	26-Aug-21
Tree felling policy	08-Jul-22

2.5.12 Human Resource Management

The Department Cooperative Governance and Traditional Affairs assisted the municipality with the development of an HR Plan in 2018 and it has not been submitted to Council for adoption.

The Local Labour Forum is established to deal with employee relations and demands. The composition is comprised of four delegates per delegation between employer and employee parties. It meets in accordance with the approved schedule of Council – this is once every six (6) week intervals. Challenges that were experienced for LLF not to meet regularly have been overcome.

Employment Equity Plan

The Employment Equity Act (55 of 1998) addresses the legacy of our country regarding race, gender, and disability. The Act advocates improvement of the equity targets. It is intended to ensure that the workplace is free of discrimination and that employers take active steps to promote employment equity. Chapter 3 of the Act requires employers to take certain affirmative action measures to achieve Employment Equity.

Furthermore, the Municipality is committed to ensure that the administration of the Sunday's River Valley is more broadly representative of the communities it serves and to create an organizational culture that is non-discriminatory.

The Municipality also reports on the implementation of the previous year's plan. The plan was submitted to Council for adoption on the 31 May 2018. The Department of Labour reviewed our plan, and the following challenges were identified:

The equity and training committee monitors the implementation of the plan on a quarterly basis through meetings. The Head of departments (section 57 managers) shall play a vital role in the implementation of the plan through selection and placement strategies. The Director of Corporate Services was appointed to be the Employment Equity manager. The implementation will also include monitoring, evaluating, reviewing, and renewing the plan and reporting on progress.

The summary of the Act is displayed in all council offices as required by law. The council is forever attempting to comply with the Employment Equity Plan in terms of its annual targets notwithstanding the cash flow challenges.

2.5.12.1 Skills Development Plan

The Skills Development Act of 1998 requires employers to plan and implement learning that will enable employees to acquire skills and qualifications that will enhance their performance, whilst also optimizing the organization's functioning.

The Municipality is committed to implementing its IDP and the key to this is ensuring that further learning programs and skills development are informed by the Plan, which is regularly updated in compliance with the Act. The Workplace Skills Plan is submitted annually to LGSETA by 30 April as required. The Skills development plan is in place, but its implementation is compromised by the cash flow problem,

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT -

2.5.13 Overview of Financial Viability

Sundays River Valley Municipality can be categorized as a developing or growing municipality simply because it has a citrus farms and national parks making it one of the economic hubs of the Sarah Baartman District.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality.

The financial sustainability of the municipality remains our main priority therefore Sundays River Valley Municipality needs to ensure that its operating budget is balanced and cash- funded (realistically anticipated revenue to be received / collected that covers expenditure). As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and that the full costs of service delivery are recovered. However, to ensure that households which are too poor to pay for even a portion of their basic services at least have access to these basic services; there is a need for the subsidization of these households through an indigent support subsidy.

The operating budget should also generate reasonable and sustainable cash surpluses to assist with the financing of capital budget expenditure since Sundays River Valley infinitely cannot continue to finance capital projects with external borrowings. Net financial liabilities (total liabilities, fewer current assets) as a percentage of total operating revenue (capital items excluded) should be below acceptable target levels to ensure long-term financial sustainability. Current assets should be maintained and renewed or replaced in time to ensure that services are rendered at the desired quality levels over the long-term.

As per MFMA prescripts SRVM compiles and submits Section 52d reports as well as section 71 and 72 reports as well as the annual report which can be found on the SRVM website

2.7.1.1 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

The SWOT analysis gives context to the entire 5 years plan as seen in the table below:

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Strong and influential financial policies, procedures and practices as evidenced by inputs to MFMA Circular 68, 71 and Compilation of AFS guide from NT. • Positive bank balance 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Low revenue and debt collection rate. • Grant dependency • Misalignment of indigent registers. • Ineffective implementation and monitoring of internal controls • Poor customer service • Vulnerable liquidity position •
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Expanding our revenue base • Participation in strategic national networking symposiums • Improved Stakeholder engagements 	<p>THREATS</p> <ul style="list-style-type: none"> • High unemployment rate • Culture of non-payments by consumers • Social unrest

2.5.14 STAFF COMPONENT

The department is headed by the Chief Financial Officer with the following departments:

Department	Number of active employees	Function
Revenue	25	Ensure timely billing to generate revenue, Cater for FBS,
		Ensure implementation of credit control and debt management
Expenditure	4	Ensure proper accounting principles applied to produce actual expenditure

Budget	3	Preparation of Budget in line with IDP and SDBIP Compile reports to determine financial status of municipality
Assets	3	Safeguard the assets of the municipality Recording of assets of the municipality
Supply Chain Management	5	Procure all needs of the municipality in terms of approved regulations

2.5.15 OVERVIEW OF MUNICIPAL BUDGET

One of the biggest challenges of the Financial Plan is to match increased service demands with a stagnant revenue base.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources. This contradicts strongly with the demands of the Strategic Plan, which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the Sundays River Valley Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is doomed as unattainable and “pie in the sky.” The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations, and anger.

Sundays River Valley Municipality is faced with the enormous task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources. The Sundays River Valley Municipality’s budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality’s financial affairs. Yet, the municipality needs to address its financial challenges on the following basis by:

- Further improving the Municipality’s image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality’s cash flow position.
- Further enhancing public participation in the next budget cycle.
- Continuing to improve the information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen’s expectations.

- Adjusting the organisations in line with information produced from the performance management system.

2.5.15.1 THREE YEAR MUNICIPAL BUDGET

Financial viability and management remain one of the key priorities of the Council. It remains more critical in the light of the current economic situation, which among other things requires self-sustenance and prudent financial control. The Municipality's cash flow situation still needs to improve further. The plan is to build up a working capital reserve of two to three months' expenditure of the Municipality in the ensuing years. The budget for the municipality is summarized as follows:

Table 42: Budget Summary

EC106 Sundays River Valley - Table A1 Budget Summary

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Financial Performance										
Property rates	65 782	(1 676)	44 517	49 058	56 663	56 663	51 031	54 224	56 718	59 214
Service charges	175 896	47 678	66 420	66 832	66 832	68 752	60 105	67 864	73 424	79 448
Investment revenue	4 602	1 483	1 655	1 779	1 779	1 779	1 552	1 933	2 022	2 111
Transfer and subsidies - Operational	369 158	105 024	115 209	126 565	126 565	126 565	125 196	131 586	133 353	139 282
Other own revenue	95 481	33 719	24 451	29 876	30 117	28 197	31 767	29 976	31 355	32 736
Total Revenue (excluding capital transfers and contributions)	710 920	186 228	252 252	274 109	281 955	281 955	269 651	285 583	296 871	312 790
Employee costs	304 245	90 173	100 772	104 674	104 674	104 674	103 630	120 371	126 884	133 668
Remuneration of councillors	23 149	7 276	7 282	7 763	7 763	7 763	7 383	8 377	8 765	9 151
Depreciation and amortisation	93 383	29 408	41 037	29 848	29 848	29 848	-	19 821	21 653	23 486
Interest	22 686	6 679	11 189	2 660	2 660	2 660	5 185	1 592	3 048	3 182
Inventory consumed and bulk purchases	87 153	22 607	28 624	32 557	38 792	38 792	24 521	42 217	45 433	49 937
Transfers and subsidies	62	10	52	-	-	-	-	-	-	-
Other expenditure	344 073	94 540	138 745	50 412	64 028	64 028	73 145	84 456	74 754	73 575
Total Expenditure	874 749	250 693	327 700	227 913	247 765	247 765	213 863	276 834	280 538	292 999
Surplus/(Deficit)	(163 830)	(64 465)	(75 448)	46 196	34 190	34 190	55 788	8 749	16 334	19 792
Transfers and subsidies - capital (monetary allocations)	192 864	69 493	48 435	57 688	57 688	57 688	43 948	51 211	62 023	68 629
Transfers and subsidies - capital (in-kind)	3 174	287	350	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	32 209	5 315	(26 663)	103 883	91 878	91 878	99 735	59 960	78 357	88 421
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	32 209	5 315	(26 663)	103 883	91 878	91 878	99 735	59 960	78 357	88 421
Capital expenditure & funds sources										
Capital expenditure	127 504	6 476	48 362	63 043	63 473	63 473	57 060	47 495	49 498	51 676
Transfers recognised - capital	127 444	6 476	48 339	57 389	57 389	57 389	56 740	44 582	46 633	48 685
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	5	-	23	5 654	6 084	6 084	321	2 913	2 865	2 991
Total sources of capital funds	127 449	6 476	48 362	63 043	63 473	63 473	57 060	47 495	49 498	51 676
Financial position										
Total current assets	66 396	23 738	51 207	111 221	108 825	108 825	124 287	117 290	118 268	138 387
Total non current assets	1 055 503	982 349	982 953	891 233	991 469	991 469	1 001 714	985 518	993 363	001 553
Total current liabilities	162 292	106 997	162 068	84 917	163 807	163 807	192 601	162 068	150 621	151 558
Total non current liabilities	54 309	52 140	54 309	43 455	54 309	54 309	54 309	54 309	54 309	54 309
Community wealth/Equity	836 167	824 029	856 263	874 081	882 177	882 177	790 680	886 431	906 700	934 073

Cash flows										
Net cash from (used) operating	137 280	19 142	(85 499)	94 159	105 465	111 103	(202 298)	86 697	33 156	34 019
Net cash from (used) investing	44	44	–	–	–	–	–	(54 620)	(56 923)	(59 427)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	144 424	38 501	(83 332)	114 436	112 565	118 203	(195 197)	39 179	15 412	(9 997)
Cash backing/surplus reconciliation										
Cash and investments available	8 551	5 478	7 101	57 606	43 336	43 336	20 750	53 897	46 670	45 336
Application of cash and investments	132 028	93 346	136 301	61 384	127 746	139 244	162 844	92 207	84 766	68 335
Balance - surplus (shortfall)	(123 478)	(87 868)	(129 200)	(3 779)	(84 410)	(95 908)	(142 094)	(38 310)	(38 097)	(22 999)
Asset management										
Asset register summary (WDV)	929 071	895 568	929 034	807 045	905 731	905 731		915 039	879 889	843 193
Depreciation	111 795	36 797	42 889	29 848	29 848	29 848		19 821	41 653	43 486
Renewal and Upgrading of Existing Assets	78 663	–	27 953	41 821	41 506	41 506		26 858	27 411	28 617
Repairs and Maintenance	28 187	4 254	19 258	10 295	7 454	7 454		9 830	7 509	7 839
Free services										
Cost of Free Basic Services provided	(1 253)	(193)	(320)	7 961	1 362	1 362		7 783	8 347	8 950
Revenue cost of free services provided	17 098	5 016	3 569	10 491	10 638	10 638		11 407	11 867	12 389
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

2.5.15.2 REVENUE AND EXPENDITURE FRAMEWORK

The table that follows indicates the expected operating revenue and expenditure for the Sundays River Valley Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed but not collected income. The “bottom line” is the disposable operating revenue, i.e., the amount that the Municipality would have to allocate in terms of this.

Table below is summary of revenue by source:

TYPE	Adjusted Budget 2024/25		Budget Year 2025/26		Budget Year +1 2026/27		Budget Year +2 2027/28	
	R	%	R	%	R	%	R	%
Revenue by Source								
Service charges - Electricity	34 950 437	12%	36 270 961	13%	40 376 834	14%	44 947 492	14%
Service charges - Water	20 444 334	7%	21 024 967	7%	21 992 116	7%	22 959 769	7%
Service charges - Waste Water	3 629 816	1%	3 380 337	1%	3 535 832	1%	3 691 409	1%
Service charges - Waste	7 807 426	3%	7 188 147	3%	7 518 802	3%	7 849 629	3%
Sale of Goods and Rendering of	274 193	0%	270 825	0%	283 281	0%	295 745	0%
Agency services	2 812 343	1%	2 111 819	1%	2 208 962	1%	2 306 157	1%
Interest earned from Receivables	15 061 899	5%	13 828 287	5%	14 464 389	5%	15 100 822	5%
Interest earned from Current and Non	1 778 550	1%	1 933 127	1%	2 022 051	1%	2 111 022	1%
Rental from Fixed Assets	199 074	0%	359 287	0%	375 813	0%	392 349	0%
Licence and permits	1 765 683	1%	1 623 025	1%	1 697 685	1%	1 772 390	1%
Operational Revenue	669 600	0%	186 481	0%	195 060	0%	203 642	0%
Property rates	56 662 698	20%	54 223 742	19%	56 718 036	19%	59 213 628	19%
Surcharges and Taxes	-	0%	-	0%	-	0%	-	0%
Fines, penalties and forfeits	434 537	0%	1 500 329	1%	1 569 344	1%	1 639 965	1%
Licences or permits	261 581	0%	328 014	0%	343 193	0%	358 199	0%
Transfer and subsidies - Operational	126 564 500	45%	131 585 699	46%	133 352 799	45%	139 281 700	45%
Interest	8 638 320	3%	9 767 681	3%	10 216 995	3%	10 666 543	3%
Total Revenue (excluding capital transfers and contributions)	281 954 991	100%	285 582 728	100%	296 871 192	100%	312 790 461	100%
Total Revenue from Property Rates and Service Charges	123 494 711	44%	122 088 154	43%	130 141 620	44%	138 661 927	44%

The most significant source of internal income is the income from the rates and service charges. The current budgeted percentage of internal revenue is 54%. The collection rate for the service income still requires a lot of improvement to ensure the achievement of the service delivery targets. The Sundays River Valley Municipality is implementing its credit control and debt management policy to ensure that this is achieved and that all outstanding debts are collected. The collection of these outstanding debtors is a priority of the Municipality and is receiving the most urgent attention. The Municipality has initiated the following interventions to address revenue collection challenges, namely data cleansing exercise, changing faulty meters, restriction and /or disconnection of services where applicable, and intelligent meter installation project. These interventions address the challenges around the billing system including the accuracy thereof as well as the use of arrears from the past to encourage and reward payment of the current account.

2.5.15.3 REVENUE GENERATION

In order to serve the community and to render the services needed, revenue generation is fundamental for financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and marrying it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

2.5.15.4 Revenue Management

- Date cleansing has been performed to ensure the integrity of billing information and accuracy of customer accounts.
- Acquisition of meter reading equipment to eliminate estimates and inaccuracy
- Updating and re-registering of indigent lists to ensure effective targeting and improved systems
- Installation of prepaid meters to monitor losses and improve revenue
- Punitive steps are being instituted against non-payment by customers as is the case with any other financial transaction and institution.
- The revenue enhancement strategy has been developed and is implemented in phases to stabilize financial performance

2.5.15.5 Collection of Outstanding Debt

The payment ratio as per audited 2024 annual financial statements revealed a collection percentage of 58% based on total billings for the year and total receipts for the year. The high level of debt suggests deficient efforts to collect billed revenues due to:

- Poor implementation of the debt and credit control policy
- Tariffs are not cost-reflective and the municipality subsidizes customers for electricity
- Large number of indigents not registered, however a robust drive to register indigents is now underway

The municipality is in the process of implementing intelligent/smart meters throughout which will assist in ensuring that consumers buy water and electricity in advance and also restricted consumers receive water up to the free basic service level and nothing more. This will elicit response from consumers and will not increase debt and thus increase collection rate.

2.5.15.6 EXPENDITURE BY TYPE

Table 43: Summary of expenditure by type

TYPE	Adjusted Budget 2024/25	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
	R	R	R	R
Expenditure				
Employee related costs	104 673 910	120 370 821	126 883 827	133 667 909
Remuneration of councillors	7 762 759	8 376 911	8 765 125	9 150 791
Bulk purchases - electricity	31 949 779	32 514 177	36 194 782	40 292 031
Inventory consumed	6 841 912	9 702 654	9 238 109	9 644 587
Debt impairment	13 888 901	18 680 288	15 442 541	16 660 374
Depreciation and amortisation	29 848 278	19 821 392	21 653 176	23 485 916
Interest	2 659 742	1 591 976	3 048 147	3 182 265
Contracted services	31 474 744	31 994 241	28 771 009	24 684 840
Operational costs	18 664 500	33 781 225	30 540 937	32 230 000
Total Expenditure	247 764 525	276 833 685	280 537 653	292 998 713

Best practice methodologies relating to operating expenditure utilized by the municipality include but not limited to:

- infrastructure repairs and maintenance as a priority.
- Budget expenditure is to be funded by realistically anticipated cash backed revenues; and operational gains and efficiencies to result in operating surpluses to fund capital expenditure from own cash backed funds. The latter is a great challenge.

2.5.15.7 Under spending on Repairs and Maintenance

The medium to long-term consequences of under-spending on repairs and maintenance shortens the useful life of assets and thus necessitates earlier replacement. SRVM under spends on repairs and maintenance due to:

- Increasing expenditure trend-Cash flow constraints
- Insufficient budget to ensure the continued provision of services
- Lack of repairs and maintenance plans

This exercise to develop maintenance master plans will continue in the 2025/26 financial year as it is extensive in nature and has not been performed previously. Upon completion of all masterplans with a repair and maintenance plan to be drafted considering all factors necessary to ensure we get maximum use from our assets and cater for the communities accordingly.

For now, the municipality will continue to perform repairs and maintenance on a corrective base which is not ideal as by doing so we are not a responsive institution but a reactive one which is against our strategic goal.

Total repairs budget is R27 million which is an allocation of 3% of the budget.

- R17,3 million – Total allocated to budget maintenance and refurbishment of infrastructure assets – capital expenditure
- R9,7 million – Total repairs expenditure for various asset categories

2.5.15.8 **Spending on non-priorities**

SRVM prioritizes cost items that have a direct impact on communities, however few exceptions are noticed with respect to:

- Expenditure not budgeted for being incurred.
- The absence of procurement plan to manage cash throughout the year.

However, the municipality has responded to the 2017 State of the Nation Address by the President, the cost containment measures announced by the Minister of Finance in 2013 were re-emphasized. The municipality has taken a stand with this regard and has approved cash containment measures in line with national priorities for 2025/26.

2.5.15.9 **DISTRIBUTION LOSSES**

The Municipality experiences water losses which are because of unaccounted for water and water leaks. It should also be noted that unbilled water also contributes to the increase in unaccounted water especially in Enon and Bersheba and Moses Mabida.

To reduce the unbilled water losses due to incorrect meter reading, illegal water connections and unmetered water connections, the supply area is to be zoned into smaller control areas and bulk meters installed. The reading routes will then be aligned to the supply zones and reading of both the individual meters and the bulk meter will be aligned for each zone to facilitate water balancing. Variances will be analysed so as to identify the reason for losses. The Municipality has embarked on a water loss monitoring exercise where the different areas are being monitored using the bulk meters, so as to identify areas where there are excessive water losses, and when identified a plan of action is put in place to reduce the water losses.

The municipality also experiences electricity losses which is a result of illegal connection and unmetered electricity connections. To eliminate the electricity losses, the municipality has performed a meter audit and identified households where prepaid meters are to be installed. Prepaid meter will be installed as an on-going exercise and customer are continuously encouraged to come forward so we can convert accordingly.

2.5.16 Financial Recovery Plan

The municipality has a financial recovery plan. This is currently being implemented so to address cash flow challenges. The plan includes the following key objectives:

- Payment arrangements to service long outstanding debt
- Network and financial system maintenance.
- Establishment of functional FBS unit
- Better implementation of credit and debt policy
- Communication strategies
- Prioritization of service delivery
- Budget funding plan
- UIFWE reduction strategy

2.5.17 Policies and By-laws

The council's financial policies are reviewed annually and amended according to need and/or legislative requirements. The municipality has the following policies:

- Asset Management policy,
- Indigent Support policy,
- Rates policy,
- Credit control policy,
- Financial Management Policy,
- Bank & Investment policy,
- Write Off policy,
- Supply Chain Policy, and
- Tariff Policy
- Customer care policy
- Fruitless, Wasteful, and Irregular expenditure
- Policy on usage and safety of assets.
- Cash containment policy
- Virement policy
- Budget Implementation Policy
- Property rates policy

The borrowing policy, funding and reserves and long-term financial plan are included in the financial management policy. These policies promulgated by the Council are promulgated into by

law and gazetted thereafter. Rates and Traffic by-laws were approved by Council and gazette.

The National Treasury has introduced a new Standard Chart of Accounts for municipalities which are commonly referred to as MSCOA. Sundays River Valley Municipality has implemented mSCOA and functioning on the correct mSCOA version 6.9 database as from 1 July 2025 and therefore has already based the 2025/26 budget on mSCOA principles (version 6.9).

mSCOA is a business reform which requires multi-dimensional recording and reporting of every transaction across the 7 segments of mSCOA. It also provides a uniform and standardised financial transaction classification framework for all municipalities in South Africa and will facilitate improved alignment between the IDP, budget, SDF, and other strategic processes within the municipality. The unique mSCOA segments include the following:

- Project – Does the transaction relate to a specific project and if so, what type of project.
- Function – Against which function, or sub-function should the project be recorded;
- Municipal Standard Classification – Against which organizational vote or sub-vote should the transaction be recorded.
- Item – What is the type and nature of the income or expenditure.
- Funding – Against which source of funding is the payment allocated and against which source is the revenue received.
- Regional Indicator- Which geographical area is deriving the benefit from the transaction and.
- Costing – Provides for the re-distribution of primary costs between functions

2.7.6 REVENUE ENHANCEMENT STRATEGY

For Sundays River Valley Municipality to maintain and also continue to improve the quality of services provided to its citizens, it needs to generate the requisite revenue. Local communities must understand that the continued generation of cash via prudent budgeting, credible income policies and sound financial management systems are critical to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty and the resources required to address these challenges will, inevitably, exceed available funding. Hence, difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

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

- National Treasury's guidelines and macro-economic policy.
- Growth in the Municipality and continued economic development.

- Efficient revenue management, which strives to ensure a 68% annual collection rate for property rates and other key service charges.
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA).
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA).
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

A logical approach should be that trading services should be cost-reflective, which implies that sufficient revenue should be raised to cover all the costs associated with the provision of these services. The inflation forecast for the MTREF period is on an average 4.3% per annum, excluding Eskom. The municipality's aim is to not exceed inflation in its annual tariff adjustments, but the following factors hamper this goal and are often beyond the control of the municipality:

- Eskom electricity increases
- Bulk water purchases and
- National collective agreements on salary increases.

The Finance Directorate will be embarking on a number of strategic thrusts and actions within its resources capacity to Maximise or, at best, maintain revenue raising at its current levels. This will ensure that Council can continue to meet its constitutional requirements.

A comprehensive revenue enhancement strategy is undertaken, and it includes:

- Cleaning of the debtor database to ensure that all consumers are levied for all services received at the correct tariff for such service.
- Reviewing and formalising an indigent policy for the municipality.
- Ensuring that all consumers that qualify in respect of such approved indigent policy are registered.
- Implementing credit control measures to significantly improve payment levels and ensure that consumers that can pay do so.
- Reviewing Council's tariff policy in respect of the subsidy of free basic services and to ensure that the actual cost of services is recovered through the respective tariffs.
- Restructuring the operational budget to ensure that the budget is cash funded and that it reflects actual payment levels in respect of bad debt provision.
- Investigating distribution losses in respect of electricity and water to ensure that electricity and water purchased is billed
- Appointment of a debt collection agency to assist in collecting outstanding debt
- Restructuring offices to ensure efficiency in operations

2.7.7. GRAP Compliances-Asset Management Strategy

The municipality completed GRAP 17 implementation during 2023/24 financial year and now has a comprehensive database of all assets within the organisation. An asset management unit has been established and has 3 warm bodies capacitating the unit.

The asset register is updated and functional for municipal assets. A service provider has been appointed and works tirelessly to ensure the section attends best to audit findings and improve the unit in its entirety.

The following functions are performed:

- Conducting physical verification of movable assets on a quarterly basis to ensure the accuracy of the Fixed Assets Register
- Ensuring that all Municipal assets are insured adequately
- Ensuring that all Municipality assets are tagged/barcoded
- Performing Impairment testing on infrastructure assets
- Consulting with Head of Departments to ensure that the safekeeping and safeguarding of assets under their control is prioritised
- Reviewing useful lives and residual values on an annual basis
- Depreciation of all asset classes
- Disposal of all auctioned assets
- Capitalised all assets purchased in financial year

2.7.7.1. CHALLENGES WITH ASSETS SECTION:

- Ageing infrastructure assets with inadequate investment plans for replacements
- Minimal repairs & maintenance have been done on infrastructure assets due to funding constraints.
- Low asset turnover ratio
- Absence of an electronic infrastructure asset management system from project construction to repairs and maintenance.

External grant funding is to be sought to address the minimal repairs and maintenance due to our revenue base being rural/indigent.

- An Integrated Asset Management System is to be investigated and cost, taking into consideration the growing municipal assets base.

2.7.7.3.ACHIEVEMENTS:

- Ensuring that all completed projects in prior years were Capitalised i.e., recorded on the Asset Register so to ensure all Infrastructure Assets are recorded accurately, including those still in work-in-progress.

- Developing and maintaining working relationships with key Department/Units within the Municipality, especially the Technical Services Department.

2.7.8. Annual Financial Statements

The 2023/2024 annual financial statements were prepared in accordance with Generally Recognized Accounting Practice Standards, National Treasury formats.

2.7.7.4 Basis used to prepare the municipality's annual financial statements

- Accrual basis of accounting
- Standards of GRAP approved by the Accounting Standards Board.
- Assets, liabilities, revenue, and expenses have not been offset except when offsetting is required or permitted
- On the basis of a going concern

It is the responsibility of the accounting officer to make sure that the annual financial statements are prepared based on the prescribed format and submitted to the Auditor General on time as prescribed by the MFMA, An AFS process plan was developed to safeguard against non-compliance and compilation of the AFS. It has been implemented from March and will be an on-going process till AFS are submitted.

The municipality has developed an AFS plan for the 2024/2025 financial year to ensure all items are dealt with and the audit file is in place come submission time. Below find high- level AFS preparation plan

2.7.9. Financial Analysis

The selected trends and financial ratios relating to Sundays River Valley Municipality for the previous two years are listed below. These provide a platform to analyze the current financial situation of the municipality.

EC106 Sundays River Valley - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2,6%	2,7%	3,4%	1,2%	1,1%	1,1%	2,4%	0,6%	1,1%	1,1%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	3,2%	3,6%	4,4%	1,0%	0,9%	0,9%	1,9%	0,6%	1,0%	1,0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Liquidity											
Current Ratio	Current assets/current liabilities	0,4	0,2	0,3	1,3	0,7	0,7	0,6	0,7	0,8	0,9
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0,4	0,2	0,3	1,3	0,7	0,7	0,6	0,7	0,8	0,9
Liquidity Ratio	Monetary Assets/Current Liabilities	0,2	0,1	0,1	0,9	0,4	0,4	0,4	0,5	0,4	0,5
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0,0%	53,3%	74,2%	65,9%	158,5%	175,1%	0,0%	-6,1%	161,5%	152,2%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		53,3%	74,1%	65,9%	158,5%	175,1%	0,0%	-6,1%	161,5%	152,2%	149,7%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	11,2%	27,2%	28,8%	20,5%	29,6%	29,6%	35,8%	28,9%	31,2%	33,3%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))										
Creditors to Cash and Investments		75,6%	221,3%	-152,4%	55,8%	112,8%	107,4%	-68,0%	324,0%	823,8%	-1269,9%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW) technical										
	Total Volume Losses (kW) non technical										
	Total Cost of Losses (Rand '000)										
Water Volumes :System input	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Bulk Purchase										
	Water treatment works										
Water Distribution Losses (2)	Natural sources										
	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)										
Employee costs	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Employee costs/(Total Revenue - capital revenue)	42,8%	48,4%	39,9%	38,2%	37,1%	37,1%	38,4%	42,1%	42,7%	42,7%
	Remuneration	Total remuneration/(Total Revenue - capital revenue)	46,4%	52,7%	43,3%	41,4%	40,3%	40,3%	41,7%	39,4%	43,9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	4,0%	2,3%	7,6%	3,8%	2,6%	2,6%	3,6%	3,4%	2,5%	2,5%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	16,3%	19,4%	20,7%	11,9%	11,5%	11,5%	1,9%	7,5%	8,3%	8,5%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	1 101,0	681,1	13,1	157,6	-	(335,1)	43,2	43,7	43,6	45,9
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	21,3%	21,5%	46,6%	47,1%	61,8%	60,2%	90,7%	60,1%	69,1%	78,1%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	6,5	2,5	(4,9)	6,8	7,1	6,1	(10,0)	1,9	-	-

2.7.9.1. Free Basic Services

Since 1994 the South African government has introduced numerous laws, policies, and strategies to improve the socio-economic conditions of poor households. At the national level there is social assistance in the form of cash grants that target different groups e.g., children, foster children, people with disabilities, older people and the Unemployed. These social grants have been successful, contributing to the large part to combating absolute poverty in the country.

There is also a system that operates at the local government level, relating to the provision of benefits in kind in respect of basic municipal services e.g., water, sanitation, electricity, and refuse removal known as indigent support. The Sundays River Valley Municipality has an Indigent Policy in place; the indigent support entails:

- Provision of “free basic” water up to 6 kiloliters every month
- Provision for “free basic” sewer services
- Provision for “free basic” electricity at 50 kilo watts
- Provision for “free basic” refuse services

The household income beneficiary threshold qualification for indigent support is 2 times the social pensioner grant per household. The register of Indigent consumers is being updated monthly and is limited to consumers who have made application and have been approved. However, some consumers have not applied even though they qualify for the Indigent Programme. This is mostly due to a lack of knowledge about the Programme. In most areas of the municipality (satellite offices), a Free Basic Service unit is being developed to ensure they educate and advise the customers accordingly.

The FBS section being established will have staff who dedicate their time and energy only on the allocated accounts as the service provider for debt collection has been allocated certain portfolios, building the necessary relations with the respective debtors and ensuring that the debts are recovered in the shortest possible time.

The municipality has 14 thousand customers and 2413 are registered as indigent with a book debt value of R25 million. This has remained stable at this level for both the 2023 and 2024 financial years.

2.7.10 Supply Chain Management Strategy

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and the 2022 Preferential Procurement Regulations and the SCM Policy. The Unit has four elements namely , demand – acquisition – logistics and disposal management.

Sundays River Valley municipality has a centralised system of supply chain. The office is fully fledged as per organogram with 5 warm bodies.

Bid committees are functional, being Specification Committee, Evaluation Committee and Adjudication Committee.

The supply chain management policy has been reviewed. This includes subcontracting the portion of the project scope to local emerging entities owned by people from the historically disadvantaged groups.

The turnaround time for procurement is 30 days.

Quotations for transactions below R 30,000 are solicited from entities listed on the Treasury's Central Supplier Database (CSD) according to their areas of specialization/commodities and business location. All

procurement requests exceeding R30 000 up to R300, 000 are advertised on the municipal website and noticeboards for at least seven (7) days. Transactions above R300 000 are processed in terms of the competitive bidding process.

The Annual Procurement Plan is currently being developed for 2025/26 financial year. This tool plays a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid Unnecessary delays in the procurement processes. The annual procurement plan includes capital and recurrent operational projects across the Municipality which in terms of their transactional value, are expected to exceed a minimum threshold for going out to tender and those that are often demanded under urgent or emergency cases. To curb the issue of unjustifiable deviations from the normal processes, irregular, fruitless and wasteful expenditure, the Municipality has wants to established panels of service providers. This will assist in ensuring that the SCM Unit eliminates all issues of non- compliance with the SCM Policy and mitigates/eliminates audit findings in the AG report.

The following are some of the challenges faced by the SCM Unit:

- Non-compliance with the procurement plan and timeframes by the various role players involved in the competitive bidding processes;
- Late finalization of bids;
- Non-adherence to inventory management procedures due to staff capacity and competence levels.

For capital projects from Technical Services, the involvement of Consultants will has been eliminated and assessment of bids is now done in-house. The Municipality has implemented the SCM Policy on Infrastructure Procurement. All capital projects are subject to the subcontracting requirements as contained in the SCM Policy.

2.7.10.Revenue management

The municipality bills its customers on a monthly basis as per norms and standards of revenue management. The municipality billing system has undergone data cleansing and this has been finalized. This affected the collection rate as billing was performed later in the year but revealed detailed findings which were addressed proactively.

2.7.9.2. Financial liquidity

The municipality's current liabilities exceed the current assets for 2023/24 financial year (0.22). The acceptable ratios should be the current ratio 2:1. This indicates financial challenges and probable liquidity problems as the municipality has insufficient cash to meet its short-term obligation. As seen in the above ratios, the municipality is exposed to significant cash flow risk due to challenges in collection of outstanding amounts due to it and inversely affecting ability to meet its long- and short-term obligations

2.7.11.2 Internal Controls

There are internal mechanisms in place within the municipality. A delegation register exists to ensure segregation of duties and isolation of responsibilities. These are some internal controls within the municipality but not limited to the following:

- Access controls- ICT
- Policies and Procedure Manuals in place
- Oversight through Audit Committee and MPAC
- Monthly reporting to relevant stakeholders

2.7.9.3. Risk Assessment

Risk management is a continuous process, and the assessment is done once a year by the municipality. A risk assessment workshop was undertaken for the municipality under the facilitation of the Internal Audit department. In this session risk identification was performed as these directly or indirectly jeopardies the ability of the municipality to achieve its goals.

The main aim of this exercise was to help the municipality priorities its risks given constraints in resource capacity to deal with all risks. Risk treatment strategies were developed, and monitoring of this regime is of pivotal performance to provide ongoing assurance of their effectiveness.

2.7.9.4. Financial Filing and Audit File

There are filing systems in place as required by the Archives Act. Financial filing is facilitated by Pastel where all records are kept accordingly. Audit files for 2023/24 were prepared electronic and hard copy (files). These were submitted to the Auditor General. The audit files are prepared in line with Circular 50 of National Treasury.

2.7.9.5. Audit Opinion

During the past three financial years the municipality has received the following opinions from the Auditor General:

- 2023/24 – Disclaimer Opinion
- 2022/23 – Disclaimer Opinion
- 2021/22 – Disclaimer Opinion

Bases for Disclaimer of opinion were as follows but not limited to the below stated:

- Inability to obtain sufficient appropriate audit evidence for the work-in-progress disposals
- Support evidence was not provided for the restated opening balance of receivables from non-exchange transactions
- Support evidence was not provided for the restated opening balance of receivables from exchange transactions
- The indigent debtors were approved without confirming if indigent debtors were entitled to receive indigent subsidy
- No sufficient evidence is provided to confirm the irregular expenditure as disclosed.
- No sufficient evidence is provided to confirm the unauthorised expenditure as disclosed

- Support evidence was not provided for the restated opening balance of Fruitless and wasteful expenditure
- Support evidence was not provided for the restated opening balance of VAT payable
- Inability to obtain sufficient appropriate audit evidence for service charges due to poor status of accounting records
- Inability to obtain sufficient appropriate audit evidence for bulk purchases due to the status of the accounting records
- No adequate systems of internal control to confirm what was received or consumed by the municipality

2.7.9.6. AUDIT OF ANNUAL PERFORMANCE REPORT

Auditors could not obtain sufficient appropriate evidence for basic services and infrastructure as the annual report was presented without accurate and complete underlying performance records.

An audit action plan has been developed to address the audit findings raised by the Auditor General. Progress to date includes but is not limited to the following:

- Procedure manuals being developed
- All Reconciliations being performed
- Allocations of receipts and expenditure are done on time
- Investigations performed for instances of UIFW
- System has been modified to attend supplier listing query
- All specifications are now approved
- PPPA system for evaluation and adjudication is now used
- All declaration forms are signed accordingly
- Asset tracking systems purchased and utilized

2.7.10. Valuation Roll

The current valuation roll was implemented with effect from the 1 July 2020. The valuation roll is effective until the June 2025. The total valuation upon which assessment rates are levied is R6.6 billion.

The municipality is currently in the process of procuring for a new compiler of a new valuation roll that will be implemented in July 2026. The MEC of COGTA has approved an extension of the current valuation roll implemented.

2.7.11. Grant Allocations

The following table shows details in relation to operating grants to be received from other spheres:

Table 44: Grant Transfers

Home of the Addo Elephant Park

Description	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework		
		Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand	Adjusted Budget			
RECEIPTS:				
Operating Transfers and Grants				
National Government:	124 529	129 534	133 103	139 032
Local Government Equitable Share	117 539	122 783	127 670	133 431
EPWP Incentive	1 232	1 435		
Finance Management	3 800	3 800	3 800	3 900
Municipal Infrastructure Grant	1 958	1 518	1 633	1 701
Provincial Government:	2 036	2 052	250	250
Sport and Recreation	2 036	1 802		
		250	250	250
Total Operating Transfers and Grants	126 565	131 586	133 353	139 282
Capital Transfers and Grants				
National Government:	57 688	51 211	62 023	68 629
Municipal Infrastructure Grant (MIG)	37 193	28 798	31 023	32 113
Energy Efficiency and Demand Side Management Grant	4 000	4 000		4 000
Water Services Infrastructure Grant	16 000	12 000	24 000	25 200
Integrated National Electrification Programme Grant	495	6 413	7 000	7 316
Total Capital Transfers and Grants	57 688	51 211	62 023	68 629
TOTAL RECEIPTS OF TRANSFERS & GRANTS	184 252	182 797	195 376	207 911

2.7.12. Litigation Register

LITIGATION REGISTER: SUNDAYS RIVER VALLEY LOCAL MUNICIPALITY

Comm date	PLAINTIFF /APPLICANT	APPLICANT/PLAINTIFF ATTORNEYS	ATTORNEY HANDLING THE MATTER	DEFENDANT/RESPONDENT	DEFENDANT/RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESSES, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE-ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	PROGRESS
03-Sept-21	Agri Eastern Cape	RJM Attorneys	C Battenhausen	SRVM	Boqwana Burns Inc	2024/2019	Construction of 17 RDP houses on Groentuin Farm (Private land)	Application - Makhandha High Court	Dormant		100000,00	Case dormant
16-Sept-22	T J Mumbire	Kawoderera Attorneys	Alex Kawoderera	SRVM	Wesley Pretorius & Ass	3274/2022	Unlawful appointment	Urgent application Makhandha High Court	Active	Monthly salary of app R45 000 & cost	100000,00	Internal process concluded. Mr Mumbire was dismissed on 17 January 2025. External process continue. Awaiting Court date. Mr Mumbire pursuing matter.
04-May-23	N G Kerk	Nel & Deyzel Inc	Tania Nel	SRVM	Clark Laing Inc	24/23	SRVM rented offices from the Church after the Fire. Finance staff was housed there. After staff moved out the Church claimed damage to the building.	Magistrates Court	Active	125012,99	10000,00	Notice received from the Plaintiff's attorney, which intends to amend paragraph 10 and 11 as well as prayer (a) of its Particulars of Claim from R126 777,59 to R125 012,99. SRVM will not object to the proposed amendments as the amendments are not material to our defence. Pre-trial conference set for 19 June 2025

18-Aug-23	Camelsa	Seethal Attorneys	Larry Seethal	SRVM	Clark Laing Inc	2750/23	Camelsa Consulting tendered to supply and implement financial management and reporting systems to SRVM. An contract was signed for period 1/07/2016 to 30/06/2020. Despite the fact that Camelsa invoiced SRVM failed to pay for the period August 2020 to August 2021. Amount not paid R1 736 451	High Court	Active	1736451,00	Plaintiff instituted arbitration proceedings as set out in agreement between the 2 parties. Arbitration to continue.
08-Dec-23	Y Jacobs & Others	Meyer Inc	L Meyer	SRVM	Clark Laing Inc	4334/2023	On 21/12/2020 a 4 year old child came into contact with Live electrical wire from a transformer distribution box in Aqua Park. Child passed away as a result of execution. The mother is now taking SRVM to Court for this matter.	High Court	Active	3312917,82	Pleadings held in abeyance pending plaintiff's submission of expert report to quantify claim

25-Jun-24	UJ Jansen & PJ Jansen	Lessing, Heyns, Keyter	N Borman (Correspondent)	SRVM	Clark Laing Inc	2546/2024	Applicant claims that on 30 June 2021 he travelled in his vehicle on the Enon/Bersheba Road near Moses Mabida when he collided with a heap of soil left in the roadway causing him to lose control over his vehicle that lead to him being injured and damage to his vehicle.	High Court	Active	1600000,00		Summons received on 25 June 2024. Instructed Attorney to defend. Plea served and filed 08/08/24. Plaintiff replied to plea. No further steps taken by plaintiff.

NOTES:

- * Litigation commences when the Municipality receives a duly served summons from the Sheriff.
- * What would appear in column "M" is the amount claimed by the plaintiff, whether or not the Municipality agrees with that amount.
- * What would appear in column "N" will be the cost if the cost has been taxed by the Tax Master. If Municipality has not received the taxed cost, the column will remain blank

UPDATED: 30 MAY 2025

Table 45: Litigation Register

3 CHAPTER 3: STRATEGIC FRAMEWORK

Our vision, mission and values are underpinned by Council vision to see Sundays River Valley Municipality providing first class service delivery by year 2024/25.

3.3 OUR VISION

A people centered Municipality providing efficient and effective services to communities.

3.4 OUR MISSION

To deliver effective, efficient services in an accountable and transparent manner and to create an inclusive, safe, sustainable socio-economic environment for improved quality of life.

3.5 OUR VALUES

**ACCOUNTABILITY
TRANSPARENCY
INTEGRITY & HONESTY
COMMUNITY ORIENTATED**

3.6 STRATEGIC DIRECTIONS

The Sundays River Valley Municipality is a category B municipality with a Collective Executive System made up of a ward participatory system established in terms of the Local Government: Municipal Structures Act 117. It is one of the seven local municipalities under the SBDM. The municipality takes its legislative mandate from the provisions of Section 152 of the South African Constitution which is as follows: To give priority to the basic needs of the local community. To promote the development of the local community. To ensure that all members of the local community have access to at least a minimum level of basic municipal services (this takes precedence over others). To ensure sustainability of services, municipality, and settlements.

To give effect to the above mandate, the municipality has approved the following priority areas:

- **Provision of Infrastructure and Basic Services.**
- **Local Economic Development.**
- **Community and Social Services.**
- **Institutional Transformation and Organizational Development.**
- **Good Governance and Public Participation.**
- **Financial Viability and Management.**

3.7 OBJECTIVES

Provision of Infrastructure and Basic Services

- Upgrade electricity network for future development.
- Ensure access and a continuous supply of good quality water and sanitation to each user by 2030.
- SRVM Community has access to good quality roads built according to applicable standards.
- To ensure compliant reporting in all respects of all grants
- To promote programmes of shared economic growth, land redistribution and general economic redress for the poor and disenfranchised
- To enhance internal capacity in order to improve service delivery performance.

Community and social services

- Communities have sufficient and affordable solid waste disposal options to encourage a clean and healthy environment
- To ensure provision of water quality monitoring and food control
- To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM
- Ensuring provision of traffic services including improved revenue
- Communities of SRVM with specific reference to youth have access to sustainable and affordable recreational and sport facilities as well as public amenities.

Local economic development

- Establish policy framework for LED related policies and strategies by 2026
- To create a conducive environment employment creation
- Support the capacity and training development of small businesses and increase the number of viable emerging businesses by 2026
- Create a platform for networking required for effective business decisions
- Support the establishment and strengthening of enterprises, including cooperatives and other forms of collective ownership

Institutional transformation and organizational development

- To ensure the municipality approves the organogram and fills vacancies to support the implementation of the IDP
- Capacity building and empowerment programmes to ensure skills enhancement of staff
- To ensure effective public participation of ward committees
- To optimize the information and communications technology (ICT) function to support organizational performance
- To enhance employee wellness through prevention and provision of therapeutic

programmes and physical fitness

- To ensure effective and efficient records management

Financial viability and management

- To produce financial reports that meet the requirements of the National Treasury department
- To ensure compliant reporting in all respects of all grants
- To ensure sustainable cash flow
- To ensure debt is managed sustainably
- To ensure proper procurement of goods and services in terms of chapter 11 of MFMA
- To ensure proper asset management

Good governance and public participation

- Annual review and development of IDP/Budget
- Improve functionality, performance, and professionalism in the municipality
- To enhance Council oversight
- To establish and strengthen service delivery partnerships between the municipality, district, sector departments, communities and civil society.
- Mainstreaming of vulnerable groups policy in all municipal directorates
- To ensure a fully functional Performance Management System.

3.8 THE NATIONAL DEVELOPMENT PLAN – VISION 2030 AND BEYOND

In 2011 the National Planning Commission (NPC) conducted a diagnosis of the challenges facing South Africa. This process culminated with the NPC producing a Diagnostic Report which report highlighted critical challenges facing the people of this country from joblessness, poor education, disease burden health, corruption etc. The situation that the country finds itself in has had the effect of leaving the majority of the population trapped in a vicious circle of poverty and a growing gap between the haves and those that have not. See figure 1 below. To arrest this situation the NPC has developed a 20-year National Development Plan (NDP).

The plan asks for a major change in how we go about our lives. In the past, we expected the government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like.

South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This is how the plan proposes we achieve the goal of fighting poverty and reducing inequality:

CREATE JOBS

- Create 11 million more jobs by 2030:
- Expand the public works Programme
- Lower the cost of doing business and costs for households
- Help match unemployed workers to jobs
- Make it possible for very skilled immigrants to work in South Africa
- Rewarding the setting up of new businesses, including partnering with companies
- Increase value for money for tourists by selling regional packages that meet all pocket sizes. Consider a single visa for SADC visitors.

EXPAND INFRASTRUCTURE

- Invest in a new heavy-haul rail corridor to the Waterberg coal field and upgrade the central basin coal network.
- Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment.
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator
- Closely regulate the electricity maintenance plans of large cities
- Set up an investment Programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years
- Fix and build transport links in these key areas:

TRANSITION TO A LOW-CARBON ECONOMY

- Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards
- Set a target of 5 million solar water heaters by 2030
- Introducing a carbon tax
- Scale up investments and R&D for new technologies

TRANSFORM URBAN AND RURAL SPACES

- Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs.
- Improve public transport
- Give businesses incentives to move jobs to townships
- Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes • Give communal farmers, especially women, security of tenure

EDUCATION AND TRAINING

- Develop a nutrition program for pregnant women and young children, to be piloted by the Department of Health for two years
- Make sure all children have two years of pre-school
- Get rid of union and political interference in appointments and appoint only qualified people

3.9 LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS)

Due to the challenges facing local government in the country, the Minister of Cooperative Government and Traditional Affairs has developed an LGTAS to try and arrest this situation. Strategy was developed after an extensive consultation process throughout the country which culminated in a State of Municipalities Report 2009.

The LGTAS provides that an ideal municipality would among other things:

- i. Provide democratic and accountable government for local communities
- ii. Be responsive to the needs of the local community
- iii. Ensure the provision of services to communities in a sustainable manner
- iv. Promote social and economic development
- v. Promote a safe and healthy environment
- vi. Encourage the involvement of communities and community organizations in matters of local government
- vii. Facilitate a culture of public service and accountability amongst its staff
- viii. Assign clear responsibilities for the management and coordination of those administrative units and mechanisms.

The outcomes of meeting these objectives include:

- a) The provision of household infrastructure and services
- b) The creation of livable, integrated, and inclusive cities, towns, and rural areas
- c) Local economic development
- d) Community empowerment and distribution

3.10 The Sundays River Municipal Management Charter

Municipal management charter according to the SDBIP addresses the following priority areas to ensure financial viability and sustainability of the Sundays River Valley Municipality:

- Implementation of a credible budget.
- Effective budget monitoring.
- Maintain and implement an effective credit control policy.
- Increase revenue collection by at least 20% to 70%.

- Review Supply Chain management policy and ensure regular reporting on Supply Chain matters.
- Effective monitoring of creditors.
- Effective and up to date billing system.
- Provision of clean, adequate drinking water to all.
- Unqualified audit opinion.
- Develop a credible IDP.
- Fixing of roads in the municipal area.
- Good governance.
- Improved liquidity of the institution and reduction of the debt book (restore the financial viability).

3.8 mSCOA – Municipal Standard Chart of Accounts

The Municipal Regulations on Standard Chart of Accounts were promulgated on 22 April 2014. The regulations determine that all municipalities must adopt a standard chart of accounts with effect from 1 July 2017. It is necessary for the Minister of Finance to specify national norms and standards for the recording and collection of local government budget, financial and non- financial information which will include in some instances the specification of information required for national policy coordination and reporting. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions. A key objective of the proposed Regulations is to enable the alignment of budget information with information captured in the course of the implementation of the budget.

These Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating Organisational uniqueness and structural differences. These Regulations also proposes the specification of minimum business process requirements for municipalities and municipal entities as well as the implementation of processes within an integrated transaction processing environment. Sundays River Valley municipality has started with implementation of the regulations to the following extent:

- 1) Establishment of a Project Steering Committee and a Project Implementation team
- 2) Developing terms of reference for the Project Steering Committee and Project Implementation team
- 3) Conducting a municipal self-assessment
- 4) Conducting an IT-infrastructure assessment
- 5) Draft mSCOA risk register is currently being developed
- 6) Review of vote structure is currently in process

The implementation of the regulations is imposing additional financial burdens on the municipality, which could be regarded as a risk for non-compliance. Some of the financial burdens are partly relieved by grant funding that has been earmarked for the implementation.

3.11 COMMUNITY PRIORITIES

Sundays River Valley Municipality engaged in community consultations that were done at a ward level in line with the community-based planning approach. The municipality employed the community-based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to inevitably include the local community in decision-making, planning and allowing them to play an active part in their own development.

WARD PRIORITIES AND DESIRED OUTCOMES

Ward 1: Cllr Payi

Ward	PRIORITIES	NEW PRIORITIES
1	<ul style="list-style-type: none"> • Installation of cameras to curb crime. • Land for cemeteries. • Connection of Lolo houses to main line of sewer. • Speed humps on main road. • Tittle deeds • Road's maintenance. • High mast lights • Illegal dumping site. • SAPS feasibility. • Land for housing and managing informal settlement. • Community safety plans. • Vandalism of infrastructure of municipal properties. 	<ul style="list-style-type: none"> • Land for cemeteries. • The Sports Ground project in Moses Mabhida. Alternative project of artificial ground. • The speed humps within high accident areas • Construction of swimming pools • Roads within Moses Mabhida that need to be prioritized for construction. • Crime prevention strategies. • Upgrading of water reticulation. • Installation of water meters. • Upgrading of water treatment plant. • Upgrading of Moses Mabhida Clinic. • Fencing of graveyard. • Upgrading of Kuyasa Hall to Multi-purpose sport center • Upgrading of Taxi rank. • Street lights entry road to Moses Mabhida. • Street naming and signage. • Rectification of pre 1994 houses. • Enforcement of by laws. • Rectification of town and Kids Park. • Wheelie bins to cub dumping sites. • Removal of informal settlements in the initiation land. • Provision of solar geyser. • Eskom to have customer care centre in Kirkwood. • Public internet. • Speed humps on main roads. • Provision of skip bins. • High mast lights • Connection of Lolo houses to main line of sewer. • Vandalism of infrastructure of municipal properties.

Ward 2: Cllr Langbooi N

WARD	WARD PRIORITIES	NEW PRIORITIES
2	<ul style="list-style-type: none"> • Street names in Emsengeni . • Drainage system in the Emsengeni area. • Title deeds • Maintenance of roads and potholes. • Monitoring of informal settlement. • Cable theft and vandalism of municipal properties. • Mobile clinic. 	<ul style="list-style-type: none"> • Street naming in Emsengeni. • Drainage system in Emsengeni area. • Tittle deeds. • Maintenances of roads and potholes. • Monitoring of informal settlement. • Cable theft and vandalism of municipal properties. • Mobile clinic. • Construction of swimming pool. • Drainage system in Emsengeni Area. • Maintenance of roads and potholes. • Title deeds. • Cable theft and vandalism of municipal properties. • Sanral project in Sonop Street. • Electrical meter installation Bersig and Aqua Park. • Installation of electricity for informal settlements (Msengeni).

Ward 3: Cllr Jonasi

WARD	WARD PRIORITIES	Zuney Area	NEW PRIORITIES
3	Zuney 1.Land for housing and Farming at Muller Farm and the	<ul style="list-style-type: none"> • Electrification of Rosedale 	1. Delivering of services–

<p>Municipality to take ownership of Woody Cape</p> <p>2. Electricity at Rosedale, DeGriep and Groentuin</p> <p>3. Water (Groentuin) and toilets at Dekom</p> <p>4. Scholar transport from Nanaga to Alexandria (after grade 9).</p> <p>5. Sport and Playgrounds near Zamukukhanya Sch.</p> <p>VALENCIA</p> <p>1. Upgrading of pump station Jacaranda, Adams, and Wallas's streets</p> <p>2. Public ablution facilities in Addo Town</p> <p>3. Santa Clara Hub development</p> <p>4. Release of Municipal land for development and provide bulk services</p> <p>5. Revitalization of old RDP houses (old Valencia)</p> <p>6. Three high mast lights</p>	<ul style="list-style-type: none"> • Land for farming and human settlement in Grotvlei • Provision of resources to the satellite office • Caretaker of the hall • SMME development initiatives • Youth development initiatives • Sport field (use of the land in Langboos) • Illegal evictions and killing of livestock • Mobile clinic with complete resources every two (2) weeks 	<p>maintenance team at Valencia Area</p> <p>2. Appointment of local security company to curb crime and vandalism.</p> <p>3. Stormwater drainage permanent solution.</p> <p>4. Alternative access road</p> <p>5. Addo Heights (dusty road)</p> <p>6. Strengthening processing of reported complaints.</p> <p>7. Ownership RDP title deeds.</p> <p>8. Project management unit – must ensure quality before handover of a project.</p> <p>9. Addo CBD toilets</p> <p>10. Place for street vendors – Addo town area</p> <p>11. Transnet houses – rendering of services</p> <p>12. White elephant reservoir in Valencia</p>
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WARD	WARD PRIORITIES	NEW PRIORITIES
4	<ul style="list-style-type: none"> • Formalisation of informal settlements • Grading/Maintenance of internal roads • Promote local economic development: <ul style="list-style-type: none"> ○ Sandmining, ○ Aloe processing and ○ Tap on tourism spin-offs • Introducing town revitalisation • Upgrade Paterson sewerage network. • Maintain stormwater drainage system. • Maintain Streetlights • Eradicate dumping refuse through community involvement. • Paving of KwaZenzele Streets • Informal settlements electrification • Department of Education – Provide high school classrooms • SPU work should be scrutinised • Learnership which was not concluded • Conduct ward survey • Banking services a must for Paterson population • Sector Departments Satellite offices next to Police Station • Children play park establishment • Investigate Pre 1994 title deeds • Grading of internal roads • Monitoring of Projects by PMU 	<ul style="list-style-type: none"> • Formalisation of informal settlements. • Grading/Maintenance of internal roads. • Promote local economic development: • Sandmining, • Aloe processing and • Tap on tourism spin offs. • Introduce town revitalisation. • Upgrade Paterson sewerage network. • Maintain stormwater drainage system. • Eradicate dumping refuse. • Reconstruction of the road located in the Goba Area. • High mast lights. • Relocation of the library. • Water connection for sanitation in Samenteni Area. • High mast lights in Morison area • Banking services. • Multi-purpose center and grading of clinic to NHI Standard

Ward 5: Cllr Qusheka z

Ward	Ward priorities	NEW PRIORITIES
5	<ul style="list-style-type: none"> • Dilapidated houses in Ntakazilali. • Upgrading of internal roads. • Illegal occupation of houses in Noluthando. • Tittle deeds of houses. • Drainage system in main road needs to be maintained. • Sport field identification for clubs. • Water supply to Noluthando. • Upgrading of clinic and extension of home base cares contracts. • Application for business development. • Housing rectification projects do not include connection. • SAPC availability during the harvesting time. • Flashing system, not in good condition. • Ambulances and emergency services. 	<ul style="list-style-type: none"> • Houses New housing (Luthando 801) development and formalisation of squatter camp (Pre 1994 and post 1994 unfinished houses). • Luthando, Mandela Village, Ntazalilali & Zwelitsha Store needs infrastructure: • Upgrade internal streets development. • Stormwater drainage. • Sewer system • Upgrade Hall into multipurpose (provision of sector department services). • Areas with challenge of water both ward 5&6. • Maintenance & upgrade of internal roads. • Maintenance of stormwater drainage. • Dilapidated houses in Ntakazilali. • Upgrading of internal roads. • Illegal occupation of houses in Noluthando.' • Tittle deeds of houses. • Drainage system in main road needs to be maintained. • Sport field identification for clubs. • Water supply to Noluthando. • Upgrading of clinic and extension of home base cares contracts. • Application for business development. • Housing rectification project does not include connection. • SAPC availability during the harvesting time. • Flashing system, no in good condition. • Ambulances and emergency services.

Ward 6: Cllr Baxana N

WARD	WARD PRIORITIES	NEW PRIORITIES
6	<ul style="list-style-type: none"> • Pre 1994 houses need plastering and ceiling. • Road's maintenances and drainage system to upgrade. • The toilets of Molly black burn. • Clinic upgrade and SAPS availability during harvest time. • Land for farming and Business purposes • Reservoirs and water supply to houses • High mast lights and streetlights. • Sport fields identification. • Housing project is registered in lang boss. 	<ul style="list-style-type: none"> • Land for stock farming. • Consider AV Bukani Primary School (empty classrooms for library and technical education streams). • Upgrade of clinic and access to ambulances/fire services. • Ceazers Dam recreation facilities. • Upgrade internal roads. • Langbos and Molly formalization of informal settlements. • Pre 1994 houses need plastering and ceiling. • Road's maintenance and drainage system to upgraded. • Toilets of Molly Black burn. • Clinic upgrade and SAPS availability during harvest time. • Land for farming and Business purposes. • Reservoirs and water supply to houses. • High mast lights and streetlights. • Sport fields identification. • Housing project is registered in Lang Boss.

▪ **Ward 7: Cllr Ndawo**

7	<ul style="list-style-type: none"> • 1.+ 20 houses without electricity • 2.register the informal settlement to be formalized. • 3.Schooler transport. • 4.supply of water tanks and connection of water pipe inside the yard. • 5.free basic services • 6 no water connection in Klain port. • 7.EPWP and CWP projects be monitored. • 8 need for new toilets in the Glean corner. • 9.railway houses need to be transferred to people. 	<ul style="list-style-type: none"> • +- 20 houses without electricity. • Register the informal settlement to be formalized. • Scholar transport. • Supply of water tanks and connection of water pipe inside the yard. • Free basic services. • No water connection in Klain port. • EPWP and CWP projects be monitoring. • Need for new toilets in glean corner. • Railway houses need to be transfer to people. • Tittle deeds.
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Ward 8: Cllr Ncambele N

WARD D	WARD PRIORITIES	NEW PRIORITIES
8	<ul style="list-style-type: none"> • Mhlophekazi Primary School teachers' shortage. • Road project between Kirkwood and Enon/Bersheba. • Issuing title deeds as promised. • Youth development and training • Internal roads/street upgrade • Greenfield high mast light • Taxi rank • Stadium in beshebar. • Scholar transport • Water dam not connected. • Municipality must forge partnership with the private sector. • Land for development and business. • Satellite office and staff compliments. • Land for cemetery's 	<ul style="list-style-type: none"> • Mhlophekazi Primary School teachers' shortage. • Road project between Kirkwood and Enon/Bersheba. • Issuing of title deeds as promised. • Youth development and training. • Internal roads/street upgrade. • Greenfield high mast light. • Taxi rank. • Stadium in Bersheba. • Scholar transport. • Water dam not connected. • Municipality must forge partnership with private sector. • Land for development and business. • Satellite office and staff compliments. • Land for cemeteries. • Build new Clinic. • Multi-purpose Centre (skills development, internet café, Library). • 1 High mast lights. • Conduct study for formalization of informal settlements. • Land development.

4.10. Alignment of National plans and Provincial plans with those of SRVM.

National Development Plan	Government Outcome	Provincial Growth and Development Strategy – EC.
Economic growth	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Outcome 11: Output 3: Implementing the Community Work Programme;</p>	Systematic eradication of poverty through a holistic, integrated, and multi-dimensional approach to Pro-poor programming.
Rural development	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p>	Agrarian transformation and strengthening household food security.
Economic growth	<p>Outcome 4: Decent employment through inclusive economic growth</p>	Consolidation, development and diversification of the manufacturing base and tourism potential.
Expand infrastructure	<p>Outcome 11: Output2: Improving access to basic services;</p>	Infrastructure development
Building a capable state	<p>Outcome 5: Skilled capable workforce to support an inclusive growth path</p>	Public sector and institutional transformation.

4 CHAPTER FOUR: EXTERNAL AND INTERNAL PROJECTS

4.3 Project Templates

Table 46: SRVM Projects

MIS FOR M ID	NATIONAL REGISTRATION NUMBER	PROJECT TITLE	REGISTER ED MIG FUNDS	TOTAL PLANNED EXPENDITURE ON MIG FOR 2023/24	TOTAL PLANNED EXPENDITURE ON MIG FOR 2024/25
285063	R/EC/15300/18/20	Upgrading of roads & stormwater in Enon and Bersheba-phase 2	24 354 663,94		8 069 402
383565	CS/EC/2020/21/11/67	Construction of multi-Purpose sport recreational facility in Nomathamsanqa in Addo	24 337 418,58	8 000 000	3 168 327
383661	CS/EC/2020/21/68	Construction of a new Community	14 411 377,89	4 056 432	2 348 070

MIS FOR M ID	NATIONAL REGISTRATION NUMBER	PROJECT TITLE	REGISTERED MIG FUNDS	TOTAL PLANNED EXPENDITURE ON MIG FOR 2022/23	TOTAL PLANNED EXPENDITURE ON MIG FOR 2023/24
		Hall in Moses Mabida			
426485	EC/2021/22//12/147	Refurbishment of Enon and Bersheba water Borne sanitation	13 948 110,39		6 032 129
	NYR	Augmentation of the waste reticulation network Paterson	16 572 000,00		1 467 804
	NYR	Construction of Molly bulk water reticulation	20 994 000,00		2 000 000
	NYR	Refurbishment of sewer line in Vygie street (emergency works)	2 500 000,00		2 446 217

4.2. 2024/2025 SRVM CAPITAL PROGRAMME UPDATE

PURPOSE

The purpose of the report is to inform the Sunday's River Valley Municipal Council of capital projects to

Capital Budget Schedule reflecting IDP projects being funded for 2025/26 – per Ward & Funding Source

Funding Source	Project Name	Ward	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
MIG	Upgrading of Roads & Stormwater in Enon and Bersheba – Phase 2	8	R 8 908 831,30	R 9 318 638,00	R 9 728 658,00
MIG	Construction of Multi-Purpose Sports Recreational Facility in Nomathamsanqa in Addo (Budget Maintenance)(Phase1)	5	R 2 826 586,96	R 2 956 69,96	R 3 086 700,80
MIG	Construction of Multi-Purpose Sports Recreational Facility in Nomathamsanqa in Addo (Budget Maintenance)(Phase2)	5	R 869 565,22	R 909 565,22	R 949 586,09
MIG	Refurbishment of Enon and Bersheba Water Borne Sanitation (Budget Maintenance)	8	R 4 245 683,48	R 4 440 985,00	R 4 636 388,00
MIG	Construction of Roads and Stormwater in Paterson - Phase 1	4	R 3 939 130,43	R 4 120 330,00	R 4 301 625,00
MIG	Augmentation of the Water Reticulation Network in Paterson	4	R 4 302 846,09	R 4 500 777,00	R 4 698 811,00
WSIG	Refurbishment of Addo Sewer Treatment Works and Moses Mabhida Sewer Reticulation	5,6,8	R 8 695 652,17	R 9 095 652,00	R 9 495 861,00
WSIG	Provision of Water and Sanitation services of Nomathamsanqa and Molly Blackburn	6	R 1 739 130,43	R 1 819 130,00	R 1 899 172,00
INEP	Electrical infrastructure upgrade - kirkwood	7 & 2	R 5 576 521,74	R 5 833 042,00	R 6 089 696,00
EEDMS	Capital Assets	7	R 3 478 260,87	R 3 638 261,00	R 3 798 344,00

Grant Funding	R 44 582 208,70	R 46 632 990,18	R 48 684 841,89
Total Capital Programme by Ward	R 44 582 208,70	R 46 632 990,18	R 48 684 841,89

be implemented in each grant for the 2024/2025 Financial Year.

OTHER CAPITAL PROJECTS FUNDED BY PROVINCIAL/NATIONAL DEPARTMENTS

Human settlements

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
Langboos 300	The project's Scope of Work is divided into 3 distinct phases:	Planning	April 2022 - Mach 2027	R65,550,000.00

EDUCATION

Department Education	Sunday's River Valley	Allocation
Addo primary	Valencia	R66,2299,197
BONTRUG SENIOR PRIMARY SCHOOL	Moses Mabida	R2,093,482
RIETBERG PRIMARY SCHOOL	Kirkwood town	R8,571,583
A V Bukani	Nomathamsanqa	R4,072,981

DEPARTMENT OF ENERGY

ESKOM

Project name	Municipality	Excel vat 2023/2024	Incl vat 2024/2025
Farm Dweller houses	EC106 Sunday's River Valley	R 81,582.00	R 93,819.30
Sunday's river infills	EC106 Sunday's River Valley	R 420,000.00	R 483,000.00
Langboos	EC106 Sunday's River Valley	R 00	R 00
Sunday's river extension	EC106 Sunday's River Valley	R 6,250,000.00	R 7,187,500.00

Transport Infrastructure Projects – Roads Maintenance

Municipality	ROAD LENGTHS			2023/2024			2024/2025			2025/2026		
	Surfaced	Unsurfaced	SURFACED & GRAVEL Total	SURFACED MAINTENANCE	GRAVEL MAINTENANCE	TOTAL MAINTENANCE	SURFACED MAINTENANCE	GRAVEL MAINTENANCE	TOTAL MAINTENANCE	SURFACED MAINTENANCE	GRAVEL MAINTENANCE	TOTAL MAINTENANCE
Sundays River Valley	38,86	1649,45	1688,31	R3 376 340,23	R5 867 593	R9 243 933	R3 247 936	R7 815 633	R11 063 569	R3 572 729	R8 597 197	R12 169 926

SANRAL

PROJECTS IN SRVM

Home of the Addo Elephant Park

PROJECT	DESCRIPTION	BUDGET	PROJECT STAGE
R.075-020-2018/1	Special Maintenance of national route R75 Section 2 from Kirkwood Intersection (km 31) to Wolwefontein (km 91,98): PHASE 1 (km 39,6 to km 72)	R45 Million	Project start was delayed due to non-availability of supervisory Consulting Engineers Sanral is now implementing a project in-house
R.336-010-2017/1: Kirkwood to Addo Phase 1	Upgrading of national route R336 Kirkwood and Addo: km 16.75 TO km 48.2	R260 million	Construction est. to commence November 2021 onwards, duration of 24 months

Sector Department	Project Name	Project Description	Project status	Time frame	Total project Budget
Department of public works & infrastructure	Addo fence	Addo	Under construction	6months	R 2 600 982.60
Department of public works and infrastructure	Addo Precinct	Addo	planning	24 months	+/- R 150 000 000 .00
Department of Social development	Paterson Public Library	Paterson	To be advertised in 2022/2023 fy	12 months	+/- R 9.1 million



Name of Project: Sunday's River Valley Farmer's Agri Park & Skills Development Centre
Project value R125m - Job creation - 300jobs

Home of the Addo Elephant Park

5 CHAPTER FIVE: MONITORING AND EVALUATION

5.3 INTRODUCTION

In South Africa, municipal performance management has its policy origins in the White Paper on Local Government. It proposed performance management together with integrated development planning and public participation, as important tools central to the notion of developmental local government. The White Paper noted that, "Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritize the amount of time it takes a municipality to answer a query, others will prioritize the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is enhanced, and public trust in the local government system is enhanced.

5.4 PERFORMANCE MANAGEMENT SYSTEM IN LEGISLATION

In terms of Chapter 6, Section 38 of the Municipal Systems Act of 2000, a municipality must

(a) establish a performance management system that is:

- i) Commensurate with its resources.
- ii) Best suited to its circumstances; and
- iii) In line with the priorities, objectives, indicators, and targets contained in its Integrated Development Plan.

Not only does the Act prescribe that a performance management system must be implemented, but it also prescribes in the act on how the performance management system must be developed.

MSA Sec 39 Development of performance management system

The executive committee or executive mayor of the municipality or, if the municipality does not have an executive committee or an executive mayor, a committee of councilors appointed by the municipal council must

(a) Manage the development of a performance management system.

Assign responsibility in this regard to the municipal manager and.

©Submit he proposed system to the municipal council for adoption

MSA Sec 40 Monitoring and review of performance management system.

A Municipality must establish mechanisms to monitor and review its Performance management system.

MSA Sec 41 Core Components

1. A municipality must in terms of its performance management system and accordance with regulations and guidelines that may be prescribed

1(a) Set appropriate key performance indicators which are to be used as a yard stick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its integrated development plan

(b) Set measurable performance targets in respect of each of those development priorities and objectives

(c) With regard to each of those development priorities and objectives and against the key performance indicators and targets set in terms of paragraph (a) and (b)

(i) Monitor Performance; and

(ii) Measure and review performance at least once a year.

(d) Take steps to improve performance with regard to those development priorities and objectives where performance targets were not met. (e) Establish a process of regular reporting to

(i) the council, other political structures, political office bearers and staff of the municipality; and

(ii) the public and appropriate organs of the state.

1. The system applied by a municipality in compliance with subsection (10 (c) must be advised to in such a way that it may serve as an early warning indicator of underperformance.

5.3 PERFORMANCE MANAGEMENT AT SUNDAYS RIVER VALLEY MUNICIPALITY

The performance management function is located within the Office of the Municipal Manager. This is by virtue of the delegation of responsibilities in terms of the PMS policy. The municipality uses an electronic system that requires Directorates to populate performance information in their discharge. The electronic system with the information fed into it makes it easier to access such information, and to consequently compile the quarterly and annual performance reports mandated by legislation. It also allows management to assess the strides taken to achieve the objectives as set. With the myriad responsibilities of local government, management is aware that it takes continuous attention, dedication and in particular stamina from management to keep focusing on performance management in order to keep it alive in the organization.

5.3. GENERIC LOCAL GOVERNMENT INDICATORS

It should be noted that the following generic indicators are compulsory and are captured in the IDP and are reflected in the performance plans of section 56m managers and are apportioned by corresponding KPA.

- The percentage of households with access to basic levels of water, sanitation, electricity, and solid waste removal.

- The percentage of households earning less than R1100 per month with access to free basic services.
- The percentage of a municipality's capital budget is actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan.
- The number of jobs created through municipality's local economic development initiatives including capital projects
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.
- The percentage of a Municipality's budget actual spent on implementation its working place skills plan and .

5.4. KPIs FROM COGTA

Table 47: KPIs FROM COGTA

KEY PERFORMANCE AREA	No of indicators	s.47 Report Writing	Departmental Monitoring
Institutional Development & Organisational Transformation.	11	04	11
Basic Services	24	24	24
LED	07	03	07
Financial Viability & Management	10	10	10
Good Governance & Public Participation	08	08	08
Cross Cutting Issues	04	03	04
TOTAL	64	52	64

Table 48: KEY PERFORMANCE INDICATORS FOR KPA 1

1	Vacancy rate for all approved post
2	Appointments in S57 posts
3	% of S57 attending at least 1 training course
4	% of Managers in Technical Service with professional qualification
5	Level of effectiveness of PMS in the DM
6	Level of effectiveness of PMS in the LM
7	Adoption and implementation of HRD including WSP
8	% of staff that have undergone skill audit within the current 5-year term
9	% of councilors who attended leadership training within the current 5-year term
10	% of staff complement with disability
11	% of female employees
12	% of staff aged 35 or less

Table 49:KEY PERFORMANCE INDICATORS FOR KPA 2

1	% of HH with access to potable water
2	% of HH with access to FBW
3	Clinics with access to water
4	Schools with access to water
5	Household in formal settlements using buckets
6	% of HH with access to sanitation services
7	% of HH with access to FB sanitation
8	Clinics with access to sanitation services
9	Schools with access to sanitation services
10	% of HH with access to electricity services
11	% of indigent HH with access to FBE

12	% of indigent HH with access to Free alternative Energy sources
13	% of households living in informal settlements
14	% of informal settlements that have been provided with basic services
15	% of housing that conforms to the minimum building standards for residential houses
16	% of HH without access to gravel or graded road
17	% of road infrastructure requiring upgrade
18	% of planned new roads infrastructure actually constructed
19	% of capex reserved for road upgrading and maintenance effectively used
20	% of HH with access to refuse removal
21	Existence of an effective waste management plan
22	Existence of an effective indigent policy
23	Existence of an approved SDF
24	Existence of a Land Use Management System (LUMS)

Table 50: KEY PERFORMANCE INDICATORS FOR KPA 3

1	Existence of an LED Unit
2	% of LED budget spent on LED activities
3	Existence of an LED Strategy
4	Functionality of LED forums (of meetings)

5	Plans to stimulate the second economy
6	% of SMME supported during the Financial Year
7	# of Job created through PPP
8	# of job created through EPWP

Table 51: KEY PERFORMANCE INDICATOR FOR KPA 4

1	AG's Audit opinion
2	% of expenditure on Capital budget
3	Salary budget as a % of the total Opex
4	Total municipal own revenue as % of the total actual budget
5	Rate of municipal consumer debt reduction
6	% of MIG budget appropriately spent
7	% of MSIG budget appropriately spent

8	Functionality of the Audit Committee
9	Trade creditors as a % of total actual revenue
10	Submission of AFS after the end of financial year

Table 52:KEY PERFORMANCE INDICATORS FOR KPA 5

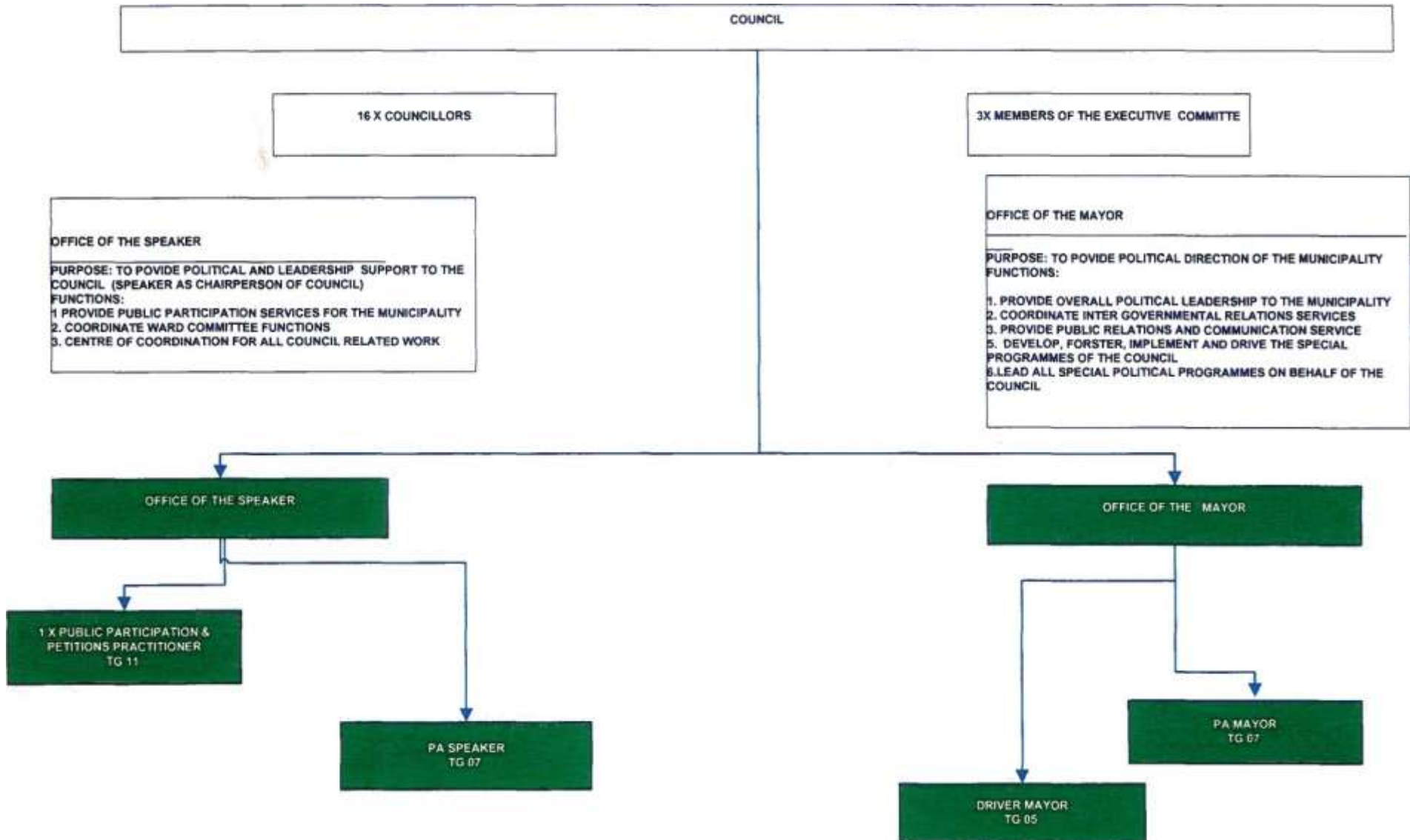
1	% of ward committees established
2	% of ward committees that are functional
3	Existence of an effective system to monitor CDWs
4	Existence of an IGR strategy
5	Effective of IGR structural meetings
6	Existence of an effective communication strategy
7	Number of mayoral imbizos conducted
8	Existence of a fraud prevention mechanism

Table 53:KEY PERFORMANCE INDICATORS FOR CROSS-CUTTING ISSUES

1	Timely submission of the Annual Report
2	Effective IDP process for the period under review;
3	Metro and District Municipalities with developed Disaster Management Policy Frameworks and Plans;
4	Existence of an HIV/Aids Strategy.

ORGANISATIONAL ORGANOGRAM

Approved
07 March
2025



Position of the Manager in the Speakers Office was collapsed into one position. a position was enhanced with additional responsibilities and therefore needs to be benchmarked with other municipalities.

OFFICE OF THE MUNICIPAL MANAGER

PURPOSE: Responsible as a Head of Administration and Accounting Officer

FUNCTIONS:

Overall coordination and management of the administrative arm of the undays River Valley municipality; To render Strategic Management Services; To coordinate institutional IDP and PI'XS functions for the municipality; To render Internal Audit Services for improved governance and improved internal control environment; Responsible for Local Economic Development Programmes/ Services and development and management of SMME's; Responsible for coordinating Service Delivery Programmes and Special Programmes;

Chain Management; and Asset Management;

DEPARTMENT: BUDGET AND TREASURY

PURPOSE: Responsible for effective and efficient financial management services and Accounting Services

FUNCTIONS:

Budget and Treasury Management; Financial Reporting; Income and Expenditure Management; Supply

DEPARTMENT: CORPORATE SERVICES

PURPOSE:

Responsible for effective and efficient Human Resource Management and Corporate and Auxiliary (Support) services function

FUNCTIONS:

To render Recruitment, Selection and Placement To develop/ review and implement HR Plan, HR

policies and HR Strategies:

To render Benefits Administration functions; To render Labour Relations Functions; To render ICT Support Functions; To render Skills Development To render Payroll Administration Functions To render Employee Wellness and Health To render comprehensive Council Support Services To render legal services and coordinate litigation processes To render Records Management

Services

PURPOSE: Provision of a wide-range of core service delivery community services in terms of the Powers and Functions of this category

of the municipality.

FUNCTIONS:

Render Fire and Disaster

Management Services;

Render community Library

Services

Render Traffic and Law

Enforcement Services:

Responsible for Public

Amenities

Responsible for Waste

Management and landfill Sites

services;

Responsible Parks and

Recreations; Responsible for

Town Beautification:

DEPARTMENT:INFRASTRUCTURE
PLANNING AND
DEVELOPMENT

PURPOSE:Responsible for engineering, technical, infrastructure, planning and development services **FUNCTIONS:**

Responsible for

Planning and

Development

services;

Provision of Water

and Sanitation

Services; Provision

of Project

Management Services

(PMU); Provision of

Electricity Services;

Responsible for

Road and Storm

Water maintenance;

Responsible for

Building Control/

Inspections; Render

Housing Services;

Render Town Planning

services

No changes at marco level of the

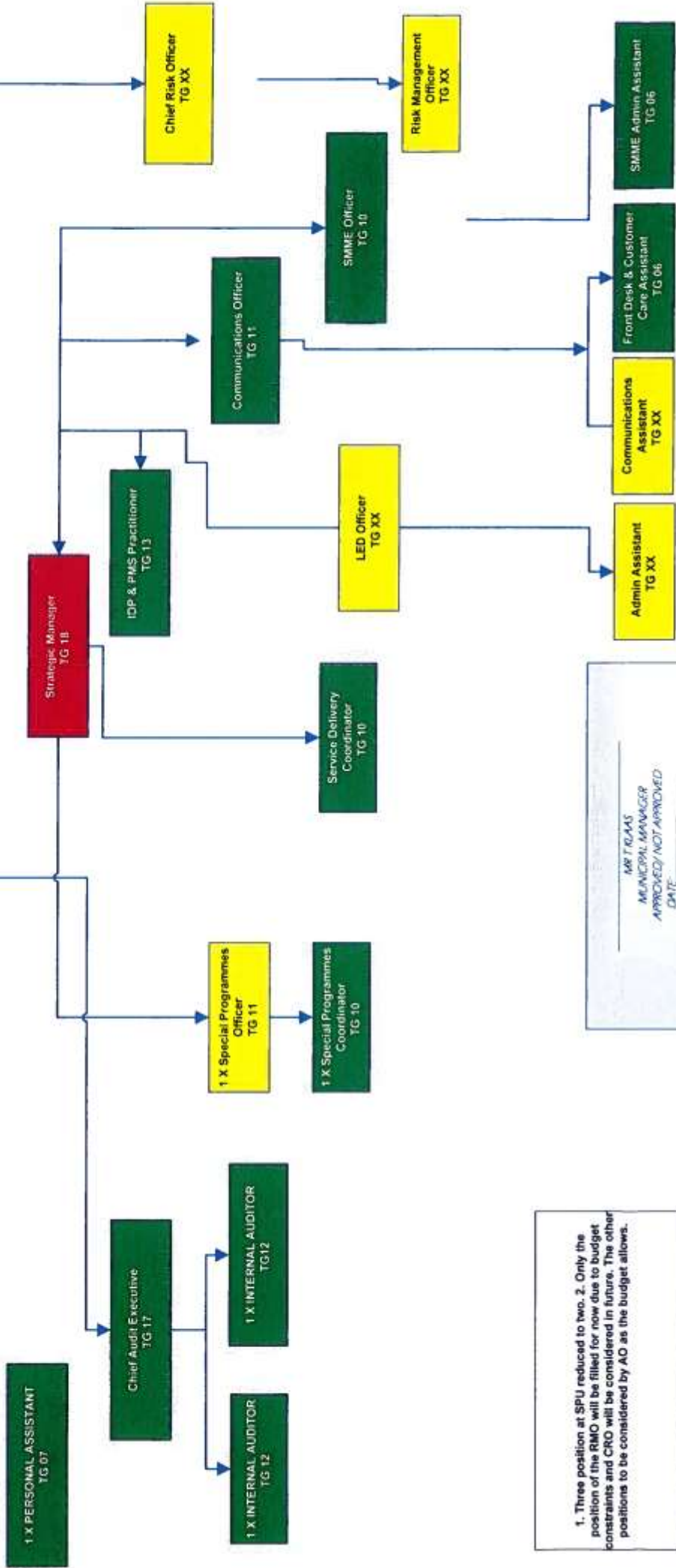
MUNICIPAL MANAGER
APPROVED/ NOT APPROVED

OFFICE OF THE MUNICIPAL MANAGER

PURPOSE: Responsible as a Head of Administration and Accounting Officer

FUNCTIONS:

- Overall coordination and management of the administrative arm of the Sundays River Valley Municipality.
- To render Strategic Management Services.
- To coordinate institutional IDP and PMS functions for the municipality.
- To render Internal Audit Services for improved governance and improved internal control environment.
- Responsible for Local Economic Development Programmes/ Services and development and management of SMME's.
- Responsible for coordinating Service Delivery Programmes and Special Programmes.
- To render risk management services for the entire institution



1. Three position at SPU reduced to two. 2. Only the position of the RMO will be filled for now due to budget constraints and CRO will be considered in future. The other positions to be considered by AO as the budget allows.

 MPT RAAS
 MUNICIPAL MANAGER
 APPROVED/ NOT APPROVED
 DATE

STR

DEPARTMENT: CORPORATE AND LEGAL SERVICES

PURPOSE: Responsible for effective and efficient human Resource Management and Corporate and auxiliary (Support) services function

FUNCTIONS:

To render Recruitment, Selection and Placement
To develop/ review and implement HR Plan, HR policies and HR Strategies;
To render Benefits Administration functions;
To render Labour Relations Functions

To render Legal services;
To render ICT Support Functions;

To render Skills Development and Capacity Building
To render Employee Wellness and Health

To render comprehensive Council Support Services
To render Records Management Services

DIVISION: HUMAN RESOURCES

PURPOSE: TO RENDER HUMAN RESOURCES SERVICES TO THE MUNICIPALITY

FUNCTIONS:

- . RENDER RECRUITMENT AND WORKFORCE PLANNING SERVICES
- . RENDER TALENT AND HR RISK MANAGEMENT SERVICES
- . RENDER INDUSTRIAL/ LABOUR RELATIONS SERVICES
- . RENDER EMPLOYEE WELLNESS AND HEALTH SERVICES
- . RENDER SKILLS DEVELOPMENT SERVICES
- . RENDER HR ADMINISTRATION SERVICES
- . TO COORDINATE INDIVIDUAL PERFORMANCE IMPLEMENTATION

DIVISION: ADMINISTRATION AND COUNCIL SUPPORT

PURPOSE: TO PROVIDE ADMINISTRATIVE AND COUNCIL SUPPORT FUNCTIONS:

- . RENDER GENERAL ADMINISTRATIVE SERVICES
- . RENDER ADMINISTRATIVE SUPPORT TO COUNCIL AND COUNCIL SERVICES
- . TO RENDER INSTITUTIONAL CLEANING SERVICES
- . RENDER RECORDS AND AUXILIARY SERVICES
- . TO RENDER ADMINISTRATIVE SUPPORT TO BOARD COMMITTEES

DIVISION: INFORMATION AND COMMUNICATIONS TECHNOLOGY

PURPOSE: TO RENDER INFORMATION AND COMMUNICATIONS TECHNOLOGY SERVICES

FUNCTIONS:

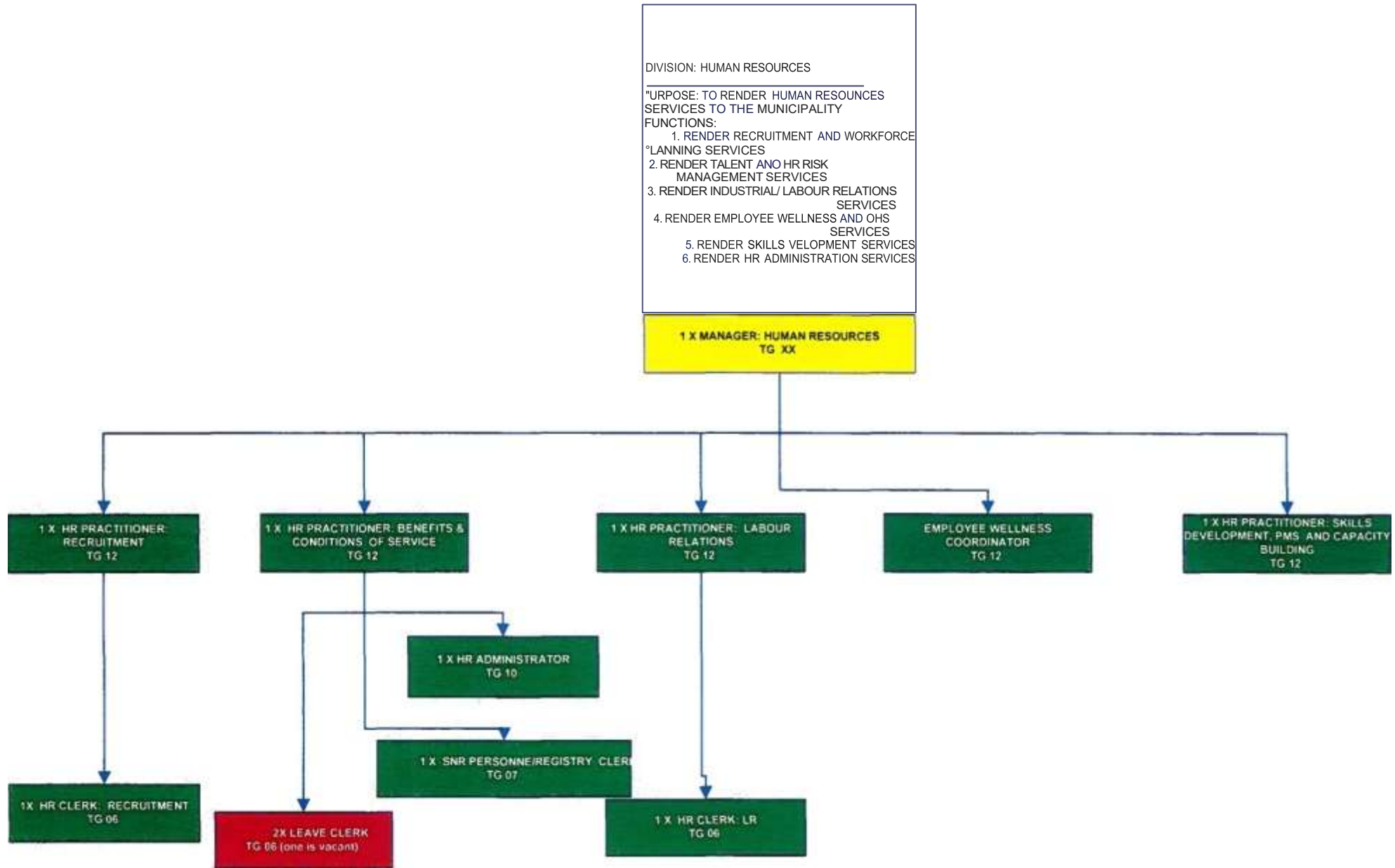
- . RENDER HARDWARE SUPPORT SERVICES
- . RENDER NETWORK SUPPORT SERVICES
- . RENDER SOFTWARE SUPPORT SERVICE
- . GENERATE ICT REPORT ON THE FUNCTIONALITY OF ICT SYSTEMS

1. Position of the HR Manager to be filled as a matter of urgency.



MR T. LAAS
MUNICIPAL MANAGER
APPROVED / NOT APPROVED

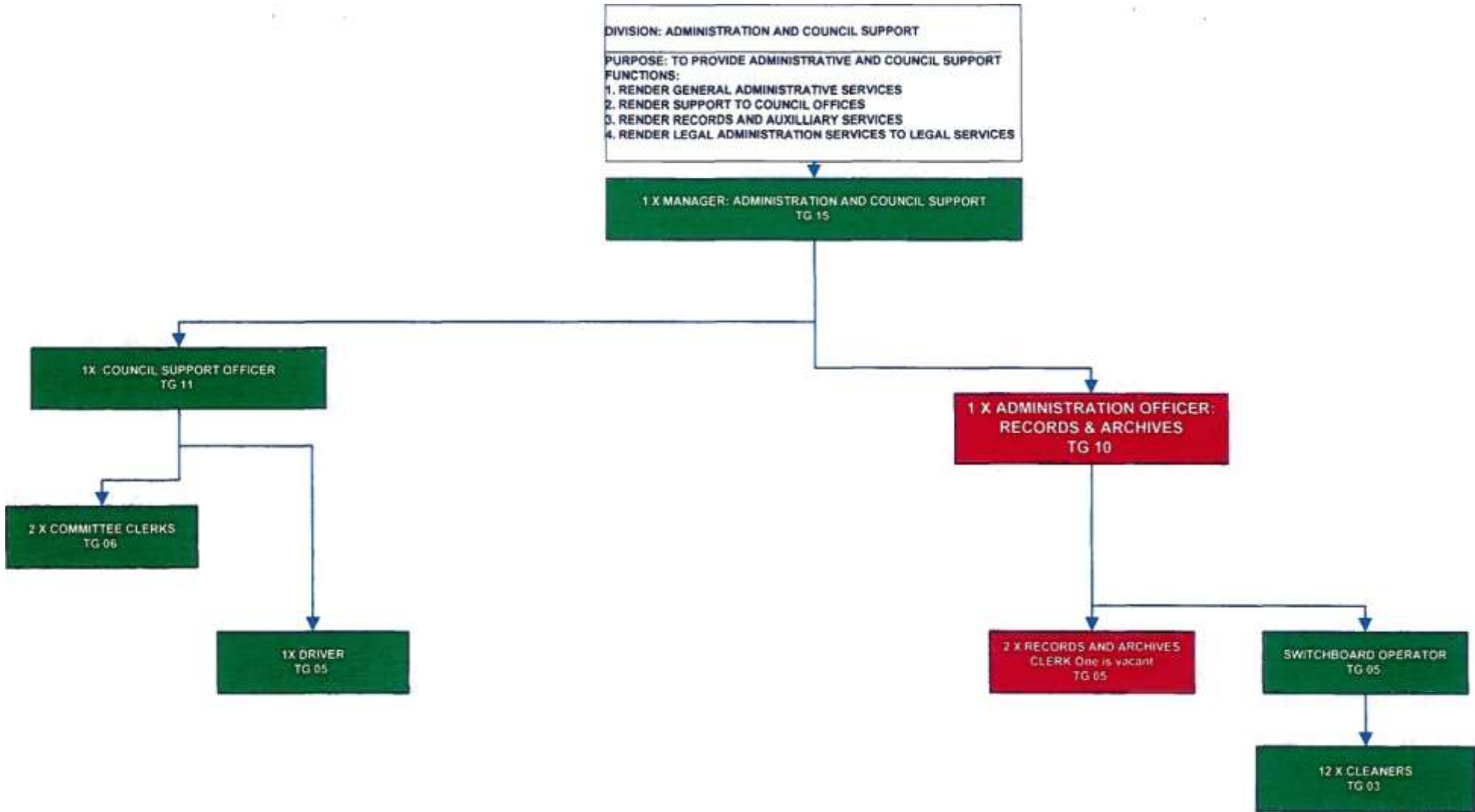
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Two positions are vacant one new and another is a replacement

TE

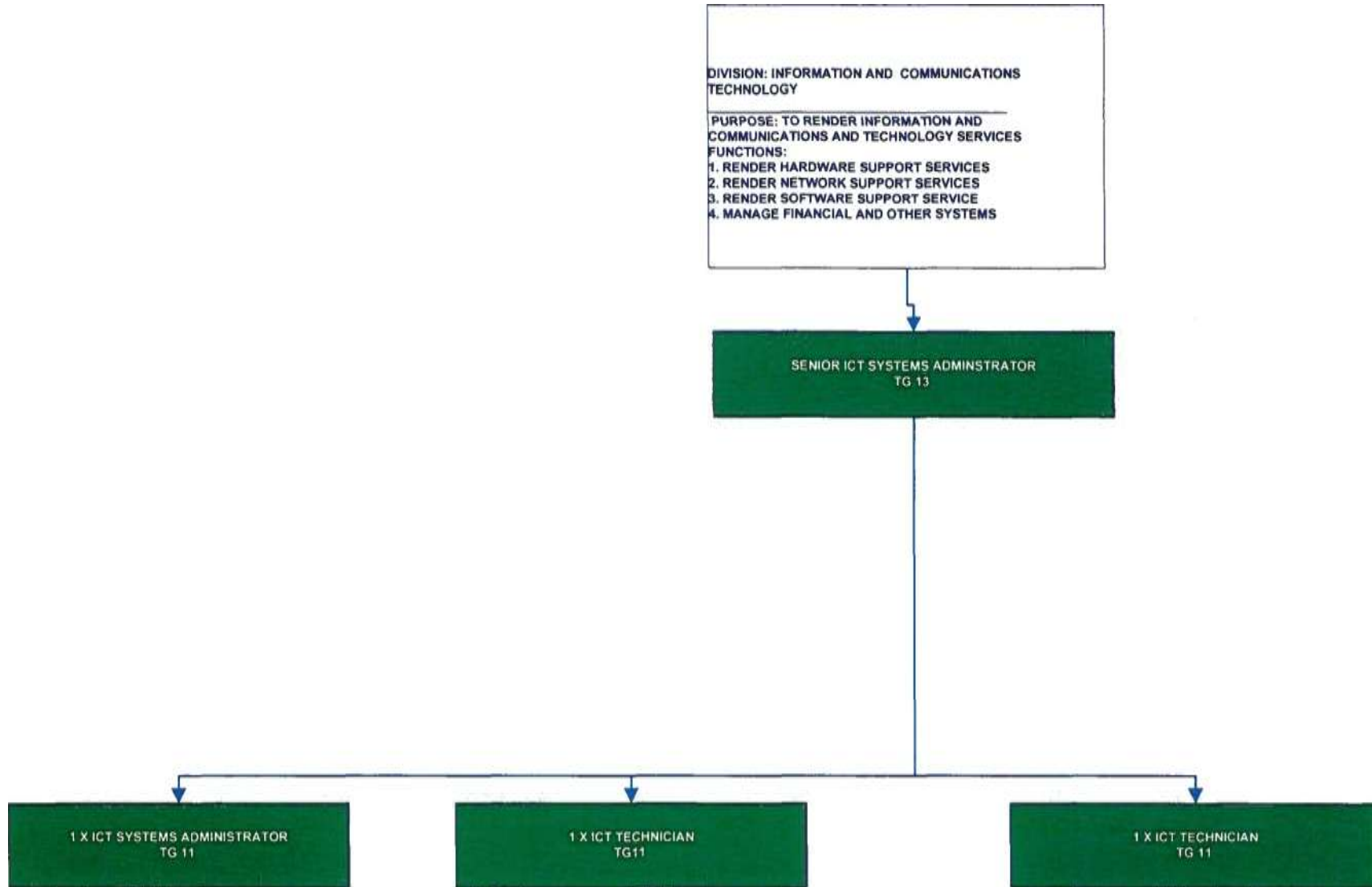
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12 Cleaners and one Ig in excess as she was working as a PA previously. Needs to be placed in a substamive position.

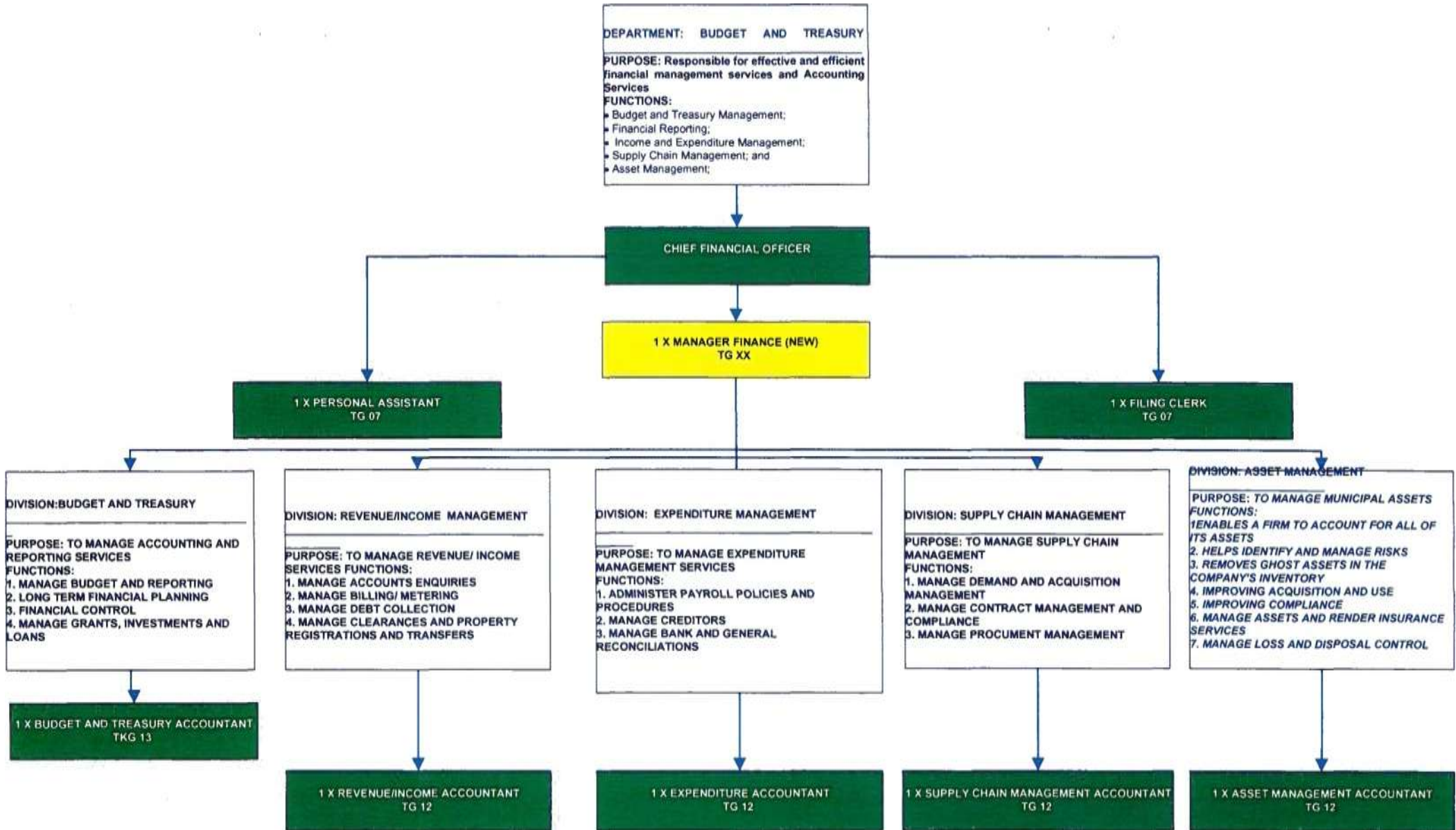
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MUNICIPAL MANAGER
APPROVED/ NOT APPROVED



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MR T. KLAAS
MUNICIPAL MANAGER
APPROVED / NOT APPROVED

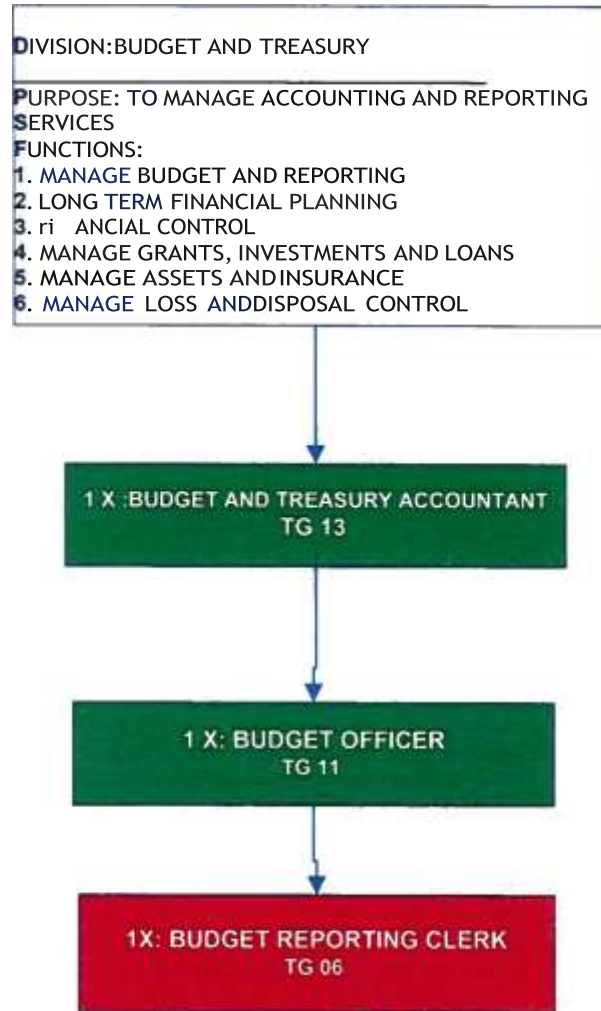
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A new position was created for the former PA of the Mayor and was placed in this position at no additional costs. Horizontal placement.

MR. KLAAS
MUNICIPAL MANAGER
APPROVED / NOT APPROVED

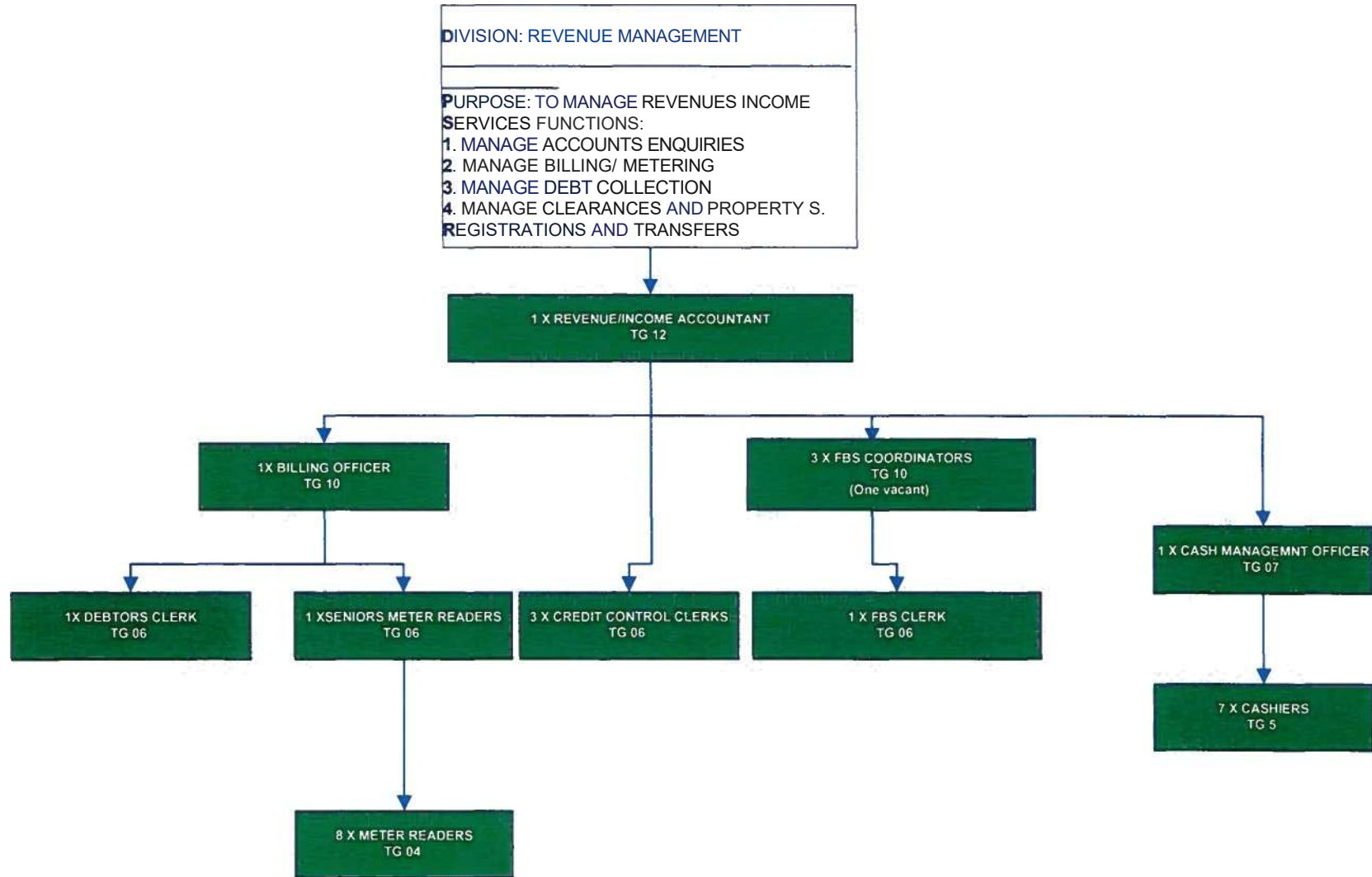
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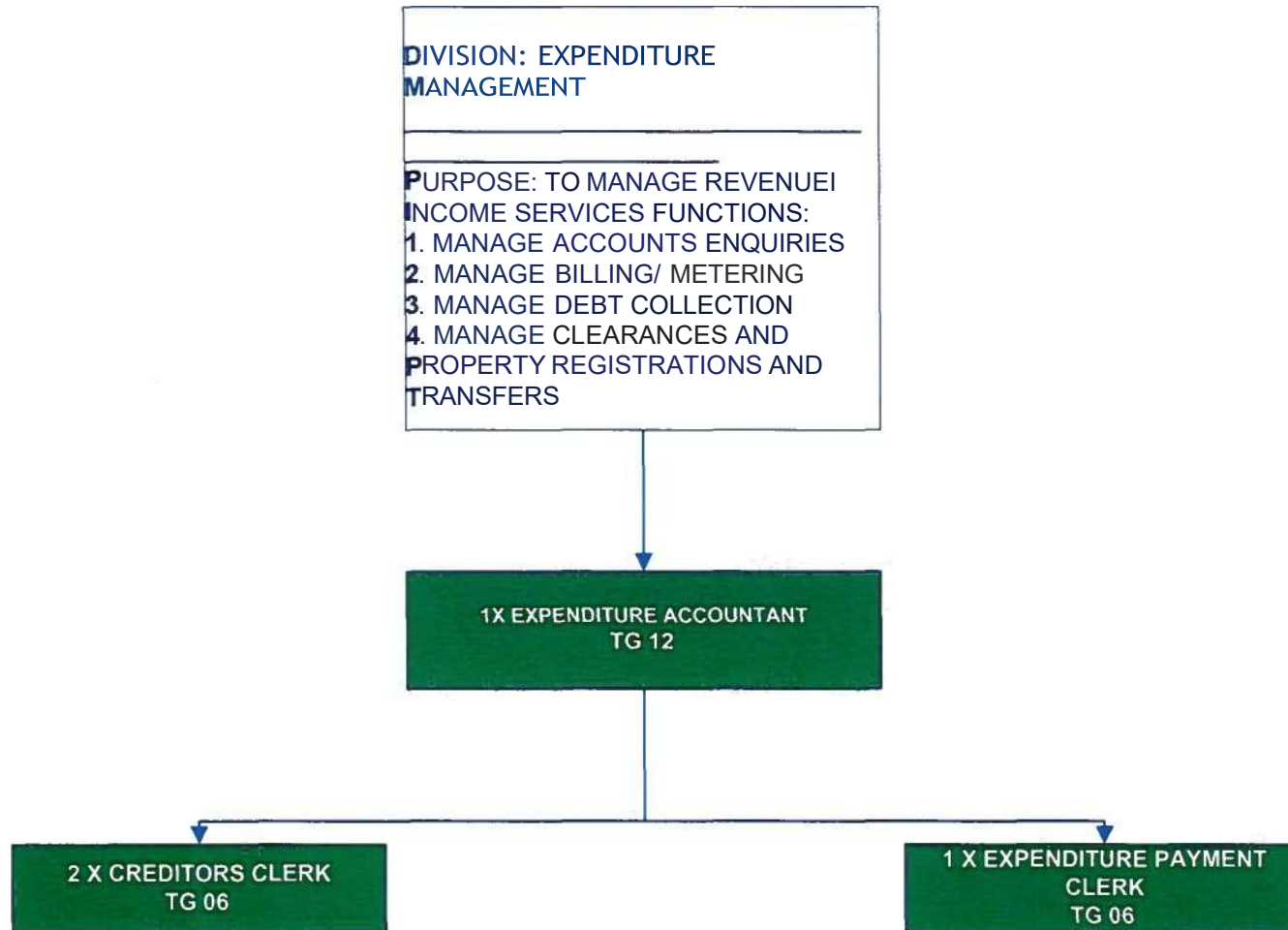
Position down graded to a Clerk position and to be filled.

*MRY KLAAS
MUNICIPAL MANAGER
APPROVED/NOT APPROVED*



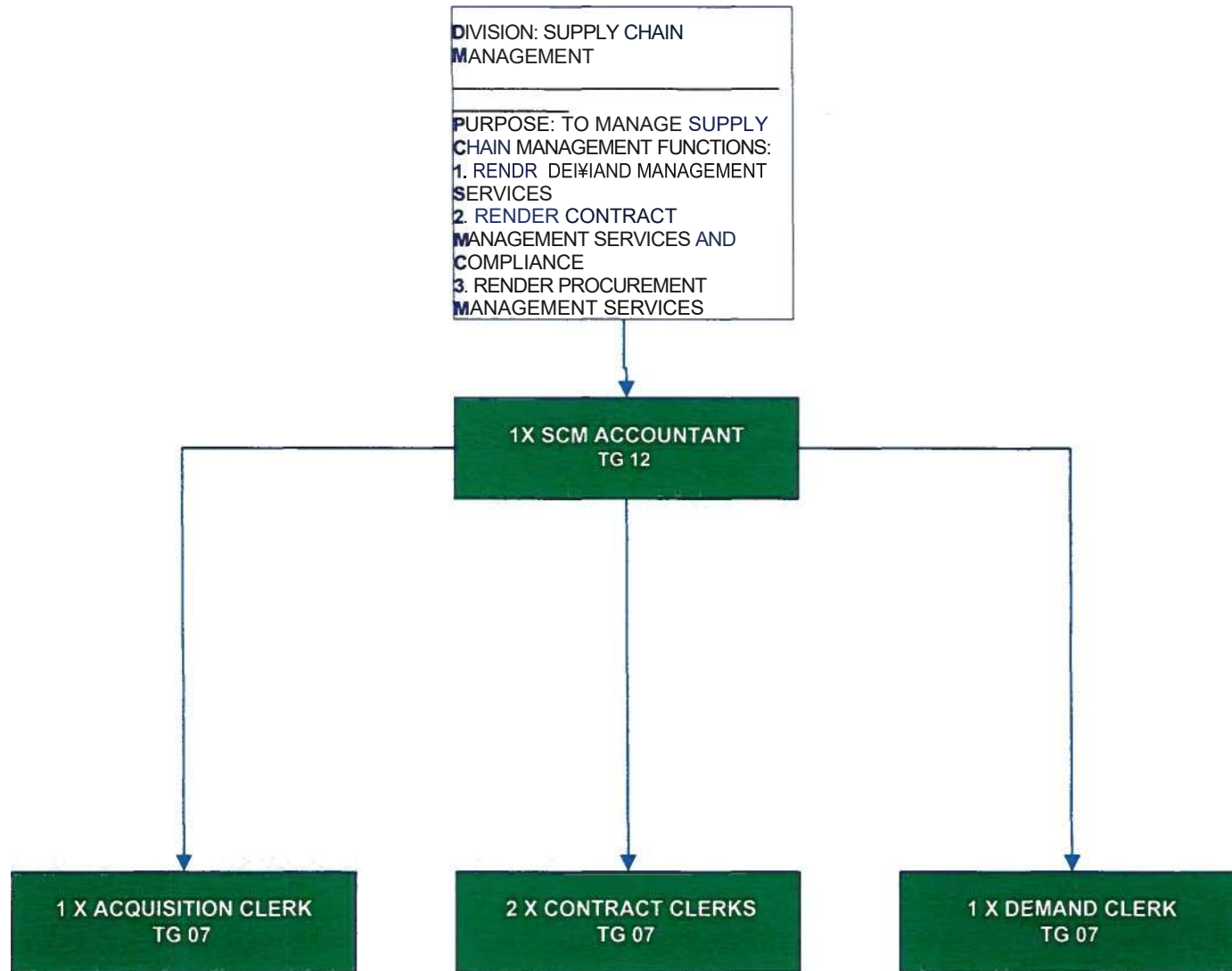
25 X POSITIONS
3 X VACANT

MR T KLAAS
MUNICIPAL MANAGER
APPROVED/ NOT APPROVED



4 X POSITIONS

TK



SX POSITIONS

MUNICIPAL MANAGER
APPROVED/NOT APPROVED
DATE

DIVISION: ASSET MANAGEMENT

PURPOSE: *TO MANAGE MUNICIPAL ASSETS
FUNCTIONS AND FLEET MANAGEMENT
SERVICES*

*1. MANAGES ALL ACCOUNTING FOR A ASSETS
2. MANAGES AND IDENTIFY RISKS
ASSOCIATED WITH ASSET
MANAGEMENT*

*3. MANAGES MUNICIPAL INVENTORY
5. IMPROVES COMPLIANCE WITH APPLICABLE
LEGISLATION AND GRAP STANDARDS
6. RENDERS FLEET MANAGEMENT SERVICES
7. MANAGES ASSETS AND RENDER INSURANCE
SERVICES*

SERVICES

A handwritten signature or set of initials, possibly 'TE', located in the bottom right corner of the page.

4 X POSITIONS

MR T. KAAS
MUNICIPAL MANAGER
APPROVED/NOT APPROVED
DATE: _____

COMMUNITY SERVICES AND PUBLIC

SAFETY

URPOSE: Provision of a wide-range of core service delivery community services in terms of the Powers and

Functions of this category of the municipality.

FUNCTIONS:

Render Fire and Disaster Management Services:

Render community Library Services

Render Traffic and Law Enforcement Services:

Responsible for Public Amenities

Responsible for Waste Management and Landfill Sites

Responsible Parks and Recreations:

Responsible for Town Beautification:

NIT: LIBRARY SERVICES

MANAGEMENT

URPOSE: TO MANAGE LIBRARY SERVICES ON BEHALF OF PROVINCIAL GOVERNMENT (DSRAC)

URPOSE: TO MANAGE SOLID

WASTE

FUNCTIONS:

. MANAGE REFUSE REMOVAL

. MANAGE CLIPPING

. MANAGE LANDFILLS AND

TRANSFER STATIONS

. WASTE MINIMISATION,

TRAINING & EDUCATION

. MANAGE PUBLIC

CONVENIENCES

DIVISION: PUBLIC AMENITIES

CEMETERIES

URPOSE: TO MANAGE PARKS &

FUNCTIONS:

. PARKS BEAUTIFICATION & TREE

RUINING

. MANAGE HORTICULTURAL SERVICES

. MANAGE PAVEMENT CLEANING

. MANAGE SPORTFIELDS

. MANAGE THE POUND

. MANAGE GRASS CUTTING

. MANAGE CEMETERIES

FIRE & RESCUE

URPOSE: TO MANAGE FIRE AND RESCUE SERVICES IN ACCORDANCE WITH

LEGISLATION

Functions:

. MANAGE HAZARD PREVENTION MEASURES

(FIRE SAFETY)

. EXTINGUISH FIRES

. PERFORM RESCUES

NIT: TRAFFIC OPERATIONS

URPOSE: TO MANAGE PUBLIC SAFETY

FUNCTIONS:

. MANAGE TRAFFIC OPERATIONS

. PROVIDE LICENSING SERVICES

. PROVIDE REGISTRATION OF VEHICLES

LICENSING

. CONDUCT VEHICLE TESTING

. PROVIDE DRIVER RE-EVALUATION SERVICES

. EVALUATE DRIVERS AND OPERATORS

. PROVIDE LEARNERS LICENSING AND

SERVICES

FUNCTIONS:
MANAGE
CATALOGUING OF
BOOKS

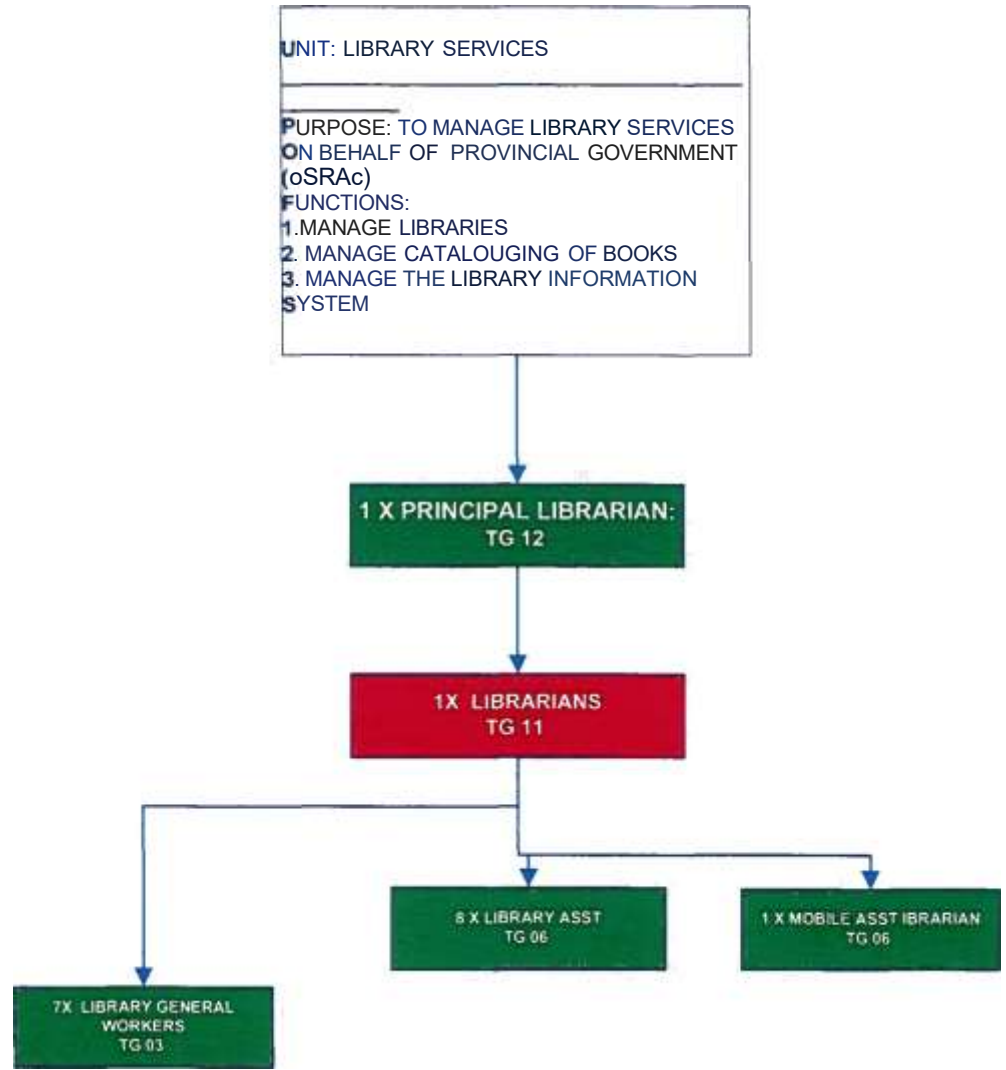
MANAGE THE LIBRARY

INFORMATION SERVICES

1. A new Manager position is proposed for Community Services. 2. Consideration to be made for the position of waste Management Practitioner to be added for compliance reasons.

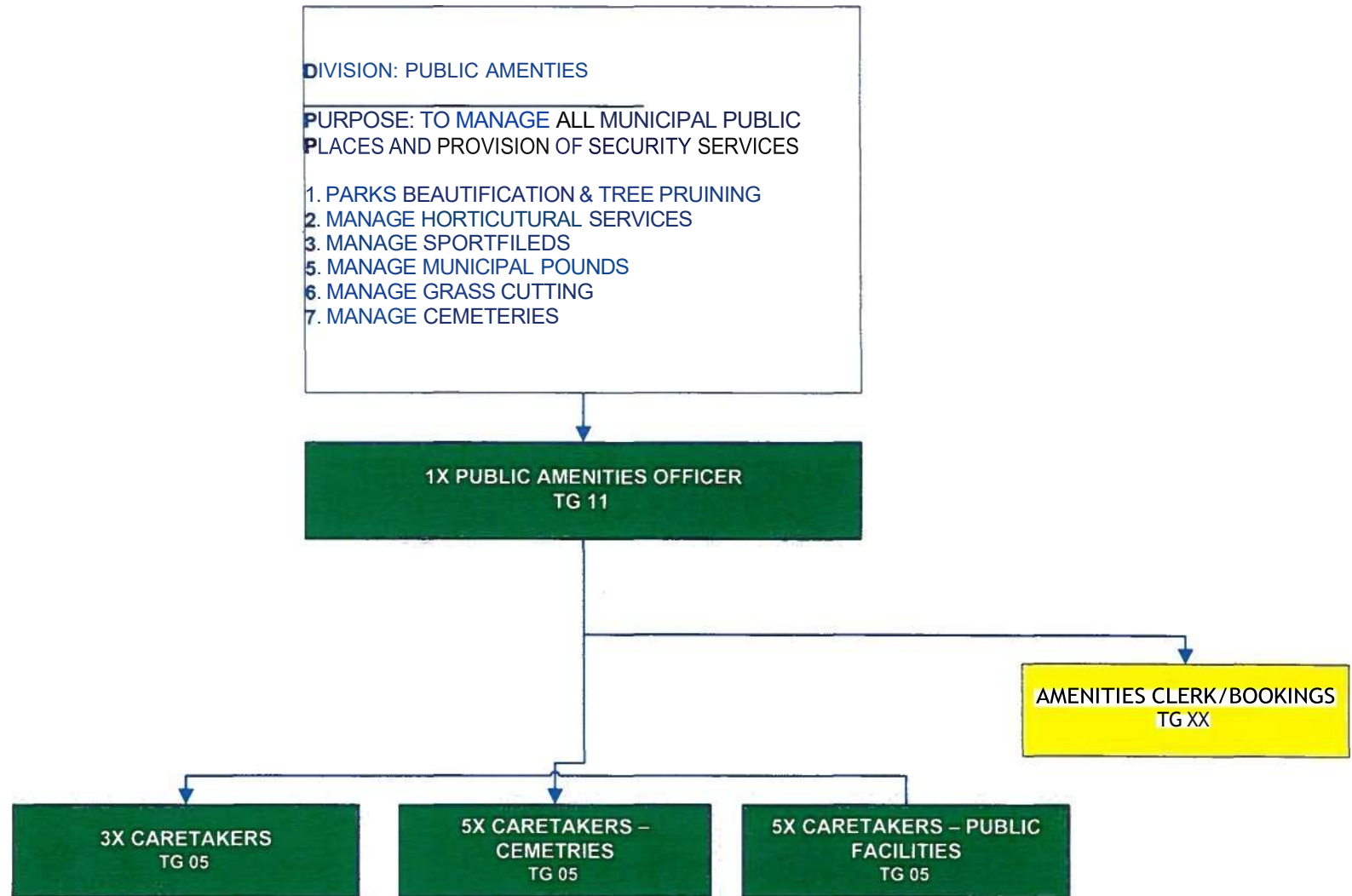
MAY T KLAAS
MUNICIPAL MANAGER
APPROVED/NOT APPROVED





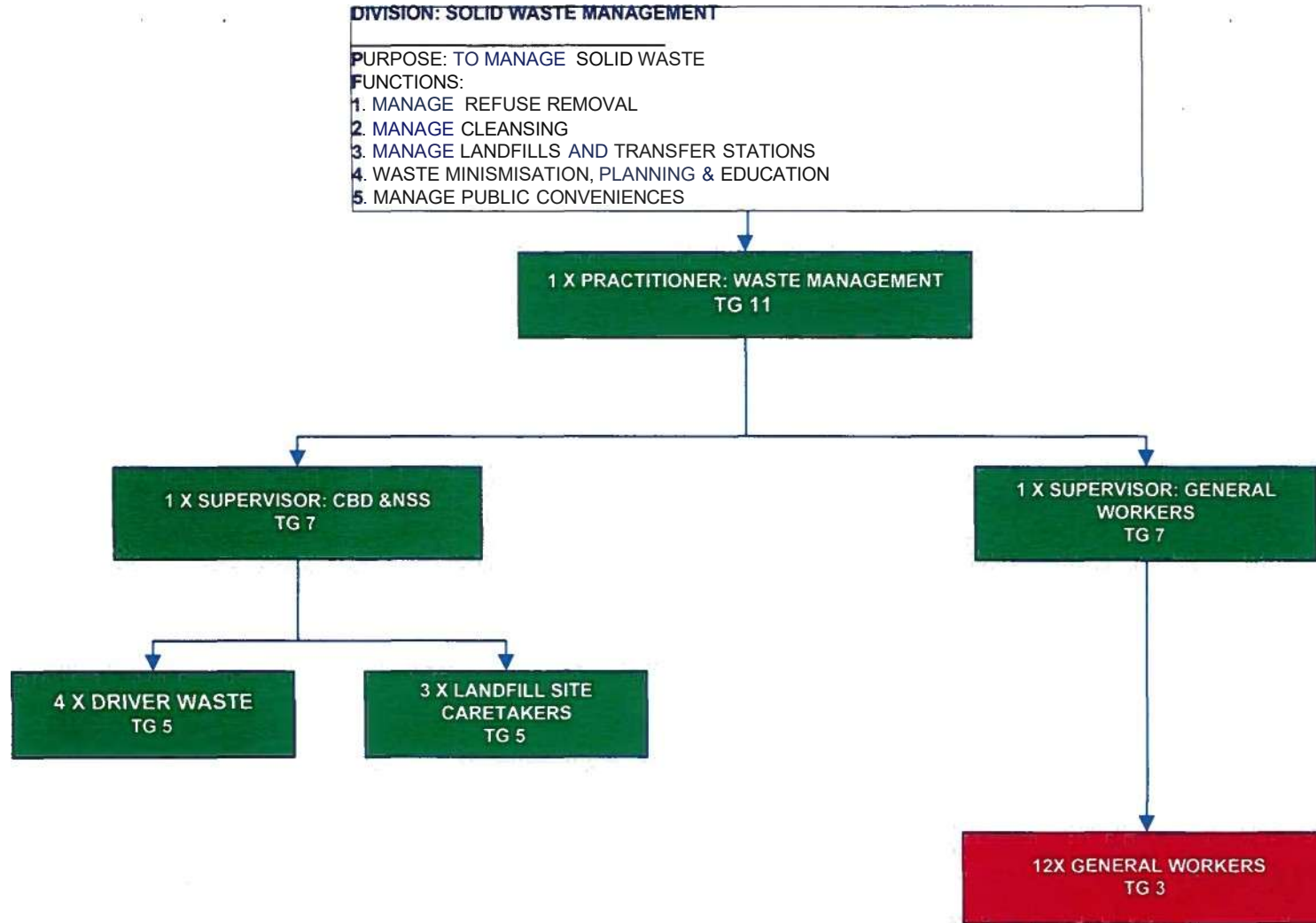
1. Library function is going back to DSRAC and staff to be absorbed there. 2. Principal Librarian to change designation to Chief Librarian. 3. Librarian position is vacant

MUNICIPAL MANAGER
APPROVED/NOT APPROVED
DATE:



1. Position of a Bookings Clerk was endorsed4. Issue of Caretakers to be re-considered anc new Caretakers to be appointed for Halls, Sports field and Cemeteries to fill the gaps and look et reduction in

M. T. KLAS
MUNICIPAL MANAGER
APPROVED/NOT APPROVED



TK

1. A new position of Waste Management Practitioner to be considered as a compliance matter. 2. A position of Environmental and Climate practitioner to be considered in future.

~~MKT/ELAS~~
MUNICIPAL MNAEOP
APPROVED/ NOT APPROVED

UNIT: FIRE & DISASTER SECTION

**PURPOSE: TO MANAGE FIRE AND RESCUE SERVICES IN ACCORDANCE WITH
LEGISLATION**

FUNCTIONS:

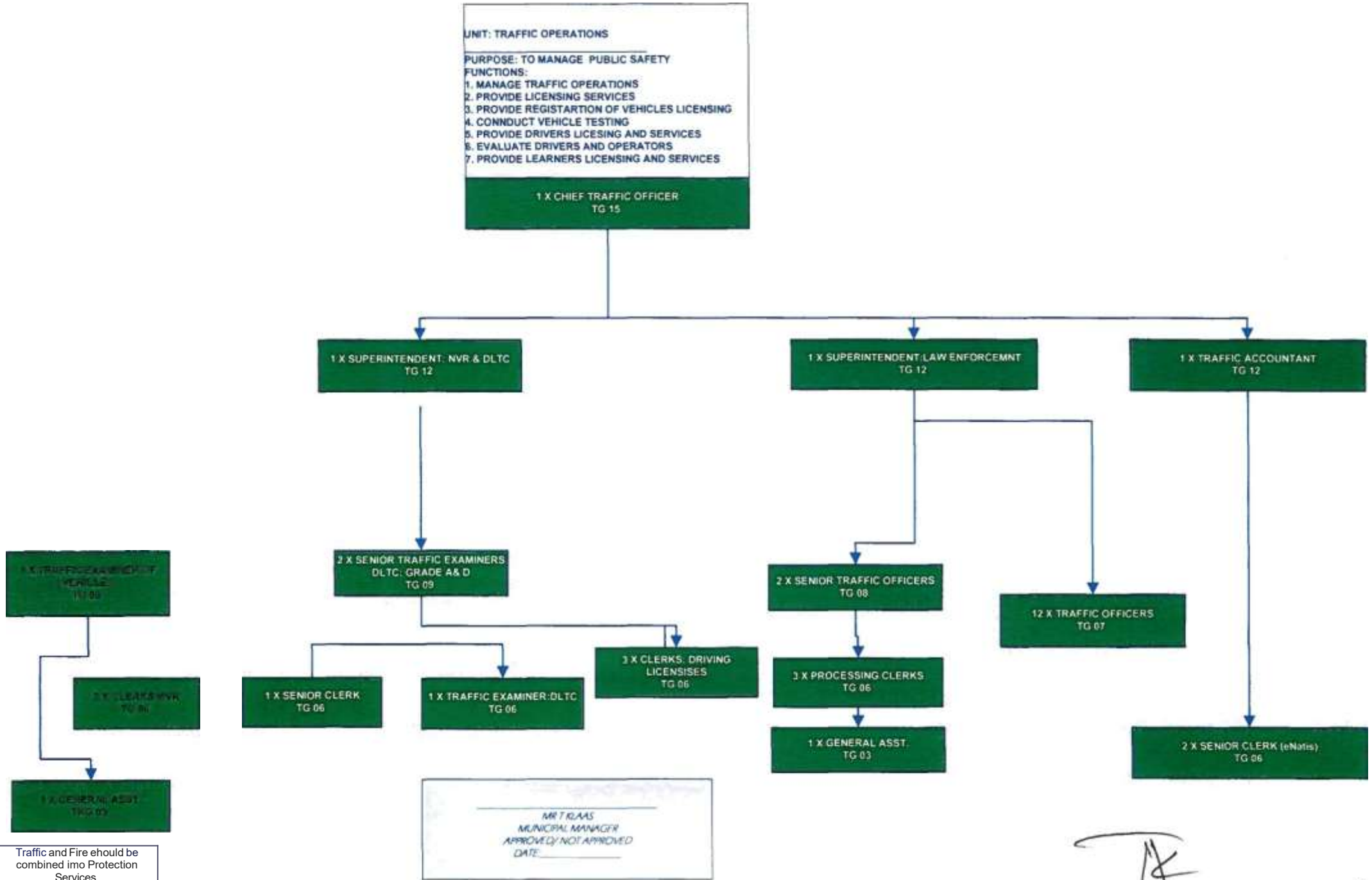
1. MANAGE HAZARD PREVENTION MEASURES (FIRE SAFETY)
 - . EXTINGUISH FIRES
 - . PERFORM RESCUES
 - . RENDER DISASTER MANAGEMENT SERVICES IN THE VALLEY

1x Station Commander: Upper
Valley
TG XX

” 1x Station Commander: Lower
Valley
TG XX

Comments made earlier applies.

MR. KLAAS
MUNICIPAL MANAGER
APPROVED / NOT APPROVED



Traffic and Fire should be combined into Protection Services.

DEPARTMENT: INFRASTRUCTURE PLANNING AND DEVELOPMENT

URPOSE: Responsible for engineering, technical, infrastructure planning and development services

FUNCTIONS:

- Responsible for Planning and Development services;
- Provision of Water and Sanitation Services;
- Provision of Project Management Services (PMU); Provision of Electricity Services;
- Responsible for Road and Storm Water maintenance;
- Responsible for Building Control/ Inspections;
- Render Housing Services;
- Render Town planning services

VISION: ELECTRICAL DISTRIBUTION

URPOSE: TO MANAGE ELECTRICAL DISTRIBUTION SERVICES

- FUNCTIONS:
- . MANAGE NETWORK DISTRIBUTION
 - . MAINTAIN SYSTEM & NETWORK MAINTENANCE
 - . MANAGE DISCONNECTIONS & RECONNECTIONS

DEPARTMENT: TOWN AND REGIONAL PLANNING

- URPOSE: TO MANAGE PLANNING AND URBAN SETTLEMENTS IN ACCORDANCE WITH LEGISLATIVE PRESCRIPTS
- FUNCTIONS:
- . PROVIDE LAND SURVEYANCE SERVICES
 - . PROVIDE TOWN PLANNING SERVICES
 - . PROVIDE BUILDING CONTROL SERVICES
 - . URBAN AND HUMAN SETTLEMENTS DEVELOPMENT
 - . SPATIAL DEVELOPMENT
 - . ENFORCE LAND USE MANAGEMENT

VISION: ROADS AND STORM WATER

- URPOSE: TO MANAGE ROADS & STORM WATER SERVICES
- FUNCTIONS:
- . MAINTAIN URBAN ROADS & STORM WATER SERVICES
 - . MANAGE PUBLIC WORKS SERVICES
 - . MANAGE BUILDING MAINTENANCE AND AMENITIES
 - . MANAGE MECHANICAL WORKSHOP

DEPARTMENT: PROJECT MANAGEMENT

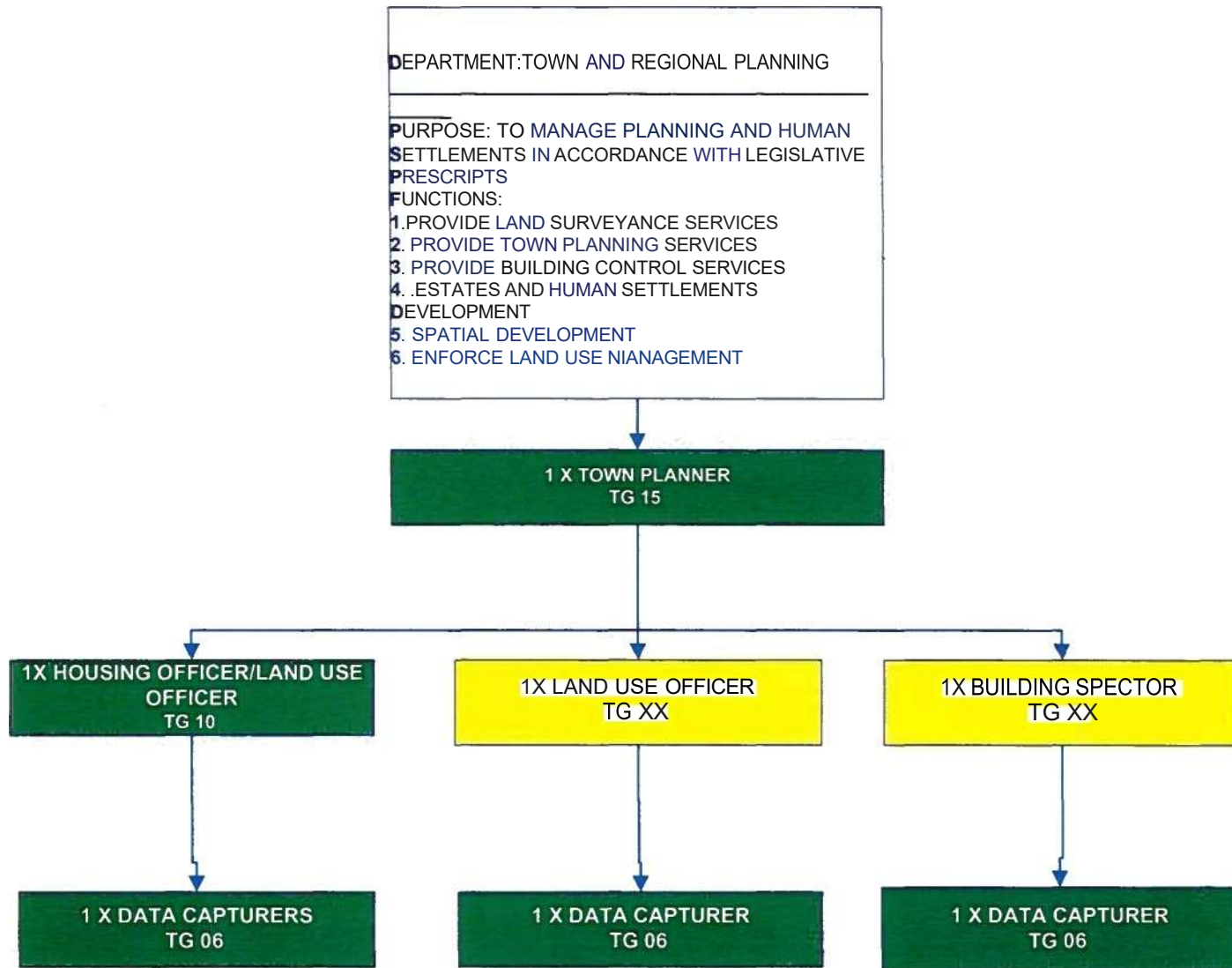
- URPOSE: TO MANAGE AND COORDINATE ALL CIVIL PROJECTS
- FUNCTIONS:
- . IDENTIFY PROJECTS AND CONDUCT FEASIBILITY STUDIES
 - . ADMINISTER CONTRACTS
 - . PLAN, IMPLEMENT AND MANAGE PROJECTS & ADMINISTER PROJECT FINANCES/ MIG FUNDS

VISION: WATER AND SANITATION

- URPOSE: TO MANAGE AND COORDINATE ALL CIVIL PROJECTS
- FUNCTIONS:
- . IDENTIFY PROJECTS AND EXECUTE FEASIBILITY STUDIES
 - . ADMINISTER CONTRACTS
 - . PLAN, IMPLEMENT AND MANAGE PROJECTS & ADMINISTER PROJECT FINANCES/ MIG FUNDS

PMU Manager position advertised
and Manager Roads & Stormwater to
be filled.

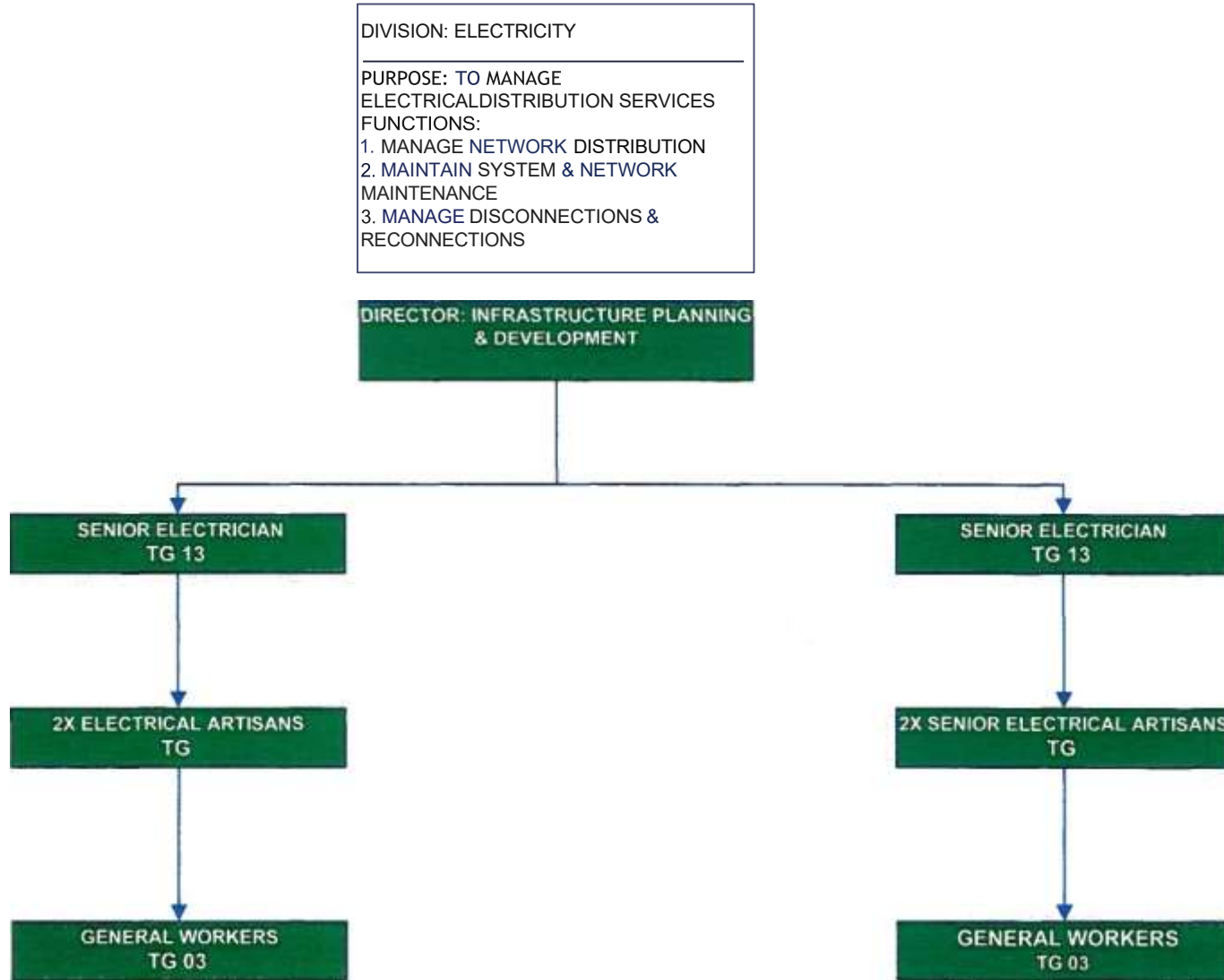
MP TIRI AASFI
MUNICIPAL MANAGER
APPROVED/NOT APPROVED
DATE



MRT KLAAS
MUNKIPAL MMGFP
APPROVED/NOT APPROVED
DATE

Two critical vacancies with revenue potential to be considered for filling depending on availability of funding.

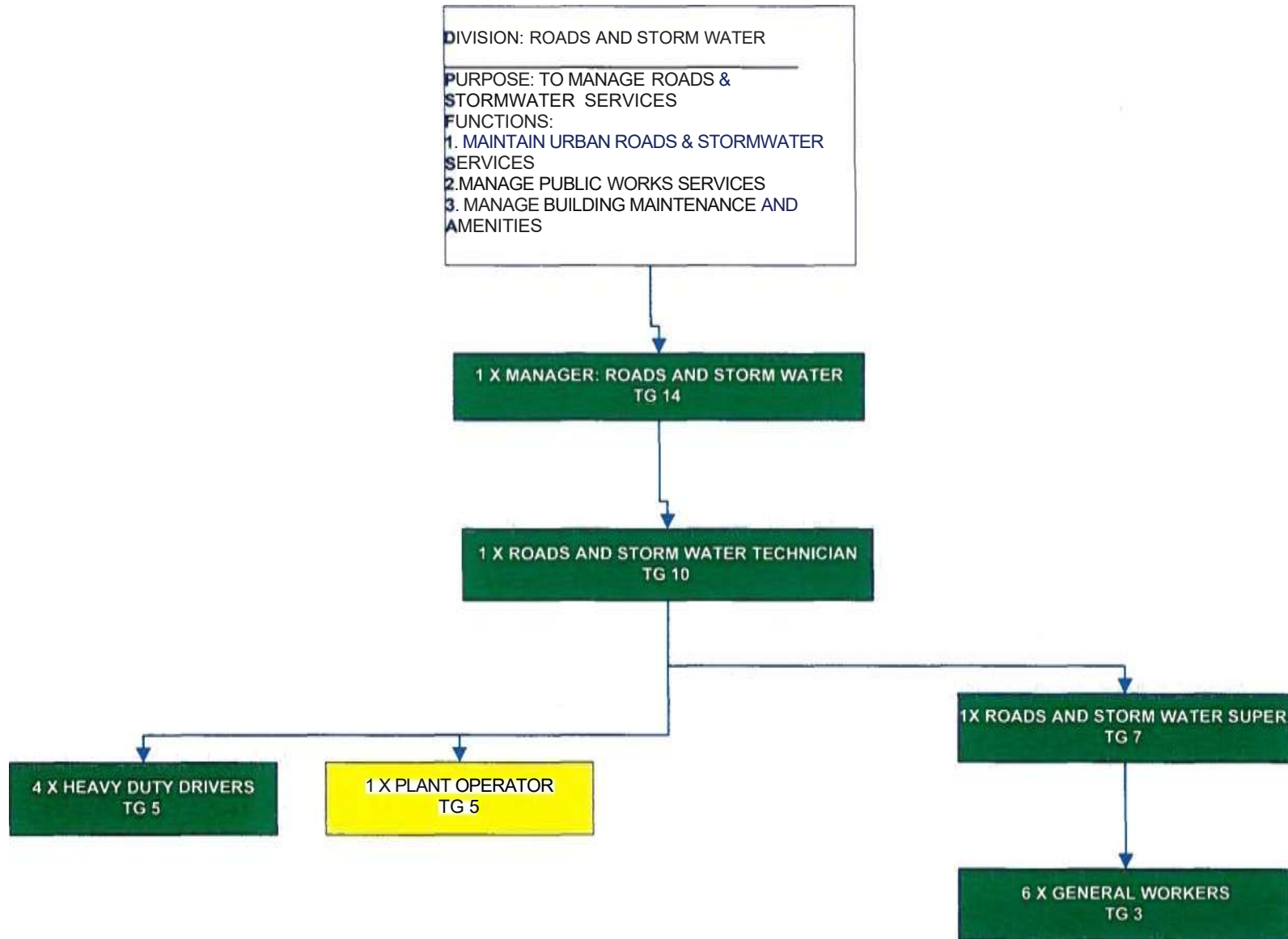




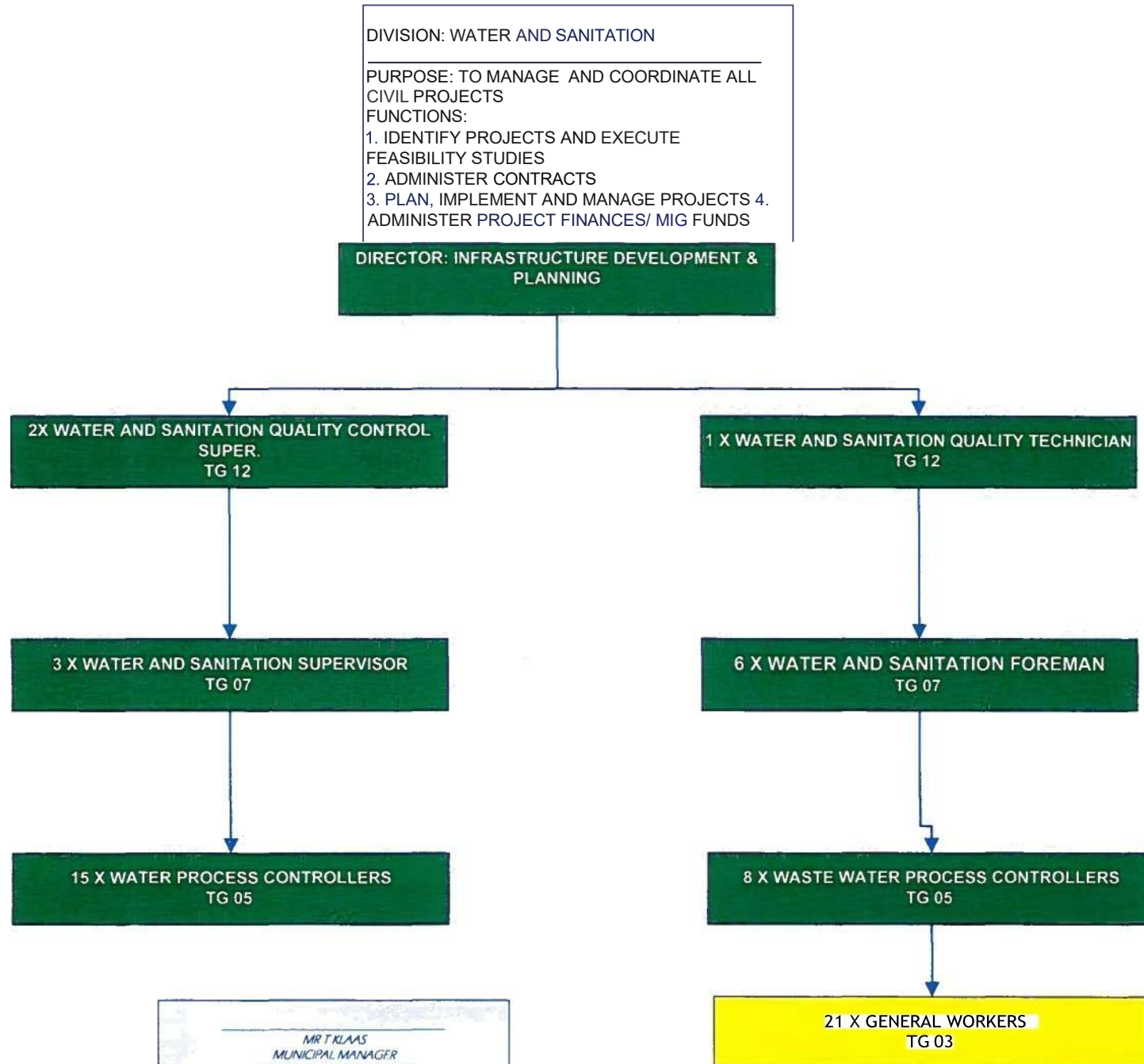
An all rounder Manager to be considered to manage water and electricity provision (coordinating role)

MR T. KLAAS
MUNICIPAL MANAGER
APPROVED/NOT APPROVED
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A decision to be made for this position of Plant Operator.



DIVISION: WATER AND SANITATION

PURPOSE: TO MANAGE AND COORDINATE ALL CIVIL PROJECTS

FUNCTIONS:

1. IDENTIFY PROJECTS AND EXECUTE FEASIBILITY STUDIES
2. ADMINISTER CONTRACTS
3. PLAN, IMPLEMENT AND MANAGE PROJECTS
4. ADMINISTER PROJECT FINANCES/ MIG FUNDS

DIRECTOR: INFRASTRUCTURE DEVELOPMENT & PLANNING

2X WATER AND SANITATION QUALITY CONTROL SUPER. TG 12

1 X WATER AND SANITATION QUALITY TECHNICIAN TG 12

3 X WATER AND SANITATION SUPERVISOR TG 07

6 X WATER AND SANITATION FOREMAN TG 07

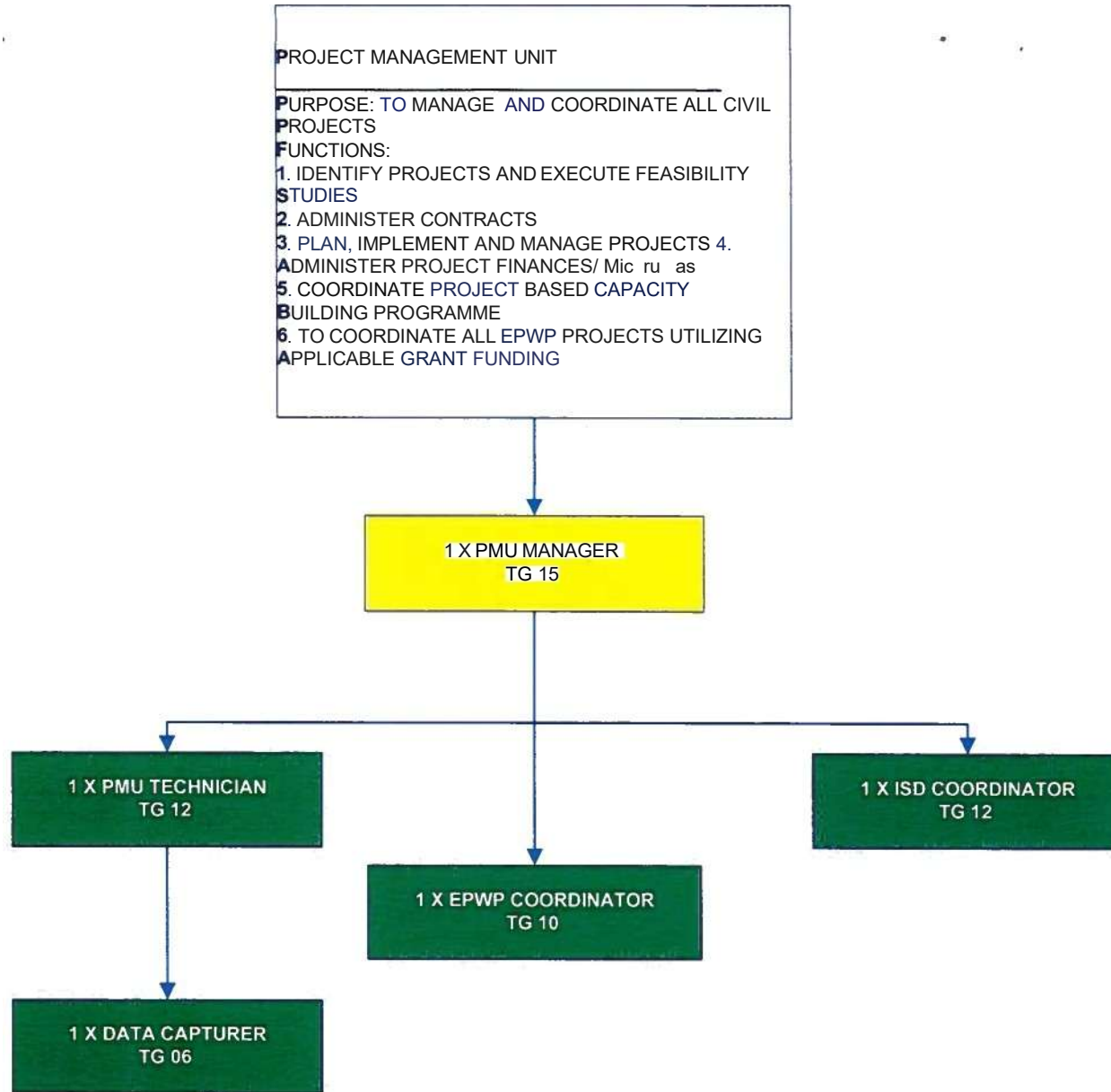
15 X WATER PROCESS CONTROLLERS TG 05

8 X WASTE WATER PROCESS CONTROLLERS TG 05

21 X GENERAL WORKERS TG 03

MRT KLAAS
MUNICIPAL MANAGER
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DATE: _____

General Worker positions to be filled on a Permanent basis to avoid unending hiring of casual or contract workers.



EPWP position to be part of the organogram and to be benchmarked with other municipalities wrt correct grading.

PAYROLL SERVICES

PURPOSE: TO RENDER A COMPREHENSIVE
PAYROLL ADMINISTRATION FUNCTIONS AND
SERVICES TO THE INSTITUTION

FUNCTIONS:

1. Conduct balancing and reconciliation of payroll data
2. Render depositing and reporting taxes
3. Do calculations of wage and salary deductions
4. Maintain compliance with tax legislation and other applicable prescripts
- S. Do calculations of reimbursements, bonuses, overtime and holiday pay



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18/03/20

VACANCIES ON THE APPROVED ORGANOGRAM MARCH 2025

DEPARTMENT	POSITION	STATUS
CORPORATE SERVICE	<ol style="list-style-type: none"> 1. Driver Council Support 2. Archives Admin Clerk 3. HR Manager and Legal Services 4. Admin Officer: Records and Archives 5. Driver: Council Support 6. Archives Clerk 	<p>Advertised on the 3rd March 2025</p> <p>Advertised</p>
COMMUNITY SERVICES	<ol style="list-style-type: none"> 1. 4x Traffic Officers (Replacements) 2. 2x Examiners Grade A (Replacements) 3. 1x Superintendent Law Enforcement 4. 3x General Workers 5. 1x Caretaker landfill site 6. 3x Caretakers Public amenities 7. 1x Driver waste 8. Librarian 9. Library Assistant 10. Drivers Licencing Clerk 	<p>Advertised on the 3rd March 2025</p> <p>Advertised on the 3rd March 2025</p> <p>Advertised on the 3rd March 2025</p> <p>Advertised on the 3rd March 2025</p> <p>Advertised on the 3rd March 2025</p> <p>Advertised on the 3rd March 2025</p>
FINANCE BUDGET & TREASURY	<ol style="list-style-type: none"> 1. Manager Finance 2. Budget Officer x1 3. Meter Readers x 2 4. FBS Coordinator 5. Meter Reader 6. Senior Meter Reader 	<p>Advertised on the 25 April 2025</p> <p>Advertised</p>
INFRASTRUCTURE PLANNING & DEVELOPMENT	<ol style="list-style-type: none"> 1. Director IPD 2. Supervisor Water and Sanitation 3. 10x General Workers Water and Sanitation 4. 1x General Worker Roads 5. Building Inspector 6. Manager Roads 	<p>To be appointed recruitment process is done</p> <p>Advertised</p> <p>Advertised</p> <p>Advertised</p>
MUNICIPAL MANAGERS OFFICE	<ol style="list-style-type: none"> 1. Manager Strategic 2. Special Programmes Officer 	<p>Appointed</p> <p>Advertised</p>

Strategic Objective	Strategy	Projects	Key Performance Indicator	Spatial Reference	Annual Target Page 42	Annual Budget	QUARTERLY TARGETS				Means of Verification	Responsible Dept
							Quarter 1	Quarter 2	Quarter 3	Quarter 4		
INFRASTRUCTURE PLANNING AND DEVELOPMENT												
Ensure access and a continuous supply of good quality water and sanitation to each Household/User by 2026		- Augmentation of the Water Reticulation Network in Paterson (Installation of pipelines, taps, connection of households to sewer, installation of water meters)	% progress of on the augmentation of the water reticulation network in Addo		100% progress of on the augmentation of the water reticulation network in Addo	R4 302 846	25% progress of on the augmentation of the water reticulation network in Addo	50% progress of on the augmentation of the water reticulation network in Addo	75% progress of on the augmentation of the water reticulation network in Addo	100% progress of on the augmentation of the water reticulation network in Addo		Infrastructure Planning and Development
		Refurbishment of Addo sewer treatment works and Moses Mabhidha Seer Reticulation (in response to the AG Material Irregularity finding)	% progress of on the Refurbishment of waste water oxidation ponds in Addo	Ward 6	% progress of on the Refurbishment of waste water oxidation ponds in Addo	R8 695 652	25% progress of on the Refurbishment of waste water oxidation ponds in Addo	50% progress of on the Refurbishment of waste water oxidation ponds in Addo	75% progress of on the Refurbishment of waste water oxidation ponds in Addo	100% progress of on the Refurbishment of waste water oxidation ponds in Addo		Infrastructure Planning and Development
		- Compliance to SANS 241 of 2015 - Daily quality monitoring	Number of water quality monitoring projects implemented	All Wards	24 water quality monitoring projects implemented	R450 000	6 water quality monitoring projects implemented	6 water quality monitoring projects implemented	6 water quality monitoring projects implemented	6 water quality monitoring projects implemented		Infrastructure Planning and Development
SRVM Community has access to good quality roads built according to applicable standards.		- Upgrading of roads Enon and Bersheba Phase 2 (paving - Ward 8) - Upgrading of roads in Paterson(Ward 4)	Distance in km of roads upgraded	Ward 4,8	2 km of roads upgraded	R8 908 831	25% Proress Appointment of service provider and site establishment (both projects)	50% Progress Road construction progress	75% progress Installation of curbs, stormwater, part paving	2 km of roads upgraded		Infrastructure Planning and Development
		- Pothole Repair with Hot Mis Asphalt	Number of existing potholes fixed	Number of existing potholes fixed	2000 existing potholes fixed	R150 000	500 existing potholes fixed	500 existing potholes fixed	500 existing potholes fixed	500 existing potholes fixed		Infrastructure Planning and Development

To promote programmes of shared economic growth, land redistribution and general economic redress for the poor and disenfranchised	- Land Audit	% progress on implementation of land audit project		100% progress on implementation of land audit project	R700 000	25% progress on implementation of land audit project	50% progress on implementation of land audit project	75% progress on implementation of land audit project	100% progress on implementation of land audit project		Infrastructure Planning and Development
	- Provision of job opportunities, skills development and poverty alleviation through EPWP - Re-establishment of EPWP Steering Committee - EPWP Reporting	Number of EPWP job opportunities created		160 EPWP job opportunities created	R1 435 000	40 EPWP job opportunities created	40 EPWP job opportunities created	40 EPWP job opportunities created	40 EPWP job opportunities created		Infrastructure Planning and Development
	- Development of housing sector plan (DHS has appointed a service provider) - Updates to housing needs register	Number of housing facilitation projects implemented		2 housing facilitation projects implemented	Opex						
Ensure reliable, safe, and cost-effective electricity supply to all licensed areas.	- Electrification of Msengeni (Ward 2)- Replacement of High Mast Lights to LED lighting- Replacement of lights in municipal buildings- Planned maintenance	% progress in implementation of electrification projects		100%	R5 576 521R90 000	25	50	75	100		Infrastructure Planning and Development

	PMU	Grant monitoring (To liaise with PMU Manager to breakdown per grant) EPWP - R1 435 000 MIG - R30 413 000 INEP - R6 413 000 EED - R4 000 000 WSIG - R12 000 000	% expenditure of all conditional grants		100% expenditure of all conditional grants	R54 261 000		100% expenditure of all conditional grants	75	100		Infrastructure Planning and Development
COMMUNITY SERVICES												
Communities have sufficient and affordable solid waste disposal option to encourage clean and healthy environment		- Maintenance of landfill sites (- Licensing of landfill site (to confirm length of time for this activity) - Endorsement of the IWMP - Eradication of illegal dumping	Number of waste management projects implemented		4 waste management projects implemented	R3 000 000						Community and Social Services
To increase literacy and lifelong learning within the SRVM community		- Library outreach programmes (12) - Renovate Valencia Library (4) - Maintenance of libraries (1)	Number of library projects implemented		17 library projects implemented	R1,802 000	4 library projects implemented	4 library projects implemented	4 library projects implemented	5 library projects implemented		Community and Social Services
Community of SRVM with specific reference to youth have access to sustainable and affordable recreational and sport facilities as well as public amenities		- EIA for new cemeteries (Transfer to IPD) - Establishment of new cemeteries - Cemetery signage	% progress on cemeteries projects implemented		100% progress on cemeteries projects implemented	R300 000	Submit to SCM for signage procurement	Present to specifications committee project deliverables				Community and Social Services
		- Maintenance of public amenities - Development of cemetery and crematoria policy - Development of Public Amenities Master Plan - Develop Public Amenities SOP	Number of public amenities projects implemented		12 public amenities projects implemented	R1 395 000	3 public amenities projects implemented	3 public amenities projects implemented	3 public amenities projects implemented	3 public amenities projects implemented		Community and Social Services

To ensure safety and compliance to roads, Fire safety requirement, disaster management plan and bylaw	- Development of Community Safety Plan -Establishment of Community Safety Forum				Opex						Community and Social Services
	- Review of Road Traffic Management by-laws - Traffic Safety awareness programmes - Establishment of Addo satellite traffic station	Number of traffic management projects implemented		3 traffic management projects implemented	R400 000						Community and Social Services
	Issuing of licence discs Vehicle registrations Learners licenses Driving licenses Professional Driving Permits	Rand value of traffic income collected		R3 734 844 traffic income collected	R3 734 844						Community and Social Services
	-Inspection of fire safety for businesses- Inspection of fire safety at schools- Fire safety awareness campaigns for communities and schools - not approved to be taken out- Development of fire services tariff policy	Number of fire safety projects implemented		12 fire safety projects implemented	Opex	3 fire safety projects implemented	3 fire safety projects implemented	3 fire safety projects implemented	3 fire safety projects implemented		Community and Social Services
	- Establishment of disaster management forum - Quarterly disaster risk assessments and reporting	Number of disaster management projects implemented		2 disaster management projects implemented	Opex	Terms of reference drafted	Report project progress and TORs to Standing Committee	Table TORs and projects progress to Council	1st sitting of the DMF	- Terms of reference - Minutes standing committee	Community and Social Services

												Council resolution - Minutes of DMF	
		- Environmental health and safety inspections	Number of environmental health and safety inspections		100 environmental health and safety inspections	Opex	25	25	25	25			Community and Social Services

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To ensure a compliant and credible IDP/Budget and performance management environment	IDP Planning and implementation	- IDP Process plan development, adoption and implementation - IDP roadshows - Strategic planning	Number of IDP projects implemented	All wards	3 IDP projects implemented	R30 000	IDP Process Plan approved by Council	IDP process plan implemented Strategic planning	IDP process plan implemented Strategic planning	IDP Roadshows	1. Approved IDP/Budget process plan 2. Council resolution 3. Strat plan report IDP Roashows attendance register 4. Notices of IDP roashows 5. IDP roashow report/Ward priorities	Office of the Municipal Manager
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	<p>Promotion of performance driven culture</p>	<ul style="list-style-type: none"> - Annual Performance Reporting - Mid-term performance reporting - Quarterly performance reporting - Monthly departmental reporting - Performance Assessment coordination - Performance Management Cascading - Review of PMS Policy 	<p>Number of performance management projects implemented</p>		<p>5 performance management projects implemented</p>	<p>R50 000</p>	<ul style="list-style-type: none"> - Annual Performance Reporting - Quarterly performance reporting - Monthly departmental reporting - Performance Assessment coordination - Performance Management Cascading 	<ul style="list-style-type: none"> - Quarterly performance reporting - Monthly departmental reporting - Performance Management Cascading 	<ul style="list-style-type: none"> - Mid term performance reporting - Quarterly performance reporting - Monthly departmental reporting - Performance Management Cascading 	<ul style="list-style-type: none"> - Quarterly performance reporting - Monthly departmental reporting - Performance Management Cascading - Review of PMS Policy 	<ol style="list-style-type: none"> 1. Annual Performance Report 2. Monthly Reports 3. Mid-term S72 report 4. Quarterly performance reports 5. Performance plans for managers 6. Quarterly Reports on performance cascading 7. Report on assessment of Senior Managers 	<p>Office of the Municipal Manager</p>
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To ensure effective communication, integrated and sustainable service delivery partnerships with all stakeholders	Communication, institutional branding and customer care enhancement	<ul style="list-style-type: none"> - Internal newsletter- Weekly newflash- Customer care coordination- Branding of events- Website updates- Production of booklets/calendars?- Profiling of projects? /Communications support- Maintenance of digital platforms- Career Exhibitions 	Number of communications projects implemented	All wards	XXX communications projects implemented	R140 000						Office of the Municipal Manager
	IGR Functionality and coordination	<ul style="list-style-type: none"> - Convening of IGR meetings - Establishing IGR Clusters - Facilitating MOU review 	No of IGR projects implemented		3 IGR projects implemented	R120 000						Office of the Municipal Manager
To ensure effective communication, integrated and sustainable service delivery partnerships with all stakeholders	Strengthening public participation and oversight	<ul style="list-style-type: none"> - Public participation policy development - Public participation strategy development - Public participation outreaches - Ward Committee Coordination - Ward meetings 	Number of public participation projects implemented		5 public participation projects implemented	R200 000						Office of the Municipal Manager

	Mainstreaming of focus groups across the municipality	<ul style="list-style-type: none"> - SPU Strategy development/review - SPU Mainstreaming policy development/review - Elderly programs - Youth programs - Children's programs - Women's program - People living with disability programs - Gender Based Violence & Femicide - HIV/AIDS coordination 	Number of special programs projects implemented		9 special programs projects implemented	R200 000						Office of the Municipal Manager
To promote sound leadership, good governance and improved audit outcomes		<ul style="list-style-type: none"> - Audit Action Plan assurance and review - Audit Committee Meetings coordination - Audit Committee workplan development, implementation and monitoring - Audit Committee reporting coordination - Internal Audit Strategy and riskbased plan review and implementation - External Audit Support 	% of independent assurance projects completed		100% of independent assurance projects completed	R369 284						Office of the Municipal Manager

	Institutionalization of risk and fraud risk management	- Risk Management policy framework review/development- Risk Management strategy and plan development and implementation monitoring- Risk assessment facilitation- Fraud risk management- Combined assurance plan development- Risk Management committee coordination	% of risk management projects implemented		100% of risk management projects implemented	R80 000					Office of the Municipal Manager
To promote sound leadership, good governance and improved audit outcomes	MPAC functionality and coordination	- MPAC Meetings - UIFWE oversight - Annual Report Oversight - MPAC reporting - MPAC Workplan development/review and implementation	Number of MPAC programmes implemented		5 MPAC programmes implemented	R50 000					Office of the Municipal Manager
To ensure an economically developed society and improved quality of life through job creation, agriculture and tourism	LED Strategy development and implementation SMME Support Job creation	- LED Strategy development/review - LED Forum establishment - SMME Policy development and implementation - Business licensing and compliance monitoring - Creation of job opportunities - Tourism initiatives - Investment and Trading attraction initiative	Number of LED projects implemented		6 LED projects implemented	R60 000					Office of the Municipal Manager

FINANCIAL VIABILITY AND MANAGEMENT

<p>To ensure a financially viable and sustainable municipality through compliant budget, revenue management and reporting</p>		<ul style="list-style-type: none"> - Section 71 monthly reporting - Quarterly Section 52d reporting - Section 72 mid term reporting - Section 29 adjustment budget and reporting - Annual Budget review - Section 24 	<p>Number of budget management projects implemented</p>		<p>20 budget management projects implemented</p>	<p>Opex</p>	<p>4 budget management projects implemented</p>	<p>4 budget management projects implemented</p>	<p>6 budget management projects implemented</p>	<p>5 budget management projects implemented</p>	<ul style="list-style-type: none"> - Section 71 monthly report - Quarterly Section 52d report - Section 72 mid term report - Section 29 adjustment budget - Annual Budget - Adjusted Budget - Council resolution - Signed acknowledgment by the Mayor (S71) 	<p>Budget and Treasury</p>
		<p>Annual Financial Statements Interim AFS</p>	<p>Date by which Annual and Interim/AFS are submitted</p>		<p>AFS submitted by 31 August 2025</p>	<p>Opex</p>	<p>AFS submitted by 31 August 2025</p>		<p>IFS submitted by 31 March 2026</p>			<p>Budget and Treasury</p>

		;- Compilation of the valuation roll - Quarterly update of indigent register - Revenue and cash flow enhancement strategy development and implementation - Data Cleansing, water and electricity meter verification	Number of revenue projects implemented		10 revenue projects implemented	R1 848 889	Draft Revenue and cashflow enhancement strategy developed Quarterly update of indigent register	Draft Revenue and cashflow enhancement strategy adopted Quarterly update of indigent register Draft Valuation roll	Draft Revenue and cashflow enhancement implementation report to Council Quarterly update of indigent register	Draft Revenue and cashflow enhancement strategy adopted Quarterly update of indigent register Draft Valuation roll		Budget and Treasury
To promote sound leadership, good governance and improved audit outcomes		- Development of Audit Action Plan- Reduction of repeat findings	% reduction in existing audit findings		50% reduction in existing audit findings	Opex		50% reduction in existing audit findings				Budget and Treasury
			Type of audit opinion by the Auditor General		Qualified audit opinion by the Auditor General	Opex	Audit Steering Committees convened	Qualified audit opinion by the Auditor General				Budget and Treasury
To ensure a maximized lifespan and service benefit of municipal assets through proper accounting and safekeeping		- Quarterly verification of assets - FAR reconciliations - Monthly update to Project register - Development of GRAP compliant fixed asset register	Number of asset management projects successfully implemented		29 asset management projects successfully implemented	R1 275 562	8 asset management projects successfully implemented	7 asset management projects successfully implemented	7 asset management projects successfully implemented	7 asset management projects successfully implemented		Budget and Treasury
To ensure a compliant supply chain management function and reduction in Unauthorized, Irregular, Fruitless and Wasteful		- Monitoring and reporting on procurement plan - Quarterly SCM reporting - Adherence and prevention of UIFWE reporting - Annual SCM reporting	Number of SCM projects implemented		13 SCM projects implemented	Opex	5 SCM projects implemented	4 SCM projects implemented	4 SCM projects implemented	4 SCM projects implemented		Budget and Treasury

Expenditure in terms of chapter 11 of MFMA		Reduction of UIFWE	% reduction in UIFWE		75% reduction in UIFWE	Opex	Institutional capacity building for MPAC, Political Office bearers management and staff 10% reduction in UIFWE	25%	50%	75%	Budget and Treasury
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